

Notice of Meeting and Agenda

Leadership Board

Date	Time	Venue
Wednesday, 19 February 2020	13:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM
Head of Corporate Governance

Membership

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

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

Presentations

Please note that

(a) at 12.30 pm, in the Council Chambers, prior to the Board meeting, there will be a presentation to elected members, on the Scottish Household Survey, by the Head of Policy & Commissioning; and

(b) at 2.00pm, in the Council Chambers, at the conclusion of the Board meeting, there will be a presentation to elected members by Extinction Rebellion.

Further Information

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

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

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

For further information, please either email

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

Members of the Press and Public

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

Apologies

Apologies from members.

Declarations of Interest

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

Budget Monitoring

- | | | |
|----------|---|----------------|
| 1 | Revenue Budget Monitoring | 5 - 16 |
| | Joint Report by the Chief Executive, Director of Finance & Resources and the Chief Finance Officer, Renfrewshire Health & Social Care Partnership | |
| 2 | Capital Budget Monitoring Report | 17 - 22 |
| | Report by Director of Finance & Resources | |

Strategic Oversight

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| 3 | Right for Renfrewshire - Change and Transformation Programme 2020/21-2022/23 | 23 - 48 |
| | Joint Report by Chief Executive and Director of Finance & Resources | |

Tackling Poverty

- | | | |
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| 4 | Tackling Poverty Programme | 49 - 54 |
| | Report by Chief Executive | |
| 5 | Scottish Index of Multiple Deprivation | 55 - 70 |
| | Report by Chief Executive | |

Community Engagement

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| 6 | Strategic Partnership Agreement - Active Communities | 71 - 84 |
| | Report by Chief Executive | |

Economy, Regeneration, Development and Renewal

- | | | |
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| 7 | Car Parking in Paisley Town Centre | 85 - 92 |
| | Report by Director of Environment & Infrastructure | |
| 8 | Renfrewshire Economic Strategy 2020-2030: Action Plan | 93 - 116 |
| | Report by Chief Executive | |

9	Renfrewshire Skills Plan	117 - 150
	Report by Chief Executive and presentation by Economic Development Manager	
10	Paisley Town Centre Townscape	151 - 156
	Heritage/Conservation Area Regeneration Scheme 2 - Award of Grants	
	Report by Chief Executive	
11	Scotland's Future Employability Service: Parental Employment Support Fund	157 - 172
	Report by Chief Executive	
12	Paisley First Renewal Ballot Outcome	173 - 176
	Report by Chief Executive	

Adult Social Care and Integration

13	Renfrewshire Integration Scheme (Health and Social Care)	177 - 240
	Report by Chief Executive	
14	Joint Inspection of Adult Support and Protection in the Renfrewshire Partnership Area	241 - 244
	Report by Chief Officer, Renfrewshire Health & Social Care Partnership	

Leisure and Culture

15	Renfrewshire Leisure Limited Annual Report	245 - 280
	Report by Chief Executive (A colour copy of the Annual Report has been attached to this agenda for members of the Leadership Board)	
16	Paisley Museum Project: Award of Grant Funding	281 - 286
	Report by Chief Executive	



To: Leadership Board

On: 19 February 2020

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

Heading: Revenue Budget Monitoring to 8 November 2019

1. Summary

- 1.1 The financial position of those services reporting to this board is summarised in the table below and highlights a net underspend of £220,000 (0.4%).

Division / Department	Current Reported Position	% variance	Previously Reported Position	% variance
Leisure Services	Breakeven	-	Breakeven	-
Adult Services	£220,000 underspend	0.5%	£220,000 underspend	0.7%
Economic Development & City Deal	Breakeven	-	Breakeven	-
Chief Executives	Breakeven	-	Breakeven	-

2. **Recommendations**

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

3. **Budget Adjustments**

Budget adjustments totalling £25,000 have been actioned for Chief Executives since the last reporting period, resulting in a net increase in resources for services reporting to this board.

£80,000 has been transferred from corporate resources to the Chief Executives service to fund corporate investment priorities relating to Tackling Poverty and an income target of £55,000 has been transferred to the Chief Executives service to reflect service provision.

4. **Leisure Services**

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

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

4.1 **Projected Year End Position**

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

5. **Adult Services**

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

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

5.1 **Projected Year End Position**

It is anticipated that Adult Services will underspend by £358,000 at the year-end position.

6. **Economic Development and City Deal**

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

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

6.1 **Projected Year End Position**

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

7. **Chief Executive's**

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

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

7.1 **Projected Year End Position**

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

Implications of the Report

1. **Financial** – Net revenue expenditure will be contained within available resources.
2. **HR & Organisational Development** – none
3. **Community Planning** – none
4. **Legal** – none
5. **Property/Assets** – none
6. **Information Technology** - none.
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential

for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

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

List of Background Papers

None

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Lisa Dickie, Extension 7384

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2019/2020
1st April 2019 to 8 November 2019

POLICY BOARD : LEADERSHIP BOARD

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
				£000's	%	
Adult Social Care	70,826	43,585	43,365	220	0.5%	underspend
Leisure Services	10,390	7,931	7,931	0	0.0%	breakeven
City Deal	0	322	322	0	0.0%	breakeven
Economic Development	2,503	2,552	2,552	0	0.0%	breakeven
Chief Executive	7,827	4,418	4,418	0	0.0%	breakeven
NET EXPENDITURE	91,546	58,808	58,588	220	0.4%	underspend

Bottom Line Position to 8 November 2019 is a net underspend

Anticipated Year End Budget Position is a net underspend

£000's

220

0.4%

358

0.4%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2019/2020
1st April 2019 to 8 November 2019

POLICY BOARD : LEADERSHIP BOARD

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
				£000's	%	
Employees	40,290	24,660	24,114	546	2.2%	underspend
Premises Related	1,058	756	727	29	3.9%	underspend
Supplies and Services	15,376	10,847	10,961	(114)	-1.1%	overspend
Transport Related	802	494	491	3	0.6%	underspend
Support Services	194	68	53	15	22.1%	underspend
Third Party Payments	59,125	36,435	36,959	(524)	-1.4%	overspend
Transfer Payments	6,181	4,106	4,042	64	1.6%	underspend
GROSS EXPENDITURE	123,027	77,366	77,347	19	0.0%	underspend
Income	(31,481)	(18,558)	(18,759)	201	1.1%	over-recovery
NET EXPENDITURE	91,546	58,808	58,588	220	0.4%	underspend

Bottom Line Position to 8 November 2019 is a net underspend
Anticipated Year End Budget Position is a net underspend

£000's	
220	0.4%
358	0.4%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2019/2020
1st April 2019 to 8 November 2019

POLICY BOARD : LEADERSHIP BOARD: ADULT SERVICES

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
	£000's	£000's	£000's	£000's	%	
Older People	47,124	28,998	28,620	378	1.3%	underspend
Physical or Sensory Difficulties	6,028	3,710	3,821	(111)	-3.0%	overspend
Learning Difficulties	14,659	9,021	9,100	(79)	-0.9%	overspend
Mental Health Needs	2,349	1,446	1,426	20	1.4%	underspend
Addiction Services	666	410	398	12	2.9%	underspend
NET EXPENDITURE	70,826	43,585	43,365	220	0.5%	underspend

	£000's	
Bottom Line Position to 8 November 2019 is a net underspend	220	0.5%
Anticipated Year End Budget Position is a net underspend	358	0.5%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2019/2020
1st April 2019 to 8 November 2019

POLICY BOARD : LEADERSHIP BOARD: ADULT SERVICES

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
	£000's	£000's	£000's	£000's	%	
Employees	31,809	19,575	19,034	541	2.8%	underspend
Premises Related	557	343	326	17	5.0%	underspend
Supplies and Services	2,539	1,562	1,676	(114)	-7.3%	overspend
Transport Related	800	492	485	7	1.4%	underspend
Support Services	70	43	38	5	11.6%	underspend
Third Party Payments	59,010	36,314	36,838	(524)	-1.4%	overspend
Transfer Payments	3,286	2,022	1,930	92	4.5%	underspend
GROSS EXPENDITURE	98,071	60,351	60,327	24	0.0%	underspend
Income	(27,245)	(16,766)	(16,962)	196	1.2%	over-recovery
NET EXPENDITURE	70,826	43,585	43,365	220	0.5%	underspend

	£000's	
Bottom Line Position to 8 November 2019 is a net underspend	<u>220</u>	<u>0.5%</u>
Anticipated Year End Budget Position is a net underspend	<u>358</u>	<u>0.5%</u>

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2019/2020
1st April 2019 to 8 November 2019

POLICY BOARD : LEADERSHIP BOARD: LEISURE SERVICES

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
				£000's	%	
Employees	0	0	0	0	0.0%	breakeven
Premises Related	386	311	310	1	0.3%	underspend
Supplies and Services	10,384	7,828	7,833	(5)	-0.1%	overspend
Transport Related	0	0	0	0	0.0%	breakeven
Support Services	0	0	0	0	0.0%	breakeven
Third Party Payments	0	0	0	0	0.0%	breakeven
Transfer Payments	0	0	0	0	0.0%	breakeven
GROSS EXPENDITURE	10,770	8,139	8,143	(4)	0.0%	overspend
Income	(381)	(208)	(212)	4	1.9%	over-recovery
NET EXPENDITURE	10,390	7,931	7,931	0	0.0%	breakeven

	£000's	
Bottom Line Position to 8 November 2019 is breakeven	<u>0</u>	<u>0.0%</u>
Anticipated Year End Budget Position is breakeven	<u>0</u>	<u>0.0%</u>

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2019/2020
1st April 2019 to 8 November 2019

POLICY BOARD : LEADERSHIP BOARD: CITY DEAL

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
	£000's	£000's	£000's	£000's	%	
Employees	0	399	399	0	0.0%	breakeven
Premises Related	0	0	0	0	0.0%	breakeven
Supplies and Services	0	189	189	0	0.0%	breakeven
Transport Related	0	1	1	0	0.0%	breakeven
Support Services	0	4	4	0	0.0%	breakeven
Third Party Payments	0	6	6	0	0.0%	breakeven
Transfer Payments	0	9	9	0	0.0%	breakeven
GROSS EXPENDITURE	0	608	608	0	0.0%	breakeven
Income	0	(286)	(286)	0	0.0%	breakeven
NET EXPENDITURE	0	322	322	0	0.0%	breakeven

	£000's	
Bottom Line Position to 8 November 2019 is breakeven	<u>0</u>	<u>0.0%</u>
Anticipated Year End Budget Position is breakeven	<u>0</u>	<u>0.0%</u>

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2019/2020
1st April 2019 to 8 November 2019

POLICY BOARD : ECONOMIC DEVELOPMENT

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
	£000's	£000's	£000's	£000's	%	
Employees	3,647	2,144	2,152	(8)	-0.4%	overspend
Premises Related	115	102	87	15	14.7%	underspend
Supplies and Services	545	191	197	(6)	-3.1%	overspend
Transport Related	0	0	3	(3)	0.0%	overspend
Support Services	108	14	8	6	0.0%	underspend
Third Party Payments	0	0	0	0	0.0%	breakeven
Transfer Payments	1,615	1,214	1,216	(2)	-0.2%	overspend
GROSS EXPENDITURE	6,030	3,665	3,663	2	0.1%	underspend
Income	(3,527)	(1,113)	(1,111)	(2)	-0.2%	under-recovery
NET EXPENDITURE	2,503	2,552	2,552	0	0.0%	breakeven

	£000's	
Bottom Line Position to 8 November 2019 is breakeven	<u>0</u>	<u>0.0%</u>
Anticipated Year End Budget Position is breakeven	<u>0</u>	<u>0.0%</u>

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2019/2020
1st April 2019 to 8 November 2019

POLICY BOARD : LEADERSHIP BOARD: CHIEF EXECUTIVE

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
£000's	£000's	£000's	£000's	£000's	%	
Employees	4,834	2,542	2,529	13	0.5%	underspend
Premises Related	0	0	4	(4)	0.0%	overspend
Supplies and Services	1,908	1,077	1,066	11	1.0%	underspend
Transport Related	2	1	2	(1)	0.0%	overspend
Support Services	16	7	3	4	57.1%	underspend
Third Party Payments	115	115	115	0	0.0%	breakeven
Transfer Payments	1,280	861	887	(26)	-3.0%	overspend
GROSS EXPENDITURE	8,155	4,603	4,606	(3)	-0.1%	overspend
Income	(328)	(185)	(188)	3	1.6%	over-recovery
NET EXPENDITURE	7,827	4,418	4,418	0	0.0%	breakeven

	£000's	
Bottom Line Position to 8 November 2019 is breakeven	<u>0</u>	<u>0.0%</u>
Anticipated Year End Budget Position is breakeven	<u>0</u>	<u>0.0%</u>



To: LEADERSHIP BOARD

On: 19 FEBRUARY 2020

Report by: Director of Finance and Resources

Heading: Capital Budget Monitoring Report

1. Summary

- 1.1 Capital expenditure to 8th November 2020 totals £14.421m compared to anticipated expenditure of £14.420m for this time of year. This results in over spend of £0.001m for those services reporting to this board, and is summarised in the table below:

Division	Current Reported Position	% Variance	Previously Reported Position	% Variance
Leisure Services	£0.002m o/spend	0% o/spend	£0.000m b/even	0% u/spend
Chief Executives	£0.001m u/spend	0% u/spend	£0.001m u/spend	0% u/spend
Total	£0.001m o/spend	0% o/spend	£0.001m u/spend	0% u/spend

- 1.2 The expenditure total of £14.421m represents 53% of the resources available to fund the projects being reported to this board Appendix 1 provides further information on the budget monitoring position of the projects within the remit of this board.

2. **Recommendations**

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

3. **Background**

- 3.1 This report has been prepared by the Director of Finance and Resources in conjunction with the Chief Executive and the Director of Development & Housing Services.
- 3.2 This capital budget monitoring report details the performance of the Capital Programme to 8th November 2019, and is based on the Non-Housing Capital Investment Programme which was approved by members on 28th February 2019, adjusted for movements since its approval.
-

4. **Budget Changes**

- 4.1 Since the last report budget changes in 2019-20 totalling £0.247m have arisen which reflect the following:-

- **Chief Executives**

Budget brought forward to 2019-20 from 2018-19 (£2.218m)

- City Deal Projects (£2.218m) to reflect an agreed audit change in the 2018-19 annual accounts over the timing of the purchase of land in relation to the project.

Budget carried forward to 2020-21 and beyond from 2019-20 (£3.119m):

- City Deal (£0.552m);
- Paisley Art Centre (£0.098m);
- Paisley Town Hall (£0.844m);
- Flexible Outdoor Facility (£0.227m);
- St James Playing Field (£0.120m);
- Paisley Learning & Cultural Hub (£0.392m);
- Town Centre Capital Fund (£0.886m).

The value of the Town Centre Capital Fund will be fully committed by the 31st March 2020, even if not spent in cash terms, which is compliant with the terms and conditions of the grant offer.

Budget brought forward to 2019-20 from 2020-21 (£0.655m):

- Paisley Museum (£0.655m).

- 4.2 In relation to the Community Halls Refurbishment, a programme of work has been progressed to provide updated condition surveys to the technical requirements and priorities for the refurbishment of the McKillop Institute, Elderslie Village Hall, South End Action Centre and Steeple Hall.

Work is progressing with Renfrewshire Leisure, the operators of the facilities, to evaluate the surveys and develop detailed proposals which will be subject to a future report to the Leadership Board.

Implications of the Report

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

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

11. **Privacy Impact** – none.
12. **Climate Risk** – none
13. **Cosla Policy Position** – none.

List of Background Papers

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

The contact officers within the service are:

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

Author: *Geoff Borland, Principal Accountant, 0141 618 4786, geoffrey.borland@renfrewshire.gov.uk.*

Leadership - Appendix 1

RENFREWSHIRE COUNCIL

CAPITAL INVESTMENT STRATEGY - NON-HOUSING SERVICES

BUDGET MONITORING REPORT

BOARD: LEADERSHIP

Project Title	Prior Expenditure to 31/03/2019* £000	Approved Programme @28/02/19 £000	Current Programme MR 8 £000	Year To Date Budget to 08-Nov-19 £000	Current Year					Full Programme - All years		
					Cash Spent to 08-Nov-19 £000	Variance to 08-Nov-19 £000	% Variance	Cash to be Spent by 31-Mar-20 £000	% Cash Spent	Total Programme to 31-Mar-22 £000	Total Cash Spent to 08-Nov-19 £000	Total Cash to be Spent to 31-Mar-22 £000
LEISURE SERVICES												
Leisure Investment Programme	52,235	0	50	10	11	-1	-10%	39	22%	52,619	52,246	373
Grass Pitches & Changing Facilities	3,220	392	392	330	332	-2	-1%	60	85%	4,249	3,552	697
Community Halls Refurbishment	0	0	50	5	4	1	20%	46	8%	2,536	4	2,532
Total Leisure Services	55,455	392	492	345	347	-2	-1%	145	71%	59,404	55,802	3,602
CHIEF EXECUTIVES												
City Deal Projects												
Glasgow Airport Investment Area	7,952	17,821	15,572	8,140	8,139	1	0%	7,433	52%	40,318	16,091	24,227
Clyde Waterfront & Renfrew Riverside	11,916	1,022	3,557	2,685	2,685	0	0%	872	75%	89,229	14,601	74,628
Airport Access	2,404	3,730	589	270	270	0	0%	319	46%	48,458	2,674	45,784
City Deal Related Projects												
GAIA Regeneration	0	0	0	0	0	0	0%	0	-	5,500	0	5,500
AMIDS: Public Realm Phase 1 Netheron Square	0	0	200	0	0	0	0%	200	0%	2,477	0	2,477
Paisley Venues & Town Centre Infrastructure												
Paisley Art Centre Redevelopment	76	275	180	75	76	-1	-1%	104	42%	2,800	152	2,648
Paisley Town Hall Redevelopment	725	3,045	1,464	815	815	0	0%	649	56%	22,000	1,540	20,460
Flexible Outdoor Facility/Travel & Accessibility Infrastructure	138	2,400	558	0	0	0	0%	558	0%	9,700	138	9,562
St James Playing Fields Redevelopment	322	590	125	20	22	-2	-10%	103	18%	7,500	344	7,156
Paisley Museum	2,660	3,400	3,022	1,735	1,733	2	0%	1,289	57%	42,500	4,393	38,107
Town Centre Capital Fund	0	0	573	0	0	0	0%	573	0%	1,459	0	1,459
Paisley Learning & Cultural Hub	992	1,746	708	330	330	0	0%	378	47%	7,000	1,322	5,678
Paisley Temporary Library	543	0	70	5	4	1	20%	66	6%	650	547	103
Temporary Heritage Library	36	0	29	0	0	0	0%	29	0%	99	36	63
Total Chief Executives	27,764	34,029	26,647	14,075	14,074	1	0%	12,573	53%	279,690	41,838	237,852
TOTAL LEADERSHIP BOARD	83,219	34,421	27,139	14,420	14,421	-1	0%	12,718	53%	339,094	97,640	241,454

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



To: Leadership board

On: 19th February 2020

Report by: The Chief Executive and Director of Finance & Resources

**Heading: Right for Renfrewshire – Change & Transformation Programme
2020/21 – 2022/23**

1. Key Messages

- 1.1 In June and September 2019 previous reports to the Board updated members on the Council's anticipated financial outlook over the period 2020 – 2023 and the work progressed to prepare for the next phase of the Council's change and transformation programme, "Right for Renfrewshire" (RforR). This represents the fourth phase of what has become a long term programme, with major change and transformation being consolidated as a permanent and recurring feature of the Council's strategic agenda.
- 1.2 This report provides members with an update on the proposed changes emerging from the tranche 1 service redesign exercises completed to date. RforR represents a strategic programme, that is key to supporting both the Council's medium term financial strategy but also the strategic objective to modernise and ensure services across the Council remain sustainable and best placed to meet the most important objectives of the Council and Renfrewshire's citizens.
- 1.3 In this context members should note that in parallel to the proposed implementation programme for the tranche 1 service redesigns, work will commence over the first half of 2020 to scope the next tranche of the programme. In this regard, as part of future reporting on progress in relation to the programme, confirmation of the tranche 2 service redesign areas will be brought forward for members consideration and approval over the course of the first half of 2020. This will ensure the required degree of momentum and pace is maintained to develop the next tranche change, transformation and related savings that will be critical to supporting the 2021/22 - 23 financial planning process.

- 1.4 For financial planning purposes, the Council has been progressing on the basis of a central financial planning scenario with an estimated budget gap of approximately £45 million to be addressed over the three year period 2020 – 2023. As outlined in more detail in the report, little has changed over recent months to fundamentally alter this broad outlook with shorter term uncertainty heightened in the context of the delays to national budget setting timetables at both a UK and Scottish level, with the Scottish Government's initial draft budget and local government settlement for 2020/21 only recently published on the 6th February.
- 1.5 As noted in previous reports to the Board, over the course of the second half of 2019, the Corporate Management Team has undertaken a significant amount of work to take forward a series of structured service redesign processes across a range of areas of the Council's existing service arrangements as part of tranche 1 of the new RforR programme. These redesign exercises are framed around functional service groupings and therefore cut across existing service structures and deploy a standardised approach and methodology, creating consistency in both approach and deliverable outputs from each exercise.
- 1.6 Outlined in the main body of this report are the key recommendations for change and transformation emerging from the tranche 1 reviews. As reported previously to members, the 2020/21 – 23 financial planning arrangements include a provision for £25 million of net savings arising from the RforR programme and that the release of these savings will commence as part of the 2020/21 budget. The implementation arrangements for the tranche 1 redesign exercises will, subject to member's consideration and approval, commence immediately in order to support the financial strategy, facilitating the release of £3.469 million of savings as part of the 2020/21 budget with a further £2.294 million in 2021/22.
- 1.7 As part of delivering the implementation of the tranche 1 redesigns, the process of adapting the size and composition of the Council's workforce over the medium term will commence. Members will be aware that over the final quarter of 2019, work has been progressed to seek formal expressions of interest in voluntary severance for sections of the workforce considered to be within the scope of the tranche 1 service redesigns in order to support delivery of the process of change and transformation.
- 1.8 Over 2,600 letters have been issued to employees of which 580 expressed an initial interest in the scheme. Of the 580 expressions of interest, 362 employees have so far confirmed on receipt of information from the voluntary severance arrangements a willingness to voluntarily leave the Council's employment. A further 150 employees wish to remain in service and the remaining 68 are currently outstanding.
- 1.9 Work completed by Directors to date indicates a net reduction of around 130 full time equivalent posts across the service designs which would be facilitated predominantly through the release of employees under voluntary severance if the report's proposals are approved and move forward through the implementation process. It is expected that these numbers will be refined in the coming weeks and the actual pattern of release will extend over the course of 2020/21 to coincide with the implementation programme. This will ensure a structured and well managed release programme aligned to the process of change and transformation, mitigating the risk of service disruption.

2. Recommendations

2.1 It is recommended that the Board:

- i. Note the latest update on the Right for Renfrewshire Programme and financial outlook for 2020 – 2023 as outlined in the report.
- ii. Note the progress achieved in relation to those service redesigns that constitute tranche 1 of the programme and agree to implement the range of associated proposals for change and transformation as outlined in detail in sections 4 – 12 of the report.
- iii. Agree that as part of the implementation of the proposals, authority is delegated to the Chief Executive to take forward the arrangements for the voluntary release of employees over the course of 2020/21 the change and transformation process.
- iv. Note that further reports will be brought to future cycles of the board to provide updates on the progress achieved in relation to the implementation phase of tranche 1 of the programme and specifically in relation to the service areas that will be proposed to constitute tranche 2 which will be critical to supporting the ongoing delivery of the Council's change programme.

3. Background – Right for Renfrewshire

- 3.1 In June and September 2019 previous reports to the Board updated members on the Council's anticipated financial outlook over the period 2020 – 2023 and the work progressed to prepare the Council to move into the next phase of the Council's change and transformation programme, "Right for Renfrewshire" (RforR). This represents the fourth phase of what has become a long term programme, with major change and transformation being consolidated as a permanent and recurring feature of the Council's strategic agenda.
- 3.2 For financial planning purposes, the Council has been progressing on the basis of a central financial planning scenario with an estimated forecast budget gap of approximately £45 million to be addressed over the three year period 2020 – 2023. Little has changed over recent months to fundamentally alter this broad medium term outlook of a significant budget gap to be addressed. There has been clear disruption to the normal course of fiscal and economic reporting events triggered by the calling of a UK General Election. The impact of this has undoubtedly heightened short term uncertainty in the context of the delays to national budget setting timetables at both a UK and Scottish level. Indeed, at the time of this report, the 2020/21 budget from the UK Government remains subject to confirmation on 11th March with the Scottish Government draft budget figures for 2020/21 only being very recently released on 6th February, unprecedentedly ahead of the UK budget announcement. The draft financial settlement for the Council from the Scottish Government is still subject to ongoing review to fully understand the figures but early indications suggest a like for like grant cut of 1.1% for 2020/21, broadly in line with Council's financial planning forecasts. It is recognised that these draft figures may be subject to subsequent change as part of stages 2 and 3 of the Scottish Parliamentary process that are expected to progress into early March, and/or as a consequence of any review of the 2020/21 budget that the Scottish Government may carry out subsequent to the UK budget being announced on 11th March.

- 3.3 In this context the prospects for the Council's grant settlement over the medium term remain at this stage subject to some uncertainty. In the lead up to and after the UK General Election, the emerging context at a UK level in relation to public sector budgets was more positive with an expectation of enhanced levels of spending over and above those previously planned and announced by the UK Government, suggesting public finances at a UK level would be moving out of the period of austerity and into one of growth. However, indications and announcements to date from the UK Government suggest most new additional spending pledges will be focused on capital infrastructure investment across the UK (and therefore will not be available to support spending on day to day service provision), along with NHS and Police revenue spending. Such additional spending growth as part of the UK budget on the 11th March, will benefit Scotland under the block grant arrangements with decision making on the use of these resources devolved to the Scottish Government under the fiscal framework arrangements.
- 3.4 Notwithstanding indications of this more positive outlook emerging for the Scottish block settlement from the UK Government, it should be noted that this sits within a wider framework in terms of the overall devolved Scottish Budget. Important context in this regard is the Scottish Government's already well stated policy commitment over this parliamentary period to real terms growth and protection of NHS and Police spending respectively, coupled with the reported £2 billion of medium term fiscal framework reconciliation adjustments that require to be addressed in the Scottish budget due to slower tax growth in Scotland relative to the UK as a whole. These wider considerations may therefore limit the scope for a material improvement emerging in the financial outlook for the local government budget in Scotland.
- 3.5 In addition, it is important for members to note that in terms of the Council's estimated £45 million budget gap to be addressed over the medium term period 2020/21 – 2022/23, this is predominantly driven by cost pressures and demand growth as opposed to the anticipated scale of reduction in government grant provision. In these circumstances as in previous years, it is important that the Council continues to adopt a sustainable medium-term perspective in developing and delivering its financial strategy and budget planning for 2020/21 – 23 and continue to progress with the expectation of the requirement for significant savings over the medium term, notwithstanding the ongoing disruption to national budget setting at both a UK and Scottish Government level.
- 3.6 The financial outlook continues to present a pressing requirement for the Council to achieve at pace sustainable change and transformation to ensure financially sustainable services and savings over the medium term. However, as outlined to members in the September report, this represents only a single dimension and the current strategic case for transformation and change extends beyond the financial context and is significantly driven by a number of other key strategic influences including:
- **Demographic changes** which are already increasing demand and compelling the Council to consider how it designs, specifies and delivers services to meet the changing needs of its residents.
 - The changing expectation of citizens and communities, particularly in the context of **rapid digital transformation as a continuous and permanent feature of our environment** in general and of customer service and service delivery in particular.

- Driving forward key interventions to stimulate **inclusive economic prosperity** and improve outcomes for its communities.
- **Enhancing community engagement, participation and empowerment** where better community engagement and participation leads to the delivery of better, more responsive services and better outcomes for communities.

3.6 As outlined to members previously, in approaching this challenge a number of existing attributes will increasingly characterise and define the Council's future operating state over the medium term. Strengthening these areas is a key focus that underpins the RforR programme ensuring they become significantly stronger features of the Council as it moves forward and transforms through this period:

- The Council will be leaner and more efficient, a digitally leading public sector body, doing the right things well, responsive to citizens changing needs and expectations and which prioritises more limited resources to where it can make the biggest positive impact on peoples' lives across Renfrewshire.
- The Council has a much clearer focus on its core purpose and what it is best placed to deliver, facilitate and enable on behalf of communities, partners, staff and businesses.
- The Council has a much more structured approach to designing services, where there is a clearer basis which underpins the service scope, standards, quality and cost of services that exist.
- The Council is better organised to have more adaptable structures where roles, teams and functions are designed to deliver excellent universal services for all communities whilst focusing our specialist resource on more complex customer needs.
- The Council works better with communities and recognises that the Council's role will be as much about building capacity to allow communities to play a bigger direct part in tackling the issues that affect them the most and where the Council enables communities to reach their potential and understand their needs.
- The Council will develop improved collaborative practice with partners to better achieve common goals for Renfrewshire and collectively invest our energy and resources where they make the most impact
- The Council has a workforce focused on where they will make the biggest impact, where all have opportunities to develop careers along clear pathways and feel motivated and positive about being part of the Council. The Council will be a leader in attracting and retaining talent and staff will be better supported to do their jobs and will be more empowered to innovate and find solutions.

3.7 Over the course of the second half of 2019, the Corporate Management Team has undertaken a significant amount of work to take forward a series of structured service redesign processes across a range of areas of the Council's existing service arrangements as part of tranche 1 of the new RforR programme.

3.8 These redesign exercises are framed around functional service groupings and therefore cut across existing service structures and deploy a standardised approach and methodology, creating consistency in both approach and deliverable outputs from reach exercise. The tranche 1 redesigns have provided an appropriate spread across Council services to avoid the risk of over burdening any specific area of the Council, as well as balancing the first phase across service areas that have generally been less heavily impacted by change over recent years and encapsulates the following redesigns:

- Customer & Transaction Services
- Placeshaping
- Community Development
- Community Protection
- Facilities Management
- Prevention and Early Intervention

3.9 Sections 4 – 12 of the report provides a detailed outline of the key recommendations for change and transformation proposals emerging from the tranche 1 reviews. As reported previously to members, the 2020/21 – 23 financial planning arrangements includes a £25 million saving provision from the RforR programme and that the release of these savings will commence as part of the 2020/21 budget. It is envisaged therefore, that implementation arrangements for the tranche 1 redesign exercises will, subject to members consideration and approval, commence immediately in order to support the financial strategy and establish clear initial momentum in delivering the RforR programme objectives.

4. Customer Transactions

4.1 Service Redesign Scope

The Customer Transactions service design brings together Customer and Business services functions around mediated access to services and transactional (repeatable), universal business services. The service areas within the scope of the service design exercise sit predominantly within the existing Customer and Business services division within Finance and Resources and encompasses: Customer Service Centres; the Customer Contact Centre; School administrative support; Revenues and Financial support; Payroll and Employee Services; Frontline and administration support for Adult Services and Children's Services; and General administrative support to council services. This represents a large service area, with a full time equivalent job population of 680.

4.2 Drivers for Change and Redesign Objectives

The service areas within scope already have a long-established track record of delivering change, transformation and modernisation. This has supported the service over the long term to:

- deliver on a sustainable basis more consistent and reliable services with, in many instances increased access and choice,

- improve performance and deliver services that are more responsive to both internal and external customer needs,
- support the release of sustainable cost efficiencies over a long-term period, and
- support the delivery of income growth and improved income collection performance.

In this context, the Customer Transactions service design is focused primarily on the delivery of existing transformation and modernisation projects, that will seek to accelerate the deployment of new digital capabilities and adoption of underlying service re-design principles.

The overall change will deliver fundamental transformation of existing services that will seek to deliver increasingly streamlined, flexible and enhanced access levels and choice through self-serve digital channels and standardised universal processes across the Council. The change is focused on achieving not just service efficiency; but service improvement for users and increased accuracy in business processes through better system integration and automation. This will be supported by an empowered, customer-focused workforce that will be re-shaped to be increasingly focus on higher skilled roles where current requirements for routine repetitive handling and physical re-keying of information is reduced and phased out through better use of digital and automation technology and staff roles are increasingly focused on decision making, judgement and technical expertise.

4.3 Overview of Key Service Change

The key enablers of the planned service transformation are focused upon the full deployment of existing digital capabilities developed in recent years and as reported to the Leadership Board through previous Better Council Programme updates. In this context, the intended direction of travel in relation to service change is well developed and underpinned by both the successful delivery and implementation of the enabling digital technology and by a range of early proof of concept pilot activity.

Completing this early preparatory work and having delivery of the enabling technology secured, removes a significant element of the risk associated with transformational change of this nature and provides a greater degree of planning confidence in respect to both the roll out plan and securing delivery of the benefits and the associated financial savings. The key programmes proposed for Customer Transactions are outlined below:

- **Advance Automation** – the service has invested in the development of advanced automation capabilities, both in terms of the technology platform as well as a newly trained in-house team equipped with the skills to develop and manage a portfolio of advanced automation routines across high volume, simple, repetitive and rule-based tasks. Over the past 12 months, this project has delivered several successful “proof of concept” automations providing confidence in both the technology and the consequential benefits. A full assessment has been completed to identify the key areas of opportunity and priority across the full processing environment within the service where the deployment of advanced automation is appropriate. A 12-month implementation plan will support the deployment of the automation capability across priority processing activities which currently support the updating of core financial systems and activities linked to the wider income generation and collection activities.

- As well as supporting higher productivity levels, automation processing is 100% accurate and allows the refocusing of staffing resource away from repetitive routine tasks to more complex and higher value activities requiring decision making and judgement roles;
- Business World optimisation - Business World will continue to be optimised from a technology perspective to ensure streamlined, end to end business processes and workflows are available for use across the Council. The transformation will be achieved through a deployment plan implemented to support enhanced self-service capability for employees and managers within all appropriate areas of service across the Council. The deployment and implementation of self-service capability across services will remove a range of existing activities within the corporate centre which are currently focused on handling existing manual information flows and or re-keying information from other systems. This provides a range of significant benefits from process efficiencies to support financial savings but also materially enhancing flexibility and access to information and processes for both employees and managers across the Council;
- Digital First – the digital first programme is focused on accelerating the expansion of the digitisation of services, building on the highly successful platform of work achieved to date in relation to establishing digital capability through the development of the Customer Portal for which over 52,000 members of the public have already signed up and are now using as their digital access to a limited range of services. The service areas that will progress through the Digital First programme will be subject to a full process review to ensure they are optimised and designed around the customer's need and in a manner that will facilitate being provided in digital form from an end to end perspective. Existing access points will remain for customers who do not wish to transact digitally as well as mediated access being available for the customers who will require support to access the digitally enabled service. The focus will initially be on high volume repeat processes that are evident across a wide range of services, seeking to redesign such processes once and use the redesign process often from request to fulfilment, changing the ways of working across services - e.g. apply, book, schedule, pay, recruit. Again, the impact is not only one of more efficient processes for the organisation, but significantly increased flexibility, accessibility and better service being provided to the public through widening the range of services that can be transacted through digital access channels.
- Digital Customer Services – as part of modernising the offering provided through our existing customer engagement channels, it is proposed to extend the level of digital underpinnings to provide increased choice, access and flexibility to our customers. A digital customer services team will be created, securing the ability to provide an interactive customer contact provision through digital channels. In addition, this service will operate over extended hours to that currently provided through existing face to face or telephone contact arrangements increasing the convenience to customers. Customers who prefer to continue contact us by phone, will be initially managed by automated digital technology that will be capable of supporting initial customer engagement and a specified level of routine transactions without the immediate need for a call handler intervention. Only more complex transactions or more complex elements of transactions will require subsequent routing to the appropriate call handler support. Finally, face to face customer contact will transition to an appointment-based system being the norm in Customer Service Centre locations

This will allow customers to pre-book appointments at a time most suitable to them as opposed to a drop in and queue provision. As well as providing increased flexibility for customers it will facilitate greater opportunity for the service to match and manage resource availability.

- Payments – services as a first principle are billed/paid at the time of request, either as a one-off payment or the setup of a continuous payment instruction. Payment processing is an integral part of the application process, which cannot complete until payment is received. The billing, payment and subsequent collection activities of debts post service delivery will be by exception.

4.4 In addition to the service efficiencies and improvements outlined above, the service has been progressing across a range of process, automation and performance changes in relation to Council Tax billing and collection, focused on delivering additional income growth to support the 2020/21 budget. This programme of work has supported:

- increasingly quicker processes and accuracy levels linked to the underlying liability and billing position being maintained through a range of measures implemented by the service,
- the releases staff resources away from routine liability maintenance to be increasingly transitioned to focused very targeted collection activities, securing a sustained growth the overall cash collection level.

Further improvements in respect to this area are planned to be progressed over the next 6-12 months which coupled with progress secured to date provides a degree of confidence in supporting £1 million of budgeted income growth in Council Tax income over the course of 2020/21 in addition to natural growth linked to new house build completions. It is intended that this level of budgeted improvement will be built into the base Council Tax budget moving into 2020/21.

4.5 Overview of Key Benefits and Outcomes

The range of changes outlined above are focused on the delivery of a step change in the modernisation and transformation of large areas of the service. Improvement for service users are at the heart of the changes, where a wider range of modern, flexible and efficient choices are increasingly in place. The changes will also support a modernisation in the overall size and composition of the workforce, with less roles involved in repetitive re-handling of information and a much greater emphasis on higher value roles as well as investment in new high value skills focused around automation and digital capabilities. Below is a summary of the key service characteristics that will be increasingly established over the coming 12 months through delivery of the key transformation projects:

- Business World - employees across the council will have access to multiple channels to enable them to self-serve at a time and place that suits them and, access their own information, where processes are fast and streamlined. Approval mechanisms are optimised, removing the need for multiple and unnecessary handoffs across the organisation, supporting quicker and better business processes;
- Digital First and Customer Services – access to a wider range of transactional services will be 24/7, 365 days a year on any device and in any location. Simple, routine requests are handled digitally, freeing up more expert support for those that need it. Modern processes designed once and based on customer need, delivering simpler end to end processes.

Improvement in overall customer service will be at the heart of changes, increasingly the flexibility and access open to customers to transact with the council and where customers will be kept regularly informed about progress of requests reducing repeat and unnecessary contact which can often be experienced at present.

- Payments – removal of complicated billing processes that often occurs sometime after the service provision. Upfront payment for services and charges at the time of request will become the norm providing a single contact for customers;
- Automation – reduction in costs through removal of unnecessary handoffs; improved accuracy; existing generic roles will be enhanced by skilled specialists where technical expertise, discretion and judgement are required. Staff will be increasingly focused on problem solving, user communication, and whose skills are cultivated to enable them support to customers with more complex needs.

The programme of work that will be taken forward over the course of 2020/21 will result in an overall pipeline of financial savings being released in phases over the course of the financial year as the range of digital and technology projects are rolled out and fully deployed. Inclusive of the growth in council tax income referred to above, it is estimated that the overall phasing of associated financial savings will amount to £2 million in 2020/21, increasing to £3.170 million on a full year recurring basis moving into 2021/22. As indicated above as part of the implementation process, there will be a requirement to adjust the overall shape and composition of the workforce, as existing posts are removed from the establishment as the new digital capability and transformation takes effect and new roles around automation and digital customer services are created. On a net basis it is estimated that the overall establishment across services will reduce by around 60 full time posts.

5. Placeshaping

5.1 Service Redesign Scope

The Placeshaping service redesign has examined a range of existing functions that currently operate across a number of Council's existing service structures and encompasses the following scope of service: -

- Regeneration; including Cultural Regeneration
- Economic Development
- Land use planning; including LDP and place making
- Development Management
- Tourism Strategy
- Local Housing Strategy
- City Deal and Cultural Infrastructure Programmes

- Transport Strategy
- Surplus land and commercial (non-operational) property portfolio

“Placeshaping” is not to be confused with the longer established terminology of “Placemaking”. The latter is most commonly associated with an inclusive approach to the design and management of space transformation and change. Placemaking has been utilised over the last 15 years in urban regeneration and the establishment of new residential communities. Placeshaping on the other hand is about using power and influence to promote the general well-being of a community and its citizens. The Council has a strategic role in setting the vision for Renfrewshire and as the principal institution of Renfrewshire as a place, it provides political and economic leadership and can bring together the wider public sector, knowledge institutions and our business, voluntary and community organisations to secure the well-being of Renfrewshire and the people who live here. This is Placeshaping. Fundamental to this is the integration of economic, social, physical, cultural and environmental policy and strategy within the Council.

Developing a new approach to Placeshaping is a significant opportunity that could help set the overall future strategic agenda for wider council planning and working with our partners in securing the well-being of Renfrewshire. We need to make sure that everyone benefits from the economic growth and increased wellbeing that we are aiming to achieve.

5.2 Drivers for Change and Redesign Objectives

A number of new Placeshaping opportunities have arisen in recent years for Renfrewshire including the development of its advanced manufacturing economy at AMIDS, its cultural regeneration programme, and its growing events and tourism offer which demand a different type of response from the Council. A move towards the closer integration of Placeshaping services in the Council also aligns closely with the Scottish Government, for example, the recently announced ambitions around the development of the River Clyde as a strategic Placeshaping asset, also requires our services to be organised so as to strengthen our capacity and create new capability to support the development and delivery of these ambitions, working more effectively with strategic partners at a regional and national level.

The Placeshaping re-design will also allow a number of the Council Plan priorities to be more comprehensively addressed including issues such as “inclusive growth” (ensuring that opportunities from economic investment are available to all members of the community), regenerating our town centres, and delivering the required infrastructure for Renfrewshire to flourish and succeed. Finally, there are a number of new opportunities highlighted in the Economic Strategy and the emerging climate change agenda which need a more integrated response across Council services.

5.3 Overview of Key Service Changes and Key Benefits

The review seeks to reconfigure services and management roles to support greater integration of specialist functions, to improve the sharing of knowledge, skills transfer and information across functions; and ultimately to ensure the Council maximise the opportunities the Council has or can create across all Placeshaping services. At a strategic level in the Council we will create an integrated team for strategy development and a single route for investment, partners and development which makes sense to service users. This will consolidate our ability to deliver on our ambitions for Renfrewshire as a place and create greater cohesion across our work programmes.

In the medium term the review also seeks to improve access to information through the implementation of a new system to enable Development Management to operate digitally to improve its effectiveness; and enhance our use of GIS and digital asset management capability.

Finally, we will further review our portfolio of surplus land and commercial property to ensure they are contributing to the Council's strategic objectives and priorities.

Over the course of 2020/21 it would be proposed to progress the range of recommended changes outlined above focusing on the service reconfiguration and integration process and put in train the programme of work to deliver the range of improvement to digital, GIS and asset management capability. As well as the improvement that can be achieved to position the Council to have more focused capacity and capability to support Placeshaping priorities, it is estimated that £0.615 million of financial savings can be secured, with approximately £0.370 million being released in 2020/21 and the balance in 2021/22. The saving is predominantly facilitated by the reshaped workforce structure that will support the reconfigured and integrated service arrangements. It is expected that overall, the staffing complement across the service functions in scope will reduce by approximately 10 posts from the existing 140 posts within the service redesign scope.

6. Community Development

6.1 Service Redesign Scope

The Community Development redesign encompasses 190 posts bringing together a number of service functions which operate across a range of existing Council services, working to support communities and building community capacity, including Community Learning and Development, local housing teams including tenancy management and support and housing advice, and the provision of income advice services. The redesign also includes activities and funding streams such as community grants, participatory budgeting, community asset transfer, third sector support, youth diversionary activities, volunteering and participation and community insight and engagement.

6.2 Drivers for Change and Redesign Objectives

The vision for the redesign is the enablement of locality based multi-functional teams aligned to the Local Partnership Boundaries which strengthen connections across services and to the community and third sector groups in their respective localities. The aim is to create more integrated joined up services at a local level, which are responsive to local needs, and are simpler to navigate from the perspective of the service user/ customer or citizen. There is a clear link to Prevention and Early Intervention, with the focus also being on providing support and identifying needs at the earliest and most appropriate opportunity. The redesign also seeks to remove areas of service overlap or duplication of effort that exists across existing arrangements, providing a simplified service model for accessing advice services, including housing advice, income and welfare advice. The redesign will also review the current provision for youth services, and adult and family learning provided by the CLAD team and will refocus the work of the team to enable community development support to be provided to the Local Partnerships. In addition, the redesign will streamline the approach to grant fund management, including a grants management system, and streamline the advice and support arrangements for community asset transfer.

6.3 Overview of Key Service Changes

There are four key changes proposed:

- Establishment of locality-based teams
- Simplified advice service model.
- Generic Community Development model.
- Streamlined community grant funds.

In the first instance services in scope will be brought together within locality-based clusters framed around the Local Partnership boundaries. New locality management arrangements will be designed to support the new operating model. It is proposed to pilot the new operating model in the first instance, to test and refine the model, with further roll out following a period of operation and review.

Work will also proceed to review the existing arrangements for advice services, including housing advice and welfare advice, to review arrangements for community development and capacity building, and to link to service developments being progressed through the Prevention and Early Intervention redesign around areas such as homelessness and support to families. A streamlined process for grant and community fund provision, and community asset transfer and management will be developed, and the participatory budgeting approach will be embedded within the new locality model. Each of these elements will be subject to review of management and staffing structures, which will facilitate some voluntary severance across the service and deliver financial benefits.

6.4 Overview of Key Benefits and Outcomes

This redesign will create and strengthen service connections and relationships at a local level, enabling improved targeting and focus of services and improve service delivery outcomes. The alignment to the local area partnerships will assist in building service connections and developing the capacity of the community. The review of advice services will remove elements of existing duplication and build more resilient and streamlined services. Streamlining the support arrangements for communities through various activities and grants will improve the current targeting of resources and simplify support arrangements. This redesign will allow the release of overall financial benefits of £364,000 in 2020/21 and a further £158,000 moving into 2021/22 and facilitated through the application of voluntary severance arrangements to reduce overall net staffing levels by an estimated 18 posts.

7. Community Protection

7.1 Service Redesign Scope

The Community Protection redesign brings together regulatory and enforcement functions with community safety and public protection services. In scope are 118 posts in regulation and licensing; environmental health; building standards; trading standards; private landlord/HMO inspections and accreditations; and community safety and wardens service. These services:

- Prevent harm to individuals or communities
- Reduce the vulnerability of individuals or communities

- Provide public assurance and reassurance and contribute to communities feeling safer
- Deliver on statutory duties in relation to regulation and enforcement
- Support the development of legitimate businesses and tackle crime and disorder
- Ensure a safe built environment within Renfrewshire

7.2 Drivers for Change and Redesign Objectives

A significant proportion of community protection work is statutory and must be carried out or overseen by appropriately qualified and experienced officers. Across the board professional statutory officers are well regarded and effective. They operate efficiently and effectively as supported by evidence from external and internal audit inspections.

Statutory obligations are increasing and performance against statutory requirements is under pressure. In some areas, there is difficulty in recruiting officers with key specific skills and experience. This reduces the resilience of the Council, particularly in services where incident response would be critical in understanding an outbreak or incident, mitigating and protecting the public from further harm.

A key objective of this service redesign is to increase the resilience of statutory regulatory and protection services. The redesign process has confirmed that there exists scope for delivering both improvement in overall resilience levels at the same time as releasing financial benefits through broadening the management scope of the areas of activity being considered and developing generic support systems and approaches, creating sustainable career routes that will allow new recruits to join the service and develop into and through professional roles. There are also opportunities to improve integration between related professional groups, improving information sharing and leading to improved outcomes and more efficient work practices.

7.3 Overview of Key Service Changes

Management structures will be reviewed and streamlined. The service redesign will create a structure of generic posts supporting a relatively smaller proportion of specialist, professionally defined roles. Currently some specialist support activities are delivered through specialist roles that are not essential for the Council to meet its statutory responsibilities. Where this is the case, these roles will be reduced with key elements of service provision continued in professional and generic roles as appropriate.

Integrated management structures and shared support activities to cover Parking Enforcement and Licensing within the Communities and Public Protection service will be developed, as well as an associated review of the management of these functions to reflect a more focused remit. These changes will support the development of revised service structures to increase resilience and the sustainable delivery of regulatory services and support for the private rented housing sector. It is proposed that this work will be progressed over the course of 2020/21 with use made as appropriate, of voluntary severance arrangements to facilitate the service change.

Additionally, during 2020/21, it is proposed that income generating and charging opportunities will be considered and evaluated across a range of activities. Opportunities are likely to include: provision of additional services and cost sharing with partners in relation to operation of the Community Safety Partnership Hub; a review of licensing and other regulatory fees and charges to ensure they are in line with other Councils; and action to ensure enforcement and fees income is being collected consistently and appropriately.

7.4 Overview of Key Benefits and Outcomes

The new structure will align management within Communities and Public Protection to retain capacity to deliver preventative awareness raising, enforcement activity and capacity building work. This will result in the work of qualified specialist officers being focused on delivering the activities where their qualifications and experience are most required. This will assist the Council in addressing its exposure to the current national shortage of qualified statutory officers with specific skills sets.

Opportunities for increasing resilience will be taken through developing entry level officer positions with generic profiles. These have been created to support the work of the fully qualified and experienced officers within Trading Standards and Environmental Health and will be expanded to encompass Licensing and potential opportunities in relation to private sector rented housing management and support. This joined up approach will facilitate a better defined and more sustainable career route that will support the initial recruitment, progression and retention of specialist statutory officers.

National approaches and strategies expect improved use of data and intelligence in relation to Trading Standards and licensing activities in order to combat organised crime groups and this will be supported by structures that strengthen the relationship of licensing alongside other regulatory services. Confidence amongst partners in proportionate sharing and use of intelligence and data has already benefited town centre management of anti-social behaviour and violence; human trafficking; counter terrorism (prevent); domestic abuse and missing persons. The revised structures will build on this and extend the targeted use of intelligence and evidence to further harden and strengthen the community against organised crime groups and to support particularly vulnerable individuals and communities.

Integration of professional structures will support standardised and updated systems and technology used to manage and monitor workload. This will deliver operational benefits for officers and managers and enhance the opportunity to share information and intelligence with officers in the field. This will increase the resilience of services and increase capacity to meet additional statutory pressures and demands without requiring additional posts to be created. It will ensure that core information on customers and businesses is readily available in one place enhancing the capacity to streamline and improve the customer experience and reducing the requirement for additional visits or duplication. Updated technology will also support the automation of some tasks currently undertaken by Business Support services with potential efficiencies within that workstream.

- 7.5 It is anticipated that the changes outlined above will facilitate the release of financial benefits to the Council of £185,000 in 2020/21 and a further £261,000 in 2021/22, facilitated through the appropriate application of the voluntary severance scheme with approximately a net reduction of 10 posts.

8. Facilities Management - Catering

8.1 Service Redesign Scope

The schools and social care catering service redesign provides an opportunity to provide a joined up, integrated, efficient and resilient service provision across the Council.

8.2 Drivers for Change and Redesign Objectives

The nutritional requirements for school meals are scheduled to change during 2020/2021 and dietary requirements for pupils and social care customers will continue to evolve and diversify. The introduction of digital technology will enable pupils to order and pay for meals and provides opportunities to digitalise all administrative aspects of catering services. Currently the catering services are delivered across both the Council and the Health and Social Care Partnership. Integration provides opportunities to increase productivity and to increase resilience across all the catering functions delivered across Renfrewshire.

Through provision of a productive and efficient integrated meals delivery model, the service redesign will facilitate the modernisation of the operational arrangements, supporting improvement in the standards, quality and consistency of meals provided across the early years and primary school estate and social care residents in receipt of meals from the residential, community and home meal provisions.

8.3 Overview of Key Service Change

It is proposed that over the course of 2020/21 within early years, primary, secondary and residential social care catering services operational changes to the delivery model will be progressed, including implementation of digital technology and central coordination for procurement of meal arrangements. Work will also proceed to review the current community meals model with a view to integrating this within the school and residential social care catering service function developing options for the future delivery of the service.

8.4 Overview of Key Benefits and Outcomes

The changes will allow all the Council's catering activities to integrate as one service to develop and provide a modern, productive service that meets the needs of customers through the provision of a high-quality meals that meet the changing legislative and dietary requirements of customers consistently across the early years, primary, secondary and social care catering services.

The changes will facilitate an overall re-shaping of the existing workforce that will be facilitated through natural turnover and appropriate use of the voluntary severance scheme supporting an approximate reduction of 25 full time equivalent posts from the total in scope workforce of 147 posts. Further, the changes are expected to support procurement related savings as well as a reduction in costs associated with food waste levels experienced through existing arrangements. Initially it is expected that the changes will support the release of £0.295 million in 2020/21, with a further saving of £0.295 million from the early years and primary school catering models being secured in 2021/22. Further changes and cost reduction linked to the integration relating to secondary school and social care catering will be subject to further planned work which will be covered in future reports to the board.

9. Facilities Management - Office & Service Workspaces

9.1 Service Redesign Scope

Review of Council's office accommodation utilised by Renfrewshire Council to deliver services.

9.2 Drivers for Change and Redesign Objectives

Over the past decade as part of the long term change programme, the Council has a strong track record of modernising, rationalising and ultimately reducing the overall portfolio of facilities and offices. At present there are around 16 office workspaces that are occupied by the Council's workforce to deliver services. A review of the current accommodation portfolio, which includes a number of leased facilities, has been undertaken. This has illustrated that in the context of existing working arrangements and the level of modernisation and flexible working achieved to date, many of the office accommodation facilities are now becoming under utilised. Additionally, it is anticipated that as many of the element of RforR are progressed, the Council's workforce will continue to become more flexible changing further both the scale of accommodation requirements but also changes to overall working environments, where flexible and shared collaborative space will increasingly become the norm.

9.3 In this context, it is proposed that a service redesign is progressed over the medium term working towards aligning accommodation requirements to the changing needs of the Council whilst at the same time delivering improvements in the underlying utilisation through a further reduction on the overall estate. This ensure the Council remains focused on ensuring that office accommodation provision continues to provide modern, flexible workspaces that are designed for the needs and future needs of the Council's workforce and services.

9.4 Overview of Key Service Change

The redesign will seek opportunities to exit from external leases and to integrate offices facilities, whilst investing in accommodation where it is required to provide modern flexible workspaces that support employees to deliver services to customers and communities.

9.5 Overview of Key Benefits and Outcomes

Provision of modern office workspaces throughout Renfrewshire, meeting the needs and future requirements of the Council services and workforce. Through a smaller office portfolio there will be reduction in facility management resources, energy usage and carbon benefits. In the context of the existing leased portfolio it expected that financial savings will emerge over the medium term unless acceptable early termination agreements can be reached where this is deemed appropriate and progress in this regard will be subject to future reporting at appropriate future board cycles.

10. Facilities Management - Community Facilities Booking and Access

10.1 Service Redesign Scope

The redesign focuses on the booking and access arrangements for community facilities: schools, halls and centres that

10.2 Drivers for Change and Redesign Objectives

Many of these facilities are underutilised, the hours of opening do not always correlate with the access times sought by communities and the current booking process is not digital to enable ease of use for communities. A redesign in this service area aims to operate staffing of the facilities on a peripatetic basis, only opening facilities when they are in use and increasing the flexibility offered to the community, providing an enhanced customer booking functionality through a digital platform.

10.3 Overview of Key Service Change

The service redesign will focus on: -

- Developing a service which better coordinates booking arrangements, ensuring first and foremost service user requirements are being met through the provision of appropriate facilities, whilst at the actively channelling such bookings to the most appropriate facility. This change will provide a new facilities management support model for halls and schools focused on more efficient utilisation of community facilities whilst improving the flexibility offered to communities to access facilities at times, they wish access. This will include considering where appropriate empowering and enabling community groups to self-access and egress facilities.
- The redesign process will provide a digital booking system, simplified pricing structure and criteria for communities to use to book and pay for community facilities. From a customer perspective, the focus will be on providing a better and more coordinated service, better quality facilities more aligned to meet needs and requirements.

10.4 Overview of Key Benefits and Outcomes

The redesign will support increased utilisation of community assets and create new facilities management roles to support community access to community facilities. From a customer perspective, the focus will be on providing a better and more coordinated service aligned to meet needs and requirements as well as improved flexibility through better booking arrangements and more empowered community self management of access and egress arrangements. It is expected that the changes will facilitate the release of £0.200 million of associated savings phased equally across 2020/21 – 2021/22, partly facilitated by planned reduction of 7 full time equivalent posts from the current staff cohort of 36 full time equivalent.

11. Facilities Management - Integrated Hard Facilities Management Service

11.1 Service Redesign Scope

The integrated hard facilities management redesign provides an opportunity to provide an integrated, resilient and efficient hard facilities management service across the Council. The redesign will integrate the hard facilities management functions that manage the capital investment, repairs, maintenance, compliance and energy management functions for both the Council Housing assets and the Council's public building assets.

11.2 Drivers for Change and Redesign Objectives

The hard facilities management functions and activities that require to be undertaken to manage the Council's housing asset and the Council's Public Building assets have many similarities.

At present the capital asset management, repairs, maintenance, compliance and energy management functions of the Council's public buildings and Council housing are undertaken separately with the exception of Building Services the Council's inhouse repairs, maintenance and compliance service which undertakes these activities for both the Council housing asset and public building assets.

The redesign's ambition is to create a single integrated hard facilities management service delivering for both Public Buildings and Council Housing.

11.3 Overview of Key Service Change

Alignment and integration of hard facility management functions for both public buildings and council housing including asset management, energy management, statutory compliance, contract management and maintenance.

11.4 Overview of Key Benefits and Outcomes

Provide a single hard facilities management service for the Council, that brings together employees in both services to make the effective and efficient use of the skills, capacity and capability of the workforce to maintain and develop the Councils housing and public assets whilst removing duplications and creating efficient. At this stage, work to fully develop the detailed design of the integrated service required to be further progressed and will be subject to future reporting. At this stage however, some early small scale reconfiguration of existing posts, predominantly management posts, along with proposals to externally commission window cleaning services will provide a small saving of £0.155 million in 2020/21 with a further £0.065 million in 2021/22.

12. Prevention and Early Intervention

12.1 Service Redesign Scope

The Prevention and Early Intervention service redesign is focused on improving the lives and outcomes of the most vulnerable members of Renfrewshire's communities. Children's Social Work, Criminal Justice Social Work and Homelessness Services (including Housing Options and refugee resettlement) offer an opportunity to give even greater attention on prevention and early intervention through a joined up approach, ensuring that services are flexible and provided as early as possible to meet identified needs. The new approaches will require improved working and data sharing across the services and other council operations.

The redesign represents a substantial service area with 470 members of staff employed in the services identified in scope. This includes; staff working to support individuals and families at risk of or are homeless; managing a stock of temporary accommodation, staff working to support children and families in their homes; staff in residential children's services; staff involved in supervising the unpaid work scheme and registered social workers engaged in protecting children and supervising individuals subject to statutory orders imposed by courts.

12.2 Drivers for Change and Redesign Objectives

Families, young people and individuals have told us that they want services/support to be provided at the earliest point when problems or challenges first arise. At present many of our services are provided at a point of crisis and this workstream aims to reshape services to allow greater intervention at the first sign of a problem to prevent further escalation. Central to the findings of the Independent Care Review is a pledge to make crisis services obsolete by focusing on Prevention and Early Intervention. The redesign of services has the potential to free capacity in the workforce by reducing crisis.

The publication of the review and the legislation expected to follow will provide a strong national framework to underpin this redesign.

Over the past 10 years, services in Renfrewshire have been working successfully to shift the approach to supporting the most vulnerable in our communities. In particular, the focus has been on addressing the balance of care provided in children's social work. This included a focus on building capacity to provide care and support locally for children who were not able to remain with their own family. This approach has been successful in reducing the number of children placed in external foster care placements by successfully increasing the number of Renfrewshire foster carers. The use of evidence-based programmes continues to support a reduction in the overall number of children who require to be accommodated away from their birth family.

It is recognised however that there is a need to give increased priority to work which supports children to remain with their own families where it is safe to do so, in line with the latest national thinking outlined in the care review. This existing approach requires to be developed even further to deliver improved outcomes for children living at home whilst reducing the need for alternative placements. Nationally there is a drive to ensure that children are supported, in the first instance, to remain with their own parent(s). If this cannot be achieved, services should identify safe networks within the child's extended birth family and ensure these are supported. Some children will still require accommodation in foster care or residential care. Central to all of these responses will be the involvement of families in finding the solutions to the challenges they face.

In justice services, the drive is to improve outcomes for those who commit offences by addressing the difficulties they face with the overall objective of improving public safety. The focus on Prevention and Early Intervention in this area will address the drivers behind an individual's involvement in offending by providing the right service as early as possible and aim to prevent further offending. The community justice agenda requires services involved in working with those who have offended to further develop their links and interventions to reduce rates of reoffending and address issues including alcohol and drug misuse, mental health and employment and training needs.

In homelessness services, the national driver is to prevent homelessness by providing the right accommodation at the earliest stage ('rapid re-housing') and the right services to sustain the tenancy including access to alcohol and drug, mental health and employment services. By identifying those at risk at an earlier stage and working in partnership with other services and agencies we aim to support them in an appropriate way to prevent homelessness. The service will then work with partners to deliver the right intervention to help build a sustainable tenancy arrangement.

12.3 Overview of Key Service Change

The main service change will be shifting the nature of work across services to focus more on intervening at an earlier stage when a problem starts to emerge to prevent it escalating. This will require a culture change, specifically a shift in a more proactive intervention approach not just in the services subject to the review but across all council services.

Meeting the needs of families and individuals at the first sign of problem, in partnership with other services will be key to the delivery of the new focus. Clarity will be required across all roles and responsibilities to ensure better understanding of remits, boundaries and nature and level of support from different agencies.

Given the nature of the services in this area of review the primary objective will be to reduce failure demand from crisis situations thus ensuring optimum use of the resources available to the Council. The service design will ensure that the Council continue to fulfil its statutory obligations whilst building sufficient flexibility to provide more proactive services. There is a recognition that the Scottish Government continues to legislate and set policy objectives in the area of early intervention and targeted services and any redesign will need to be flexible to allow the appropriate response(s).

Particular focus will be given to further developing the family support model to prevent family breakdown and reduce the need to place children in alternative care. We will focus on meeting the needs of families at an earlier stage – responding at a level below those currently targeted. The provision of more universal services to support families aligns with the national policy direction, which has been influenced by the voices of the care-experienced.

In justice and homelessness services, the focus on earlier intervention will support more active citizenship. The work will focus on ensuring that those subject to statutory orders have any social difficulties addressed on a partnership basis. The deliverables will include supporting adults to address issues with their mental health, addiction and to find work or training. The proposed changes will allow a focus on preventing homelessness amongst those leaving prison. By working closely, the services will contribute to the development of safer communities across Renfrewshire.

Building on the community justice agenda the Prevention and Early Intervention approach will build capacity in communities to reduce the negative impact of offending in local areas whilst ensuring that the needs of those involved in offending are addressed to ensure they do not reoffend.

12.4 Overview of Key Benefits and Outcomes

The service redesign will focus on improving supports to build sustainability in families and communities, where they are supported to develop solutions to their own issues and challenges. This ultimately will provide better outcomes for families whilst at the same time reducing the long term demand for high cost crisis intervention services, naturally reducing costs associated with the provision of both internal and external care services over a period of time.

Further work is being progressed to consider how the redesign will make better use of data to support improvement work on an ongoing basis, identify the roles and skills of the workforce and the difference services are making.

Additionally, work is progressing on the model of leadership and management which will support the shift from a reactive approach to Prevention and Early Intervention approaches.

This redesign work is at an early stage and will be further progressed over the coming weeks. It is envisaged that the financial benefits that will be identified are likely to emerge on a phased basis over a medium term period, recognising the necessary lead in times for change and an objective to maintain stable care environments for those already part of existing arrangements. It is also recognised there may be a requirement for invest to change funding, to ensure stability in existing service provision whilst resources are gradually redirected to early intervention and preventative activities that will support medium to longer term change.

13. Corporate Values, Engagement and Communication

- 13.1 In the previous reports to the Board, it was outlined that strong communication and engagement would be a key ingredient to support success in this next phase change and transformation. In this context, an integral element of the RforR programme has been the commencement of a structured, positive and pro-actively managed engagement and communication workstream led by the Head of Marketing and Communications, ensuring staff, partners and key stakeholders, most notably Renfrewshire's public, remain active participants in the programme moving forward.
- 13.2 A variety of communication channels have been used to keep staff up-to-date on Year 1 progress since the programme launch in September, and this will continue throughout implementation in 2020/21.
- 13.3 Progress on the 'Our Values' engagement was shared with the Board in February and September, with corporate values finalised in November. Delivering RforR and service re-design will significantly change how we operate and strengthen our relationship with partners and communities as we build collective capacity. A healthy and enabling culture – with greater staff empowerment, and a shared set of values and behaviours driven by leaders who embody the culture, is a key success factor for future change and will maximise the benefits of the change programme.
- 13.4 Developing corporate values has been the first step in creating the desired organisational culture, providing the right foundations for RforR and articulating a new relationship with staff, partners and communities.
- 13.5 As part of the values development we listened to the views of almost 4,000 individuals – staff, local people, community groups, young people and elected members. The engagement programme has helped to deepen our understanding of what is important to staff and communities. It has identified new channels of communication and the importance of empowerment. Throughout the process staff consistently acknowledged their role as council ambassadors delivering values in their day to-day working lives. The co-design process has also highlighted how communities want to take an active role in creating a better Renfrewshire and enhance quality of life in their community.
- 13.6 The insight gained is reflected across our corporate values and the behaviours that will underpin their delivery. The insight gathered will also be the basis for the development of informal agreements between the council and our staff and our communities to each undertake new ways of working in future and agree shared responsibility for a better Renfrewshire for everyone who lives, works and learns here. Specific feedback included; improving how we manage and deploy resources; greater empowerment and quicker decision making; simplifying processes and making them consistent across services; improving access, systems, technology and communication for staff and local people; and developing stronger community links. This feedback has informed the the development of the Year 1 service designs.
- 13.7 From the research gathered in spring and summer 2019, 11 words were initially identified as being most important to staff and communities; respect, honesty, helpful, fair, efficient, responsive, trust, progressive, improved, innovative and supportive. Further research brought forward two elements to be included in the final framework - kindness and collaboration, and the final values have been crafted to reflect the council's commitment to address climate crisis and inclusive growth, and the values of Renfrewshire's community planning partners.

- 13.8 Four corporate values statements, with supporting behaviours, are now finalised and will roll out from April:

We are **fair**. We treat each other and everyone we deal with respectfully and work hard to build trust in Renfrewshire Council.

We will:

- be honest at all times – doing what we say we will do
- be empathetic and non-judgmental
- uphold the dignity of those going through life's most difficult experiences
- support each other and be prepared to challenge behaviour that is out of step with these values
- value everyone's wellbeing

We are **helpful**. We care about getting things right and are always approachable.

We will:

- be open, friendly and kind
- do our best every day - listen to feedback and ideas
- take ownership of challenges, respond quickly and communicate clearly
- ensure we use resources and money wisely
- say sorry and fix things when they go wrong

We are great **collaborators**. We work as one team and with people who care about this place.

We will:

- be positive, passionate ambassadors for Renfrewshire
- recognise that we do not have all the right answers and work with others to find the best solutions
- be involved – get to know people and respect their knowledge and experience
- protect our environment for future generations
- say thank you – recognise and appreciate the contribution of others

We value **learning** to help us innovate, improve and deliver better services.

We will:

- be open-minded – prepared to try new ways of working and engage in different conversations
- be curious – seek out information for ourselves
- take responsibility for our own learning and development and share learning with each other
- embrace opportunities to adopt new tools and technologies

- 13.9 The roll-out of our corporate values will be driven internally by HR&OD and supported by a communications campaign. The internal campaign will support; every staff member to see, hear and experience our shared values and feel personal ownership; our leaders and managers to recognise and relate to the values, become equipped to talk about them, role-model behaviours and know how to embed these in their services; HR&OD in communicating the roll out of the new Renfrewshire Council employee journey; Elected members to have a high level of awareness of our shared values and be able to role-model behaviours.
- 13.10 New '*Living our Values*' training will be available to staff from April, marking the start of a 12-month programme to embed the corporate values across the council's people policies. This will include recruitment, induction, training and development and reward and recognition. Work will also begin to develop the council brand and a new council website, supported by the council's marketing and communication strategy.
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Implications of this Report

Financial – The report provides an update on the Council's financial outlook over the medium term and the key role the next phase of the transformation and change programme will play in addressing this in a sustainable fashion.

HR & Organisational Development - as outlined in the report the implementation of the service redesigns will trigger the first tranche of changes to the size and composition of the Council's workforce that will be required to be made over the course of the medium term future.

Community/Council Planning – as outlined in the report a number of the service re-design proposals seek to improve the ability of the Council to engage with and bring services closer to communities, as well as improving partnership working with key partners. Members should however keep in mind that over the medium term the Council is anticipated to have less resources in both cash and real terms and as such there will be a requirement to increasingly make key choices to direct reducing resources to support the delivery of those outcomes of greatest priority as defined in the Council Plan.

Legal – n/a at this stage but will be fully considered as specific aspects of the programme are progressed through implementation.

Property/Assets – n/a at this stage but will be fully considered as specific aspects of the programme are progressed through implementation.

Information Technology – a number of aspects of service re-design proposals will take advantage of a range of digital and IT related capability.

Equality & Human Rights – n/a at this stage but will be fully considered as specific aspects of the programme are progressed through implementation.

Health & Safety - n/a at this stage but will be fully considered as specific aspects of the programme are progressed through implementation.

Procurement – any implications will emerge as specific aspects of the programme are progressed through implementation.

Risk – as has been outlined to members previously, addressing the medium term financial challenge represents a key corporate risk for the Council and progressing reform, transformation and modernisation of Council services will remain a key part of mitigating this risk and ensuring the Council and its services remain modern and sustainable moving into the future and critically support the delivery of those outcomes agreed as being of greatest priority to the Council and its partners.

Privacy Impact - n/a at this stage but will be fully considered as specific aspects of the programme are progressed through implementation.

Cosla Policy Position – n/a

Climate Risk – None

List of Background Papers

(a) Background Papers - none

Author – Alan Russell, Director of Finance & Resources



To: Leadership Board

On: 19th February 2020

Report by: Chief Executive

Heading: Tackling Poverty Programme

1. Summary

- 1.1 At the budget meeting on 2nd March 2018, Council agreed the allocation of £4.5 million to support a new Tackling Poverty Programme.
- 1.2 A programme of activity has been developed which will sustain key projects which support people on low-incomes, with a focus on low-income families with children.
- 1.3 The proposed programme detailed in section 4 of the report continues key projects from within the programme throughout Year 3. There continue to be several opportunities to review projects throughout the programme, to make sure delivery models are the most effective and to explore opportunities to align more closely to mainstream service provision.
- 1.4 Renfrewshire's first Local Child Poverty Action Report was published earlier in 2019, to meet the requirements of the Child Poverty (Scotland) Act 2017. Work is now underway to develop the report for 2020, and the Tackling Poverty Programme investment continues to form a significant part of Renfrewshire's local response to tackling child poverty.

2. Recommendations

- 2.1 Members are asked to approve the proposed content of Year 3 of the Tackling Poverty Programme (2020/21) as outlined at section 4 of the report.

3. Background

- 3.1 On 2 March 2018, Council agreed funding of £4.5 million to deliver a tackling poverty programme based on the learning and evaluation of the projects carried out to date and building on the initiatives that have made the most difference in people's lives.
- 3.2 A programme of activity was developed for Year 1 which sustained key projects, supporting people on low incomes, with a focus on low-income families with children.
- 3.3 The proposed programme detailed in section 4 of the report continues key projects from within the programme throughout Year 3. There continue to be several opportunities to review projects throughout the programme, to make sure delivery models are the most effective, to explore opportunities to align more closely to mainstream service provision and to respond to the Child Poverty (Scotland) Act 2017.
- 3.4 Details on the progress and performance of projects across the Tackling Poverty Programme are reported to Leadership Board on a six-monthly basis, with the latest update being reported on 4 December 2019.

4. Progress

- 4.1 Since the introduction of the Tackling Poverty programme, there have been a significant number of projects and developments undertaken across the Council and its partners to tackle poverty.

In addition to this, the Tackling Poverty Programme continues to provide investment to specific initiatives that support the Council's aspiration to tackle poverty.

The initiatives support three key priorities:

- Targeting support to families to that need it most
- Removing barriers to participation for children and young people
- Supporting health and wellbeing for young people

4.2 **Targeting support to families that need it most – £0.7 million**

It is proposed that funding is allocated to support the delivery of the following initiatives:

- The three Families First locality teams funded by the Tackling Poverty Programme in Foxbar, Gallowhill and Johnstone will continue to offer early years and family support services, including targeted financial advice and parenting support over the next four years.
- The Healthier, Wealthier Children service will continue to provide targeted advice and support to new and expectant parents on managing changes to finances and supporting them to claim benefits they are entitled to.
- 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.
- Renfrewshire Foodbank will receive £10,000 allocated to assist with the anticipated increase in demand for support arising from the roll-out of Universal Credit in Renfrewshire, as agreed by Leadership Board in December 2018.

4.3 **Removing barriers to participation for children and young people- £0.28 million**

It is proposed that funding is allocated to support the delivery of the following initiatives:

- Breakfast clubs will continue in 10 schools, providing a healthy breakfast to all pupils universally. This project relieves financial pressure on low income families, but most importantly, makes sure that children start the school day ready to learn.
- 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.
- The programme will continue to provide Street Stuff activities during the holidays and at weekends, along with the provision of free healthy meals.

4.4 **Supporting health and wellbeing for young people - £0.16 million**

It is proposed that funding is allocated to support the delivery of the following initiatives:

- 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.
- Funding will continue to be provided to support the provision of school counselling services in all secondary schools, aligned to the national Scottish Government funding now being received.

5. Local Child Poverty Action Plan

5.1 Renfrewshire's first Local Child Poverty Action Report (LCPAR) was published earlier in 2019, to meet the requirements of the Child Poverty (Scotland) Act 2017.

5.2 Prior to submitting their report, there was an opportunity for Local Authorities to submit their draft reports to the Improvement Service for feedback of performance against the guidance and framework. Renfrewshire received positive feedback which concluded Renfrewshire's LCPAR was:

“Overall, an excellent report which shows a collaborative and holistic approach to addressing child poverty. Clear commitment to and investment in bringing about a step-change in action to tackle child poverty. Evidence of innovative approaches across a wider range of levers – many of which are targeted specifically at parents with children in priority groups.”

5.3 Following the publication of the LCPARs, the Cabinet Secretary for Communities and Local Government requested the Poverty and Inequality Commission review the first set of reports. The review randomly selected 10 reports from Local Authorities with a range of sizes and geographies and was designed to provide general feedback for all areas to improve. The recommendations of the review will be considered in the development of future LCPARs in Renfrewshire.

5.4 Work is now underway to develop the Local Child Poverty Action Report for 2020, and the Tackling Poverty Programme investment continues to form a significant part of Renfrewshire's local response to tackling child poverty. The Local Child Poverty Action Report 2020 will be submitted to Leadership Board for approval in June 2020.

Implications of the Report

1. **Financial** – The £4.5 million allocated to the delivery of the Tackling Poverty Programme was agreed in the Council budget agreed on 2nd March 2018.
2. **HR & Organisational Development** – Not applicable
3. **Community/Council Planning** – The programme continues to support the key priorities set out in the Council and Community Plan to tackle inequality and widen opportunity.
4. **Legal** – Not applicable
5. **Property/Assets** – Not applicable
6. **Information Technology** – Not applicable
7. **Equality & Human Rights** – The projects within the programme are likely to have a positive impact on equality and human rights, particularly considering the overrepresentation of equality groups in low income households.
8. **Health & Safety** – Not applicable.
9. **Procurement** – The extension of some projects within the Tackling Poverty Programme may have procurement implications, where for example, contracts are coming to an end and may need to go through procurement processes again.
10. **Risk** – Not applicable
11. **Privacy Impact** - Not applicable
12. **Cosla Policy Position** – Not applicable

List of Background Papers

- (a) Not applicable

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To: Leadership Board

On: 19 February 2020

Report by: Chief Executive

Heading: Scottish Index of Multiple Deprivation 2020

1. Summary

- 1.1 A new release of the Scottish Index of Multiple Deprivation (SIMD) was issued on 28 January 2020 providing new data on relative deprivation across Scotland at local authority and small area (datazone) level.
- 1.2 The majority of Renfrewshire's 225 data zones improved on their 2016 ranking (138 or 61% improved) and fewer of Renfrewshire's data zones are now identified as the most deprived in Scotland (from 61 in 2016 to 54 in 2020 within the 20% most deprived in Scotland).
- 1.3 The new rankings show two of Renfrewshire's data zones in the ten data zones identified as the most deprived in Scotland. While Ferguslie Park no longer contains the most deprived data zone in Scotland with one zone improving in rank to 3 (ranked 1 in 2016 and 2012), Renfrewshire's other lowest zone (also in Ferguslie Park) is now ranked as 7 (ranked 11 in 2016). Analysis on the change in ranking for the Ferguslie Park datazone is provided in section 4.6 of this report.
- 1.4 The SIMD is one of a wide range of tools that the Council uses to help plan activities, programmes of work and effective partnership working and engagement. While this report provides a broad overview of the key areas of note in the SIMD 2020, further analysis is required to understand the detail behind the headline figures, to examine more closely the changes from 2016

and understand what this tells us about communities across Renfrewshire. Further analysis will be provided as part of the members briefing programme.

2. Recommendations

- 2.1 It is recommended that members of the board:
- note the publication of the Scottish Index of Multiple Deprivation 2020 data release and the summary information provided at a Renfrewshire and national level in the report; and
 - note that further analysis will be provided as part of the members briefing programme.

3. Background

- 3.1 The Scottish Index of Multiple Deprivation (SIMD) is designed to allow the comparison of deprivation across small areas in each local authority to improve planning and targeting of resources. The index uses a broad definition of deprivation, looking at traditional measures such as income and employment, but also looking at health, education, housing, access to services and crime. These seven areas are called 'domains' and are made up of over 30 different indicators such as pupil attainment, travel time to a GP etc. The SIMD gives more weight to scores on income and employment followed by health and education and then housing, access and crime.
- It is important to note that the SIMD identifies deprived areas, not people. Not all people experiencing deprivation live in deprived areas. The converse is also true; not everyone living in a deprived area experiences deprivation.
 - The index does not provide information on absolute levels of deprivation or on how much more deprived one area is compared to another.
 - Statistical differences between ranks will vary and a large difference in rank may not equate to a large difference in deprivation.
 - Low levels of deprivation across the domains may not equate to high levels of income or conversely for levels of relative affluence.
- 3.2 The SIMD was first released in 2004 with further updates in 2009, 2012 and 2016. It uses agreed statistical areas called datazones. SIMD 2016 and 2020 use datazones taken from the 2011 census rather than the 2001 census areas used in SIMD 2012 and earlier. The overall number of datazones increased at this point and there were boundary variations, so while SIMD 2016 and 2020 can be compared, making further direct comparisons over a longer time period is not possible.

4. Key findings

- Of Renfrewshire's 225 data zones, 138 (61%) improved on the 2016 ranking and 87 (39%) deteriorated.
- Fewer of Renfrewshire's data zones are identified as the most deprived in Scotland
- The number of people in Renfrewshire identified as employment deprived fell
- The number of people in Renfrewshire identified as income deprived fell
- Health deprivation in Renfrewshire identified by SIMD 2020 also fell

4.1 The total number of datazones in Scotland and Renfrewshire are detailed in the table below along with totals in the most deprived 5%, 10% and 20% in both 2020 and 2016. Within Renfrewshire's population of 176,830, this corresponds to 8,884 people in the most deprived 5% overall, 21,638 in the most deprived 10% overall and 41,373 in the most deprived 20% overall.

Table 1: Renfrewshire's datazones

	Total Datazones	20% Most Deprived	10% Most Deprived	5% Most Deprived
Scotland	6976	1395	698	349
Renfrewshire 2020	225 (3.2%)	54 (3.9%)	30 (4.3%)	12 (3.4%)
Renfrewshire 2016	225 (3.2%)	61 (4.3%)	36 (5.1%)	13 (3.7%)

4.2 At a national level, Glasgow City, Renfrewshire and City of Edinburgh all had the largest decrease in the number of datazones in the most deprived 20%. Aberdeen City, North Lanarkshire, Moray, East Lothian, Highland and North Ayrshire saw the largest increase in the number of datazones in the most deprived 20%.

4.3 Renfrewshire's share of Scotland's most deprived datazones has decreased on the 2016 release; Renfrewshire now has 3.4% of Scotland's 5% most deprived datazones (down from 3.7% in 2016) and 3.9% of Scotland's 20% most deprived datazones (down from 4.3% in 2016).

4.4 The chart and table below show the local share of the 20% and 5% most deprived datazones by local authority area, within the Glasgow City Region area for 2020.

Chart 1: Local share of 20% and 5% most deprived 2020

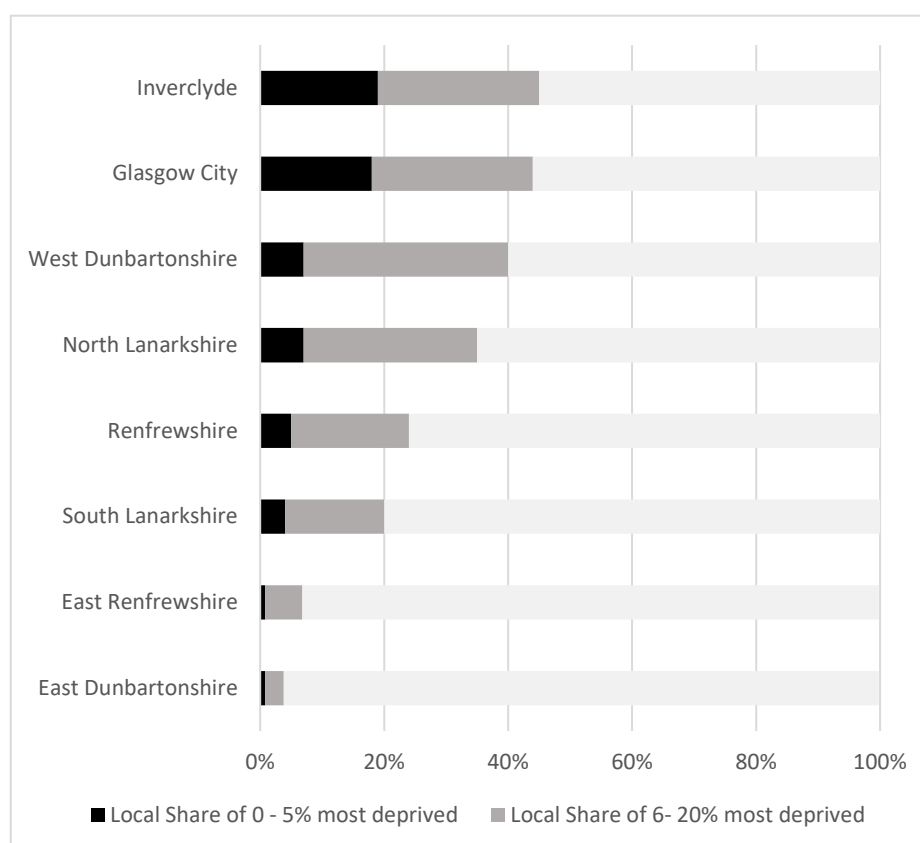


Table 2: Local share of 20% and 5% most deprived 2020

Local authority	Local share 20% most deprived	Local share 5% most deprived
Inverclyde	51 of 114 = 45%	22 of 114 = 19%
Glasgow City	331 of 746 = 44%	137 of 746 = 18%
West Dunbartonshire	48 of 121 = 40%	9 of 121 = 7%
North Lanarkshire	155 of 447 = 35%	31 of 447 = 7%
Renfrewshire	54 of 225 = 24%	12 of 225 = 5%
South Lanarkshire	88 of 431 = 20%	18 of 431 = 4%
East Renfrewshire	8 of 122 = 7%	1 of 122 = 1%
East Dunbartonshire	5 of 130 = 4%	1 of 130 = 1%

- 4.5 The table below shows the number of datazones in Renfrewshire in each deprivation domain for the most deprived 5% and 20% nationally. It shows:
- the main deprivation issues in the most deprived 5% are health, employment and crime (these are the same areas as 2016).
 - the main deprivation issues in the most deprived 20% are health, employment and housing (this is a change from 2016, where income was one of the main areas rather than housing).




















- The most improved domains within the most deprived 5% are health, crime and education.
- The table also indicates whether the number of datazones has increased  decreased  or stayed the same  as the 2016 SIMD release.

Table 3: Deprivation by domain 2020

Level	Overall	Income	Employment	Health	Education	Housing	Access	Crime
5% most deprived	12 	10 	16 	17 	5 	4 	1 	11 
20% most deprived	54 	54 	58 	66 	38 	57 	35 	54 

4.6 Within the ten datazones identified as the most deprived in Scotland the Paisley Ferguslie datazone (SO1012068) has moved in ranking from first to third. An analysis of the data shows that:

- Overall the change in ranking is as a result of an improvement in the data, rather than a relative improvement in rankings.
- Employment and income (with the heaviest weightings when calculating the overall rank) both show improvements compared to 2016, both in overall numbers and rate. In line with trends across Renfrewshire, the most marked improvement was in employment, with income showing a smaller improvement.
- Within the health domain there was an overall improvement, with the CIF (chronic illness), low birth weight, drugs admissions, emergency admissions and the mortality rate all improving. However, the rate of alcohol admissions and prescriptions for anxiety, depression or psychosis both increased in the period.
- In the education domain attainment, participation and university admissions improved compared to 2016 but there was no improvement in the standardised rate of no qualifications and a decrease in attendance levels.
- The access domain saw some small changes with drive times for private travel increasing slightly and travel time by public transport improving.
- The biggest improvement was in the crime domain where both the crime count and the crime rate almost halved compared to 2016.
- The housing domain saw no change.

4.7 Health: 5% most health deprived datazones = 17 (down from 25 in 2016)

- Renfrewshire has 17 datazones in the most health deprived 5% which is down from 25 datazones in 2016.
- 66 of Renfrewshire's datazones are in the 20% most health deprived which is down from 70 datazones in 2016.

- In terms of the 5% most health deprived datazones, these are situated as follows: 5 in Paisley Ferguslie, 3 in Paisley North West, 2 in Paisley North and 2 in Paisley Foxbar. There are one each in Paisley East, Paisley North East, Johnstone South West, Paisley South East and Johnstone North East.
- There are 12,488 residents living in the 5% most health deprived areas.
- This domain relates to standardised mortality ratio, hospital stays related to alcohol use, hospital stays related to drug use, comparative illness factor, emergency stays in hospital, estimated proportion of population being prescribed drugs for anxiety, depression of psychosis and the proportion of live singleton births of low birth weight.

4.8 Employment: 5% most employment deprived datazones = 16 (up from 14 in 2016)

- Renfrewshire has 16 datazones in the most employment deprived 5% which is up slightly from 14 in 2016.
- In the most employment deprived 20% Renfrewshire has 58 datazones which is a slight reduction from 60 in 2016.
- In terms of the 5% most employment deprived datazones, 5 of these are situated in Paisley Ferguslie, 3 in Paisley North West, 2 in Paisley Foxbar and one each in Paisley North East, Paisley East, Johnstone South West, Linwood South, Paisley Gallowhill and Hillington and Johnstone North East.
- There are 7,790 (working age) residents living in the 5% most employment deprived areas.
- The employment domain relates to the claimant count of working age unemployment averaged over 12 months, working age incapacity benefit claimants or employment and support allowance recipients and working age severe disablement allowance claims.
- Alongside income, the employment domain scores are weighted highest.

4.9 Crime: 5% most crime deprived datazones = 11 (down from 16 in 2016)

- Nearly a quarter (24%) or 54 of Renfrewshire's datazones are in the 20% most crime deprived, which is the same as in 2016.
- 11 datazones are in the 5% most crime deprived which is a reduction from 16 in 2016.
- 3 of these 11 datazones are situated in Paisley North, 2 in Paisley Central, 2 in Paisley North West and one each in Paisley South, Paisley Ferguslie, Renfrewshire Rural South and Howwood, and Paisley South East.
- There are 9,521 residents living in the 5% most crime deprived areas.
- The crime domain relates to domestic housebreaking, crimes of violence, common assault, sexual offences, drugs offences and vandalism.

4.10 Income: 5% most income deprived datazones = 10 (same as 2016)

- Renfrewshire has 10 datazones in the most income deprived 5%, which is the same as in 2016.
- There are 54 datazones in the most income deprived 20% which is down slightly from 61 in 2016.
- Of these 10 datazones in the most income deprived 5%, 5 are situated in Paisley Ferguslie and one each in Johnstone South West, Paisley Gallowhill and Hillington, Linwood South, Renfrew West and Paisley North East.
- There are 6,386 residents living in the 5% most income deprived areas.
- The income domain relates to the number of adults (aged 16-59) receiving Income Support, income based Employment and Support Allowance, number of adults (aged 60+) receiving Guaranteed Pension Credit, number of children (aged 0-15) dependent on a recipient of IS, JSA or ESA, number of adults (all) not in paid employment receiving Universal Credit and number of adults and children in Tax Credit Families on low incomes.
- Alongside employment, the income domain scores are weighted highest.

4.11 Education: 5% most education deprived datazones = 5 (down from 8 in 2016)

- Renfrewshire has 5 datazones in the most education deprived 5% which is down from 8 in 2016.
- For the most education deprived 20% there are 38 datazones, which is also down from 44 in 2016.
- Of the 5 datazones in the most education deprived 5%, 4 are in Paisley Ferguslie and one is in Renfrew West.
- There are 3,263 residents living in the 5% most education deprived areas.
- The education domain relates to the proportion of 16 to 19 year olds who are not in full time education, employment or training, the percentage of pupils who attend school 90% or more of the time, the average highest level of qualification pupils leave publicly funded secondary schools with, the percentage of working age adults (aged 25-64) with no qualifications and the proportion of 17-21 year olds entering into full time higher education.

4.12 Housing: 5% most housing deprived datazones = 4 (same as 2016)

- Renfrewshire has 4 datazones in the most housing deprived 5% which is the same as 2016.
- For the most housing deprived 20% there are 57 datazones which is also the same as 2016.
- The 4 datazones in the 5% most housing deprived are in Renfrew North, Paisley Central, Paisley North East and Paisley North West.

- There are 3,955 residents living in the 5% most housing deprived areas.
- Of these, 893 are identified as being in households that are overcrowded and 243 are identified as being in households with no central heating, the two indicators used to measure the housing deprivation domain.

4.13 Access: 5% most access deprived datazones = 1 (same as 2016)

- Renfrewshire has 1 datazone in the most access deprived 5% which is in Renfrewshire Rural North and Langbank, this is the same datazone as in 2016.
- There are 35 datazones in the most access deprived 20% which is down from 43 in 2016.
- There are 360 residents living in the 5% most access deprived areas.
- The access domain relates to journey times by road and public transport to the key services such as schools and shops.

4.14 Maps containing further detail are available in appendix one and a short summary paper is available at appendix two.

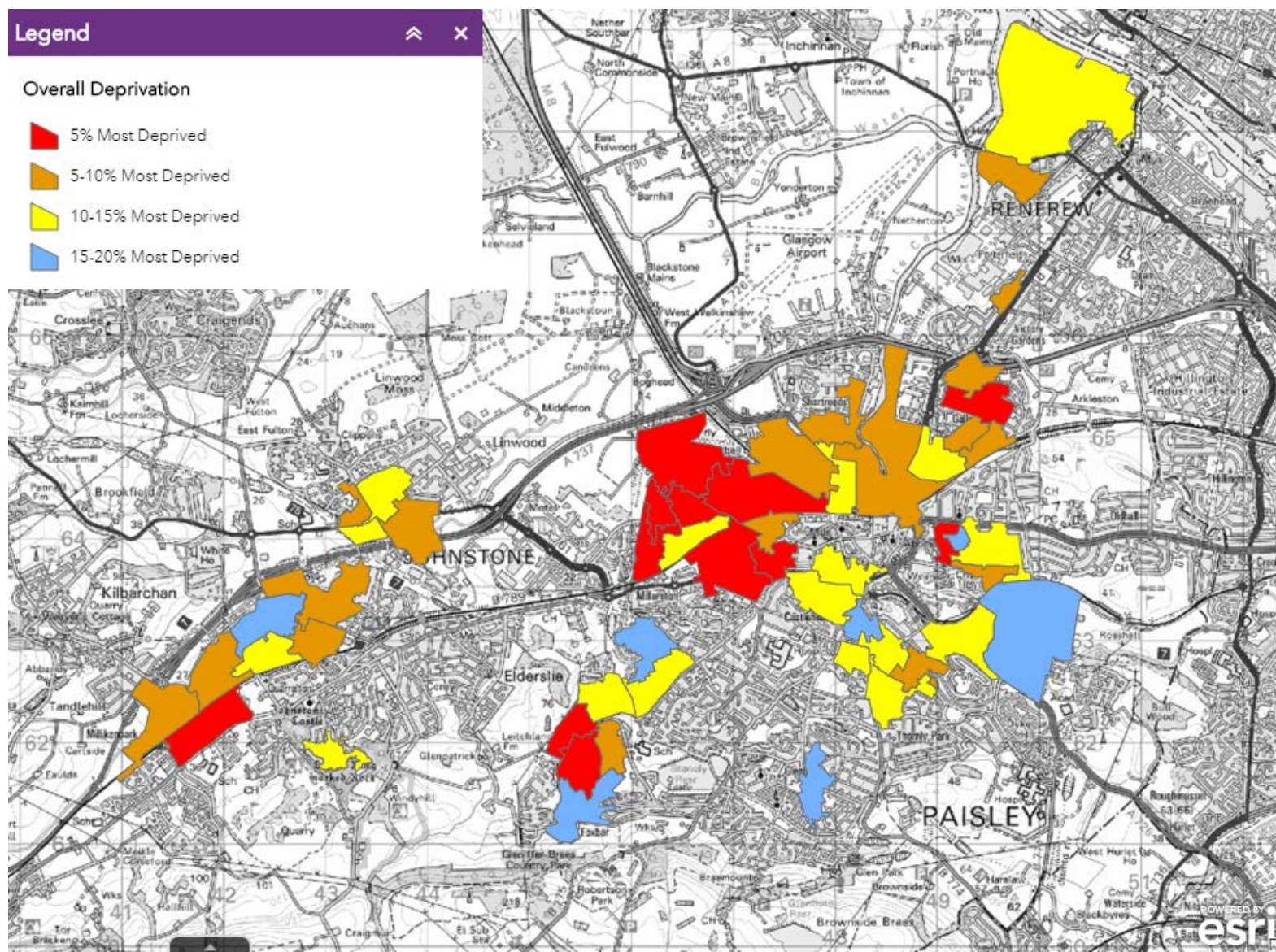
Implications of the Report

1. **Financial** - none
2. **HR & Organisational Development** - none
3. **Community/Council Planning** – The SIMD is one of a number of datasets used by the Council and as part of the wider Community Planning Partnership to target outcomes for improvement at a local level.
4. **Legal** - none
5. **Property/Assets** - none
6. **Information Technology** - none
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 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
9. **Procurement** – none
10. **Risk** - none
11. **Privacy Impact** - none
12. **COSLA Policy Position** - none
13. **Climate Risk** - none

List of Background Papers

(a) Nil

Author: Pauline Moss, Strategy, Policy and Insight Manager
Chief Executive's Service
0141 618 7411



Scottish Index of Multiple Deprivation 2020

Renfrewshire Council Summary Results



Release: 28th January 2020

Ferguslie Park no longer contains the most deprived data zone in Scotland

However, two data zones in Ferguslie Park remain in the ten data zones identified as the most deprived in Scotland.

One data zone has improved in rank to 3 (ranked 1 in 2016) and one has deteriorated to 7 (ranked 11 in 2016).

Rank 2020	Intermediate Zone	Council
1	Greenock Town Centre and East Central	Inverclyde
2	Camtyne West and Haghill	Glasgow City
3	Paisley Ferguslie	Renfrewshire
4	Alloa South and East	Clackmannanshire
5	Buckhaven, Denbeath and Muiredge	Fife
6	Cliftonville	North Lanarkshire
7	Paisley Ferguslie	Renfrewshire
8	Inverness Merkinch	Highland
9	Linlathen and Midcraigie	Dundee City
10	North Barlanark and Easterhouse South	Glasgow City

Most Deprived Datazone in Scotland (SIMD 2020)

S01010891: Greenock Town Centre and East Central (Inverclyde)

Least Deprived Datazone in Scotland (SIMD 2020)

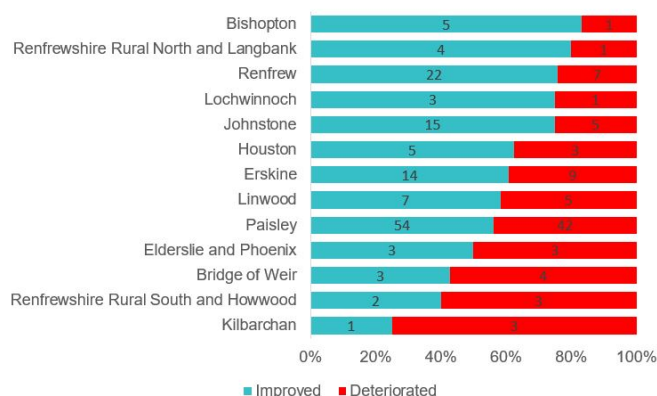
S01008861: Stockbridge (City of Edinburgh)

Of Renfrewshire's 225 data zones, 138 (61%) improved on the 2016 ranking and 87 (39%) deteriorated.

Bishopton saw the largest percentage improvement and Kilbarchan the lowest.

N.B. A decline in ranking may not necessarily relate to an actual increase in deprivation - substantial improvements in areas just below in the last index could result in a relative change.

Change in data zones ranking 2016 - 2020



Scottish Index of Multiple Deprivation 2020

Renfrewshire Council Summary Results

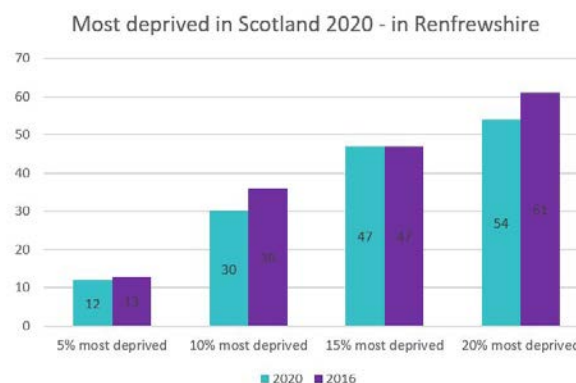


Release: 28th January 2020

Fewer of Renfrewshire's data zones are identified as the most deprived in Scotland

The number of data zones in Renfrewshire identified as in the 20% most deprived in Scotland has fallen from 61 in 2016 to 54 in 2020.

However, the areas identified as in the 5% most deprived in Scotland fell less significantly from 13 to 12.

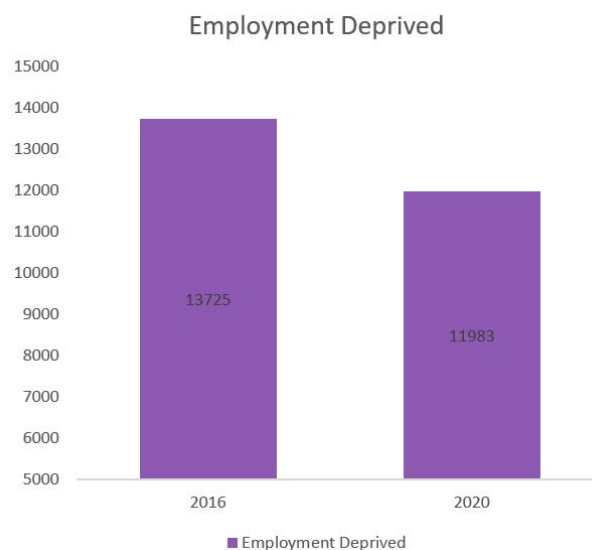


The number of people in Renfrewshire identified as employment deprived fell

Despite a population increase of 2,600 in the period, the number of people identified as employment deprived fell by 1,742.

The number employment deprived in the 2020 release represents 10.5% of the working age population compared to 12.3% in 2016.

124 (55%) data zones in Renfrewshire improved in employment rank in the 2020 release.



Scottish Index of Multiple Deprivation 2020

Renfrewshire Council Summary Results



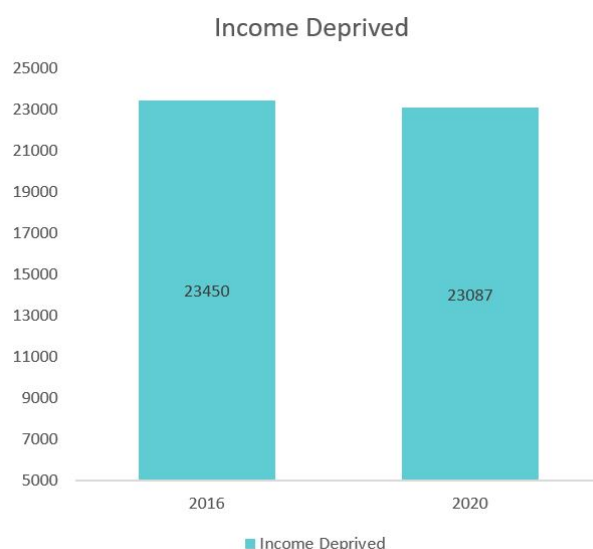
Release: 28th January 2020

The number of people in Renfrewshire identified as income deprived fell

The decrease was not as marked as the fall in employment deprivation, but the number of people identified as income deprived fell by 363.

The number income deprived in the 2020 release represents 13.1% of the total population compared to 13.5% in 2016.

121 (54%) data zones in Renfrewshire improved in income rank in the 2020 release.

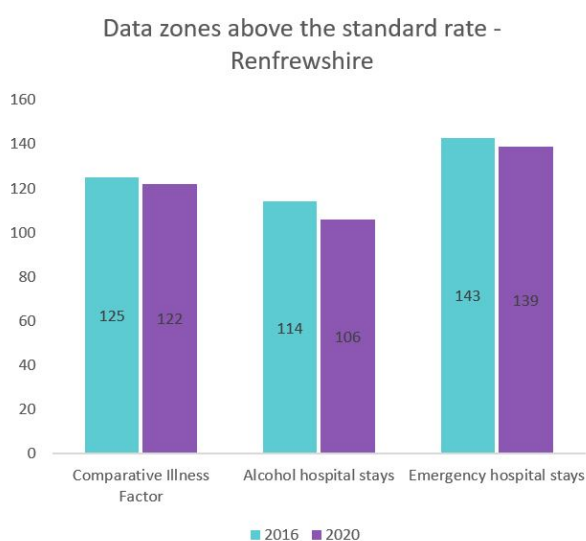


Health deprivation in Renfrewshire identified by SIMD 2020 fell

Health deprivation remains a significant issue but 136 (60.4%) data zones in Renfrewshire improved in health rank in the 2020 release.

The number of data zones with above the standard rate of alcohol and emergency hospital stays fell between the 2016 and 2020 release.

The number of data zones with above the standard rate in the Comparative Illness Factor, a measure of those receiving support for chronic health conditions, also fell.





To: Leadership Board

On: 19 February 2020

Report by: Chief Executive

Heading: Strategic Partnership Agreement – Active Communities

1. Summary

- 1.1 Partnership working is key to the delivery of the Community Plan and also to our Council Plan, recognising that the Council alone will not be able to improve the outcomes targeted alone. A range of activities are underway across the Council to support greater collaboration and engagement with local community groups and organisations, by redefining the relationships that have developed over time and working more closely together on shared priorities.
- 1.2 In support of specific work being undertaken locally, a Strategic Partnership Agreement has been developed with Active Communities. Elected members will be aware that Active Communities have received funding from the Community Empowerment Fund and through Town Centre Regeneration funding, to support the development of a new community led health and wellbeing hub in Johnstone.
- 1.3 The Strategic Partnership Agreement is attached at Appendix 1 for approval. The lead officer for the agreement within the Council is the Head of Policy and Commissioning.

2. Recommendations

- 2.1 It is recommended that members approve the Strategic Partnership Agreement in relation to Active Communities.
-

3. Background

- 3.1 “Our Renfrewshire” – Renfrewshire’s Community Plan for 2017-2027 sets out a vision for Renfrewshire of “working together to make Renfrewshire a fairer, more inclusive place where all our people, communities and businesses thrive”.
- 3.2 Partnership working is key to the delivery of the community plan, and to achieving the outcomes which all partners have agreed to target in Renfrewshire. Renfrewshire has a strong and resilient community sector, with a range of organisations delivering services and supports with public sector agencies.
- 3.3 Work is continuing to build on the principles and requirements of the Community Empowerment (2015) Act and to extend this further to redefine the relationships services and officers have with local community groups and organisations. New funds were introduced in 2018 to further support community empowerment and wider community development through the Community Empowerment Fund, Green Spaces Fund and Villages Investment Fund.
- 3.4 Following on from the establishment of the funds, a single point of contact was established through the Chief Executive’s Service, with a view to working closely with community groups and organisations and to link these organisations to relevant Council services and officers as projects and proposals develop.
- 3.5 Strategic Partnership Agreements have been developed with community organisations as the next step of this work, recognising the shared commitment to strengthen collaborative and partnership working, supporting mutual learning and identifying opportunities for further collaboration where appropriate.

- 3.6 Strategic Partnership Agreements reinforce the commitment to partnership working – they are not legally binding in nature and are non-exclusive in nature, allowing both parties to step back from the agreement if appropriate.
- 3.7 Section 4 of this report provides an overview of the Strategic Partnership Agreement in relation to Active Communities. Subject to approval this will be formally enacted and subject to regular review, with the lead officer within the Council being the Head of Policy and Commissioning. The initial period for each Strategic Partnership Agreement is one year.

4 Strategic Partnership Agreement – Active Communities

- 4.1 Within the Strategic Partnership Agreement there are two key areas where it has been identified that Active Communities and Renfrewshire Council would benefit from a collaborative relationship:

- **Asset Transfer of the former police station in Johnstone**

Active Communities aims to consolidate all administrative and executive work and most of the day to day activity within this one building, allowing economies to be achieved as well as much better coordination of service under a holistic approach. This project is supported by the Scottish Land Fund, Town Centre Strategy Funding, as well as possible RCGF funding to be announced in early 2020.

- **Women's Centre (KAIROS)**

Active Communities are working with the Robertson Trust to develop one of only 2 centres in Scotland. The centre is looking at a new and innovative approach to supporting women. The centre is being developed in Johnstone, with the Robertson Trust making a significant investment in Renfrewshire to support KAIROS.

Implications of the Report

1. **Financial** – applications for Council funding are independent to the Strategic Partnership Agreement and subject to board approval.
2. **HR & Organisational Development** – none.
3. **Community Planning** – Strategic Partnership Agreements with community organisations support a drive to redefine the Council's

relationships with community groups and organisations, in order to achieve shared outcomes and objectives.

4. **Legal** - none.

5. **Property/Assets** – none.

6. **Information Technology** – none.

7. **Equality & Human Rights** – none.

(a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health & Safety** – none.

9. **Procurement** – none.

10. **Risk** - none.

11. **Privacy Impact** – none.

12. **COSLA** - none.

13. **Climate Risk** - none

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

STRATEGIC PARTNERSHIP AGREEMENT

BETWEEN

RENFREWSHIRE COUNCIL AND ACTIVE COMMUNITIES

FOREWORD

Renfrewshire Council seeks to strengthen continually its relationship with key strategic partners in order to be effective in delivering services that have the maximum positive impact for Renfrewshire residents.

Active Communities and Renfrewshire Council are key organisations within the Renfrewshire area. As key partners and neighbours within the Renfrewshire area we are committed to supporting each other achieve our strategic objectives and we have identified key areas where close collaboration will deliver significant mutual benefit for our two organisations.

This Strategic Partnership Agreement provides a framework for Active Communities and Renfrewshire Council to develop innovative, collaborative working that takes full advantage of each other's strengths and delivers real benefit for Renfrewshire communities.

1 PURPOSE OF THE AGREEMENT

Active Communities and Renfrewshire Council share a common objective of supporting the wellness and resilience of our communities and each is committed to working collaboratively and co-productively with the other to support the achievement of their respective agreed strategic objectives.

This Strategic Partnership Agreement sets out how Active Communities and the Council will engage and strengthen their relationship, support mutual learning, and focus efforts on supporting the high priority areas that are common to both organisations' strategic objectives.

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

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

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

Appendix 1 highlights planned engagement and joint working in relation to a specific proposal to develop a health and wellbeing hub on the site of the former Johnstone Police Station. Additional appendices to this Agreement may be added, as required, to reflect any new arrangements agreed between the parties in support of this Agreement.

2. BACKGROUND

This Agreement is made between Active Communities and Renfrewshire Council (the Council). Active Communities is a registered charity and company limited by guarantee founded in 2009. It is managed by its board of voluntary trustees.

Active Communities strategic aims are:

1. To inspire communities in Renfrewshire and surrounding areas to create a culture of physical activity, health and wellbeing

2. To use sport and physical activity as a vehicle to teach valuable life skills and social skills
3. To Champion the use of a community led approach and influence our partners to use this successful approach
4. To build the capacity of local communities to ensure activities are sustainable
5. To support, motivate and enable our staff and volunteers to reach their full potential
6. To harness the energy and commitment of partner agencies to work with us
7. To develop an effective, efficient and sustainable business

Renfrewshire Council wants to support communities in Renfrewshire to thrive by involving them in local decision-making and listening to, working with and empowering them to transform their local areas.

The Community Empowerment (Scotland) Act 2015 aims to empower community bodies through the ownership or control of land and buildings, and by strengthening their voices in decisions about public services.

The Council already offers a variety of funds and grants, including the Community Empowerment Fund and the Greenspaces, Parks & Play Areas and Village Investment Fund, which are designed to help communities, putting the people who know them best at the centre of projects that will make a difference. It supports communities to take ownership of land and buildings in their areas through Community Asset Transfer.

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

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

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

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

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

3 FOCUS AREAS FOR COLLABORATION AND CO-PRODUCTION

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

ACTIVE COMMUNITIES STRATEGIC PRIORITIES	RENFREWSHIRE COUNCIL STRATEGIC PRIORITIES
<p>1: Develop a community led health and wellbeing hub in Johnstone</p> <ul style="list-style-type: none"> • Addressing health inequalities and ensuring opportunities for all • Improving mental health, wellbeing and physical activity by delivering a range of wellbeing programmes within the centre • Enhancing community resilience and community capacity building including offering employment and training opportunities, and office space • Increasing social capital and reducing isolation • Developing a stronger more sustainable organisation <p>2: Development of a women's centre in Johnstone - Kairos is a transformative women's space in Johnstone providing support and opportunities to all women aged 16 and above</p> <ul style="list-style-type: none"> • Engaging women around appropriate support and services • Increasing number of positive opportunities for women in their community • Improving outcomes relating to offending, domestic abuse, education, employment, skills, physical and emotional wellbeing <p>3. Hearty Lives Youth Hub</p>	<p>Council Plan</p> <p>Building strong, safe and resilient communities</p> <ul style="list-style-type: none"> • Empowering communities • Supporting vulnerable people • Delivering community based services <p>Tackling Inequality, ensuring opportunities for all</p> <ul style="list-style-type: none"> • Addressing health inequalities • Improving mental health and wellbeing • Promoting active lifestyles <p>Community Plan</p> <p>Our Renfrewshire is well: supporting the wellness and resilience of our citizens and communities</p> <ul style="list-style-type: none"> • Enabling communities to have their voice heard, and influence the places and services that affect them • Promoting wellbeing and good mental health, particularly in young people / Promoting healthy lifestyles that support both physical and mental health • Developing strong community-based services that respond to local need <p>Our Renfrewshire is fair: addressing the inequalities that limit life chances</p> <ul style="list-style-type: none"> • Tackling health inequalities and narrowing the gaps in healthy life expectancy • Ensuring that people currently facing disadvantage get access to opportunities to improve their health, skills and income

- Providing youth work and a youth space
- Empowering young people to take ownership for their health and wellbeing
- Increasing health and well being opportunities for young people in their local community
- Improving confidence and self-esteem
- Providing opportunities for young people to be more involved in their local community
- Providing opportunities to achieve new skills, awards and qualifications

4 JOINT WORKING PRINCIPLES

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

This will be achieved by adopting the following principles:

PRINCIPAL	BEHAVIOURS
Clarity	Ensuring that the basis for collaboration is clearly articulated and understood by both partners
Mutual understanding and respect for differences	Seeking to understanding the specific environment and constraints faced by each partner and respecting those areas of differences.
Supportive	Committing to be supportive of each partners' strategic objectives
Equality	Working together on the basis of an equal standing
Openness and honesty	Commitment to communicating in an open and honest manner and constructively seeking to resolves any issues/conflicts that emerge
Fairness	Seeking to maintain fairness in all dealings between partners
Informative	Seeking to keep each other informed of important developments and initiatives

Mutual Respect for Confidentiality	Both parties fully respect to keep all information about strategies, plans, developments, initiative or any other relevant information and documents and their contents confidential and that they are not shared with any third party without prior consent of either party.
Best use of time and resources	Ensuring that all collaborative and co-produced activities seek to make best use of partners' finite resources and expertise

5 GOVERNANCE ARRANGEMENTS

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

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

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

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

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

The Lead Officers for Active Communities will primarily be Susan McDonald, CEO and any other of the Active Communities Board of Trustees or staff as Active Communities see fit to assign, and for the Council it will be Laura McIntyre, Head of Policy and Commissioning. The deputy for Laura McIntyre will be Annabelle Armstrong Walter.

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

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

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

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

6 MONITORING AND EVALUATION

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

7 PERIOD OF AGREEMENT

The Agreement will run from xx to xx.

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

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

SIGNED:

Helen Moir

(Chair)

For and on behalf of Active Communities:

Susan McDonald

(CEO)

For and on behalf of Active Communities:

Councilor Iain Nicolson

(Leader – Renfrewshire Council)

8 APPENDIX A – ACTION PLAN

Notes of Agreement:

There are two key areas where it has identified that Active Communities and Renfrewshire Council would benefit from a collaborative relationship:

- **Asset Transfer of the former police station in Johnstone**

Active Communities aims to consolidate all administrative and executive work and most of the day to day activity within this one building, allowing economies to be achieved as well as much better coordination of service under a holistic approach. This project is supported by the Scottish Land Fund, Town Centre Strategy Funding, as well as possible RCGF funding to be announced in early 2020.

- **Women's Centre (KAIROS)**

Active Communities are working with the Robertson Trust to develop one of only 2 centres in Scotland. The centre is looking at a new and innovative approach to supporting women. The centre is being developed in Johnstone, with the Robertson Trust making a significant investment in Renfrewshire to support KAIROS.

The following are suggested ways that Active Communities and Renfrewshire Council might be able to work together to achieve mutual outcomes:

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

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

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

It is anticipated this might include:

- Funding – Council officers will continue to offer support for external funding applications, using internal expertise to support any funding bids made by Active Communities. In particular, Renfrewshire Council will continue to work collaboratively with Active Communities throughout the RCGF funding process.
- Marketing and Communications – Active Communities and the Council will endeavour to ensure that all press announcements mentioning either party are shared in advance and agreed jointly as appropriate.
- Areas of expertise and contacts in areas such as procurement and planning
- Access to strategic planning forums and contacts, for example in areas such as social work, criminal justice and tackling poverty.

Financial Sustainability

It is recognised that acquiring a significant public asset represents a liability as well as an opportunity for an organisation such as Active Communities, and the financial sustainability of the organisation is a key requirement moving through this period of transition.

- Recognising Active Communities has successfully secured funding from a number of funding sources from across Renfrewshire Council, the Council will seek to provide Active Communities with information about funding decision processes and timescales, with as much notice as possible to support financial planning
- The Council will explore opportunities that may exist relating to Active Communities accommodation in its role as landlord

Partnership working

- Renfrewshire Council and Active Communities will also explore opportunities to work with key local partners such as Renfrewshire Health and Social Care Partnership and Renfrewshire Leisure Limited.



To: LEADERSHIP BOARD

On: 19 February 2020

Report by: Director of Environment & Infrastructure

Heading: CAR PARKING IN PAISLEY TOWN CENTRE

1. Summary

- 1.1 At the Leadership Board of June 2019, it was agreed to pilot a 3-hour period of free parking in 5 car parks in Paisley Town Centre for an initial period of 6 months, between July to 31st December 2019. This report sets out in section 4 the evaluation undertaken to date, analysing the economic, transportation and financial data available.
- 1.2 The Paisley Town Centre Car Parking Working Group met on 5th of February 2020 to discuss and evaluate the pilot. The Working Group proposed that the pilot of three hours free parking be extended for a period of 6 months to have a full calendar year's worth of data across the 5 car parks, with more detailed economic and transportation data requested to build on the data gathered to date. The output and outcomes from the extended pilot evaluation will be discussed by the Paisley Town Centre Car Parking Working Group, and then reported to Leadership Board in September 2020 for consideration to inform future car parking policy decisions.
- 1.3 The report also sets out work commencing to support public transport in Renfrewshire and in particular Paisley Town Centre, focusing on improvements to bus infrastructure to improved customers journey times to and from the town centre and across Renfrewshire.

2. Recommendations

It is recommended that the Leadership Board:

- 2.1 Notes the Paisley Town Centre Car Parking Working Group has met to discuss and evaluate the pilot of a 3 hour period of free parking and the outputs are contained within this report.
- 2.2 Agrees to extend the pilot for a further 6 months to allow a calendar year worth of data to be gathered and evaluated for the economic, financial and transportation impact of the car parking pilot, with a report being brought back to a future Leadership Board to inform future car parking policy in Paisley Town Centre.
- 2.3 Notes the financial implications for the Council through extending the pilot period as set out in paragraph 5.4 of this report and agrees to fund the pilot from existing resources earmarked to support regeneration and development activities in Paisley Town Centre.
- 2.4 Notes the commencement of studies to develop bus prioritisation infrastructure for Paisley Town Centre.
- 2.5 Notes the planned electric charging infrastructure planned for off street car parks in Paisley Town Centre.

3. Background

- 3.1 The Council agreed to pilot a period of 3 hours free parking in 5 car parks located across Paisley Town Centre between August 2019 and January 2020. These car parks are Orchard Street, Weighhouse Close, Hunter Street, Oakshaw and School Wynd.
- 3.2 During the pilot period new parking meters were introduced that required vehicle registration numbers to be entered and allowed drivers to pay for their parking by card as well as by coin.

4. Pilot Evaluation

- 4.1 In order to evaluate the pilot, economic, transportation and financial metrics were measured to assess the impact the pilot had on Paisley Town Centre.
- 4.2 Economic Data
 - 4.2.1 Paisley First undertook both a business survey and a public survey to evaluate the period of three hours free parking in 5 car parks.
 - 4.2.2 There are around 600 businesses in the Business Improvement District of Paisley First, 97 businesses responded to the business survey. 80 of the respondents said that they had received positive feedback from their customers about the Free for Three pilot.

- 4.2.3 Of the 97 businesses who responded, 52% said that they had seen an increase in footfall in their business, 25% said that they had not seen an increase in footfall and 23% said that they were unsure what impact the pilot of three hours free parking had made on footfall for their business. 37% of businesses said that they had seen a positive impact on sales, 31% said no impact on sales and 32% of businesses who responded were unsure what impact the pilot of three hours free parking had on sales.
- 4.2.4 Paisley First advised that businesses close to the car parks offering a period of free parking had reported an uptake in sales, those further away had not seen an impact. Lastly, it was reported that some businesses had a drop in footfall and income as a result of the introduction of parking charges being reintroduced on a Saturday across the Town Centre.

4.3 Public Survey

- 4.3.1 There were a total of 544 members of the public who responded to Paisley First's survey. 89% of those who responded said that they had taken advantage of the three hours free parking on recent visits to Paisley. 89% of respondents also said that the three hours free parking had encouraged them to use the Town Centre more often. The most common comment received about the Free for Three car parks was around the lack of clarity of the signage in the car parks showing that it was a Free for Three car park and the clarity of the instructions to operate the parking meters.
- 4.3.2 The Piazza Shopping Centre were able to advise that footfall remained static in their shopping centre over the pilot period, compared to the same period in 2018. The Piazza Shopping Centre highlighted in their analysis that they believe around 60% or more of their customers across the town use public transport, in particular the bus network.

4.4 Transportation Analysis

- 4.4.1 During the pilot period there was a significant increase in the transactions (vehicles) that frequented the 5 pilot car parks during the pilot period compared to the same time period in 2018, with a 56% increase in transactions across these car parks. The majority of the increase in transactions occurred after 10am, when the period of free parking became valid.
- 4.4.2 Across the Council's remaining non pilot off street car parking and on street car parking spaces there was a corresponding decrease in transactions of 4% during the pilot period compared to the same period in 2018.
- 4.4.3 The Paisley Centre MSCP also provided their analysis which showed a 6% decrease in number of cars parked through the pilot period compared to the same period in 2018.
- 4.4.4 The Piazza Centre was also able to provide their car parking analysis for the pilot period which showed around a 10% decrease in transactions during the pilot period compared to the same period in 2018.

- 4.4.5 Overall the Council and Private car parking available to the public in Paisley Town Centre (including the 5 car parks subject to the pilot initiative) showed that there was a 2.2% increase in vehicle transactions during the pilot period compared to the same period in 2018.

4.4.2 Bus Patronage

McGills are the main bus operator within Paisley Town centre during the pilot period they advised that bus patronage fell by 1.2% compared to the same time period in 2018.

4.4.3 Train Patronage

Network Rail have been unable to provide train patronage data for the pilot period to compare to the same period in 2018. Their data is only available annually and in arrears with a time delay of more than 12 months in publication. Therefore, we may have to wait until December 2020 for 2019 data. We have requested more detailed data to support evaluation.

4.5 Financial

Council Car Parks and On Street Parking

- 4.5.1 The 5 pilot car parks showed a 48% decrease in revenue during the pilot period compared to the same time period in 2018. Across all other Council off street and on street parking, there was a 5% decrease in revenue income during the pilot period compared to the same time period in 2018. Overall this has culminated in a 15% reduction in revenue income received from all the Council's on and off street car parks during the pilot period compared to the same period in 2018, resulting in a reduction in overall income of around £90,000 during the pilot period, if this were to continue to follow the same pattern over a financial year it would result in a drop in revenue income of around £180,000 per annum.

Private Car Parks

- 4.5.3 The Piazza Shopping Centre and the Paisley Centre also saw a drop-in parking income received during the pilot period to correspond with the drop-in transactions set out in sections 4.4.3 and 4.4.4 of this report.

5. Car Parking Working Group

- 5.1 The Paisley Town Centre Car Parking Working Group met on 6th February 2020 to discuss the evaluation data set out in section 4 of this report.
- 5.2 The Working Group proposed, that in order to build upon the data that is available, the pilot be extended for a further 6 month period to have a full calendar year's worth of

data on the impact of three hours free parking across the 5 car parks has had on Paisley Town Centre.

5.3 Over the next 6 months, The Working Group agreed that:

- More detailed economic analysis was required. Only a 6th of all BID businesses responded to the business survey and although footfall data is available for the Piazza Shopping Centres, it was agreed that more detailed economic analysis was requested to show the impact that the pilot has had on the economy of the Town Centre.
- The Council and Paisley First will work together to analyse and evaluate Saturday parking patterns in the Town Centre.
- There will be car parking surveys undertaken during this extended pilot period to ask drivers about their reasons for visiting Paisley and what impact, if any, the pilot has had on their parking and commuting behaviours
- The Council will look to take on board the comments received from the public and business surveys around the signage for the Free for Three car parks and associated parking meters.
- The group also agreed about the importance of public transport to the Town, in particular, bus patronage and the desire to have electric vehicle charging infrastructure in the Town Centre. The next two sections of this report set out in more detail what will be progressed with these areas over the coming months,

5.4 The financial implications for extending the pilot would be expected to mirror the reduced income pattern established during the initial pilot period as set out in section 4.5.1 of this report with an expected drop in revenue income between February and September 2020 of around £100,000.

6. Bus Infrastructure

6.1 Many of the visitors to Paisley Town Centre use public transport to access and egress the town. In addition to Gilmour Street Station being the 4th busiest rail station in Scotland, there are a large number of bus movements within the town. Within the evaluation it was highlighted that a large percentage of these customers come to the town by public transport, particularly bus travel. In order to support the continued use and increased use of public transport the Council has commenced work with local transport providers, to identify potential opportunities for improving bus infrastructure in Renfrewshire, with an initial focus on Paisley Town Centre. The work shall include opportunities to introduce bus priority infrastructure, which would improve journey times to and from Paisley Town Centre and enhance connections to other parts of Renfrewshire.

- 6.2 The Council has sought and agreed support to develop proposals through a design study in conjunction with SPT to determine the deliverability of the proposals over the coming years. This work will also support planning of proposals to feed into the Scottish Government's £500million bus infrastructure fund. Further detail on the operation of the infrastructure fund will be released in the coming months but it is expected that it will be closely aligned to the new Transport Act's provisions and will seek to focus on strategic, large-scale interventions.
- 6.3 The introduction of bus priority infrastructure along with improved active travel infrastructure will support accessibility to the town and encourage visitors to the town to use public transport services.
- 6.4 These studies will focus around Paisley; however, the feasibility will also take a Renfrewshire overview and seek areas of commonality to take forward across Renfrewshire.

7. Electric Charging Infrastructure, Parking Meters & Digital Car Park Signage

- 7.1 Over the last 2 years, the Council has been successful in applying for external funding for electric charging infrastructure totalling £955,000. Over the next 3 months electric charging points are being installed across Renfrewshire in partnership with Transport Scotland, with a particular focus on Paisley and initially 4 Council off street car parks will have these facilities installed - Hunter Street, Moncrieff Street, Bridge Street and the Lagoon car park.
- 7.2 In addition, Renfrewshire Council were successful in securing £40,000 support from Transport Scotland and are working in partnership with Energy Saving Trust. The information derived from these feasibility studies will support our strategy for the deployment of electric vehicle charging infrastructure in future years, with a focus on increasing charging infrastructure within off street car park and on street parking locations in Paisley and throughout Renfrewshire.
- 7.3 Customers have fed back very positively about the modern parking meters and there has been around a 40% uptake of cashless payment within the 5 pilot car parks. During the extended trial period modern parking meters that can take card as well as coin payments will be trialled in some of the existing car parks to ensure results are consistent.
- 7.4 During the next 6 months the Council will progress with the development of an implementation plan for digital/ real time signage in Paisley Town Centre and on key arterial routes at approach the town.
-

Implications of the Report

1. **Financial** – The financial implications of extending the pilot are detailed in section 5.4 of the report, with funding to compensate for the loss of parking income being funded from existing resources to support regeneration and development activities in the Town Centre. Sections 6 and 7 of the report also have financial implications being met from external and capital funding.
2. **HR & Organisational Development** - *None*
3. **Community Planning**
Reshaping our place, our economy and our future – The proposal set out in the paper seeks to support the economic growth of Paisley Town Centre
4. **Legal** - *None*
5. **Property/Assets** – Investment in parking meter infrastructure.
6. **Information Technology** – New infrastructure technology piloted
7. **Equality & Human Rights** - The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report
8. **Health & Safety** – *None*
9. **Procurement**– *None*
10. **Risk** – *None*
11. **Privacy Impact** – *None*
12. **Cosla Policy Position** – *None*
13. **Climate** - *None*

List of Background Papers

- (a) Leadership Board report of February 2019 – Review of Car Parking in Paisley Town Centre.

Author: Gordon McNeil, Director of Environment & Infrastructure



To: Leadership Board

On: 19 February 2020

Report by: Chief Executive

Heading: Renfrewshire Economic Strategy 2020 – 2030 : Action Plan

1. Summary

1.1 In September 2019 the Leadership Board approved the Renfrewshire Economic Strategy, which was prepared with the guidance of the Renfrewshire Economic Leadership Panel. The strategy sets out a collaborative approach to the development of the Renfrewshire economy over the next 10 years, along with stretching ambitions for the creation of jobs and the delivery of inclusive growth –

- more, and better jobs for local people
- growing the value of the Renfrewshire economy and positioning Renfrewshire as the centre of manufacturing innovation, and research and development
- growing our working-age population and supporting people on long-term sickness back to employment with more secure earnings
- reducing the skills gaps and shortages experienced by local businesses
- improving our economic infrastructure, including better public transport and digital connectivity

1.2 Work has now been undertaken with the Economic Leadership Panel to develop an action plan that will see the delivery of these ambitions

1.3 The Action Plan is attached as an appendix to this report. The Economic Leadership Panel has assessed the content of the Action Plan and commends it to the Council for approval.

2. Recommendations

- 2.1 It is recommended that the Board –
- (i) welcomes the preparation of the Economic Strategy Action Plan under the guidance of the Economic Leadership Panel;
 - (ii) as a key contributor and enabler of the Action Plan approves the actions identified for the Council to be the lead partner; and
 - (iii) notes the near-term priorities of the Action Plan as set out in Section 4 of this report.
-

3. Background

- 3.1 In November 2016 the Leadership Board approved the establishment of an Economic Leadership Panel (the Panel). The Leadership Board recognised the importance of strong engagement with the local business sector to drive forward local economic development and the formation of the Panel was seen as the mechanism to develop that relationship.
- 3.2 The Panel has been meeting since August 2017 to consider how best to develop, grow and support Renfrewshire's economy. The Panel, which is chaired by James Lang of the Scottish Leather Group, are all passionate advocates of the strengths of and opportunities for Renfrewshire and brought fresh perspectives to the formation of Renfrewshire's first economic strategy.
- 3.3 The Renfrewshire Economic Strategy was agreed by the Council's Leadership Board in September 2019 and was launched in the same month by the Cabinet Secretary for Finance, Economy and Fair Work. The Panel has continued to meet to develop an action plan and will monitor and consider changes to the strategy as the context and circumstances for economic growth change over the period ahead.

4. The Action Plan

- 4.1 The Economic Strategy has been prepared within the context of significant investments and opportunities both coming to and arising in Renfrewshire and amidst a wider context of technological, environmental and economic change. The investments in City Deal projects and the national investments they have attracted, such as the National Manufacturing Institute Scotland (NMIS) and the Medicines Manufacturing Innovation Centre, ground the Renfrewshire economy firmly as the City Region's centre of excellence for advanced manufacturing. Renfrewshire's economic infrastructure (road, rail and air assets) are positive attributes, as are the principal campuses of both the University of the West of Scotland and West College Scotland.

- 4.2 The Strategy sets out eight economic challenges that require a co-ordinated response to be tackled effectively.

Challenge 1. *To achieve a continued growth in the working age population by retaining and attracting more people to live, learn and work here.*

Challenge 2. *To achieve a strong and inclusive economy, bringing more people into work with more secure earnings and greater earning power.*

Challenge 3. *To foster an entrepreneurial culture and support the creation of new and growing businesses that are successful.*

Challenge 4. *To raise Renfrewshire's profile nationally and internationally as a natural location for inward and established business investment, for attracting talent and as a place to visit.*

Challenge 5. *To boost the productivity and competitiveness of our businesses across all economic sectors through the promotion of investment in R&D and innovation.*

Challenge 6. *To bring local education and skills provision closer to meeting the needs of the local economy and to the job requirements of the emerging sectors of growth.*

Challenge 7. *To improve the economic infrastructure of Renfrewshire including better public transport provision, rail and road capacity, and the provision of new digital connectivity and networks.*

Challenge 8. *To make available land for business expansion, new business formation and inward investment.*

- 4.3 Under each Challenge a series of interventions are proposed. The Action Plan breaks down all the interventions into specific projects and identifies the lead organisation, the timeframe and resources required to deliver each. The Action Plan is attached to this report.
- 4.4 The range and number of actions will require extensive partnership working, collaboration and sustained effort over the 10-year duration of the Strategy. The Council will work with the Economic Leadership Panel to keep both the Action Plan and the Strategy up to date through monitoring and review.
- 4.5 Many of the actions identified are underway such as the City Deal suite of projects, the cultural infrastructure programme, a strategy to deliver ultrafast broadband capacity and the 'single point of entry' system for business support services provided by Scottish Enterprise and the Council. However, given the extents of the Action Plan, the Panel has advised on particular actions that should be prioritised in the first 24 months of the plan. These are –
- Developing with public sector partners a mechanism to lever private-sector investment into town centres. The Council will utilise the published Paisley Town Centre Vision to commence dialogue with Scottish Government and others on this mechanism;
 - Agreeing and delivering a Renfrewshire approach to inclusive growth including early intervention actions to develop pathways for those with health and wellbeing challenges to becoming more economically active

- Supporting Renfrewshire's SME supply-chain companies by bringing together the anchor institutions of Renfrewshire to build local wealth through procurement of supplies and services
- Completing the early developments in the planned Advanced Manufacturing Innovation District Scotland (AMIDS) and looking ahead at future land and property needs through an Economic Land and Property Commission
- Building on the emerging profile of AMIDS and NMIS to market Renfrewshire as an international location for advanced manufacturing investment
- Establishing a 'Festival of Manufacturing' to champion local companies and locations and to engage schools and communities in understanding the future job opportunities here in Renfrewshire
- Developing a Renfrewshire Skills Plan between national and local skills organisations; schools, further and higher education; and local business and industry. The draft Skills Plan features elsewhere on this Board's agenda
- Host a Renfrewshire Transport Summit working with the Renfrewshire business and transport community in the development of future transport ideas and strategies and seeking to advise on measures to influence travel behaviours and modal shift including, exemplary networks for walking and cycling, park and ride, electric-car charging points and demand management measures for private car use.

4.4 Alongside the existing projects being delivered it is the Panel's recommendation that these are the areas where resources would be most effectively concentrated to unlock the potentials of the Renfrewshire economy and to make early progress towards delivering on the six ambitions of the Economic Strategy – as set out below.



Add over **9,000** jobs to the economy from our interventions and planned actions



Add an additional **£400million** GVA each year to the Renfrewshire economy



Grow the working-age population by **5,000** people



Reduce economic inactivity by **15%**, bringing over **3,000** local people into the workforce



Reduce by **60%** the number of businesses reporting skills gap/shortages impacting on their performance



Grow the Renfrewshire manufacturing sector by **30% (£GVA)**

Implications of the Report

1. **Financial** – None currently identified beyond existing approved budgets. This will be kept under review as the Action Plan moves towards implementation.
 2. **HR & Organisational Development** – None.
 3. **Community/Council Planning** –
 - *Our Renfrewshire is thriving – the Strategy will be central to maximising economic growth that is inclusive and is sustainable*
 - *Our Renfrewshire is well – promoting economic activity among all citizens and communities will support the reliance of individuals, families and neighbourhoods*
 - *Our Renfrewshire is fair - the Strategy seeks to deliver inclusive growth, reducing barriers for individuals to access the workplace*
 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 & Safety** - None
 9. **Procurement** - None
 10. **Risk** - None
 11. **Privacy Impact** - None
 12. **COSLA Policy Position** – the Strategy supports the COSLA Priority to support and develop Local Economies and Inclusive Growth
 13. **Climate Risk** - the Renfrewshire Economic Strategy and Action Plan seeks to deliver inclusive economic growth across Renfrewshire communities. Its wide range recognises the opportunities for the local economy of new industries, technologies and job types emerging as a response to the climate emergency. The Strategy and Action Plan also recognises, that to become a more productive place, investment in sustainable transport, town centres and in the renewal of aging industrial and business premises needs to be a priority over the 10-year period of the plan.
-

List of Background Papers

(a) Renfrewshire's Economic Strategy 2020 – 2030

The foregoing background papers will be retained within Regeneration Service for inspection by the public for the prescribed period of four years from the date of the meeting.

Author: Stuart McMillan, Regeneration Manager, stuart.mcmillan@renfrewshire.gov.uk, (Tel: 07958 009520)



Renfrewshire's Economic Strategy

2020 -2030

ACTION PLAN – JANUARY 2020

Challenge 1

To achieve a continued growth in the working age population by retaining and attracting more people to live, learn and work here.

Objectives:

- To offer attractive, well-connected communities in sustainable locations – places of the highest quality in which to live
- To deliver new housing opportunities to support and grow Renfrewshire's working-age population

Strategy interventions	Actions	Lead Partner	Resource ¹	Short-term (by 2021)	Medium-term (by 2025)	Long-term (by 2030)
1. Continue to identify long-term housing opportunities to retain and encourage new working-age people and families to live in Renfrewshire.	<p>A. Facilitate the development of over 5,000 new homes over the next 10 years. Through its statutory planning processes, the Council will allocate land for housing development of all types and tenures for delivery by private sector and by social housing providers.</p> <p>B. Work with infrastructure (energy, transport, water) providers and their planning and investment processes to realise long-term housing (and economic) development.</p>	<p>Renfrewshire Council</p> <p>Renfrewshire Economic Leadership Panel</p>	<p>Existing resources</p> <p>Existing resources</p>	<p>1,300 new homes developed.</p> <p>Leadership Panel will invite infrastructure providers to Strategy briefing and workshop.</p>	<p>3,600 new homes developed.</p> <p>Coordinated programme of infrastructure investment in Renfrewshire.</p>	<p>5,200 new homes developed.</p>
2. Work with Renfrewshire partners to devise a mechanism to lever private-sector investment into town centres.	<p>A. Develop "Town Centre propositions" which clearly identify the investment opportunities in each (use, scale, terms, etc).</p> <p>B. Research the potential for further grant / loan assistance to owners for refurbishment / redevelopment of key town centre properties.</p> <p>C. Work with Scottish Government and other partners to examine the potential of the ideas set out in the Paisley Vision 2019.</p>	<p>Renfrewshire Council</p> <p>Renfrewshire Council</p> <p>Renfrewshire Council</p>	<p>£</p> <p>££</p> <p>£</p>	<p>Completion of propositions for Renfrewshire TCs.</p> <p>Identification of a town centres investment fund.</p> <p>Tested at least 3 of the specific ideas from the Paisley Vision.</p>	<p>Development of evidence base to demonstrate the value added through the availability of such town centre initiatives.</p> <p>Project delivery – see also Challenge 4, Intervention 3; Challenge 4, Intervention 4; Challenge 5, Intervention 2 and Challenge 7, Intervention 2.</p>	<p>Increased investment in Renfrewshire TCs for variety of uses leading to new perceptions and future sustainability of role of TCs in local economy.</p>
3. To market Renfrewshire, demonstrating its cultural, educational, environmental, residential and employment strengths as a place to live, learn and work.	<p>A. Continued evolution of the Paisley Is destination brand and marketing campaigns.</p> <p>B. Alignment of economic messages with development of a Renfrewshire prospectus – see Challenge 4, Intervention 6 below.</p>	<p>Renfrewshire Council</p> <p>Renfrewshire Council</p>	<p>Existing resources</p> <p>See Challenge 4, Intervention 6</p>	<p>See Challenge 4, Intervention 6.</p>		

¹ See note on page 17

Challenge 2

To achieve a strong and inclusive economy, bringing more people into work with more secure earnings and greater earning power.

Objectives:

- To maintain our high employment levels and lower unemployment levels
- To improve economic participation and reduce inequalities across Renfrewshire to allow more people to contribute to and benefit from the local economy

Strategy interventions	Actions	Lead Partner	Resource ¹	Short-term (by 2021)	Medium-term (by 2025)	Long-term (by 2030)
1. Agree a Renfrewshire inclusive growth approach including early intervention actions to develop pathways for those with health and wellbeing challenges to becoming more economically active	A. Develop an inclusive growth framework including a monitoring framework and reporting structures, so that everyone across Renfrewshire benefits from economic growth.	Renfrewshire Council	Existing resources	Framework developed and implementation underway.	Development of evidence base to demonstrate that inclusive growth has increased across Renfrewshire.	
2. Strengthen our employability partnership and framework, to support people to be job-ready and to access employment or self-employment; and to support those in low paid/low skilled work to progress to better paid employment.	A. Continue to revise the membership of the Local Employability Partnership to ensure key representatives of services supporting priority groups.	Renfrewshire Council	Existing resources	Local Employability Partnership membership revised.		
	B. Identify target groups and areas for specialised support on theme of No One Left Behind and provide additional and bespoke employability support.	Renfrewshire Council	Existing resources	Action plan developed for target groups.	Delivery of the action plan.	
	C. Agree and implement a new model to tackle in-work poverty through support for low income employed into better paid employment.	Renfrewshire Council	££	1st year of pilot, supporting 150 people.	Further 150 supported.	Review of work progression model completed.
	D. Embed employability support as a core function of broader public services.	Renfrewshire Council	Existing resources	Incorporate into the inclusive growth framework.		
3. With partner agencies develop a care-sector action plan to develop skills, recruitment and career progression strategies and small business growth	A. Work with care sector agencies to develop and agree the terms of reference for the sector plan.	Skills Development Scotland	Existing resources	Terms of reference and care sector action plan implemented.	Review of care sector action plan when completed.	
	B. Develop the plan.	Renfrewshire Council	Existing resources			
	C. Implement and monitor the plan in partnership with all sectors.	Care providers (ELP)	Existing resources			
4. Use community benefit clauses in contracts to target those furthest removed from the labour market and to maximise opportunities for trainees and apprentices directly targeting opportunities and benefits at local communities.	A. Examine the current use of community benefit clauses across Renfrewshire, the beneficiaries of this at present and identify where further action is required to maximise community benefits.	Renfrewshire Council	Existing resources	Review completed of community benefit clauses.		
	B. Work with the council's community benefit forum to embed community benefits across all Council activity and to provide support/training to Council staff.	Renfrewshire Council	Existing resources	Community benefits embedded across all Council activity.		

¹ See note on page 17

Strategy interventions	Actions	Lead Partner	Resource ¹	Short-term (by 2021)	Medium-term (by 2025)	Long-term (by 2030)
	C. Roll-out and co-ordinate community benefits across the Community Planning Partnership.	Renfrewshire Council	Existing resources			
5. Engage with businesses across all sectors to promote fair-work practises and the Living Wage.	A. Develop a Renfrewshire fair-work accord.	Renfrewshire Council	Existing resources	Fair-work accord finalised.	Review of fair-work accord.	
	B. Establish a network of fair-work ambassadors in Renfrewshire.	Renfrewshire Council	Existing resources	Fair-work ambassadors identified.		
	C. Promote the economic benefits to businesses of fair-work and the living wage.	Renfrewshire Council	Existing resources		Series of events run to promote fair-work-practises and the Living Wage.	

Challenge 3

To foster an entrepreneurial culture and support the creation of new and growing businesses that are successful

Objectives:

- To increase the number of business start-ups and their rates of survival and attract more businesses to locate in Renfrewshire
- To build supply-chain capability to support Renfrewshire's manufacturing cluster
- To grow the creative industries as a new dimension of the local economy

Strategy interventions	Actions	Lead Partner	Resource ¹	Short-term (by 2021)	Medium-term (by 2025)	Long-term (by 2030)
1. Development of a collaborative and streamlined system across the public-sector organisations providing business support services, to provide a single point of entry for all businesses and prospective businesses seeking assistance to develop and grow.	<p>A. Development of the national Single-Entry Point – an online portal with all information to businesses.</p> <p>B. Establish a local Business Support Forum with all providers: Renfrewshire Council; Scottish Enterprise; Chamber of Commerce; SDS; WCS; UWS; FSB.</p>	<p>Scottish Enterprise</p> <p>Renfrewshire Council</p>	<p>Existing Resources</p> <p>Existing Resources</p>	<p>Delivery of a single digital gateway for businesses to access all business support across Scotland.</p> <p>Joining of resources to more effectively deliver business support functions at national, regional and local levels.</p>		
2. Support business sustainability, productivity, competitiveness and growth through an integrated package of incentives, training and advice.	<p>A. With Business Support Forum engage with businesses to establish their resource needs, skills demand, raise awareness of available programmes and support and increase take up and participation to improve business competitiveness.</p> <p>B. Develop a range of new business support programmes.</p> <p>C. Expand existing Entrepreneur Week to establish an annual enterprise week with drop in clinics, keynote speakers, workshops, information seminars and networking events offering support and guidance on a range of business matters such as financial advice, branding etc</p>	<p>Renfrewshire Council</p> <p>Renfrewshire Council</p> <p>Renfrewshire Council</p>	<p>Existing Resources</p> <p>££</p> <p>££</p>	<p>To complete resource needs assessment and identify areas for additional business support.</p>	<p>Implementation of new programmes for business support.</p> <p>By 2022 (and annually thereafter) run an Enterprise Week event.</p>	
3. Build collaborative approaches to supply chain connections between local companies and AMIDS based companies	<p>A. Work with and support existing businesses within the AMIDS area, innovation centres (NMIS, AFRC and MMIC) to strengthen their linkages with one another to better understand supply chain opportunities for local companies.</p> <p>B. Organise Supply Chain Workshops and training for Renfrewshire SMEs on the opportunities for local companies to</p>	<p>Scottish Enterprise</p> <p>Renfrewshire Chamber of Commerce</p>	<p>£</p> <p>£</p>	<p>Better understanding of existing supply chains of AMIDS companies and relevance to Renfrewshire.</p> <p>Supply Chain Workshop programme commenced.</p>	<p>Opportunities created for business-to-business links between AMIDS companies and Renfrewshire economy.</p> <p>Continuation of Supply Chain programme.</p>	<p>Strong evidence of developed supply chains from AMIDS companies to Renfrewshire economy.</p>

¹ See note on page 17

Strategy interventions	Actions	Lead Partner	Resource ¹	Short-term (by 2021)	Medium-term (by 2025)	Long-term (by 2030)
	learn about supply chain potentials of AMIDS based companies.					
4. Work to realise opportunities for the local economy through new company formation, spin-out and establishment in Renfrewshire.	A. Work with NMIS 'One Scotland Partners' to understand opportunities from development of NMIS/AMIDS incl. new company formation.	NMIS 'One Scotland' Partners ¹	£	Successful progress towards establishment and opening of NMIS at AMIDS.	Evidence of demand from NMIS for advanced manufacturing spin out to occupy business floorspace elsewhere in Renfrewshire.	To have at least 25 new start-ups based in Renfrewshire, created through NMIS / AMIDS collaboration opportunities.
	B. Help develop strong relationships between NMIS Partners, other relevant AMIDS based businesses, universities and local SMEs through Chamber, FSB, etc.	NMIS 'One Scotland' Partners	£		To have at least 12 new start-ups based in Renfrewshire through NMIS / AMIDS collaboration opportunities.	
5. Identify and deliver opportunities for new collaborative work spaces such as co-work space, studios and makers spaces	A. Deliver "Start-Up Street" in Paisley providing subsidised managed workspace and support (with a focus on youth).	Renfrewshire Council	Existing resources	Launch of Start-Up Street	Evaluation of Start-up Street completed and if applicable the delivery of additional space across Renfrewshire. Need and demand analysis completed in respect of new incubation work spaces across Renfrewshire.	
	B. Explore the rollout of other start-up initiatives in other centres across Renfrewshire.	Renfrewshire Council	Existing resources			
	C. Identify the need and support the development of additional incubation space for new or expanding small businesses (see also Challenge 5, Intervention 2).	Renfrewshire Council	Existing resources			
	D. Identify the need and provision for co-work space, studios and makers space for new business types and formats.	Renfrewshire Council	Existing resources		Development of new formats of work spaces across Renfrewshire.	
6. Enhance business support services and how they are delivered and promoted to meet the varied needs of all sectors of the economy.	A. See actions under Challenge 3, Intervention 1 and Challenge 3, Intervention 2 above.	-	-	-	-	-
7. Support SME supply-chain companies by bringing together the anchor institutions of Renfrewshire to build local wealth through procurement of supplies and services.	A. Development of a Community Wealth Building Plan to increase procurement spend being retained in Renfrewshire.	Renfrewshire Community Planning Partnership	£	Implementation of Community Wealth Building Plan.	Review of procurement spend within Renfrewshire.	

¹ NMIS One Scotland Partners – Scottish Government, Scottish Enterprise, Highlands and Islands Enterprise, Skills Development Scotland, Renfrewshire Council and the University of Strathclyde

Challenge 4

To raise Renfrewshire's profile nationally and internationally as a natural location for inward and established business investment, for attracting talent and as a place to visit

Objectives:

- To promote Renfrewshire internationally as the city region's centre for manufacturing research and innovation, companies, jobs and education
- To attract and increase foreign direct investment and talent to Renfrewshire as a place to live, learn and work
- To develop and promote Renfrewshire as a thriving tourist, leisure and cultural destination

Strategy interventions	Actions	Lead Partner	Resource ¹	Short-term (by 2021)	Medium-term (by 2025)	Long-term (by 2030)
1. Utilise the profile of NMIS and AMS to market Renfrewshire as an international location for manufacturing investment.	<p>A. Create (and update annually) an investment prospectus for domestic and international markets.</p> <p>B. Attend a number of events (such as MIPIM) and trade missions which showcase AMIDS on an international stage.</p>	<p>Scottish Enterprise</p> <p>Scottish Enterprise</p>	<p>£</p> <p>££</p>	<p>Regional investment prospectus launched.</p> <p>Manufacturing proposition developed and showcased at investment events internationally.</p>	<p>At least one Trade mission completed.</p> <p>At least 3 manufacturing companies with an international presence has located within AMIDS.</p>	<p>Review and update investment prospectus.</p> <p>At least 5 manufacturing companies with an international presence has located within AMIDS.</p>
2. Through Scottish Enterprise, Scottish Development International and Renfrewshire Chamber of Commerce, promote international trade and connectivity by supporting those looking to export to new markets and expansion of existing markets.	<p>A. Establish local mechanisms to support exporting at a local level to optimise Renfrewshire's contribution to Scotland as a 'Trading Nation'.</p> <p>B. Establish SME training programme for export training</p> <p>C. Set up a Renfrewshire Diaspora network to attract talent and help connect with potential inward investors, akin to the Globalscot Network.</p>	<p>Scottish Enterprise</p> <p>Scottish Enterprise</p> <p>UWS</p>	<p>Existing resources</p> <p>££</p> <p>££</p>	<p>Work with local Business Support Forum (see Challenge 3, Intervention 1.B) to expand opportunities, skills and capacity for export development.</p>	<p>Continuation of local business Support Forum.</p> <p>Implementation of Export training programme.</p> <p>Renfrewshire Diaspora network established.</p>	<p>Continuation of Export training programme.</p> <p>Review of Diaspora network completed.</p>
3. Deliver the £100 million cultural infrastructure programme to drive visitors to Paisley's renewed attractions, and the events programme to position Paisley on a national and international stage as a unique, must-see, events destination.	<p>A. Completion of capital investment programmes for Paisley Museum, Town Hall, Learning and Cultural Hub, Arts Centre and town centre public realm.</p>	<p>Renfrewshire Council</p>	<p>£££</p>	<p>Learning and Cultural Hub complete 2021.</p> <p>Paisley Arts Centre complete 2021.</p>	<p>Paisley Museum complete 2022.</p> <p>Paisley Town Hall complete 2022.</p> <p>Paisley public realm complete 2022.</p>	

¹ See note on page 17

Strategy interventions	Actions	Lead Partner	Resource ¹	Short-term (by 2021)	Medium-term (by 2025)	Long-term (by 2030)
	B. Implementation of Paisley's events programme (2018-2021) to attract increasing numbers of visitors from out-with Renfrewshire.	Renfrewshire Council	££	Grow overall audiences attending events and increase proportion from out-with Renfrewshire.	Paisley to host Royal National MOD 2022.	
	C. Review and development of events strategy for period 2022 – 2030.	Renfrewshire Council	£££		New events strategy in place. Expansion of non-Council funded events at scale.	
4. To sustain visitor growth in the long-term, beyond the reopening of Paisley Museum, to develop a new visitor attraction to complement the investment in cultural infrastructure.	A. Options and feasibility appraisal of development potentials	Renfrewshire Council	£		Appraisal concludes in-light of tourism impacts of newly opened venues.	Potential implementation of further visitor attraction.
	B. If applicable secure funding for a new visitor attraction(s)	Renfrewshire Council	£££		If applicable, complete additional feasibility studies and business cases for further visitor attractions.	
5. Build our capacity for tourism growth, developing skills, delivering customer service training and creating new partnerships.	A. Review Renfrewshire Visitor Plan 2018 – 2021 and develop a new three-year plan to continue the success of the first three years.	Renfrewshire Council	£	Completion of new Visitor Plan 2021 – 2024.	Review of Renfrewshire Visitor Plan 2021-2024.	
	B. Work with City Partners to extend opportunities and benefits from the UK business tourism market in respect of the Glasgow COP26 Conference in November 2020.	Renfrewshire Council	££	Develop a Renfrewshire Host Offer and Programme in conjunction with Glasgow COP26 Conference in November 2020.	Develop Renfrewshire Visitor Plan 2024-2027.	
6. Develop a Renfrewshire prospectus - a clearly defined and publicised investment proposition to attract more investment, visitors and talent that supports long-term economic growth.	A. Produce an inward investment strategy including product/sector analysis, audience development and creation of inward investment website.	Renfrewshire Council	£	Inward investment strategy complete.	Development of property intelligence system (part of SMART place plan).	
	B. Appoint dedicated marketing resource and establish single point of contact for enquiries. Main tasks to include: <ul style="list-style-type: none"> Development of brand and PR/ marketing strategy 	Renfrewshire Council	££	New resource in place. Brand and website launched.		
	C. Investment collateral/Event plan/Media strategy/Links with intermediaries.	Renfrewshire Council	£	Collateral developed.		

Challenge 5

To boost the productivity and competitiveness of our businesses across all economic sectors through the promotion of investment in R&D and innovation

Objectives:

- To improve the competitiveness of local companies that are innovative and internationally focused.
- To strengthen the manufacturing sector, making it more responsive to technological change, digitisation in production processes, and more efficient and better use of data and smart systems, known as Industry 4.0.
- To maximise the benefits of the investments in advanced manufacturing centres for local businesses

Strategy interventions	Actions	Lead Partner	Resource ¹	Short-term (by 2021)	Medium-term (by 2025)	Long-term (by 2030)
1. Put in place sector plans for our key economic sectors in order to improve resilience and support their growth.	A. Establish Sector Champions from the Economic Leadership Panel Sector Groups. B. Develop sectoral plans.	Renfrewshire Council Sector Groups	£ £	 Sectoral plans completed.	 Implementation of sectoral plans underway.	 Sectoral plan update completed.
2. Develop a Creative Industries Hub – an industry-led centre of excellence, centrally located and exploring collaborations with knowledge institutions.	A. Scope with interested parties and test the feasibility of potential delivery options for a Hub – potential cross-overs with Challenge 6, Intervention 1.G and Challenge 6, Intervention 1.I.	Renfrewshire Council	£	Scope and feasibility developed. Funding options explored and being pursued.	If viable target delivery 2022 – 2023.	
3. With NMIS and Scottish Enterprise work to extend uptake in R&D and innovation investment in Renfrewshire companies	A. Promote to Renfrewshire based manufacturing companies the benefits of investing in R&D and innovation. B. To provide training and build capacity in digital and meta-skills for Renfrewshire SMEs.	Scottish Enterprise West College Scotland	££ £	Implement the Advancing Manufacturing Challenge Fund (AMCF) application.	At least 5 Renfrewshire based companies have utilised the facilities at NMIS and/or other relevant AMIDS facilitates in Renfrewshire for R&D/Innovation purposes.	At least 10 Renfrewshire based companies have utilised the facilities at NMIS and/or other relevant AMIDS facilitates in Renfrewshire for R&D/Innovation purposes.
4. Develop programmes to support productivity, focused on upskilling the existing workforce and equipping people with the skills and higher learning that will support them to navigate a fast-changing labour market	See Challenge 3, Intervention 2.A.	-	-	-	-	-
5. Expand the footprint and influence of UWS knowledge transfer partnerships with local industry, particularly in the areas of shared strength – engineering, computing and communication networks, creative industries, tourism and healthcare.	A. UWS to work with key stakeholders such as the Chamber of Commerce to host industry events and engagement opportunities to increase awareness of KTPs to local Renfrewshire businesses.	University of the West of Scotland	££	Deliver two KTP projects per annum over the course of the 10 years of the Action Plan.		20 KTPs delivered.
6. Maximise the profile of AMIDS and NMIS to market Renfrewshire as an investment location for advanced R&D	• See Challenge 4, Intervention 1.	-	-	-	-	-

¹ See note on page 17

Strategy interventions	Actions	Lead Partner	Resource ¹	Short-term (by 2021)	Medium-term (by 2025)	Long-term (by 2030)
and high-skilled manufacturing businesses.						
7. Establish a Festival of Manufacturing to champion local companies and locations on a global stage.	A. Scope and plan a 'Doors Open Day' in 2020 for schools and communities.	Renfrewshire Council	£	Deliver and evaluate initial one – two-year event, building event standing and profile.	Build participation numbers and number of participating businesses.	
	B. Build towards the concept of a Festival of Manufacturing, showcasing Renfrewshire manufacturing on a wider stage.	Renfrewshire Council	£			

Challenge 6

To bring local education and skills provision closer to meeting the needs of the local economy and to the job requirements of the emerging sectors of growth

Objectives:

- To improve qualification and skill levels, enabling Renfrewshire people to access the opportunities of a growing local and regional economy
- Through greater collaboration, develop the skills that employers need now and in the future, and build better knowledge of the world of work

Strategy interventions	Actions	Lead Partner	Resource ¹	Short-term (by 2021)	Medium-term (by 2025)	Long-term (by 2030)
1. Develop a Renfrewshire Skills Plan that will focus on:						
a. Reducing skills gaps and shortages in Renfrewshire, upskilling the existing workforce and equipping people with the skills that will support them to navigate a fast-changing labour market	<p>A. Create a STEM plan for Renfrewshire Schools.</p> <p>B. Launch an 'all girls' programme to raise awareness and inspire more girls into STEM.</p> <p>C. Localised delivery of the national STEM Strategy through active participation in the development and implementation of the West Region STEM Strategy.</p> <p>D. Pilot in Renfrewshire a new Social Care Graduate Apprenticeship.</p> <p>E. Host a 'Festival of Manufacturing' for local schools (see Challenge 5, Intervention 7).</p> <p>F. Develop a proposition and determine the feasibility of a senior school / adult learning hub focused on higher order / meta-skills.</p> <p>G. Explore the potential of introducing higher order / meta-skills into traditional modern and graduate apprenticeship programmes and local employability initiatives.</p> <p>H. Review current provision and explore new initiatives in schools that supports future entrepreneurs, including consideration of a young entrepreneur incubator space.</p>	<p>Renfrewshire Council</p> <p>Employment and Skills Group</p> <p>Renfrewshire Council</p> <p>Skills Development Scotland / University of the West of Scotland</p> <p>Employment and Skills Group</p> <p>Renfrewshire Council</p> <p>Skills Development Scotland</p> <p>Renfrewshire Council</p>	<p>Existing Resources</p> <p>££</p> <p>£</p> <p>££</p> <p>£</p> <p>£</p> <p>£££</p> <p>£</p>	<p>April 2020</p> <p>April 2021</p> <p>TBC</p> <p>September 2022</p> <p>October 2020</p> <p>April 2021</p> <p>February 2021</p> <p>November 2020</p>		
b. Helping people to get into work, stay in work and progress in their chosen career	I. Establish a job brokerage model for RES growth sectors, beginning with manufacturing and construction.	Renfrewshire Council	££	April 2021		

¹ See note on page 17

Strategy interventions	Actions	Lead Partner	Resource ¹	Short-term (by 2021)	Medium-term (by 2025)	Long-term (by 2030)
	<p>J. Establish a dedicated AMIDS construction skills programme.</p> <p>K. Review the current employability and community learning & development offers to ensure greater alignment.</p> <p>L. Review the use of community benefit clauses and better align to all Renfrewshire economic investment and employability programmes.</p> <p>M. Increase the uptake and widen participation in Renfrewshire Council's Community Traineeship Programme.</p> <p>N. Establish a single portal which provides information about jobs, training and skills.</p>	<p>Renfrewshire Council</p> <p>Renfrewshire Council</p> <p>Economic Leadership Panel</p> <p>Renfrewshire Council</p> <p>Employment and Skills Group</p>	<p>££</p> <p>Existing Resources</p> <p>Existing Resources</p> <p>££</p> <p>TBC</p>	<p>September 2020</p> <p>May 2020</p> <p>December 2020</p> <p>March 2021</p> <p>March 2020</p>		
c. Meeting future skills and higher learning needs through engagement with local employers and joined-up academic and skills planning at a local level	<p>O. Establish a single "Employability and Skills Group".</p> <p>P. Undertake a future skills (5 years +) audit for Renfrewshire businesses with a focus on the Economic Strategy growth sectors.</p> <p>Q. Develop bespoke training for businesses based on the results from the skills audit.</p> <p>R. Undertaken an awareness raising campaign of the Renfrewshire Economic Strategy for local businesses.</p> <p>S. Undertake horizon scanning research to meet future economy skills demands.</p> <p>T. Ensure greater alignment between knowledge institutions and business to better meet skills demand.</p> <p>U. Ensure greater alignment across Renfrewshire Place-shaping services – capital investment, employability, CLD, regeneration, planning etc.</p>	<p>Renfrewshire Council</p> <p>Renfrewshire Chamber of Commerce</p> <p>West College Scotland</p> <p>Renfrewshire Council/Renfrewshire Chamber of Commerce</p> <p>Employment and Skills Group</p> <p>Employment and Skills Group</p> <p>Renfrewshire Council</p>	<p>Existing Resources</p> <p>££</p> <p>££</p> <p>£</p> <p>£</p> <p>Existing Resources</p> <p>Existing Resources</p>	<p>May 2020</p> <p>April 2021</p> <p>Post April 2021 – December 2023</p> <p>April 2020</p> <p>January 2020 onwards</p> <p>Ongoing</p> <p>Ongoing</p>		
d. Complementing the Regional Skills Investment Plan produced by Skills Development Scotland	V. Active participation in delivery through the GCR City Deal structures.	Renfrewshire Council	Existing Resources	Ongoing		
2. West College Scotland will work with employers in designing learning to deliver industry relevant skills and integrate STEM skills across all of its programmes	<p>A. Undertake a series of sector employer engagement events to inform future curriculum design.</p> <p>B. Through the West Region STEM Hub promote STEM learning opportunities and pathways for school pupils, improving teaching staff skills and industry awareness.</p>	<p>West College Scotland</p> <p>West College Scotland</p>	<p>£</p> <p>Existing Resources</p>	<p>Throughout 2020</p> <p>January 2020 – December 2023</p>		

Strategy interventions	Actions	Lead Partner	Resource ¹	Short-term (by 2021)	Medium-term (by 2025)	Long-term (by 2030)
	C. Launch a Digital Strategy and development of new digital learning and teaching resources.	West College Scotland	££	Autumn 2019 / early 2020		
3. Improve and expand school engagement in career development, training and skills with a focus on schools with a high concentration of pupils from SIMD areas.	<p>A. Review and enhance careers advice through Renfrewshire schools in line with the DYW 2018 Progress Report recommendations.</p> <p>B. Promote career opportunities, advancement and the attractiveness of key growth sectors across schools (including parents and carers), WCS and UWS.</p> <p>C. Develop a pilot 'Teachers into Industry' programme.</p> <p>D. Undertake an annual awareness raising campaign for Foundation Apprenticeships for parents/carers, pupils and teachers.</p> <p>E. Expand the Chamber of Commerce's Schools Partnership to all schools and include input into skills-based curriculum development.</p> <p>F. Undertake an awareness raising campaign of the Economic Strategy for schools, including developing a young person's version of the strategy for all pupils and integration into social sciences / modern studies lessons.</p> <p>G. Implement a two-year personalised employability readiness programme for senior pupils in Renfrewshire schools.</p>	<p>Skills Development Scotland/Renfrewshire Council</p> <p>Renfrewshire Council</p> <p>Renfrewshire Council</p> <p>West College / Renfrewshire Council</p> <p>Renfrewshire Chamber of Commerce / Renfrewshire Council</p> <p>Renfrewshire Council</p> <p>Renfrewshire Council</p>	<p>Existing Resources</p> <p>£</p> <p>££</p> <p>£</p> <p>£</p> <p>£</p> <p>£</p>	<p>September 2020</p> <p>November 2020 and Annually</p> <p>September 2021</p> <p>March 2020 to December 2023</p> <p>December 2020</p> <p>April 2020</p> <p>January 2020 – December 2022</p>		
4. Work with the NMIS 'Skills Academy' to implement skills development programmes for Renfrewshire manufacturing companies.	<p>A. Pilot in Renfrewshire a new Foundation Apprenticeship in Digital and Manufacture.</p> <p>B. Develop a knowledge exchange programme among manufacturing SMEs.</p> <p>C. Establish a skills development pipeline and training for SMEs and promote collaboration with NMIS.</p> <p>D. Put in place an NMIS Business Development Senior Officer to engage manufacturing SMEs.</p>	<p>Renfrewshire Council / Skills Development Scotland</p> <p>Renfrewshire Council / NMIS</p> <p>West College Scotland</p> <p>Renfrewshire Council / Skills Development Scotland</p>	<p>TBC</p> <p>TBC</p> <p>TBC</p> <p>TBC</p>	<p>Phase 1: October 2020 Phase 2: October 2022</p> <p>TBC</p> <p>April 2020 – December 2022</p> <p>April 2020</p>		
5. Work as a partnership and with organisations such as Glasgow Science Centre to build visibility of science, digital, technology, engineering and	A. Develop a pilot programme offering high quality STEM experiences for children and young people and to build greater knowledge and experiences for teaching staff.	Renfrewshire Council / Glasgow Science Centre.	£	TBC		

Strategy interventions	Actions	Lead Partner	Resource ¹	Short-term (by 2021)	Medium-term (by 2025)	Long-term (by 2030)
manufacturing careers from young ages and regularly through schools.						
6. Accelerate collaboration between companies and education/training providers to develop and expand the use of foundation, modern and graduate apprenticeships.	<p>A. Promote to SMEs the benefits of investment in training and workforce development.</p> <p>B. Raise awareness and encourage uptake of initiatives and support available across Government and from Renfrewshire Council.</p> <p>C. Explore the potential for extending the Renfrewshire Apprenticeship Academy.</p> <p>D. Undertake an annual awareness raising campaign for Graduate Apprenticeships with Renfrewshire businesses.</p> <p>E. Raise awareness and encourage more women into STEM modern apprenticeships.</p> <p>F. Work with business to celebrate the success of workforce development.</p>	<p>Renfrewshire Chamber of Commerce</p> <p>Skills Development Scotland / Renfrewshire Council</p> <p>West College Scotland</p> <p>University of the West of Scotland / Renfrewshire Chamber of Commerce</p> <p>Employment and Skills Group / STEM West</p> <p>Employment and Skills Group</p>	<p>£</p> <p>Existing Resources</p> <p>Existing Resources</p> <p>£</p> <p>£</p> <p>£</p>	<p>Ongoing</p> <p>Ongoing</p> <p>December 2020</p> <p>September 2020 to December 2023</p> <p>Ongoing</p> <p>Annually</p>		
7. Implement collaborative models of skills development, training and apprenticeships for established businesses.	<p>A. Undertake a feasibility study for a Renfrewshire Apprenticeship Job Brokerage model.</p> <p>B. Establish a peer to peer mentoring programme for SMEs.</p> <p>C. Create a programme on development and leadership capacity among SMEs.</p>	<p>West College Scotland</p> <p>Renfrewshire Chamber of Commerce</p> <p>Renfrewshire Council</p>	<p>£</p> <p>£</p> <p>££</p>	<p>April 2021</p> <p>TBC</p> <p>September 2020</p>		

Challenge 7

To improve the economic infrastructure of Renfrewshire including better public transport provision, rail and road capacity, and the provision of new digital connectivity and networks

Objectives:

- To be better connected through physical and digital infrastructure to regional and national economies.
- To work together to deliver a transport network capable of supporting the growth of the local and city region economy.

Strategy interventions	Actions	Lead Partner	Resource ¹	Short-term (by 2021)	Medium-term (by 2025)	Long-term (by 2030)
1. Deliver a world-class digital connectivity infrastructure for local people, organisations and businesses.	<p>A. Award connectivity service contract with a Communications Service Provider (CSP) for a 20-year term to deliver (B) and (C) below.</p> <p>B. Provision of full-fibre connectivity (Giga-bit (and future multigigabit)) to all council sites – the anchor tenancy model.</p> <p>C. Use the anchor tenancy to springboard the launch of gigabit connectivity to residential and business users.</p>	<p>Renfrewshire Council</p> <p>CSP and private investment from fibre company</p> <p>CSP and private investment from fibre company.</p>	<p>£££</p> <p>£££</p> <p>£££</p>	Contract award 2020, delivery commences summer 2020.	<p>Delivery concludes 2023.</p> <p>Connectivity to residential and business users runs in parallel to (B).</p>	‘Future Services’ including Internet of Things (IoT) to be delivered over 20-year term.
2. Redevelop Paisley Gilmour Street (PGS) station as Renfrewshire’s public transport hub. (See also Intervention 3 below)	<p>A. RC to pursue with Network Rail/ScotRail and Scottish Government the redevelopment of PGS to reflect its standing as Scotland’s 4th busiest train station.</p> <p>B. Develop feasibility, masterplan and business cases for PGS multimodal transport hub.</p> <p>C. Implementation of PGG transport hub redevelopment</p>	<p>Renfrewshire Council</p> <p>Renfrewshire Council</p> <p>Network Rail/ScotRail</p>	<p>Existing Resources</p> <p>££</p> <p>£££</p>	<p>Improvements at PGS to be agreed in principle with Network Rail/ScotRail and Transport Scotland.</p> <p>Transport hub feasibility , masterplan and business cases completed.</p>	<p>Improvement works at PGS to have commenced.</p>	Transport Hub operational.
3. Develop a new, direct public transport link between Glasgow Airport, AMIDS and Glasgow city centre, through Paisley town centre.	<p>A. Develop business cases for transport connection to Glasgow Airport from PSG via City Deal funding.</p> <p>B. Implementation of public transport connection project.</p> <p>C. Conclude business case for Glasgow Airport Investment Area (GAIA) South Project (gateway route from PGS to AMIDS).</p>	<p>Renfrewshire Council</p> <p>Renfrewshire Council</p> <p>Renfrewshire Council</p>	<p>Existing Resources</p> <p>Existing Resources</p> <p>££</p>	<p>OBC for project to be completed and considered by Council and City Deal governance (if applicable).</p> <p>GAIA South Outline Business Case to be completed.</p>	<p>FBC to be drafted and considered by Council and City Deal governance (if OBC approved and applicable).</p> <p>Project completed and operational.</p> <p>GAIA South Full Business Case to be completed (if OBC approved).</p>	

¹ See note on page 17

	D. Implementation of GAIA South project.	Renfrewshire Council	£££			GAIA South Gateway completed and Route operational.
4. Apply SMART city thinking to energy use, waste management, water use and transport through a SMART place plan for Renfrewshire.	A. Scope progress towards the system fundamentals of a SMART place – full fibre, open data management, data collection mechanisms.	Renfrewshire Council	£	Scoping exercise complete in 2020.		
	B. Progress a SMART place plan, with partners/neighbouring authorities identify existing/developing SMART applications for roll-out in Renfrewshire.	Renfrewshire Council	££	SMART place plan to be complete by end 2021.		Review of SMART place plan and Update completed.
5. Develop and implement measures to influence travel behaviours and modal shift including, exemplary networks for walking and cycling, park and ride and demand management measures for private car use.	A. Develop a refreshed Renfrewshire Transport Strategy following Transport Summit (see intervention 6 below).	Renfrewshire Council	££	Preparation of Transport Strategy to include proposals for influencing travel behaviours.		Review of Transport Strategy and Update completed.
	B. Examine all potential avenues for increasing bus network and patronage including improvement partnerships with bus companies, park and ride facilities and improved passenger facilities.	Renfrewshire Council	££	Develop Renfrewshire dimension to Scottish Government investment in bus priority.	Significant increase in use of sustainable modes for travel to work and other journeys.	
	C. Improve cycling and walking network across Renfrewshire particularly to schools, colleges, transport hubs, town centres and centres of employment.	Renfrewshire Council	£££	Review and refresh Renfrewshire Cycling Strategy 2016-2025.		To gain a reputation as a place where sustainable travel options are available for most journeys.
	D. Deliver Paisley to Renfrew cycle path linking to PGS.	Renfrewshire Council	££		Works commenced/ completed on Paisley to Renfrew cycle path.	
6. Host a Renfrewshire Transport Summit working with the Renfrewshire business and transport community in the development of future transport ideas and strategies	A. Develop methodology, scope and objectives for Summit.	Renfrewshire Council	£	Host Transport Summit – target summer 2020.		
	B. Liaise with transport providers / key agencies on delivery of outcomes from Summit.	Renfrewshire Council	£££	Transport Summit to inform Transport Strategy (see Challenge 5, Intervention 1 above).		

Challenge 8

To make available land for business expansion, new business formation and inward investment.

Objectives:

- To offer land and premises with the variety of scale and characteristics to meet the aspirations of this strategy to attract new businesses and to meet the needs of local businesses and growth sectors.

Strategy interventions	Actions	Lead Partner	Resource ¹	Short-term (by 2021)	Medium-term (by 2025)	Long-term (by 2030)
1. Deliver the Advanced Manufacturing Innovation District Scotland (AMIDS), developing 150,000 sq. m. floorspace on the Netherton Campus and making AMIDS an internationally-recognised centre for innovation, research and advanced manufacturing.	<p>A. Develop the AMIDS proposition and effectively communicate this to companies, entrepreneurs, investors, inward investment agencies, innovation agencies and other relevant stakeholders.</p> <p>B. Attract further investment and deliver development of AMIDS.</p>	<p>Renfrewshire JV Partner</p> <p>Renfrewshire JV Partner</p>	<p>££</p> <p>£££</p>	<p>NMIS to be under construction (c. 11,500 m²).</p> <p>MMIC to be completed/under construction (c.5,845 m²).</p>	<p>NMIS and MMIC fully operational.</p> <p>At least 50,000sqm of development secured at Netherton Campus Site.</p>	<p>At least 100,000sqm of development secured at Netherton Farm Site.</p>
2. Undertake feasibility work to examine the potential for speculative Grade A office accommodation within the growing AMIDS area.	A. Commission a feasibility and demand assessment to determine the need for Grade A Office Space and/or other applicable uses (e.g. industrial/storage floorspace etc.) within AMIDS area.	Renfrewshire JV Partner	£		Feasibility and demand study completed.	
3. Establish an economic land commission to evaluate and make recommendations for land and building requirements considering those factors of change such as automation, transportation and digital services that will influence future demand and what Renfrewshire needs to compete.	A. Establish and conduct the Land Commission to report and make recommendations to the RELP.	Renfrewshire Economic Leadership Panel	££	<p>Develop through initial consultation Terms of Reference – April to June 2020.</p> <p>Call for evidence and hearings – September/October 2020.</p> <p>Research programme – July – November 2020.</p> <p>Final report – February 2021.</p>	Implementation of measures including Development Plan review in 2024.	

Notes.

The Resource column indicates whether resources are already identified to deliver the action or if further resources require to be identified. The value of any additional resource is approximated as a guide –

£ = less than £100,000 ££ = £100,000 to £500,000 £££ = more than £500,000

¹ See note on page 17



To: Leadership Board

On: 19 February 2020

Report by: Chief Executive

Heading: Renfrewshire Skills Action Plan

1. Summary

- 1.1 This report brings a draft Renfrewshire Skills Action Plan to members for their consideration. One of the key actions within the Economic Strategy (published Sept 2019) was the preparation and delivery of a Skills Action Plan. The development of the Renfrewshire workforce to meet the needs of a growing economy and alignment with expanding and emerging sectors such as manufacturing, tourism, care and creative industries is fundamental to achieving the ambitions set out in the Renfrewshire Economic Strategy.
 - 1.2 By setting out a series of key actions and responsibilities the Skills Action Plan maintains that Renfrewshire stakeholders, in collaboration, can tackle worklessness, develop workforce capacity, improve productivity, and plan for future skills needs.
-

2. Recommendations

- 2.1 It is recommended that the Board:
 - i. approve the Renfrewshire Skills Action Plan (2020-2023) as attached as an appendix to this report.
-

3. Background

- 3.1 In September 2019 Leadership Board accepted the invitation of the Economic Leadership Panel to adopt the Renfrewshire Economic Strategy as Renfrewshire's formal economic plan.

- 3.2 The approved Economic Strategy includes 2 challenges (out of a total of 8) which are directly related to the skills of the local workforce:

Challenge 2: *To achieve a strong and inclusive economy, bringing more people into work with more secure earnings and greater earning power.*

Challenge 6: *To bring local education and skills provision closer to meeting the needs of the local economy and to the job requirements of the emerging sectors of growth.*

- 3.3 The Economic Strategy also includes 2 specific ambitions (out of a total of 6) for Renfrewshire that are most relevant to the skills agenda:

- ***to reduce economic inactivity by 15% bringing over 3,000 people into the workforce;*** and
- ***reduce by 60% the number of businesses reporting skills gaps / shortages impacting on their performance;***

- 3.4 Although Renfrewshire benefits from a relatively strong economy there is a large number of residents who, for a number of reasons, are economically inactive or underemployed. On a number of the qualification metrics (eg. residents qualified at SCQF Level 8, the equivalent of a Higher National Diploma) Renfrewshire lies below the Scottish average. One in ten employers in Renfrewshire have a vacancy which is hard to fill because of a skills shortage (slightly higher than the equivalent rate for Scotland) and around 19% of Renfrewshire employers report skills gaps in their existing workforce.

- 3.5 Furthermore, the wider workplace context is changing – automation and digital processes are altering the way many businesses and their employees operate. It is essential that the future Renfrewshire workforce (including those currently in employment) are equipped to meet these changing skills requirements.

4. Key issues

- 4.1 The primary objective of this first Renfrewshire Skills Action Plan is to support the implementation of Renfrewshire's Economic Strategy 2020 – 2030. To this end the Plan is a supporting document of the Economic Strategy and should be read in conjunction with the complementary actions contained therein.
- 4.2 Both of these documents will require to be kept under review as circumstances change at the Scottish and UK levels. The most obvious change at a macro economic level will be the decision by the UK to leave the European Union and the implications of this for Renfrewshire's economic sectors and its workforce.

- 4.3 The Economic Strategy noted that all levels of education are available in Renfrewshire. Through the implementation of the Economic Strategy there is an opportunity to align the skills and education systems to meet the needs of a growing and successful economy. The strategy set out two main objectives for skills and education to support a growing and inclusive economy:
- To improve qualification and skill levels, enabling Renfrewshire people to access the opportunities of a growing local and regional economy.
 - Through greater collaboration, develop the skills that employers need now, and in the future, and build better knowledge of the world of work.
- 4.4 The Skills Action Plan sets out actions for each of the relevant strategic interventions outlined in the Economic Strategy
- 4.5 Maximising economic growth, which is inclusive and sustainable is a key priority of **Renfrewshire's Local Outcome Improvement Plan 2017 – 2027**. The Skills Plan recognises the need to respond to Renfrewshire's economic growth sectors, to equip local people with the skills required to access the economic opportunities and an increased focus on learning through life to enable people to respond to and navigate an increasingly fluid labour market.

School qualifications

- 4.6 Renfrewshire school qualification levels perform well against national attainment trends. At the point of leaving school, Renfrewshire pupils are in line with the virtual comparator and above the national figures in attainment in literacy and numeracy.
- 4.7 The proportion of Renfrewshire school leavers who have entered a positive destination¹ is 93.1%. While this figure has been increasing it remains lower than the national average (95.2%). However, Renfrewshire has a higher proportion of school leavers entering higher education (43%) than the Scottish average.

Apprenticeships

- 4.8 Apprenticeships are one of the tools that help people to find work, stay in work and progress and improve their well-being. This can contribute significantly to local economic growth that is inclusive, sustainable and fair.
- 4.9 **Foundation apprenticeships** are offered in school as a subject choice at S5 or S6 and is the same level as a higher. Foundation apprenticeships are for 1 or 2 years and are recognised qualifications by all Scottish colleges and universities. They offer students the opportunity to gain knowledge and experience working with an employer out of the classroom.

¹ Higher education; further education; employment; activity agreement and voluntary work

- 4.10 Although numbers significantly increased last year (2019/2020) Foundation apprenticeship take-up in Renfrewshire has been relatively low. The highest proportion in recent years being focused on the health and social services sector, with smaller numbers in engineering and business skills
- 4.11 At a national level Renfrewshire Council has been represented (at Chief Executive level) on the Strategic Leadership Group for manufacturing ("Making Scotland's Future"). This Group has considered the role of apprenticeships in Scotland's future manufacturing sector to support the NMIS / AMIDS investments. Discussions are now ongoing between Renfrewshire Council and Skills Development Scotland (SDS) on how pilot exemplar projects to support the skills requirements could be initiated in Renfrewshire in collaboration with West College. A presentation on these potential pilot projects will be made to the Strategic Leadership Group in Feb 2020.

Economic inactivity

- 4.12 Renfrewshire's employment rate is more than 75% and is among the highest across the Glasgow City Region and higher than the national rate of 74.5%. Approximately 20% of the working age population in Renfrewshire are economically inactive, with a large proportion (32%) being long-term sick and likely to require significant support in areas such as improving mental health, tackling drugs and alcohol addiction as well as confronting generational unemployment.
- 4.13 Supporting those who are economically inactive to move into employment and training will increase the potential labour supply for future economic growth in Renfrewshire. Our Economic Strategy aims to bring over 3,000 people who are economically inactive, due to poor health or other issues, back into the workforce or into better paid jobs.
- 4.14 Forecasts from SDS show that in Renfrewshire around 35,000 job openings will emerge in the next 10 years as a result of people leaving the workforce or leaving jobs. Therefore, there are likely to be jobs available right across the local economy including in retailing, transport, administration, early years and childcare, social care, construction, tourism and manufacturing.

Skills Plan format

- 4.15 As stated in the Renfrewshire Economic Strategy: 'economic leadership, partnership working and coordination in planning and delivery of actions will be key'.

- 4.16 The successful implementation of the actions² outlined in the Skills Plan will require a multi-agency approach. Through collaboration and making the best use of available, and identified new, resources we can maximise the impact of the skills actions to contribute towards the 2030 ambitions of the Economic Strategy by:

Strategic Intervention	Action (example)
creating more jobs	Put in place an NMIS Business Development Senior Officer to engage manufacturing SMEs
growing the economy through supporting business and attracting investment	Undertake a future skills audit for Renfrewshire businesses with a focus on the Economic Strategy growth sectors
attracting more people to live and work in Renfrewshire	Develop a proposition and determine the feasibility of a senior school / adult learning hub focused on higher order / meta-skills
helping people to gain new skills	Pilot a new Foundation Apprenticeship in Renfrewshire: Digital and Manufacturing
reducing economic inactivity, skills gaps and skills shortages	Create a STEM plan for Renfrewshire Schools
creating a strong and inclusive economy, with more secure jobs providing fair and better work	Establish a job brokerage model for Economic Strategy growth sectors, beginning with manufacturing and construction

- 4.17 The Renfrewshire Skills Action Plan is attached as an appendix to this report for members' consideration.

Implications of the Report

1. **Financial** – None, beyond existing approved budgets.
2. **HR & Organisational Development** – none
3. **Community Planning** –
 - **Empowering our Communities** – through further investment in skills and qualifications for local people, new and enhanced employment opportunities will open up for individual Renfrewshire residents;
 - **Jobs and the Economy** – The Renfrewshire Economic Strategy sets out the area's ambitions over the next 10 years. A successful multi-agency collaboration alongside business and communities can see everybody benefit from a stronger inclusive Renfrewshire economy.

² Actions may support delivery of one or more strategic intervention

4. **Legal** – none
 5. **Property/Assets** - none
 6. **Information Technology** – none
 7. **Equality & Human Rights** -
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report.
 8. **Health & Safety** - none
 9. **Procurement** – none
 10. **Risk** – none
 11. **Privacy Impact** – none
 12. **COSLA Policy Position** – not applicable.
 13. **Climate Risk** - not applicable.
-

List of Background Papers

- Renfrewshire Economic Strategy 2020-2030; Leadership Board; 18 September 2019

The foregoing background papers will be retained within the Chief Executives Service for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officers within the service are Alasdair Morrison; Head of Regeneration; Chief Executive's Service; T-0141 618 4664; aldasair.morrison@renfrewshire.gov.uk and Ruth Cooper; Economic Development Manager; Chief Executive's Service; T-0141618 7868; ruth.cooper@renfrewshire.gov.uk;

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Renfrewshire's Skills Action Plan

2020 – 2023

FINAL DRAFT

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FINAL DRAFT

Introduction

A strong economy needs a skilled and diverse workforce¹. To strengthen and grow the Renfrewshire economy in ways which people, businesses and places can contribute to and benefit from that growth, people must have the right skills to respond to the demands of the labour market and meet employer needs now and in the future.

To navigate and adapt to a rapidly changing labour market people need to re-skill and upskill. Ensuring that everyone can play a part in the economy and that economic growth benefits everyone in Renfrewshire with no one left behind means that we have to provide people with the tools to find work, stay in work and progress and improve their well-being – economic growth that is ‘inclusive, sustainable and fair’.

The OECD Skills Strategy 2019 stated that ‘Countries in which people develop strong skills; learn throughout their lives and use their skills fully and effectively at work and in society are more productive and innovative, enjoy higher levels of trust, better health outcomes and a higher quality of life’²

Renfrewshire today is a place with a huge amount to offer and a significant role to play in the development and growth of the wider region, contributing substantially to Scotland’s economic ambitions, particularly through the delivery of Renfrewshire’s Advanced Manufacturing Innovation District (AMIDS), home to the National Manufacturing Institute Scotland – ‘***Making Scotland’s Future***’.

Renfrewshire is the location for campuses of two major knowledge institutions – the University of the West of Scotland and West College Scotland. In addition, strategic partnerships are in place with Glasgow School of Art and the University of Strathclyde and through the Glasgow City Region (GCR) Regional Skills Investment Plan is connected to 12 of Scotland’s colleges and universities across the city region.

Renfrewshire’s Economic Strategy 2020 – 2030 has six strategic ambitions targeting the creation of new jobs; growing the size of the economy; increasing the working age population; tackling economic inactivity; improving skills and growing the size and contribution of Renfrewshire’s manufacturing sector as follows:

- add over 9,000 jobs to the economy;
- add an additional £400million GVA³ each year to the Renfrewshire economy;
- grow the working-age population by 5,000 people;

¹ Scotland’s Programme for Government, 2019

² Skills to Shape a Better Future, OECD Skills Strategy, 2019

³ Gross Value Added (GVA)

- reduce economic inactivity by 15% bringing over 3,000 local people into the workforce;
- reduce by 60% the number of businesses reporting skills gaps / shortages impacting on their performance; and
- grow the Renfrewshire manufacturing sector by 30% (£GVA).

The analysis underpinning Renfrewshire's Economic Strategy revealed diverse sectoral strengths in manufacturing, construction and transport & storage with new sectors emerging in creative industries, tourism and care. Renfrewshire is improving its competitiveness with over £1.4billion being invested in innovation, economic infrastructure and skills. In order to create a stronger and more inclusive economy with more secure jobs providing fair and better work the economic strategy identified eight core economic challenges (see Appendix 1) to be addressed if we are to achieve our economic ambitions for Renfrewshire by 2030. In relation to education and skills, the analysis highlighted the challenge *"to bring local education and skills provision closer to meeting the needs of the local economy and to the job requirements of the emerging growth sectors"*.

The primary objective of this skills action plan is to support the implementation of Renfrewshire's Economic Strategy through tackling worklessness, developing workforce capacity and planning for future skills needs. Alongside this the skills action plan is required to:

- ensure that people can contribute to and benefit from sustained economic growth;
- support the delivery of the priorities and key areas of activity outlined in the Renfrewshire Local Outcome Improvement Plan; and
- maximise the impact for Renfrewshire from the implementation of the GCR Skills Investment Plan.

There are several uncertainties that will most likely impact on delivering successfully Renfrewshire's Economic Strategy and conversely, why we need to have a robust skills plan to enable people and businesses to reach their full potential. The most obvious of these is the UK leaving the EU and the medium and longer-term economic and social impact from BREXIT. Other factors that will impact on the implementation of the skills action plan over time include the impact from changes to the welfare system, the apprenticeship levy, changes in the skills demanded from employers, and future Scottish Government policy. It will be important that Renfrewshire's Economic Leadership Panel keep the action plan under review and when necessary take a course correction to continue to meet the skills demand from industry and enable people to contribute to and benefit from Renfrewshire's continued economic growth.

Strategic Context

Policy Context

‘Economy wide policies aimed at increasing skills levels and reducing skills mismatch are often most effective when adapted to the characteristics of local labour markets’⁴ Taking into account the local dimension, the policy and strategy context within which Renfrewshire’s Skills Action Plan has been developed extends to national, regional and local plans.

Scotland’s Economic Strategy (2015) sets out the Scottish Government’s approach for delivering sustainable economic growth across four priority areas: Investment; Innovation; Inclusive Growth; and International.

Specifically, in relation to Investment in People the strategy states “... investment in people is about ensuring a well-skilled, healthy and resilient population and an innovative, engaged and productive workforce”. This investment in people is also reflected in the **National Performance Framework** “investing in the skills and creativity of our workforce...”.

Skills development is a major policy area under the **Strategic Labour Market Framework**. The Scottish Government’s labour market vision is one where a strong labour market drives inclusive and sustainable economic growth. The vision is tied to and aligned with several different strategies and policies including the **Fair Work Action Plan** and **No One Left Behind**, the integration and development of new local employability models.

More recently the **Programme for Government: Protecting Scotland’s Future** reaffirmed the Scottish Government’s vision that “economic growth must benefit everyone, and everyone must have the opportunity to contribute to that growth. It must underpin and drive the well-being of our people”.

The **Economic Action Plan 2018 – 2020** skills aim is to provide a highly skilled workforce through education, training and re-skilling and sets out actions to support a sustained and inclusive economy through employment support, further education and higher education, training, and up-skilling and re-skilling. ‘Skills policies need to be well aligned with industrial and innovation policies so that employers can access the skills they need’ (OECD 2019).

⁴ The Productivity – Inclusiveness Nexus, OECD 2018

The Strategic Plan⁵ from the **Enterprise and Skills Strategic Board** sets out how to further drive productivity and inclusive growth through business growth and creation; exporting; future skill needs; and business models and workplace innovation. The **Future Skills Action Plan** is a response to the Board's recommendation on future skill needs and has a vision for skills where Scotland's highly skilled workforce ensures an ambitious, productive and competitive nation. A skills system that supports people and business is the foundation for achieving these ambitions. The Future Skills Action Plan focuses on four areas:

- increasing system agility and employer responsiveness;
- enhancing access to upskilling and retraining opportunities;
- ensuring sustainability across the skills system; and
- accelerating the implementation of the learner journey review.

The key outcomes from the Future Skills Action Plan include a skilled and productive workforce; high employment; fair work; a skilled population capable of meeting the needs of employers; and a sustainable working population. To achieve these outcomes the Plan recognises the need to evolve and change to meet the challenges and opportunities from a rapidly changing landscape where the nature of work and the skills demanded by employers are driven by megatrends⁶ such as digitalisation, globalisation, demographics and migration.

Tackling inequality is at the heart of the Future Skills Action Plan and as such aligns with other labour market interventions designed to promote inclusive, diverse and fair participation in the labour market⁷ including: A **Fairer Scotland for Women** – gender pay action plan; A **Fairer Scotland for Disabled People**; and the **Race Equality Action Plan**.

The Enterprise and Skills Board strategic plan provides a 'blueprint to Government to turn up the dial on productivity and drive inclusive and sustainable inclusive growth'. STEM (Science, Technology, Engineering & Maths) skills are crucial to achieving this as they stimulate innovation and the development of new technology which in turn drives productivity. The Board highlights critical skill shortages in several areas including in STEM, construction and health and social care – areas at the centre of Renfrewshire's economic growth ambitions. **Scotland's STEM Strategy** was launched in 2017 and set out the main challenges for STEM education, training and lifelong learning:

- We need to ensure children, young people and adults are encouraged to develop an interest in, and enthusiasm for, STEM that is reinforced throughout their lives.
- We need to ensure our education system has the right number of practitioners, including teachers, with the appropriate STEM capability, delivering excellent learning and teaching.
- We need to ensure that our education and training system is equipping people with the skills that employers need and that it has the flexibility to respond to the inevitable changes in labour market demand.

⁵ Working Collaboratively for a Better Scotland, 2018

⁶ Skills to Shape a Better Future, OCED Skills Strategy, 2019

⁷ Scotland's Future Skills Action Plan

- We need to tackle the gender imbalances and other inequities that exist across STEM education and training including in relation to race, disability, deprivation and geography. These are unfair and undermine our ability to deliver inclusive economic growth in Scotland.

The evidence base⁸ underpinning the STEM strategy noted:

- those from deprived areas of multiple deprivation are less likely to participate in STEM either in education or employment;
- there exists a gender imbalance in STEM with women underrepresented across a range of STEM related sectors; and
- under-representation of those from ethnic backgrounds in STEM.

The STEM strategy identifies the need for STEM skills and capabilities across all jobs and careers as well as the need for more specialist STEM skills in STEM sectors of the economy, for example advanced manufacturing. The four aims of the STEM strategy are:

- F**
- to build the capacity of the education and training system to deliver **excellent** STEM learning so that employers have access to the workforce they need;
 - to close **equity** gaps in participation and attainment in STEM so that everyone has the opportunity to fulfil their potential and contribute to Scotland's economic prosperity;
 - to **inspire** children, young people and adults to study STEM and to continue their studies to obtain more specialist skills; and
 - to **connect** the STEM education and training offer with labour market need – both now and in the future – to support improved productivity and inclusive economic growth.

Developing the Young Workforce (2014) is Scotland's Youth Employment Strategy that focuses on ensuring 'a work relevant educational experience for our young people' through, for example engagement between young people and employers; promotion of vocational qualifications and work-based learning opportunities; and averting the risk of young people becoming unemployed. More recently (2018), a report by the Scottish Parliament's Education and Skills Committee – Young People's Pathways: a progress report on Developing the Young Workforce (DYW) made several recommendations including identifying the need for:

- increasing information on career pathways for parents and carers;
- improving careers information, advice and guidance;
- adequacy of funding for schools in the delivery of DYW; and
- improving the links between DYW groups and Small and Medium Sized Enterprises (SMEs).

⁸ Science, Technology, Engineering and Maths Evidence Base document, October 2017

Aligned with the DYW programme is the **15-24 Learner Journey Review** which sets out specific commitments to improve the education and skills system including better advice and guidance for young people through direct person centred support; better alignment and clearer routes through the education and skills system through a single vision and whole system approach; and greater work-based learning opportunities.

‘To thrive in the world of tomorrow people will need higher levels and different types of skills’ (OECD, 2019). **Skills 4.0** presents a model of skills for the world tomorrow. This work by Skills Development Scotland (SDS) explores how meta-skills⁹ – skills for the future can help people excel. The work by SDS is still evolving, testing approaches that strengthen the foundations for a sustained, inclusive and high performing economy.

The core purpose of **Skills Development Scotland** (SDS) is to ‘drive productivity and inclusive growth through investment in skills enabling businesses and people to achieve their full potential’. Working collaboratively with Scotland’s enterprise and skills agencies, the SDS Strategic Plan 2019 – 2022 focuses on ensuring:

- all people in Scotland have the skills, information and opportunities to succeed in the labour market;
- Scotland’s businesses drive productivity and inclusive growth; and
- Scotland has a dynamic and responsive skills system.

Skills 2035: A Human Future is a collaborative approach by Scotland’s enterprise and skills agencies to create a shared vision for skills in 2035. This ongoing work is exploring the world of work in 2035 and the impact of megatrends, the understanding of businesses and individuals around the importance and necessity of meta-skills, and new ways of working across the enterprise and skills system.

The GCR Regional Skills and Investment Plan 2019 – 2024 builds on the regions City Deal investment in infrastructure, employment and innovation – ‘a skills system which underpins a strong, inclusive, competitive and outward looking economy’. The skills investment plan has identified six strategic outcomes including city region alignment across education and skills bodies; reducing the percentage of employers reporting skills gaps and skills shortages; and reducing inequalities in employment and earnings.

“**Thriving People, Connected Communities**” is our Renfrewshire Council Plan 2017 – 2022 in which we commit to working to lift people out of poverty, promoting skills and learning for life and ensuring that local people are able to gain the skills and training they need to access sustainable employment.

⁹ Enterprise and Skills Strategic Board, 2018: Higher order skills – self management; social and emotional intelligence; innovation

Maximising economic growth, which is inclusive and sustainable is a key priority of **Renfrewshire's Local Outcome Improvement Plan 2017 – 2027**. The Plan recognises the need to respond to Renfrewshire's economic growth sectors, to equip local people with the skills required to access the economic opportunities and an increased focus on learning through life to enable people to respond to and navigate an increasingly fluid labour market.

Renfrewshire Delivery Context

A lack of co-ordination between different stakeholders across an education and skills system is one of the main obstacles to the successful implementation of skills policies generally.¹⁰ In Renfrewshire there are several different structures / groups for education, employability and skills:

- Skills for Success Group – in school employability / Developing the Young Workforce.
- Local Employability Partnership – age 16+ skills and employability.
- Community Learning and Development – learning, skills and capacity building for adults, young people and communities.
- Economic Leadership Panel Skills Group – skills to support sustained and inclusive growth.

It is evident from successes to date and our work and stakeholder engagement in developing Renfrewshire's Economic Strategy and skills action plan that the good work underway across Renfrewshire is not fully known or as understood as it might be. There is a need to knit together the role and work of the educational institutions and training providers with industry and the economic ambitions of Renfrewshire. Ensuring better alignment, agility and resilience and a shared vision and single system approach to education and skills is key. This is recognised at both a national level and regionally. The implementation of Renfrewshire's Skills Action Plan and horizon scanning to determine future of work and the skills demand across key economic sectors should be employer led, working with the educational institutions, the Council and Government Agencies.

¹⁰ Skills to Shape a Better Future, OECD Skills Strategy, 2019

What the statistics tell us

Qualification levels:

Renfrewshire qualification levels perform well against national attainment trends. In the Achievement of a Curriculum for Excellent Level return, Renfrewshire pupils attain higher than the national level at early level (P1); first level (P2-P4); second level (P5 – P7); and third / fourth level (S1-S3) across literacy and numeracy¹¹. There have also been decreases in the poverty related attainment gaps in literacy and numeracy over 3 years, much of this due to an increase in attainment levels of those living in the most deprived areas. While the size of the poverty related attainment gap has decreased, large differences remain between pupils living in SIMD 20% most deprived areas and those living in 20% least deprived areas. For example, in 2017-18 the size of the gap was 16 percentage points in writing, 15 percentage points in numeracy, 12 percentage points in reading and 9 percentage points in listening and talking. However, Renfrewshire performs above the national figures in all SIMD¹² quintiles in both literacy and numeracy.

Within the senior phase (S4-S6), the INSIGHT tool provides benchmarking data that is used by schools and education authorities for self-evaluation and professional reflection. There are four key measures with data provided by stage and for school leaver cohorts:

- attainment in literacy and numeracy;
- improving attainment for all;
- attainment versus deprivation; and
- leavers destinations.

Insight uses a virtual comparator to compare how young people in a school or authority have performed against similar pupils nationally. At the point of leaving school, Renfrewshire pupils are in line with the virtual comparator and above the national figures in attainment in literacy and numeracy. Attainment at SCQF level 5 has increased by 12 percentage points in literacy and 10 percentage points in numeracy over 5 years.

Improving attainment for all compares the attainment levels of pupils in the 20% lowest attainment cohort, 60% middle attainment cohort and 20% highest attainment cohort. Renfrewshire is in line with or marginally below the virtual comparator in these measures but remains above the national figures in the lowest and middle attainment cohorts.

The attainment vs deprivation measure compares attainment of school leavers across each SIMD decile. In the 2017-18 leavers cohort, Renfrewshire was behind the virtual comparator in all deciles except 8 and 9 but above the national figures in all deciles.

Renfrewshire school leavers who have entered a positive destination¹³ is 93.1%. While this figure has been increasing it remains lower than the national average (95.2%) and the virtual comparator (94.4%). However, Renfrewshire has a higher proportion of pupils

¹¹ Renfrewshire Council, January 2019

¹² Scottish Index of Multiple Deprivation

¹³ Higher education; further education; employment; activity agreement and voluntary work

entering higher education than nationally. In 2017/18, of those entering a positive destination:

- 43% entered higher education;
- 25% entered further education; and
- 22% entered work.

The number of Renfrewshire residents qualified at SCQF Level 8 (equivalent to a Higher National Diploma) and above is 40.5%, approximately 4% below the Scottish average. SDS data¹⁴ points to skills gaps and shortages identified by employers for occupations requiring this level of qualification.

Enterprise and entrepreneurship in schools:

‘To foster an entrepreneurial culture and support the creation of new and growing business that are successful’ was identified as an economic challenge in Renfrewshire’s Economic Strategy. Increasing the number of business start-ups is a key objective of the strategy. In Renfrewshire there are a range of very good enterprise and entrepreneurship programmes available to local schools – early years, primary and secondary for example, Young Enterprise Schools (YES) Programme; Renfrewshire Schools Dragons Den; and the Youth and Philanthropy Initiative (YPI). However, uptake varies across Renfrewshire, with not all schools availing of the opportunity to promote enterprise and entrepreneurship to the new job creators of the future. For example, only 6 secondary schools (approximately 70 pupils) out of 11 participate in the YES Programme.

Apprenticeships:

Apprenticeships are one of the tools that help people to find work, stay in work and progress and improve their well-being thereby contributing significantly to economic growth that is ‘inclusive, sustainable and fair’. An apprenticeship is a partnership between an individual, business, knowledge / training provider, and the Government. Apprenticeships enable people to raise their skills levels and gain recognised qualifications, earn while learning, and meet employer needs in the future thereby addressing skills gaps and skills shortages in the economy. There are three types of apprenticeship people can pursue:

Foundation Apprenticeships

Foundation apprenticeships are offered in school as a subject choice at S5 or S6 and is the same level as a higher. Foundation apprenticeships are for 1 or 2 years and are recognised qualifications by all Scottish colleges and universities. They offer students the opportunity to gain knowledge and experience working with an employer out of the classroom.

¹⁴ UKCES Employer Skills Survey

In the academic year 2019 / 20 across Renfrewshire's 11 secondary schools the total number students eligible to undertake a foundation apprenticeship was 2,787 (S5 & S6), with 47 young people undertaking a foundation apprenticeship with the highest uptake in social services – children and healthcare (38 students). Over the past 4 years the numbers from Renfrewshire schools opting to undertake a foundation apprenticeship has been low:

- 2016/17 – 14 foundation apprentices;
- 2017/17 – 17 foundation apprentices;
- 2018/19 – 19 foundation apprentices; and
- 2019/20 – 47 foundation apprentices .

Modern Apprenticeships

A modern apprenticeship allows an individual to learn on the job, gaining practical skills with an employer that meet the employers needs while working towards a qualification. There are over 100 modern apprenticeships available.

Over the past five years the uptake of modern apprenticeships in Renfrewshire has grown from 987 to over 1,100 in 2018/19. The majority (1,015) of apprenticeships in 2018/19 were at level SCQF 7 or below, spread across 15 different occupancy groupings with the largest being construction (250) followed by health and social care (171). 39% of modern apprenticeship starts in Renfrewshire were female.

Out of 459 modern apprenticeship STEM starts, only 45 (9.8%) were women, reinforcing the under-representation of women across STEM education, training and employment. The top five modern apprenticeship frameworks for females in 2018/19 were social services (children and young people); business administration; hospitality; retail; and social services and healthcare. The top five frameworks for males were construction (technical); automotive; construction (building); logistics and civil engineering.

Graduate Apprenticeships

Graduate apprenticeships are demand led, developed by industry and designed to enable individuals to develop their 'meta-skills', supporting employers through innovation, creativity and problem solving in different roles across a profession. Undertaking a graduate apprenticeship means an individual works, learning on the job while being a student at a college or university working towards a degree or master's degree.

Research from Skills Development Scotland¹⁵ highlighted the benefits of graduate apprenticeships including:

- Apprentices are productive immediately and by year 3 are making a significant impact to the bottom line.
- Higher productivity is achieved through better alignment of skills investment with economic need resulting in less underemployment.
- Apprentices experience higher levels of wellbeing than the general population.

¹⁵ Graduate Apprenticeships Early Activity and Progress

The SDS research also highlighted female graduate apprenticeship starts up from 17.8% in the first year of the programme to 34.3% in 2018/19.

Ten of the twelve graduate apprenticeship frameworks are classified as STEM. In 2018/19 the percentage of female graduate apprenticeships in STEM related subjects was 19.4%.

In Renfrewshire:

- in 2018/19 there were 29 (3.1%) graduate apprenticeship starts, up from 19 (6.8%) in 2017/18;
- there are 14 (3.4%) graduate apprenticeship employers;
- the University of the West of Scotland is one of 13 learning providers across Scotland; and
- in 2018/19 framework uptake by employer was in Business Management; Civil Engineering; Cyber Security; Engineering: Design and Manufacture; and IT: Software Development.

Employability:

Research by the OECD into UK skills challenges¹⁶ identified poor literacy and numeracy impacting the employability of young adults; poor career guidance and the need for repeated employer interaction; the need to improve skills utilisation; need for better incentives for life-long learning; and the need to encourage workers to up-skill to meet the needs of the economy.

In 2019 Renfrewshire's employment rate was 75.5% (85,700 people), among the highest across the City Region and higher than the national rate of 74.5%. Approximately 20% of the working age population in Renfrewshire are economically inactive, with the largest proportion (32%) being long-term sick and likely to require significant support in areas such as improving mental health, tackling drugs and alcohol addiction as well as confronting generational unemployment. Supporting those who are economically inactive to move into employment and training will increase the potential labour supply for future economic growth. Renfrewshire's Economic Strategy aims to bring over 3,000 people who are economically inactive due to poor health or other issues back into the workforce. Bringing more people into work or into better jobs will deliver more secure earnings and greater earning power.

The SDS research also highlights employers in west region¹⁷ are more likely to have a vacancy than employers across Scotland. One-in-ten employers have a vacancy which is hard to fill because of a skills shortage. Around 19% of Renfrewshire employers report skills gaps in their existing workforce and a recent survey by West College Scotland identified

¹⁶ Getting Skills Right, OECD 2017

¹⁷ East Renfrewshire, Inverclyde, Renfrewshire, West Dunbartonshire

nine-out-of-ten employers would provide more training if they could, with time rather than funding being the main barrier to delivering more.

Looking ahead, Renfrewshire's Economic Strategy aims to add over 9,000 jobs over the next decade through investment in economic infrastructure, innovation and skills. In addition, forecasts from SDS show that in Renfrewshire around 35,000 job openings as a result of people leaving the workforce or leaving jobs. The result is that there are likely to be jobs available right across the local economy including in retailing, transport, administration, early years and childcare, social care, construction, tourism and manufacturing.

FINAL DRAFT

Addressing our skills challenge: Action Plan 2020 - 2023

The economic 'skills and education' challenge identified by Renfrewshire's Economic Strategy is:

“To bring local education and skills provision closer to meeting the needs of the local economy and to the job requirements of the emerging growth sectors of the economy”

The economic strategy noted that all levels of education are available in Renfrewshire. Through the implementation of Renfrewshire's Economic Strategy there is an opportunity to align Renfrewshire's skills and education systems to meet the skills needs of a growing and successful economy. The strategy set out two main objectives for skills and education to support a growing and inclusive economy:

- To improve qualification and skill levels, enabling Renfrewshire people to access the opportunities of a growing local and regional economy.
- Through greater collaboration, develop the skills that employers need now, and in the future, and build better knowledge of the world of work.

As outlined in Renfrewshire's Economic Strategy 'economic leadership, partnership working and coordination in planning and delivery of actions will be key'. To implement successfully the actions¹⁸ in this plan will require a multi-agency approach, through collaboration making the best use of resources and maximising the impact of skills actions towards the 2030 ambitions of the economic strategy of creating more jobs, growing the economy through supporting business and attracting investment, attracting more people to Renfrewshire, helping people to gain new skills, reducing economic inactivity, skills gaps and skills shortages – creating a strong and inclusive economy, with more secure jobs providing fair and better work.

¹⁸ Actions may support delivery of one or more strategic intervention

Renfrewshire Skills Action Plan 2020 – 2023

Strategic Intervention	Actions	Lead Partner	Timeframe (provisional)	Resource ¹⁹
Reducing skills gaps and shortages in Renfrewshire, upskilling the existing workforce and equipping people with the skills that will enable them to navigate a fast-changing labour market	Create a STEM plan for Renfrewshire Schools	Renfrewshire Council Children's Services	April 2020	Existing Resources
	Launch an 'all girls' programme to raise awareness and inspire more girls into STEM ²⁰	Employment and Skills Group	April 2021	££
	Localised delivery of the national STEM Strategy through active participation in the development and implementation of the West Region STEM Strategy	Renfrewshire Council Children's Services / Economic Development	TBC	£
	Establish a pilot bursary scheme to attract STEM graduates into teaching	Renfrewshire Council Children's Services	September 2021	£

¹⁹ £ up to £100k; ££ less than £500k; £££ greater than £500k

²⁰ See Alexa Café and STEM Café as examples

	Pilot in Renfrewshire a new Social Care Graduate Apprenticeship.	Skills Development Scotland / University of the West of Scotland	<i>September 2022</i>	<i>££</i>
	Host a 'Festival of Manufacturing' for local schools	Employment and Skills Group	<i>October 2020</i>	<i>£</i>
	Develop a proposition and determine the feasibility of a senior school / adult learning hub focused on higher order / meta-skills	Renfrewshire Council Children's Services	<i>April 2021</i>	<i>£</i>
	Explore the potential of introducing higher order / meta-skills into traditional modern and graduate apprenticeship programmes and local employability initiatives	Skills Development Scotland	<i>February 2021</i>	<i>£££</i>
	Review current provision and explore new initiatives in schools that supports future entrepreneurs, including consideration of a young	Renfrewshire Council Children's Services / Economic Development	<i>November 2020</i>	<i>£</i>

	entrepreneur incubator space			
Helping people to get into work, stay in work and progress in their chosen career	Establish a job brokerage model for Economic Strategy growth sectors, beginning with manufacturing and construction	Renfrewshire Council Economic Development	<i>April 2021</i>	<i>££</i>
	Establish a dedicated AMIDS construction skills programme	Renfrewshire Council Economic Development	<i>September 2020</i>	<i>££</i>
	Review the current employability and community learning & development offers to ensure greater alignment	Renfrewshire Council	<i>May 2020</i>	<i>Existing Resources</i>
	Review the use of community benefit clauses and better align to all Renfrewshire economic investment and employability programmes	Economic Leadership Panel	<i>December 2020</i>	<i>Existing Resources</i>
	Increase the uptake and widen participation in Renfrewshire Council's	Renfrewshire Council Economic Development	<i>March 2021</i>	<i>££</i>

	Community Traineeship Programme			
	Establish a single portal which provides information about jobs, training and skills	Employment and Skills Group	March 2020	TBC
Meeting future skills and higher learning needs through engagement with local employers and joined-up academic and skills planning at a local level	<p>Establish a single "Employment and Skills Group"</p> <p>Undertake a future skills audit for Renfrewshire businesses with a focus on the Economic Strategy growth sectors</p> <p>Develop bespoke training for businesses based on the results from the skills audit</p> <p>Undertaken an awareness raising campaign of the Renfrewshire Economic Strategy for local businesses</p>	<p>Renfrewshire Economic Development / Children's Services</p> <p>Renfrewshire Chamber of Commerce</p> <p>West College Scotland</p> <p>Renfrewshire Council Economic Development / Renfrewshire Chamber of Commerce</p>	<p>May 2020</p> <p>April 2021</p> <p>Post April 2021 – December 2023</p> <p>April 2020</p>	<p>Existing Resources</p> <p>££</p> <p>££</p> <p>£</p>

	Undertake horizon scanning research to meet future economy skills demands	Employment and Skills Group	<i>January 2020 onwards</i>	<i>£</i>
	Ensure greater alignment between knowledge institutions and business to better meet skills demand	Employment and Skills Group	<i>Ongoing</i>	<i>Existing Resources</i>
	Ensure greater alignment across Renfrewshire Place-shaping services – capital investment, employability, CLD, regeneration, planning etc.	Renfrewshire Council	<i>Ongoing</i>	<i>Existing Resources</i>
Complementing the Regional Skills Investment Plan produced by Skills Development Scotland	Active participation in delivery through the GCR City Deal structures	Renfrewshire Council Chief Executive's Function / Economic Development	<i>Ongoing</i>	<i>Existing Resources</i>
Work with employers in designing learning to deliver industry relevant skills and integrate STEM skills across all programmes	Undertake a series of sector employer engagement events to inform future curriculum design	West College Scotland	<i>Throughout 2020</i>	<i>£</i>

	<p>Through the West Region STEM Hub promote STEM learning opportunities and pathways for school pupils, improving teaching staff skills and industry awareness</p> <p>Launch a Digital Strategy and development of new digital learning and teaching resources</p>	<p>West College Scotland</p> <p>West College Scotland</p>	<p><i>January 2020 – December 2023</i></p> <p><i>Autumn 2019 / early 2020</i></p>	<p><i>Existing Resources</i></p> <p><i>££</i></p>
<p>Improve and expand school engagement in career information, advice and guidance, training and skills with a focus on schools with a high concentration of pupils from SIMD areas</p>	<p>Review and enhance careers advice through Renfrewshire schools in line with the DYW 2018 Progress Report recommendations</p> <p>Promote career opportunities, advancement and the attractiveness of key growth sectors across schools (including parents and carers), WCS and UWS</p>	<p>Skills Development Scotland / Renfrewshire Council Children's Services</p> <p>Renfrewshire Council Economic Development</p>	<p><i>September 2020</i></p> <p><i>November 2020 and Annually</i></p>	<p><i>Existing Resources</i></p> <p><i>£</i></p>

	Develop a pilot 'Teachers into Industry' programme	Renfrewshire Council Economic Development	<i>September 2021</i>	<i>££</i>
	Undertake an annual awareness raising campaign for Foundation Apprenticeships for parents/carers, pupils and teachers	West College Scotland / Renfrewshire Council Children's Services	<i>March 2020 to December 2023</i>	<i>£</i>
	Expand the Chamber of Commerce's Schools Partnership to all schools and include input into skills-based curriculum development	Renfrewshire Chamber of Commerce / Renfrewshire Council Children's Services	<i>December 2020</i>	<i>£</i>
	Undertake an awareness raising campaign of the Economic Strategy for schools, including developing a young person's version of the strategy for all pupils and integration into social sciences / modern studies lessons	Renfrewshire Council Economic Development / Children's Services	<i>April 2020</i>	<i>£</i>
				<i>£</i>

	Implement a two-year personalised employability readiness programme for senior pupils in Renfrewshire schools	Renfrewshire Council Children's Services / Career Ready	January 2020 – December 2022	
Work with the NMIS Skills Academy to implement skills development programmes for Renfrewshire manufacturing companies	Pilot in Renfrewshire a new Foundation Apprenticeship in Digital and Manufacture	Renfrewshire Council / Skills Development Scotland	Phase 1: October 2020 Phase 2: October 2022	TBC
	Develop a knowledge exchange programme among manufacturing SMEs	Renfrewshire Council / NMIS	TBC	TBC
	Establish a skills development pipeline and training for SMEs and promote collaboration with NMIS	West College Scotland	April 2020 – December 2022	TBC
	Put in place an NMIS Business Development Senior Officer to engage manufacturing SMEs	Renfrewshire Council / Skills Development Scotland	April 2020	TBC

Work as a partnership and with organisations such as Glasgow Science Centre to build visibility of science, digital, technology, engineering and manufacturing careers from young ages and regularly through school	Develop a pilot programme offering high quality STEM experiences for children and young people and to build greater knowledge and experiences for teaching staff	Renfrewshire Council Children's Services / Glasgow Science Centre	<i>TBC</i>	<i>£</i>
Accelerate collaboration between companies and education / training providers to develop and expand the use of foundation, modern and graduate apprenticeships	<p>Promote to SMEs the benefits of investment in training and workforce development</p> <p>Raise awareness and encourage uptake of initiatives and support available across Government and from Renfrewshire Council</p> <p>Explore the potential for extending the Renfrewshire Apprenticeship Academy</p>	<p>Renfrewshire Chamber of Commerce</p> <p>Skills Development Scotland / Renfrewshire Council Economic Development</p> <p>West College Scotland</p>	<p><i>Ongoing</i></p> <p><i>Ongoing</i></p> <p><i>December 2020</i></p>	<p><i>£</i></p> <p><i>Existing Resources</i></p> <p><i>Existing Resources</i></p>

	Undertake an annual awareness raising campaign for Graduate Apprenticeships with Renfrewshire businesses	University of the West of Scotland / Renfrewshire Chamber of Commerce	<i>September 2020 to December 2023</i>	<i>£</i>
	Raise awareness and encourage more women into STEM modern apprenticeships	Employment and Skills Group / STEM West	<i>Ongoing</i>	<i>£</i>
	Work with business to celebrate the success of workforce development	Employment and Skills Group	<i>Annually</i>	<i>£</i>
Implement collaborative models of skills development, training and apprenticeships for established businesses	Undertake a feasibility study for a Renfrewshire Apprenticeship Job Brokerage model	West College Scotland	<i>April 2021</i>	<i>£</i>
	Establish a peer to peer mentoring programme for SMEs	Renfrewshire Chamber of Commerce	<i>TBC</i>	<i>£</i>
	Create a programme on development and leadership capacity among SMEs	Renfrewshire Council Economic Development	<i>September 2020</i>	<i>££</i>

Appendix 1: Renfrewshire's economic challenges

Challenge 1

To achieve a continued growth in the working-age population by retaining and attracting more people to live, learn and work here.

Challenge 2

To achieve a strong and inclusive economy, bringing more people into work with more secure earnings and greater earning power.

Challenge 3

To foster an entrepreneurial culture and support the creation of new and growing businesses that are successful.

Challenge 4

To raise Renfrewshire's profile nationally and internationally as a natural location for inward and established business investment, for attracting talent and as a place to visit.

Challenge 5

To boost the productivity and competitiveness of our businesses across all economic sectors through the promotion of investment in R&D and innovation.

Challenge 6

To bring local education and skills provision closer to meeting the needs of the local economy and to the job requirements of the emerging sectors of growth.

Challenge 7

To improve the economic infrastructure of Renfrewshire, including better public transport provision, rail and road capacity, and the provision of new digital connectivity and networks.

Challenge 8

To make available land for business expansion, new business formation and inward investment.

FINAL DRAFT



To: Leadership Board

On: 19 February 2020

Report by: Chief Executive

Heading: Paisley Townscape Heritage/Conservation Area Regeneration Scheme (TH/CARS2): Grant Awards for 3 County Place, Paisley and 44 High Street, Paisley

1. Summary

- 1.1. In support of the Paisley Town Centre Heritage Asset Strategy, the Paisley Townscape Heritage/Conservation Area Regeneration Scheme (TH/CARS2) project is being delivered. Funded by Historic Environment Scotland, National Lottery Heritage Fund and Council approved budgets, the TH/CARS2 project is being delivered over the 5 year period 2016-2021. At this stage in the project, demand for grants is high and it is expected that the full value of the funding secured will be expended.
- 1.2 This report seeks approval to award third party TH/CARS2 grants, subject to approval by the funders, for the building repair project at 3 County Place, Paisley and a combined building repair / shopfront improvement project at 44 High Street, Paisley.
-

2. Recommendations

- 2.1 It is recommended that the Board:
- i. approves the award of third-party TH/CARS2 grants, subject to approval by the funders (NLHF and Historic Environment Scotland), for works at 3 County Place, Paisley and 44 High Street, Paisley.
-

3. Background

- 3.1 The TH/CARS2 project is funded by Historic Environment Scotland (£998,554), National Lottery Heritage Fund (£1,882,000) and through approved service budgets for the delivery of the Paisley Town Centre Heritage Asset Strategy (£1,214,968). In addition, a level of investment from property owners will be secured as a contribution to the cost of third party grant funded works funded through the TH/CARS2 project. The anticipated total project value is therefore in excess of £4.5million.
- 3.2 At the Council meeting on 29 September 2016, it was agreed that Board approval is required to approve and award third party grants with a value above £100,000. Applications for grants have been submitted for external works at two properties: 3 County Place, Paisley and 44 High Street, Paisley. The award of grant complies with the terms and conditions set by the funders. Any unused grant will be reallocated within the approved TH/CARS2 project. The proposed works will be carried out to a conservation standard to comply with the terms and conditions of grant.
-

4. Projects recommended for TH/CARS2 Grant Awards

4.1 3 County Place

The total cost of the external building repair project to the upper floors at 3 County Place is £630,000 and it is proposed that a grant of up to £360,000 is awarded subject to approval by the funders National Lottery Heritage Fund. The property is located out with the boundary for the CARS area and therefore cannot secure Historic Environment Scotland funding.

The proposed repair works will have major townscape and regeneration impact in a key town centre location on County Square directly opposite Paisley Gilmour Street Station. The proposed works include roof works, structural repairs, replacement of rainwater goods, stone repairs, repointing and replacement of windows and doors. The property is C listed and is on the Buildings at Risk Register with the upper floors being vacant for many years. Following the external building repair project, the owner will carry out works to the interior to convert the property to form four residential flats. Applications for planning consent, listed building consent and building warrant have been submitted and are currently being considered. Funding partners, National Lottery Heritage Fund have indicated their support in principle for the project and are in the process of reviewing the grant application. Decisions are due imminently and therefore members are asked to approve the award of grant subject to the approval of NLHF and subject to all statutory consents being in place.

4.2 44 High Street

The total cost of the external building repair and shopfront improvement project at 44 High Street is £375,000 and it is proposed that a grant of up to £255,000 is awarded subject to approval by the funders Historic Environment Scotland and National Lottery Heritage Fund.

The property is in poor condition and the proposed works include roof works, structural repairs and rot works, replacement of rainwater goods, stone repairs, repointing, and replacement of windows and doors. The grant application excludes the middle shop unit at 44 High Street (Uptown Barbers) which received TH/CARS2 grant funding in 2019 for the installation of a traditional shopfront. In addition to the building repairs to the roof and upper floor, traditional shopfronts will be installed on the ground floor. Planning consent has been granted for the proposals and a Building Warrant application submitted. The building is identified as a priority project within the TH/CARS2 scheme and is currently on the Buildings at Risk Register. The repair of the exterior of the building and the shopfront improvements will have a significant townscape and regeneration impact in a key area of the High Street close to the Museum. Funding partners, National Lottery Heritage Fund and Historic Environment Scotland have indicated their support in principle for the project and are in the process of reviewing the grant application. Decisions are due imminently and therefore members are asked to approve the award of grant subject to the approval of HES and NLHF and subject to all statutory consents being in place.

5. Next Steps

- 5.1 Subject to Board approval, securing all necessary statutory consents and subsequent approval by HES and NLHF, the TH/CARS2 grants will be awarded for the proposed works at 3 County Place, Paisley and 44 High Street, Paisley.
- 5.2 Over the remaining period of the project, the TH/CARS2 will:
 - a. Continue to deliver the heritage education, training and events Activity Plan;
 - b. Coordinate the delivery of grant funded third-party building repair/restoration works and shopfront improvement works within the TH/CARS2 area to fully expend the awarded funding;
 - c. Develop and deliver public realm improvements, and
 - d. In compliance with the requirements of the NLHF and HES grants, submit the required monitoring reports and grant claims.

Implications of the Report

- 1. **Financial** - Funding for this project utilises approved Council budgets for the implementation of the Paisley Town Centre Heritage Asset Strategy, approved by Council in February 2014 and February 2015 and summarised within the Council report in September 2016. Financial monitoring of this budget is undertaken by the Cultural Infrastructure Programme Board. Grants awarded to the Council by NLHF and Historic Environment Scotland supplement this budget and are monitored in accordance with the terms and conditions of grant.

2. **HR & Organisational Development** - Four posts (full time) are embedded within the Regeneration Team on a fixed term basis for up to 5 years to align with the project funding and timescale. All costs of these posts are met by secured external funding and the Council's contribution to the overall project.

3. **Community Planning –**
 - *Our Renfrewshire is thriving – Progressing cultural and heritage-led regeneration projects results in a stimulus to the local economy via contracts won and visitors and user numbers. The TH/CARS2 Project will significantly support the objectives to develop Renfrewshire's economy, including its Town Centres as thriving places, supporting local places, businesses and communities.*
 - *Our Renfrewshire is well - The delivery of actions through the TH/CARS2 project have the potential to positively impact on physical, emotional and mental health and wellbeing. Implementing the project will assist Renfrewshire citizens to have a positive attitude to their community.*
 - *Our Renfrewshire is safe - Working in partnership with public and private sector stakeholders and organisations to achieve positive outcomes.*
 - *Reshaping our place, our economy and our future - The project will contribute to meeting all of the outcomes of the Community Plan to;*
 - i. *Be one of the best locations in Scotland to invest, in terms of its people, businesses and local communities.*
 - ii. *Have a growing local economy creating employment for a well trained, qualified and motivated workforce where unemployment is reduced and employment opportunities are growing.*
 - ii. *Be the best connected local economy in Scotland, internationally, nationally and regionally.*
 - iii. *Have attractive environments and successful town centres created through successful area regeneration that contribute positively to local community and economic growth*
 - *Reshaping our place, our economy and our future – The TH/CARS2 project will secure the restoration and productive re-use of town centre buildings which will contribute to supporting growth and sustainable jobs. Increased footfall and the associated increased use of the High Street offers potential benefits to traders, assisting the economy of Paisley Town Centre.*

4. **Legal** - TH/CARS2 third party grants are awarded within the terms of the relevant Council policies and in compliance with the funders terms and conditions of grant. All grants awarded are subject to the Council's approved standard conditions and may, depending on the terms of the contracts of grant and the Council's own policies, require standard securities to be taken over the affected properties.

5. **Property/Assets** - None
6. **Information Technology** - None
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** - None
9. **Procurement** - None
10. **Risk** - In compliance with the NLHF and HES grants and in accordance with the Council's Project Management Framework, the TH/CARS2 project will actively monitor key risks and issues associated with project delivery.
11. **Privacy Impact** - none
12. **COSLA Policy Position** – None
13. **Climate Risk** – With cognisance of Historic Environment Scotland's most recent guidance: '*A Guide to Climate Change Impacts: On Scotland's Historic Environment, Our Place in Time, 2019*', the repair and maintenance of Paisley's historic fabric through TH/CARS2 will contribute to the restoration and repair of buildings and will improve the performance of properties over time.

List of Background Papers

- (a) Report to Leadership Board: 4th December 2019 'Paisley Townscape Heritage/Conservation Area Regeneration Scheme (TH.CARS2): Progress to Date and Grant Award (5 George Place, Paisley)
 - (b) Report to Council 29th September 2016 'Paisley Townscape Heritage/Conservation Area Regeneration Scheme (TH/CARS2): Grant Awards
 - (c) Report to Economy & Jobs Policy Board: 31st August 2016 'Paisley Heritage Asset Strategy: Submission of Funding Applications'
 - (d) Report to Economy & Jobs Policy Board 18th March 2015 'Paisley Townscape Heritage and Conservation Area Regeneration Scheme (Phase 2)'
 - (e) Report to Economy & Jobs Policy Board: 19th November 2014 'Paisley Heritage Asset Strategy: Progress Report 2'
 - (f) Report to Economy & Jobs Policy Board: 3rd September 2014 'Paisley Heritage Asset Strategy: Submission of Funding Applications'
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Author: Susan Jones, Assistant Regeneration Manager (Tel: 07814 796673)



To: Leadership Board

On: 19 February 2020

Report by: Chief Executive

Heading: Scotland's Future Employability Services: PESF

1. Summary

- 1.1 The report provides an update on the further development of Scotland's Future Employability Services and the partnership approach between Scottish Government and local authorities.
 - 1.2 The report also outlines a new allocation of Scottish Government funding for employability services linked to improving child and family poverty. The Parental Employment Support Fund (PESF) was recently awarded to all councils in Scotland. A further allocation of funding specifically supporting disability employability issues is anticipated for April 2020.
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2. Recommendations

- 2.1 It is recommended that Leadership Board:
 - (i) note the report and the development work to design Scotland's future employability services;
 - (ii) note the funding allocation of £0.524M to Renfrewshire Council under the Parental Employment Support Fund and agree to the proposals being developed to support the aims of the programme; and
 - (iii) note that a further allocation of funding relating to the employability of disabled parents is anticipated over the next few months.
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3. Background

- 3.1 Employability is a key service of both local and national government and is recognised as a major contributor to both local economic development and work to tackle poverty and deprivation.
- 3.2 The Partnership Working Framework signed by both Scottish Government and the 32 local authorities identifies a new collective approach to employability where the Scottish Government and the Convention of Scottish Local Authorities (COSLA) work in partnership to positively shape employability provision nationally and to deliver it locally. Partnership working (including the third sector and other employability providers as well as the vulnerable in our communities) will support redesigned services so that the people we collectively serve are better placed to realise their potential, better able to find ways into paid work and to reduce both dependency and inequality.
- 3.3 The Partnership Working Framework is attached as Appendix 1 to the report and sets out the terms of engagement and working relationship between Scottish Government and local government on employability. It builds on existing and effective partnership working for employability and establishes a commitment towards good practice in the way we will work together. The framework will be kept under review and be flexible and agile as the labour market in Scotland evolves over time.
- 3.4 The employability focus for the partnership is on those furthest from the labour market. This is already the key client group for local authority employability support. This coincides with a shift towards addressing in-work poverty and, provoked by renewed action on child poverty, a focus on low income families.

4. Update: Partnership Working Framework for Employability

- 4.1 The first phase of the review was to integrate investment in current national programmes into a new local employability delivery model managed collaboratively between Scottish Government and local government.
- 4.2 The introduction of this new delivery model in 2019/20 on a small proportion of the Scottish Government funds has enabled local authorities to apply a more flexible and user-based model for delivery. This offered local authorities more discretion to decide which services will be most effective to address local employability need, depending on local needs and circumstances.
- 4.3 Scottish Government have identified that full implementation of the new employability model will roll out in 2022/23 and a range of new funding opportunities are expected to support the new model over the next few years.
- 4.4 Partnership working is strong between the local authorities and Scottish Government employability teams and genuine and open interactions and joint planning is working well. Joint teams are developing the programme and process for Scotland's future employability services and Renfrewshire Council is significantly involved in this.

- 4.5 For the first time, and in recognition of the Partnership Agreement signed by the Scottish Government and local authority partners, the annual national Employability Summit will be a joint event hosted by the Scottish Government, SLAED and CoSLA, where previously this was a Scottish Government organised event. The employability landscape in Scotland continues to evolve and this event will bring together a range of partners from the public, third and private sectors with an interest in the development and delivery of employability services in Scotland.
- 4.6 At a Renfrewshire level the increased focus on those “left behind” has been adopted by all employability partners. The Renfrewshire Local Employability Partnership (the strategic group for the Community Planning Partnership – CPP - delivering employability services, chaired by Renfrewshire Council) has been working to develop new approaches for those most disengaged from current services in preparation for the alignment of future funding. The Local Employability Partnership reports regularly through the Improving Life Chances Board of the CPP.

5. Parental Employment Support Fund (PESF)

- 5.1 Employment is recognised as the best route out of poverty. Scottish Government are investing £22.1M from the Tackling Child Poverty Fund to provide intensive support for low income parents to help them get into work and - for those already in work - to progress through a career.
- 5.2 Building on what works, **the investment must focus on intensive key worker support** that provides:
- Person-centred help for parents to address their barriers to work, which might include health support, money advice, or motivational support.
 - Help in meeting the increasing challenge of in-work poverty, targeting support to help parents already in jobs to remain active in the workplace and gain progression through a rewarding career.
- 5.3 Notification of the first tranche of funding amounting to £16.1M has been received and a full breakdown of the local authority allocations is attached as Appendix 2 to this report.
- 5.4 An additional allocation relating specifically to Disabled Parents amounting to around £6M is anticipated in the next financial year.
- 5.5 The current PESF allocation to Renfrewshire Council is £0.524M and Appendix 3 provides an outline of the proposed actions for Renfrewshire in line with the guidance for the funding and complementing the existing employability supports already on offer through existing employability services.

- 5.6 The focus on in-work poverty, supporting people in work but on low wages, is a completely new element to the existing employability supports in Renfrewshire and will make a welcome and valued contribution to supporting families to move out of poverty.
- 5.7 The funding will provide employability support to around 200 unemployed parents and 300 employed parents over the 2 years with a focus on 6 target groups:
- lone parents;
 - those with a disability;
 - large families (3 or more children);
 - young parents (aged under 25);
 - those from BME communities, and
 - those with a child under 1 year.
- 5.8 Renfrewshire Council aims to develop an innovative tackling poverty traineeship programme to widen the benefits of this funding to other people and families in poverty.
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Implications of the Report

1. **Financial** – An initial grant of £0.524M will be provided to Renfrewshire Council Employability Services with a further grant anticipated to specifically support disabled parents. Each fund will conclude at the end of March 2022.
2. **HR & Organisational Development** – 5 new posts will be funded from the initial grant allocation on temporary contracts until the end of March 2022. Further posts will be created from the Disability allocation of PESF.
3. **Community Planning**
Jobs and the Economy – the partnership agreement recognises the importance of employability to both Scottish Government and Local Government.
4. **Legal** – none
5. **Property/Assets** – none
6. **Information Technology** – none
7. **Equality & Human Rights** -
The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report.
8. **Health & Safety** – None.

9. **Procurement** – small contracts may be required under this programme and they will be procured in line with council procedures.
10. **Risk** – a risk assessment would be undertaken before commencing with the full proposal
11. **Privacy Impact** - None
12. **COSLA Policy Position** – Employability has become an increasingly important issue which influences economic and social wellbeing. Both Cosla and the Improvement Service have invested in additional staff to support the agenda and the allocations for PESF have been approved via Cosla Boards.
13. **Climate Risk** - n/a

List of Background Papers

SCOTTISH GOVERNMENT AND SCOTTISH LOCAL GOVERNMENT
PARTNERSHIP WORKING FRAMEWORK FOR EMPLOYABILITY attached as
Appendix 1

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SCOTTISH GOVERNMENT AND SCOTTISH LOCAL GOVERNMENT PARTNERSHIP WORKING FRAMEWORK FOR EMPLOYABILITY

PURPOSE

Through the National Performance Framework, both Scottish Government and Scottish Local Government have set out their shared ambitions in developing a Fairer Scotland. We agree that sustainable and fair employment is a critical aspect of inclusive growth and the main route out of poverty, inequality and disadvantage. Job creation, and accessible, sustainable and fair employment are critical to ensure that everyone who can is able to reach their full potential by participating successfully in the Scottish labour market.

Overall, the Scottish Labour Market is healthy with historically high employment and low unemployment. However, we know local labour markets differ significantly and that there are still difficulties for a number of people and groups being able to access and sustain employment. To support more people into work, we must ensure that local and national level services place the person at the front and centre of both design and delivery. We must collectively identify and agree opportunities for better alignment and joining up of local and national service delivery. We must also ensure that our approach drives greater levels of collaboration and is flexible enough to adapt to changing priorities over time

No One Left Behind was published in March 2018 and sets out the next steps for alignment and integration of employability support in Scotland. In doing so, it sets out six objectives:

- A system that provides flexible and person-centred support;
- is more straightforward for people to navigate;
- is better integrated and aligned with other services, in particular, although not exclusively with health provision;
- provides pathways into sustainable and fair work;
- is driven by evidence, including data and the experience of users; and
- that supports more people – particularly those facing multiple barriers – to move into the right job, at the right time.

To achieve these objectives we need a collective approach to employability where the Scottish Government and the Convention of Scottish Local Authorities (COSLA) work in partnership to positively shape employability provision nationally and to deliver it locally. We will work with key partners, including the third sector and other employability providers as well as the vulnerable in our communities, to redesign services so that the people we collectively serve are better placed to realise their potential, better able to find ways into paid work and to reduce both dependency and inequality.

This partnership working framework sets out the terms of engagement and working relationship between Scottish Government and Scottish Local Government on employability. It will build on existing and effective partnership working for employability and establishes a commitment towards good practice in the way we will work together. The framework will be kept under review and be flexible and agile as the labour market in Scotland evolves over time.

The Scottish Government Public Service Reform agenda and the local governance review outlines our joint ambition to collaboratively deliver services which are “effective, efficient and represent value for money for Scotland as a whole”. In this spirit, we will work together to develop an approach based on mutual openness, transparency and respect.

PRINCIPLES

Scottish Government and Scottish Local Government agree to a set of core principles to support the collaborative working that will underpin the Partnership Working Framework for Employability and which sit at the core of the relationship between Scottish Local Government and the Scottish Government in Employability. These are:

- Placing people at the centre of the design and delivery of coherent and seamless employability services;
- Working together openly, transparently and constructively in pursuit of our shared aims and objectives and ensure mechanisms are in place for regular, strong, two-way communication;
- Delivering excellent public services and value for money by avoiding duplication and complexity in provision and aligning services to make them seamless, coherent and accessible;
- Developing agreed national and local outcomes and measurement approaches utilising appropriate research, sectoral skills requirements and primary sources of information;
- Reflecting and respecting existing governance and accountabilities within both Scottish Local Government and Scottish Government, briefing each other on matters of mutual interest;
- Exploring opportunities for future co-investment; co-design and shared performance management;.
- Collaboratively building on existing local and regional employability partnerships to share and align activities and priorities including partners in the broader public and third sectors; and
- Recognising and building on the strengths of local delivery and good practice around programmes, delivery models and approaches.

GOVERNANCE / LEADERSHIP

Underpinning the Partnership Working Framework in Employability are two Groups:

JOINT SCOTTISH EMPLOYABILITY GROUP

A joint high-level Group. Co-Chaired by Minister for Business, Fair Work and Skills and COSLA Spokesperson Community and Wellbeing Board, providing leadership and oversight on shared employability objectives and principles between layers of national and local government. Comprising, Senior Representative(s) from Scottish Government Employability Division, Representative from Society of Local Authority Chief Executives (SOLACE) and Scotland's Local Authority Economic Development (SLAED) group.

The role of the group will be to:

- Ensure outcomes are delivered in a way which supports the National Performance Framework.
- Strengthen collaborative leadership and provide the clear vision and priorities required to drive sustainable and fair employment in Scotland.
- Oversight of delivery/performance of local authority/national employability services.
- Advising on effective employability policy, programme and partnership interaction between local and national employability programmes.
- Promoting the smooth and effective working relationship between Scottish Local Government and Scottish Government; and promoting openness, transparency, and trust between Scottish Local Government and Scottish Government teams;
- Agreement on national/local roles & responsibilities in employability.
- Providing a forum for discussion of areas of shared and mutual interest around operation and policy issues, including employability policy interaction between Scottish Local Government and Scottish Government, sharing positions, identifying options and brokering solutions where possible;
- In exception, act as a point of escalation for operational issues which cannot be resolved quickly or at the Scottish Local Government Alignment group.

This group will meet twice per annum, but there may be a requirement to meet quarterly in the first year to establish the group, agree objectives and principles and strategic direction and support on employability priorities.

Scottish Local Government Alignment Group

An operational group co-chaired by Scottish Government Deputy Director and COSLA representative, comprising Scottish Government, SLAED, and SOLACE Officer representatives.

- Identifying and sharing best practice in employability, including a greater focus on user-led service design.
- Identifying and removing barriers to productive employability partnerships.
- Ensuring alignment of local and national government employability delivery.
- Encouraging joint implementation and collaboration across the existing landscape of local and regional delivery in Scotland, including, Community Planning partnerships, local authority led City Region deal and Growth bid areas, nine Fair Start delivery areas and emerging economic partnership areas.
- Ensuring priorities for employability are based on objective evidence, engaging with local stakeholders where appropriate to determine and agree outcomes reflective of local and national ambition.
- Develop options and recommendations for commissioning models which clearly sets out roles, responsibilities and accountability to ensure value for money and effective delivery models.
- Provide a forum for discussion of areas of shared and mutual interest in employability.
- Co-produce delivery models which balance local flexibility with national coherence and direction and which reflect shared aims, joint accountability and transparency of outcomes.

It is proposed this group meets quarterly, with an initial monthly schedule introduced to establish the group and associated work plan.

FUNDING ALLOCATION PESF £16.1 MILLION

Funding allocation per Local Authority for the delivery period 2019-2022

Local Authority	Funding Allocation Year 1	Funding Allocation Year 2	Funding Allocation Year 3	Total Funding Allocation
Aberdeen City	0.066	0.221	0.221	0.508
Aberdeenshire	0.057	0.189	0.189	0.435
Angus	0.044	0.148	0.148	0.340
Argyll & Bute	0.030	0.101	0.101	0.232
Clackmannanshire	0.036	0.118	0.118	0.272
Dumfries & Galloway	0.053	0.178	0.178	0.409
Dundee City	0.079	0.262	0.262	0.603
East Ayrshire	0.063	0.211	0.211	0.485
East Dunbartonshire	0.032	0.108	0.108	0.248
East Lothian	0.053	0.178	0.178	0.409
East Renfrewshire	0.027	0.092	0.092	0.211
Edinburgh, City of	0.119	0.395	0.395	0.909
Eilean Siar	0.017	0.057	0.057	0.131
Falkirk	0.062	0.207	0.207	0.476
Fife	0.145	0.483	0.483	1.111
Glasgow City	0.296	0.986	0.986	2.268
Highland	0.079	0.261	0.260	0.600
Inverclyde	0.048	0.162	0.162	0.372
Midlothian	0.044	0.147	0.147	0.338
Moray	0.035	0.115	0.115	0.265
North Ayrshire	0.076	0.252	0.252	0.580
North Lanarkshire	0.143	0.475	0.475	1.093
Orkney	0.016	0.053	0.053	0.122
Perth & Kinross	0.042	0.140	0.140	0.322
Renfrewshire	0.068	0.228	0.228	0.524
Scottish Borders	0.038	0.127	0.128	0.293
Shetland	0.017	0.055	0.055	0.127
South Ayrshire	0.043	0.145	0.145	0.333
South Lanarkshire	0.111	0.371	0.371	0.853
Stirling	0.033	0.108	0.108	0.249
West Dunbartonshire	0.056	0.186	0.186	0.428
West Lothian	0.072	0.241	0.241	0.554
Total	2.100	7.000	7.000	16.100

Renfrewshire Council proposed use of PESF**Key Aims:**

Employment is the key route out of poverty and the aim of the programme is to improve access to training, work and in-work progression for parents in the PESF target groups and specifically:

- to support unemployed parents into work
- to progress those parents in low paid work into higher paid employment

There is a key opportunity to support parents over the next two years when the training and workforce expansion of ELC will be at its peak and the first full cohort of parents will benefit from the additional time to work, train or study.

The additional funding from PESF will augment existing employability services across Renfrewshire.

Target Groups:

The programme is targeted at families in poverty and specifically:

- lone parents;
- those with a disability;
- large families (3 or more children);
- young parents (aged under 25);
- those from BME communities, and
- those with a child under 1 year.

Approach:

The funding specifically relates to providing a key worker service to the target groups and a range of activities to support the individuals.

Participants will have access to the full range of existing employability services on offer across Renfrewshire and those already funded through the invest in Renfrewshire Programme.

Additional activities funded specifically by PESF includes:

- Funding for vocational training / courses for individuals;
- Funding for driving lessons and tests (specifically supporting employment gaps in the care sector) where this will significantly support career progression;
- A range of new paid traineeships.

Anti-Poverty Traineeships Programme:

A key focus for Renfrewshire's approach to maximise benefits from the new funding will be to provide **paid traineeship opportunities** to the PESF participants which **support the tackling poverty agenda**. Paid traineeships offer work experiences and new skills and attributes to individuals while building their CVs to move them into future employment.

It will be important that every traineeship opportunity genuinely helps people either to move out of poverty or to mitigate the impacts of poverty. It's also important that each role is developed to ensure that the trainee is gaining new skills and experiences that will help them improve their own personal career options in the future.

Example:

Susan is a part time cleaner and single mum but wants to earn more and to have more hours of work each week. The new PESF Key Worker can help Susan to apply for new jobs (perhaps in the public sector with better terms and conditions) but with only cleaning work experience Susan won't stand out at interview / or application stage.

Susan stays in her current role for now and is offered an additional 1 day per week (or whatever suits Susan) £10/hr contract for up to 6 months where she undertakes a different job and builds her skills and confidence in a new role where she is supporting / helping others. This additional paid role will count as work experience on Susan's CV and gives her new and additional skills and experiences to talk about at interview. Susan can also get access to formal vocational training / driving lessons during this time.

The offer to Susan lets her earn more immediately and lets the Keyworker develop a relationship over time, building a good CV and preparing Susan for future interviews and a better future career.

The cost of this intervention is around £1,600 over 6 months which goes straight to the participant for her work helping others. Susan has increased her salary immediately, is being supported to "try out" increased hours and to manage this against family pressures, is in a higher paid and different role, giving her new experiences and skills and greater confidence to approach future interviews and career opportunities. Alongside this opportunity will be support with benefit adjustments (housing, universal credit etc), advice on available childcare options, training opportunities, future work and a key worker to support her on her journey.

2 year PESF programme	Staff / Keyworkers	Activities funded through PESF	Cost
PESF Employed	2 Keyworkers	Keyworker support to 300 employed clients	£140k
PESF Unemployed	1 Keyworker	Keyworker support to 200 unemployed clients	£70k
Overall Support	1 Anti Poverty Traineeship Co-ordinator 1 Advice Worker	Providing 80 traineeship opportunities (FT / PT) Support 200 clients with benefit issues	£1480k
Activities		Traineeships Vocational training & Skills programmes Driving lessons Participant Travel expenses	£166,000
Future planned supports through Disability PES programme	1.5 Keyworkers	Traineeships Vocational training & Skills programmes Driving lessons Participant Travel expenses	£190,000 anticipated

Participant Outcomes	People Supported	Gaining Qualifications or a driving license	Securing Employment / Higher paid employment	Wider outcomes relating to Tackling Poverty Traineeships
Employed PESF	300	100	150	80 paid traineeship opportunities providing support to anti poverty services / projects.
Unemployed PESF	200	100	100	Additional services and support to thousands of people experiencing poverty.



To: Leadership Board

On: 19 February 2020

Report by: Chief Executive

Heading: Paisley First Renewal Ballot Outcome

1. Summary

- 1.1 As reported to the June 2019 meeting of the Board, the renewal ballot for Paisley First Business Improvement District was due to take place during September and October 2019 with the result being announced on 25 October 2019. The ballot has now been concluded with Paisley First being successful in gaining support of the levy payers for a second term which commenced on 15th January 2020.
- 1.2 This report provides the detail of the ballot result and also recommends that Renfrewshire Council is represented on the board of Paisley First for the next term by the Head of Regeneration.
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2. Recommendations

- 2.1 It is recommended that the Council
- (i) notes the result of the renewal ballot for the Paisley First Business Improvement District and that Paisley First were successful in getting approval for a second term as the business improvement district for Paisley Town Centre and that work is ongoing to conclude the required operating agreement between Paisley First and the Council; and
 - (ii) agrees that the Head of Regeneration will replace the Director of Communities, Housing and Planning as the Renfrewshire Council nominated Director on the Board of Paisley First.
-

3. Background

- 3.1 Paisley First was registered as the Business Improvement District for Paisley Town Centre in January 2015 following the outcome of a successful ballot of town centre businesses on 13 November 2014. BIDs have a legislative basis under the Planning (Scotland) Act 2006. The BID is elected on a 5 year term with the requirement to seek re-election to continue operating.
- 3.2 The Paisley First Board of Directors is made up of local business owners, there are 13 positions on the board, including one position for Renfrewshire Council which to date has been held by the Director of Communities, Housing and Planning.
- 3.3 At the request of Paisley First and subsequent to the decision of the Leadership Board at the June 2019 meeting, Renfrewshire Council commissioned the renewal ballot and appointed the Electoral Reform Commission to conduct the ballot on our behalf. Ballot papers were issued to all levy payers in September 2019 with the ballot closing on 24 October 2019.
- 3.4 The ballot outcome was announced on 25 October 2019. The total number of votes was 278 out of a total number of eligible premises of 709 (35.98%). 199 (71%) votes were in favour of Paisley First continuing and 79 (29%) were not in favour. The rateable values of the relevant properties in respect of which the votes were cast: an aggregate rateable value of £6,014,450 voted in favour, with an aggregate rateable value of £1,335,550 against. The ballot therefore met all four tests set out in the legislation and was declared in favour of renewal of Paisley First for the 5 years commencing on 15 January 2020.
- 3.5 Following the announcement of the ballot result, officers have been working with Paisley First to revise the operating agreement for the next term including the arrangements for collection of the bid levy which is the responsibility of Renfrewshire Council on behalf of Paisley First. Delegated authority was given to the Chief executive by the Board in June 2019 to put in place necessary arrangements for the collection of the BID levy and for finalising the terms of the operating agreement.
- 3.6 Renfrewshire Council is currently represented on the Board of Directors for Paisley First by the Director of Communities, Housing and Planning. It is now proposed that the Head of Regeneration is nominated as the Council's representative on Paisley First.

Implications of the Report

1. **Financial** – Renfrewshire Council pays a levy in respect of properties within the Bid Boundary.
2. **HR & Organisational** – The collection of the BID levy is the responsibility of Renfrewshire Council. Systems and arrangements for collection are already established.

3. **Community/Council Planning –**
 - Our Renfrewshire is thriving – the activities of Paisley First contribute to the animation and activity within Paisley Town Centre.
 - Our Renfrewshire is safe – Paisley First work with Renfrewshire Council and the Community Safety Partnership on initiatives such as Purple Flag accreditation which contributes to a safer night time economy.
 - Working together to improve outcomes – Paisley First work closely with the Council and partners on a range of issues and provide events and activities which are complementary to the Council's activities.
 4. **Legal** – Paisley First is established as a Business Improvement District under the Planning (Scotland) Act 2006. The requirement for a renewal ballot after the 5 year term and the requirements for Renfrewshire Council as the local authority are established in the legislation.
 5. **Property/Assets** – n/a
 6. **Information Technology** – n/a
 7. **Equality & Human Rights** -
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report.
 8. **Health & Safety** – n/a.
 9. **Procurement** –n/a
 10. **Risk** –n/a
 11. **Privacy Impact** – n/a
 12. **COSLA Policy Position** –n/a.
 13. **Climate Risk** – n/a
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List of Background Papers

- (i) Background Paper 1 – “Paisley First” Proposed Business Improvement District (BID) paper to Economy & Jobs Policy Board 28 January 2015.
- (ii) Background Paper 2 – Paisley First Renewal Ballot – paper to Leadership Board 19 June 2019.

The foregoing background papers will be retained within Communities, Housing and Planning Services for inspection by the public for the prescribed period of four years from the date of the meeting.

To: Leadership Board

On: 19th February 2020

Report by: The Chief Executive

Heading: Renfrewshire Integration Scheme (Health and Adult Social Care)

1. Key Messages

- 1.1 In 2015 the introduction of Public Bodies (Joint Working) (Scotland) Act 2014 required Health Boards and Councils, referred to as partner organisations, to integrate planning for, and delivery of, certain adult health and social care services to IJBs.
- 1.2 Under this legislation, partner organisations were required to prepare jointly a formal Integration Scheme setting out how this joint working was to be achieved.
- 1.3 In March 2015 Renfrewshire Council and NHS GGC jointly submitted Renfrewshire's Integration Scheme to Scottish Ministers, which was subsequently laid before Parliament and approved in June 2015.
- 1.4 The 2014 Act requires each local authority and the Health Board to carry out a review of the Scheme every 5 year for the purpose of identifying whether any changes to the scheme are necessary or desirable. The legislation requires the partner organisations to consult on the revised Scheme, and take account of feedback, in developing the final Scheme.
- 1.5 In line with this legislation, Renfrewshire's revised Integration Scheme must be approved by Scottish Ministers by 26 June 2020.
- 1.6 This report seeks the Board's approval to consult on the draft revised Integration Scheme attached as Appendix 1.

2. Recommendations

- 2.1 It is recommended that the Board:
 - i. Approve the consultation draft of Integration Scheme (Appendix 1); and
 - ii. Note that a final Integration Scheme will be brought to the Council and Health Board, taking account of consultation feedback, for approval in advance of it being submitted to Scottish Ministers.

3. Background

- 3.1 In 2015, through the introduction of The Public Bodies (Joint Working) (Scotland) Act 2014, new governance and delivery arrangements for health and adult social care were established nationally under newly formed Integration Joint Boards (IJB).
- 3.2 The 2014 Act prescribed Health Boards and Councils, referred to as partner organisations, to integrate planning for, and delivery of, certain adult health and social care services to IJBs. Under this legislation, partner organisations were required to prepare jointly a formal Integration Scheme setting out how this joint working was to be achieved.
- 3.3 This Scheme is a legal partnership agreement which covers all matters prescribed under the 2014 Act. These include:
- The integration model i.e. delegation of functions to the IJB;
 - The functions to be delegated to the IJB;
 - The governance arrangements under which the IJB will operate;
 - Targets, measures and reporting arrangements
 - Clinical and care governance arrangements;
 - Workforce matters;
 - The role and responsibilities of the Chief Officer of the IJB;
 - Financial arrangements;
 - Risks, claims and complaints;
 - Information sharing; and
 - Dispute Resolution.
- 3.3 In March 2015 Renfrewshire Council and NHS GGC jointly submitted Renfrewshire's Integration Scheme to Scottish Ministers, which was subsequently laid before Parliament and approved in June 2015.
- 3.4 The 2014 Act requires each local authority and the Health Board to carry out a review of the Scheme every 5 year for the purpose of identifying whether any changes to the scheme are necessary or desirable. The legislation requires the partner organisations to consult on the revised Scheme, and take account of feedback, in developing the final Scheme.
- 3.5 The final agree Scheme must be approved by Scottish Ministers by 26 June 2020.

4. Integration Scheme Review

- 4.1 A local review process has been undertaken by the partner organisations to develop the updated draft Scheme. This was carried out in consultation with key stakeholders including the Renfrewshire Health and Social Care Partnership's (HSCP) Chief Officer and Chief Finance Officer; the Chief Social Work Officer, Renfrewshire Council Legal Services and the Scottish Government. In addition, there has been a pan-GGC review undertaken where appropriate, namely – the Finance clause, hosted services arrangements and to agree a common format and layout.
- 4.2 A consultation draft of the updated Integration Scheme can be found in Appendix 1 of this report.

- 4.3 Significant elements of the scheme are prescribed by legislation and cannot be changed. The scheme refers to the functions of the Council that are delegated to the Integration Joint Board. These are the functions that the Council must delegate and there is no discretion available to the Council to change these.
- 4.4 Minimal changes have been made to the original Scheme. The key changes are updates to:
- The tense used in some sections e.g. to reflect where plans are now in place rather than a stated commitment to develop a plan within a timeframe;
 - Outdated terminology such as the name of fora;
 - Adopt common numbering and naming convention for Integration Scheme layout/clauses across GGC;
 - The Finance Clause, which has been revised collectively by the 6 GGC HSCP Chief Finance Officers to ensure great consistency and clarity in approach across the Health Board area;
 - Reflect new legislation including the Carers Act and GDPR; and
 - Hosted Services, however this does change Renfrewshire's local hosting arrangements. This information can be found within Annexe 3 of the Integration Scheme.
- 4.5 Similar to the process in 2014/15, Clause 10: Participation and Engagement will be updated post consultation to reflect stakeholder engagement undertaken.

5. Consultation Process

- 5.1 The Public Bodies (Joint Working) (Scotland) Act 2014 requires each local authority and Health Board to jointly consult when preparing their Integration Scheme, and specifies which groups which must be included within this process:
- Health professionals
 - Users of health care
 - Carers of users of health care
 - Commercial providers of health care
 - Non-commercial providers of health care
 - Social care professionals
 - Users of social care
 - Carers of users of social care
 - Commercial providers of social care
 - Non-commercial providers of social care
 - Staff of the Health Board and local authority who are not health professionals or social care professionals
 - Non-commercial providers of social housing
 - Third sector bodies carrying out activities related to health or social care
- 5.2 Subject to Council approval of the consultation draft Scheme, and in line with the prescribed statutory process, Council and NHS Glasgow will jointly carry out a consultation on the Scheme over a 3-week period from 24 February 2020 until 13 March 2020.
- 5.3 A final draft Integration Scheme, taking account of any views expressed by those consulted, will brought to meetings of both the Council's Leadership Board and Health Board in April 2020 for approval.

6. Approval Process

- 6.1 Subject to local approval, the partner organisations must jointly submit the revised Scheme to the Scottish Ministers for final approval
- 6.3 A revised Integration Scheme takes effect on such day as may be specified by the Scottish Ministers.
- 6.4 As soon as practicable after a revised Integration Scheme takes effect, the Local Authority and the Health Board must publish it.

7. Timeline

- 7.1 A timeline for the consultation and approval of the revised Integration Scheme is set out in the table below:

Requirement	Lead party	Date
Consultation draft of Integration Scheme approved by partner organisations	NHS GGC	11 February 2020
	Renfrewshire Council Leadership Board	19 February 2020
Consultation Period (3 weeks)	Prescribed Stakeholders	24 February 2020 – 13 March 2020
Final Integration Scheme drafted to reflect consultation feedback	Chief Officer	16 April 2020
Integration Scheme approved by partner organisations	NHS GGC Health Board	28 April 2020
	Renfrewshire Council Leadership Board	29 April 2020
Submitted to Scottish Ministers	NHS GGC and Renfrewshire Council Chief Executives	May 2020
Approved by Ministers	Scottish Government	June 2020
Integration Scheme Published	NHS GGC and Renfrewshire Council Chief Executives	June 2020

Implications of this Report

Financial – none

HR & Organisational Development - none

Community/Council Planning – none

Legal – Under the Public Bodies (Joint Working) (Scotland) Act 2014 each Local Authority and its local Health Board must carry out a review of their Integration Scheme every 5 year for the purpose of identifying whether any changes to the scheme are necessary or desirable

Property/Assets – none

Information Technology – none

Equality & Human Rights –

Health & Safety - none

Procurement – none

Risk – none

Privacy Impact - none

Cosla Policy Position – none

Climate Risk – none

List of Background Papers – None.

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INTEGRATION SCHEME
BETWEEN
RENFREWSHIRE COUNCIL
AND
GREATER GLASGOW AND CLYDE HEALTH BOARD

1. Introduction

The Public Bodies (Joint Working) (Scotland) Act 2014 (the Act) requires Health Boards and Councils to integrate planning for, and delivery of, certain adult health and social care services. They can also choose to integrate planning and delivery of other services – additional health and social care services beyond the minimum prescribed by Ministers. The Act requires them to prepare jointly a formal integration scheme setting out how this joint working is to be achieved.

Renfrewshire Council (the “Council”) and Greater Glasgow and Clyde Health Board (the “Health Board”) have elected to use a “body corporate” arrangement whereby services will be delegated to a third body called the Integration Joint Board (“IJB”) whose composition reflects a partnership approach between the Council and the Health Board under the leadership of a single Chief Officer.

This Integration Scheme (“Scheme”) sets out the detail as to how the Health Board and Council will work jointly to integrate and plan for services in accordance with the Act. Once the Scheme has been approved by the Scottish Ministers, the IJB (which has distinct legal personality) will be established by Order of the Scottish Ministers.

As a separate legal entity the IJB has full autonomy and capacity to act on its own behalf and can, accordingly, make decisions about the exercise of its functions and responsibilities as it sees fit.

The IJB is responsible for the strategic planning of the functions delegated to it and for ensuring the delivery of its functions through the locally agreed operational arrangements set out within the integration scheme in Section 4. Further, the Act gives the Health Board and the Council, acting jointly, the ability to require that the IJB replaces their strategic plan in certain circumstances. In these ways, the Health Board and the Council together have significant influence over the IJB, and they are jointly accountable for its actions.

The Council and the Health Board are committed to maintaining the Renfrewshire Health and Social Care Partnership (RHSCP) whose key focus is to ensure high

quality adult health and social care services that improve outcomes for local people in the communities of Renfrewshire.

The core values of the RHSCP are improvement; efficiency; transparency; and fairness which are underpinned by the integration delivery principles of prevention and protection and in line with national outcomes.

2. Aims and Outcomes of the Integration Scheme

The main purpose of integration is to improve the wellbeing of people who use health and social care services, particularly those whose needs are complex and involve support from health and social care at the same time. The Scheme is intended to achieve the National Health and Wellbeing Outcomes prescribed by the Scottish Ministers in Regulations under section 5(1) of the Act, namely:

1. People are able to look after and improve their own health and wellbeing and live in good health for longer.
2. People, including those with disabilities or long term conditions or who are frail are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.
3. People who use health and social care services have positive experiences of those services, and have their dignity respected.
4. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
5. Health and social care services contribute to reducing health inequalities.
6. People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing.
7. People using health and social care services are safe from harm.
8. People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.

9. Resources are used effectively and efficiently in the provision of health and social care services.

The IJB sets out within its Strategic Plan, which must be updated every 3 years, how it will plan to meet the future needs of local people and use its allocated resources to deliver the Outcomes.

3. Supplementary Papers

Once approved by the Scottish Ministers, the contents of this Scheme shall be full and final and it shall not be possible to make any modifications without a further consultation and subsequent further approval by the Scottish Ministers. For this reason, the Scheme sets out the core requirements for the IJB and will be supplemented by several separate documents which will be in line with the Scheme and will provide further detail in respect of the workings and arrangements of the IJB. As the RHSCP develops, it may be necessary to make changes and improvements to certain operational arrangements and this can be achieved through modification of the separate documents supplementing this Scheme. Any changes to these separate documents may be made by approval of the IJB as it sees fit from time to time and such changes will not require to be intimated to nor approved by the Scottish Ministers.

4. Summary of the Scheme and Contextual Information

The Integration Scheme contains 15 clauses that set out the arrangements for the integration of health and adult social care services within Renfrewshire. The following paragraphs give a summary of each of these clauses and provide some further contextual information:

Clause 1 Definitions and Interpretation

This clause explains what is meant by any technical language used within the Scheme much of which comes from the Act.

Clause 2 Local Governance Arrangements

This clause states the arrangements for appointing voting members and the Chair and Vice-Chair of the Integration Joint Board and the periods they will hold office. The

Integration Joint Board will also appoint non-voting members in accordance with the Act and may appoint additional non-voting members.

Clause 3 Delegation of Functions

This clause specifies the functions and services delegated by the Health Board and the Council to the Integration Joint Board as required by the Act. All adult health and social care services are delegated. Social care services include the delegation of Addictions, Domestic Abuse and Adaptations. Children's health services previously provided by the Renfrewshire CHP are also delegated to the Integration Joint Board however Children's social care services remain with the Council's Children's Services Directorate alongside Education.

Clause 4 Local Operational Delivery Arrangements

This clause describes the role of the Integration Joint Board particularly with regard to the strategic planning, operational governance and monitoring of integrated services. It also sets out arrangements and processes for the Health Board and the Council to support the Integration Joint Board in this role.

Clause 5 Targets, Measures and Reporting Arrangements

This clause sets out arrangements for preparing targets and measures to support the Integration Joint Board in the preparation of its Strategic Plan. It also describes reporting arrangements in relation performance.

Clause 6 Clinical and Care Governance

This clause deals with the arrangements put in place to ensure the quality and safety of integrated services. It includes arrangements for reporting, professional supervision, advice and accountability.

Clause 7 Chief Officer

The Act states that each partnership must appoint a Chief Officer who will lead the partnership arrangements. This clause details the role and responsibilities of the Chief Officer for the planning and delivery of integrated services. It sets out who the Chief Officer reports to, and what happens if the Chief Officer is not available.

Clause 8 Workforce

This clause describes what integration of services means for staff involved in their delivery. It confirms that staff will continue to be employed by the Health Board or the Council. As services change to meet future needs, plans will be developed on a planned basis involving the full engagement of those affected by any changes and the Trade Unions. A list of plans which will continue to be developed to support staff is included.

Clause 9 Finance

This clause includes the role of the Chief Finance Officer, the methods for determining the budget to be made available by the Health Board and the Council to deliver these services and the financial management and reporting arrangements for these resources.

Clause 10 Participation and Engagement

This clause lists the stakeholders who were consulted in the development of the Integration Scheme and the methods of consultation used. The Act lists the different stakeholders who must be consulted. The resources and support to be made available by the Health Board and the Council to support the Integration Joint Board to develop a participation and engagement strategy are also outlined.

Clause 11 Information Sharing and Data Handling

This clause states that the Health Board and the Council will continue to work together to agree an information sharing accord and specific procedures for the sharing of information in relation to integrated services.

Clause 12 Complaints

This clause sets out the arrangements for complaints relating to integrated services. Existing procedures will continue to be used and, where a complaint relates to multiple services, the parties will work together to prepare a single joint response wherever possible.

Clause 13 Claims Handling, Liability and Indemnity

This clause recognises that the Health Board or the Council could receive a claim arising from activities undertaken on behalf of the Integration Joint Board. It states that normal common law and statutory rules relating to liability will apply and sets out responsibilities for progressing and determining claims and the manner in which these will be dealt with.

Clause 14 Risk Management

This clause provides that a risk management policy and strategy will be continue to be developed by the Integration Joint Board and sets out the primary objectives of the strategy. Risk management procedures and a risk register will continue to be developed in line with existing best practice and the Health Board and the Council will provide appropriate resources to ensure the management of risk meets the standards and reporting timescales set out in the strategy.

Clause 15 Dispute Resolution Mechanism

This clause states the process that will be followed where either of the parties fails to agree with the other or with the Integration Joint Board on any issue related to the Scheme and/or the delivery of integrated services.

The parties to this Integration Scheme are:

THE RENFREWSHIRE COUNCIL, constituted under the Local Government etc. (Scotland) Act 1994 and having its headquarters at Renfrewshire House, Cotton Street, Paisley, PA1 1BU (hereinafter referred to as “the Council”); and

GREATER GLASGOW HEALTH BOARD, constituted under section 2(1) of the National Health Service (Scotland) Act 1978 (as amended) (operating as “NHS Greater Glasgow and Clyde”) and having its principal office at J B Russell House, Gartnavel Royal Hospital, 1055 Great Western Road, Glasgow G12 0XH (hereinafter referred to as “the Health Board”).

1. Definitions and Interpretation

“The Act” means the Public Bodies (Joint Working) (Scotland) Act 2014;

“Acute Hospital Services” means:

1. Accident and Emergency services provided in a hospital
2. Inpatient hospital services relating to the following branches of medicine:
 - i General Medicine
 - ii Geriatric Medicine
 - iii Rehabilitation Medicine
 - iv Respiratory Medicine
3. Palliative care services provided in a hospital;

“Chief Finance Officer” means the proper officer of the IJB appointed under section 95 of the Local Government (Scotland) Act 1973;

“CSWO” means the Chief Social Work Officer of the Council or, where appropriate and where approved by the IJB, a suitable substitute nominated by him or her;

“The Parties” means the Renfrewshire Council and Greater Glasgow and Clyde Health Board;

“The Renfrewshire Health and Social Care Partnership” and “The RHSCP” are informal terms which, for the purposes of this Scheme mean the Parties working together in accordance with the Scheme and the Strategic Plan to achieve the Outcomes;

“Health Leads” means individuals who have the professional lead for their respective healthcare profession(s) within the Renfrewshire Health and Social Care Partnership;

“Host” means the Integration Joint Board that manages services on behalf of the other Integration Joint Boards in the Health Board area;

“Hosted Services” means those services of the Parties more specifically detailed in clause 3.3 and Annex 3 hereof which, subject to consideration by the Integration Joint Boards within the Health Board area through the Strategic Plan process, the Parties agree will be managed and delivered on a pan Greater Glasgow and Clyde basis by a single Integration Joint Board;

“IJB” means the Integration Joint Board to be established by Order under section 9 of the Act; “Integrated Services” means the services delivered in the Renfrewshire Health and Social Care Partnership under directions from the IJB;

“Outcomes” means the Health and Wellbeing Outcomes prescribed by the Scottish Ministers in Regulations under section 5(1) of the Act;

“The Integration Scheme Regulations” means the Public Bodies (Joint Working) (Integration Scheme) (Scotland) Regulations 2014;

“Integration Joint Board Order” means the Public Bodies (Joint Working) (Integration Joint Boards) (Scotland) Order 2014;

“Scheme” means this Integration Scheme;

“Set Aside Budget” means the monies made available by the Health Board to the Integration Joint Board in respect of those functions delegated by the Health Board which are carried out in a hospital within the Health Board area and provided for the areas of two or more Local Authorities;

“Strategic Plan” means the plan which the IJB is required to prepare and implement in accordance with section 29 of the Act in relation to the delegated provision of health and social care services to adults and health services to children.

In implementation of their obligations under the Act, the Parties hereby agree as follows:

2. Local Governance Arrangements

2.1. In accordance with section 1(2) of the Act, the Parties have agreed that the integration model set out in sections 1(4)(a) of the Act will be put in place for the RHSCP, namely the delegation of functions by the Parties to a body corporate that is to be established by Order under section 9 of the Act. This

Scheme comes into effect on the date the Order to establish the IJB comes into force.

- 2.2. Having regard to the requirements contained in the Integration Scheme Regulations, the Parties have set out in the paragraphs below details of the remit and constitution of the IJB and of its voting membership, chair and vice chair.
- 2.3. The IJB and the Parties will communicate with each other and interact in order to contribute to the Outcomes.
- 2.4. The IJB has distinct legal personality and the consequent autonomy to manage itself. There is no role for either Party to independently sanction or veto decisions of the IJB.
- 2.5. The IJB is responsible for the strategic planning of the functions delegated to it by the Council and the Health Board, and for ensuring the discharge of those functions through the RHSCP.
- 2.6. The IJB will prepare and implement a Strategic Plan in relation to the provision in Renfrewshire of health and social care services to adults and health services to children in accordance with the Act.
- 2.7. The Act requires the voting members of the IJB are appointed by the Parties; and is made up of councillors and NHS non-executive directors. Whilst serving on the IJB, the members carry out their functions under the Act on behalf of the IJB itself, and not as delegates of their respective Party.
- 2.8. The Parties have agreed the voting membership of the IJB will be as follows:
 - a. The Council shall nominate 4 Councillors as voting members.
 - b. The Health Board shall nominate 4 voting members.

- 2.9. In accordance with the Integration Joint Board Order, where a voting member is unable to attend a meeting of the IJB, the Party which nominated that member shall use best endeavours to arrange for a suitable experienced proxy to attend the meeting in place of the voting member. For the Council, the proxy must be a Councillor and for the Health Board, the proxy must be a Health Board member. The proxy may vote on decisions put to the meeting but may not preside over the meeting.
- 2.10. In accordance with the Integration Joint Board Order, the voting members of the IJB shall be appointed for a term of office which shall not exceed 3 years. At the end of their term of office, if the IJB deems it appropriate, a voting member may be reappointed for a further term of office.
- 2.11. In accordance with the Integration Joint Board Order, voting members of the IJB are there *ex officio* (by virtue of their other appointment to the Council or the Health Board). Where a voting member of the IJB from the Council resigns or is removed from office, they shall cease to be a member of the IJB. Where a voting member of the IJB from the Health Board no longer holds membership with the Health Board, they shall cease to be a member of the IJB.
- 2.12. In accordance with the Integration Joint Board Order, a voting member of the IJB shall also cease to be a voting member if he/she fails to attend three consecutive meetings of the IJB, provided the absences were not due to illness or other reasonable cause (which shall be a matter for the IJB to determine). In this event, the IJB shall give the member one month's notice in writing of his/her removal. The IJB will, at the same time, request the organisation which nominated that member to nominate a replacement who will be appointed to the voting membership of the IJB as soon as the other member is removed or within such other time as is reasonably practicable.
- 2.13. In accordance with the Integration Joint Board Order, where a temporary vacancy arises, the vote that would be exercisable by the voting member appointed to that vacancy may be jointly exercisable by the other voting members nominated by the relevant Party.

2.14. The Parties will take turns nominating the Chair and Vice-Chair, with one nominating the Chair and the other nominating the Vice-Chair. Each appointment of Chair and Vice-Chair shall be for a two year period at the end of which the Party which last nominated the Chair shall nominate the Vice Chair and vice versa. The first Chair of the IJB was nominated by the Council.

2.15. The following officers will be co-opted by the IJB as non-voting members:

- a. the Chief Officer of the IJB;
- b. the Chief Social Work Officer of the Council;
- c. the Chief Finance Officer;
- d. a registered medical practitioner whose name is included in the list of primary medical services performers prepared by the Health Board in accordance with Regulations made under sections 17P of the National Health Service (Scotland) Act 1978;
- e. a registered nurse who is employed by the Health Board or by a person or body with which the Health Board has entered into a general medical services contract; and
- f. a registered medical practitioner employed by the Health Board and not providing primary medical services.

The officers listed at d, e and f above shall be nominated by the Health Board in accordance with the Integration Joint Board Order.

2.16. Once established, the IJB may appoint further non-voting members and, in accordance with articles 3(6) and 3(7) of the Integration Joint Board Order, will appoint at least one further non-voting member from each of the following groups:

- a. staff of the parties engaged in the provision of services under the delegated functions;
- b. third sector bodies carrying out activities related to health or social care in the Renfrewshire area;
- c. service users residing in the Renfrewshire area; and
- d. persons providing unpaid care in the Renfrewshire area.

- 2.17. The regulation of the IJB's procedure, business and meetings and that of any Committee of the IJB will follow its standing orders which will be made, and may be amended, by the IJB in accordance with the Integration Joint Board Order . The standing orders will be set out in a separate document.

3. Delegation of Functions

- 3.1. The functions that are to be delegated by the Health Board to the IJB are set out in Part 1 of Annex 1. The services to which these functions relate, which are currently provided by the Health Board and which are to be integrated, are set out in Part 2 of Annex 1. The functions set out in Part 1 of Annex 1 are delegated in respect of adult and children's health services but only in so far as they relate to the services listed in Part 2 of Annex 1 and Part 2 of Annex 4.
- 3.2. The functions that are to be delegated by the Local Authority to the IJB are set out in Part 1 of Annex 2. The services to which these functions relate, which are currently provided by the Local Authority and which are to be integrated, are set out in Part 2 of Annex 2. All functions referred to in this clause are delegated to the extent that they are exercisable in relation to persons of at least 18 years of age.
- 3.3. Annex 3 sets out the proposals for hosting arrangements that the IJB and the Chief Officer may be engaged in.
- 3.4. Part 1 of Annex 4 lists additional functions that the Health Board proposes to delegate to the IJB. The services to which these relate are set out in Part 2 of Annex 4.
- 3.5. In exercising its functions, the IJB must take into account the Parties' requirements to meet their respective statutory obligations. Apart from those functions delegated by this Scheme, the Parties retain their distinct statutory responsibilities and therefore also retain their formal decision making roles.

- 3.6. The delegation of functions from the Parties to the IJB shall not affect the legality of any contract made by either of the Parties which relates to the delivery of integrated or non-integrated services.
- 3.7. The Parties will be directed by the IJB to deliver services in line with the Strategic Plan and may commission services from providers in order to do so.

4. Local Operational Delivery Arrangements

4.1. The operational role of the IJB shall be as follows:

- 4.1.1. Local operational delivery arrangements will reflect the integration delivery principles established under section 31 of the Act.
- 4.1.2. In terms of the Act the IJB is responsible for the strategic planning of its integrated services as set out in Annexes 1,2 and 4 and the Parties have agreed that the IJB will have operational management for the delivery of those integrated services, except Acute Hospital Services which serve more than one integration authority.
- 4.1.3. The IJB will be supported in its strategic planning and operational management of the delivery of integrated services by regular performance reporting from the Parties. If, and to the extent that, it considers it necessary in light of these reports, the IJB will be required to issue directions to the Parties to improve performance.
- 4.1.4. The IJB shall be responsible for the approval of policy and strategy for those service areas and functions included within the remit of the RHSCP and within the overall frameworks set by the Health Board and the Council.
- 4.1.5. The IJB shall ensure and consider issues relating to effective clinical and care governance within the RHSCP, and where necessary shall make recommendations to either or both the Parties.

- 4.1.6. The Chief Officer will have day to day operational responsibility to monitor delivery of integrated services, other than Acute Hospital Services , with oversight from the IJB. In this way the IJB is able to have responsibility for oversight for operational delivery. These arrangements will operate within a framework established by the Parties for their respective functions, ensuring the Parties can continue to discharge their governance responsibilities. The framework only applies to operational delivery.
- 4.1.7. Functions that are delegated may, by agreement, be hosted by the IJB on behalf of another integration authority or on behalf of one or both of the Parties. Similarly, the IJB may arrange for another integration authority to host services on its behalf. In any such circumstances, appropriate governance arrangements for operational and strategic accountability shall be agreed.
- 4.1.8. The IJB shall retain oversight for any services delivered to the people of Renfrewshire that are hosted on its behalf by another integration authority and shall engage with the host integration authority and the relevant chief officer on any concerns and issues arising in relation to these services.
- 4.2. The Parties will continue to consider the requirements of the IJB and develop the most effective and efficient way of providing to the IJB those services which support front line service delivery, such as, but not limited to, legal, financial and administrative services.
- 4.3. **To support strategic planning:**
- 4.3.1. The parties will provide support to the IJB for the purposes of preparing and reviewing a Strategic Plan and for carrying out integrated functions, both strategic and operational, that it requires to discharge fully under the Act and other legislation to which it operates.

4.3.2. The Parties will provide the necessary activity and financial data for services, facilities or resources that relate to the planned use of services provided by other Health Boards or within other local authority areas by people who live within the Renfrewshire area.

4.3.3. The Parties shall arrange to obtain from other relevant integration authorities the necessary activity and financial data for services, facilities or resources for the planned use of services within the Renfrewshire area by people who are resident outwith the area.

4.3.4. The Parties commit to advise the IJB where they intend to change service provision that will have a resultant impact on the Strategic Plan.

5. Targets, Measures and Reporting Arrangements:

5.1. The Parties will prepare a list of targets and measures that relate to the delegated functions and the extent to which responsibility for these will lie with the IJB will be taken account of in the Strategic Plan.

5.2. The Parties will prepare a list of targets and measures that relate to non-delegated functions which are to be taken into account by the IJB when it is preparing a Strategic Plan and the extent to which responsibility for these will lie with the IJB will be taken account of in its Strategic Plan.

5.3. These lists of targets and measures will be prepared by the Parties and may be amended from time to time.

5.4. The specific reporting arrangements for the IJB will continue to be developed and reviewed regularly by the Parties and the IJB, consistent with all national targets and reflective of previous guidance issued and associated core suite of indicators for integration.

5.5. The Parties will share the targets, measures and other arrangements devolved to the IJB and will take into account national guidance on the core indicators for integration.

- 5.6. In preparing performance reports, the Parties will provide the IJB with performance and statistical support resources, access to relevant data sources and will share all information required on services to permit analysis and reporting in line with the prescribed content as set out in Regulations and guidance. Where the responsibility for the target is shared, the Parties will set out their respective accountability and responsibilities.
- 5.7. To support the IJB to performance manage the delivery of the Strategic Plan (including national outcome targets) and management of resources within the budget allocations, the parties will continue to jointly develop a Performance Management Framework (PMF) focused on the delivery of the Outcomes.
- 5.8. The IJB shall prepare and publish an annual performance report. In addition to the annual report, performance will be reported regularly to the IJB and to both Parties.

6. Clinical and Care Governance

- 6.1. Except as detailed in this Scheme, all strategic, planning and operational responsibility for Services is delegated from the Parties to the IJB and its Chief Officer for operational responsibilities in accordance with the Scottish Government's Clinical and Care Governance Framework for Integrated Health and Social Care.
- 6.2. The Parties and the IJB are accountable for ensuring appropriate clinical and care governance arrangements for services provided in pursuance of integration functions in terms of the Act. The Parties and the IJB are accountable for ensuring appropriate clinical and care governance arrangements for their duties under the Act. The Parties will have regard to the principles of the Scottish Government's Clinical and Care Governance Framework for Integrated Health and Social Care including the focus on localities and service user and carer feedback.

- 6.3. The Parties will be responsible through commissioning and procurement arrangements for the quality and safety of services procured from the Third and Independent Sectors and to ensure that such Services are delivered in accordance with the Strategic Plan.
- 6.4. The quality of service delivery will be measured through performance targets, improvement measures and reporting arrangements designed to address organisational and individual care risks, promote continuous improvement and ensure that all professional and clinical standards, legislation and guidance are met. Performance monitoring arrangements will be included in commissioning or procurement from the Third and Independent Sectors.
- 6.5. The Parties will ensure that staff working in Integrated Services have the appropriate skills and knowledge to provide the appropriate standard of care. Managers will manage teams of Health Board staff, Council staff or a combination of both and will promote best practice, cohesive working and provide guidance and development to the team. This will include effective staff supervision and implementation of staff support policies.
- 6.6. Where groups of staff require professional leadership, this will be provided by the relevant Health Lead or CSWO as appropriate.
- 6.7. The Organisational Development Strategy will identify training requirements that will be put in place to support improvements in services and Outcomes.
- 6.8. The members of the IJB will actively promote an organisational culture that supports human rights and social justice; values partnership working through example; affirms the contribution of staff through the application of best practice, including learning and development; and is transparent and open to innovation, continuous learning and improvement.
- 6.9. The Chief Officer has delegated responsibilities, through the Parties' Chief Executives, for the Professional standards of staff working in Integrated Services. The Chief Officer, relevant Health Leads and CSWO will work together to ensure appropriate professional standards and leadership. Where

groups of staff require professional leadership, this will be provided by the relevant Health Lead or CSWO as appropriate.

- 6.10. The Parties will put in place structures and processes to support clinical and care governance, thus providing assurance on the quality of health and social care. A Quality, Care and Professional Governance Group has been established by the Parties which, when not chaired by the Chief Officer, will report to the Chief Officer and through the Chief Officer to the IJB. It will contain representatives from the Parties and others including:
- a. the Senior Management Team of the Partnership;
 - b. the Clinical Director;
 - c. the Lead Nurse;
 - d. the Lead from the Allied Health Professions;
 - e. CSWO;
- 6.11. The Parties note that the Quality, Care and Professional Governance Group may wish to invite appropriately qualified individuals from other sectors to join its membership as it determines, or as is required given the matter under consideration. This may include Health Board professional committees, managed care networks and Adult and Child Protection Committees.
- 6.12. The role of the Clinical and Care Governance Group will be to consider matters relating to Strategic Plan development, governance, risk management, service user feedback and complaints, standards, education, learning, continuous improvement and inspection activity. When clinical and care governance issues relating to Hosted Services are being considered, the Quality, Care and Professional Governance Group for the Host will obtain input from the Quality, Care and Professional Governance Groups of the other Greater Glasgow and Clyde Council areas.
- 6.13. The Quality, Care and Professional Governance Group will provide advice to the strategic planning group, and locality groups within the Council area. The

strategic planning and locality groups may seek relevant advice directly from the Quality, Care and Professional Governance Group.

- 6.14. The IJB may seek advice on clinical and care governance directly from the Quality, Care and Professional Governance Group. In addition, the IJB may directly take into consideration the professional views of the registered health professionals and the CSWO.
- 6.15. The CSWO reports to the Council on the delivery of safe, effective and innovative social work services and the promotion of values and standards of practice. The Council confirms that its CSWO will provide appropriate professional advice to the Chief Officer and the IJB in relation to statutory social work duties and make certain decisions in terms of the Social Work (Scotland) Act 1968. The CSWO will provide an annual report on care governance to the IJB, including responding to scrutiny and improvement reports by external bodies such as the Care Inspectorate. In their operational management role the Chief Officer will work with and be supported by the CSWO with respect to quality of integrated services within the RHSCP in order to then provide assurance to the IJB.
- 6.16. Details of the governance relationships relating to the IJB and the Parties are set out in Annex 5.
- 6.17. Further assurance is provided through:
- (a) the responsibility of the CSWO to report directly to the Council, and the responsibility of the Health Leads to relate to the Medical Director and Nurse Director who in return report to the Health Board on professional matters; and
 - (b) the role of the Clinical Governance Forum of the Health Board which is to oversee healthcare governance arrangements and ensure that matters which have implications beyond the IJB in relation to health, will be shared across the health care system. The Clinical Governance Forum will also provide professional guidance, as required.

- 6.18. The Chief Officer will take into consideration any decisions of the Council or Health Board which arise from (a) or (b) above.
- 6.19. The Health Board Clinical Governance Forum, the Medical Director and Nurse Director may raise issues directly with the IJB in writing and the IJB will respond in writing to any issues so raised.
- 6.20. As set out in Section 10 the Parties have information sharing protocols in place.

7. Chief Officer

- 7.1. In accordance with section 10 of the Act, the IJB shall appoint a Chief Officer. The Parties agree that the officer so appointed will be made a member of their respective senior management teams. This will enable the Chief Officer to work with senior management of both Parties to carry out the functions of the RHSCP in accordance with the Strategic Plan.
- 7.2. The Chief Officer will be jointly line managed by the Chief Executives of the Parties.
- 7.3. The Chief Officer will have day to day operational responsibility to monitor delivery of the services set out in Annexes 1, 2 and 4, other than Acute Hospital Services or the services hosted by another integration authority as detailed in Annex 3.
- 7.4. The Chief Officer will be responsible for the development and monitoring of operational plans which set out the mechanism for the delivery of the Strategic Plan.
- 7.5. The Chief Executive of the Health Board will be responsible for the operational management of Acute Hospital Services and will provide regular updates to the Chief Officer on the operational delivery of, and the set aside budget for, these

services.

- 7.6 Where integrated services are hosted by another integration authority, the Chief Officer will arrange to obtain such regular updates and appropriate reports on the operational delivery of these services as the IJB requires.
- 7.7 For planned absences of the Chief Officer, at the request of the IJB, the Chair and Vice-Chair of the IJB and the Chief Officer will agree a suitable interim Chief Officer. For unplanned absences the Parties' Chief Executives will work with the Chair and Vice-Chair of the IJB to identify a suitable interim Chief Officer.

8. Workforce

- 8.1 RHSCP staff will be employees of the Health Board or of the Council, and will be subject to the relevant terms and conditions as specified within their own contracts (including the adherence to the corporate policies of their employing organisation).
- 8.2 Core Human Resources services will continue to be provided by the appropriate Corporate Human Resource and Workforce functions in the Council and the Health Board who, where appropriate, will work together to develop a shared understanding of human resource and workforce issues.
- 8.3 The Council and the Health Board are committed to the continued development and maintenance of positive and constructive relationships with recognised Trades Unions and professional organisations involved in Health and Social Care. Any future changes will be planned and coordinated and will ensure the appropriate engagement with all those affected by the changes, in accordance with established policies, procedures and practices of the Parties.
- 8.4 The Parties are committed to ensuring their staff involved in health and social care service delivery have the necessary training, skills and knowledge to provide the people of Renfrewshire with the highest quality services. The Parties recognise that their staff are well placed to identify how improvements

can be made to services and will continue to work together and with their staff to develop, establish and review plans for:

- (a) Workforce planning and development;
- (b) Organisational development;
- (c) Learning and development of staff; and
- (d) Engagement of staff and development of a healthy organisational culture.

8.5 The Chief Officer will receive advice from Human Resources and Organisational Development professionals from the Parties who will work together to support the implementation of integration and provide the necessary expertise and advice as required. They will work collaboratively with staff, managers, staff side representatives and trade unions to ensure a consistent approach which is fair and equitable.

8.6 The Parties agree that Workforce Governance is a system of corporate accountability for the fair and effective management of staff. Workforce Governance in the IJB will therefore ensure that staff are:-

- Well informed
- Appropriately trained and developed
- Involved in decisions
- Treated fairly and consistently, with dignity and respect and in an environment where diversity is valued.
- Provided with a continually improving and safe working environment, promoting the health and well-being of staff, patients/clients and the wider community.

8.7 The Parties will report on workforce governance matters to the Chief Officer and the IJB through their appropriate governance and management structures. In addition, the Parties will establish formal structures to link the Health Board's area partnership forum and the Council's joint consultative forum with the Staff Partnership Forum established by the IJB.

9. Finance

9.1. Introduction to this clause

9.1.1. This clause sets out the arrangements in relation to the determination of the amounts to be paid, or set aside, and their variation, to the IJB from the Council and the Health Board.

9.1.2. The Chief Finance Officer (CFO) will be the Accountable Officer for financial management, governance and administration of the IJB. This includes accountability to the IJB for the planning, development and delivery of the IJB's financial strategy and responsibility for the provision of strategic financial advice and support to the IJB and Chief Officer.

9.2. Delegated Budgets

9.2.1. Delegated baseline budgets were the subject to due diligence in the shadow year of the IJB. These were based on a review of recent past performance and existing and future financial forecasts for the Health Board and the Council for the functions which were delegated. In the case of any additional functions to be delegated to the IJB, after the original date of integration, these services will also be the subject of due diligence, based on a review of recent past performance and existing and future financial forecasts for the Board and the Council for the functions which are to be delegated. This is required to gain assurance that the associated delegated budgets will be sufficient for the IJB to fund these additional delegated functions.

9.2.2. The Chief Finance Officer will develop a draft proposal for the Integrated Budget based on the Strategic Plan and forecast pressures and present it to the Council and the Health Board for consideration as part of their respective annual budget setting process. The draft proposal will incorporate assumptions on the following:

a. Activity changes

- b. Cost inflation
- c. Efficiencies
- d. Performance against outcomes
- e. Legal requirements
- f. Transfer to or from the amounts set aside by the Health Board

This will allow the Council and the Health Board to determine the final approved budget for the IJB. This should be formally advised in writing by the respective Directors of Finance to the IJB by 11 March each year.

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- 9.2.3. Any material in-year budget changes proposed by either Party must be agreed by the IJB.

9.3. Set Aside Budgets

- 9.3.1. The IJB has strategic planning responsibility along with the Health Board for Set Aside Budgets.

- 9.3.2. The method for determining the amount set aside for hospital services will follow guidance issued by the Integrated Resources Advisory Group and be based initially on the notional direct costs for the relevant populations use of in scope hospital services as provided by the Information Services Division (ISD) Scotland. The NHS Board Director of Finance and Integration Joint Board Chief Financial Officer will keep under review developments in national data sets or local systems that might allow more timely or more locally responsive information, and if enhancements can be made, propose this to the Integration Joint Board. A joint strategic commissioning plan will be developed and will be used to determine the flow of funds as activity changes:-

- Planned changes in activity and case mix due to interventions in the Joint Strategic Commissioning Plan;

- Projected activity and case mix changes due to changes in population need;
- Analysis of the impact on the affected hospital budget, taking into account cost-behaviour i.e. the lag between reduction in capacity and the release of resources.

9.3.3. The process for making adjustments to the set aside resource to reflect variances in performance against plan will be agreed by the IJB and the Health Board. That process shall include prior consultation with Council. In the event that the process identifies adjustments that will affect the cost of adult social care and the Council's financial contribution to the budget of the IJB, those adjustments cannot be made without the council's prior written approval.

9.4. **Budget Management**

9.4.1. The IJB will direct the resources it receives from the Parties in line with the Strategic Plan, and in so doing will seek to ensure that the planned activity can reasonably be met from the available resources viewed as a whole, and achieve a year-end break-even position.

9.5. **Budget Variance**

9.5.1. The Chief Officer will deliver the outcomes within the total delegated resources and where there is a forecast overspend against an element of the operational budget, the Chief Officer should take immediate and appropriate remedial action to endeavour to prevent the overspend and to instruct an action plan. If this does not resolve the overspend position, then the Chief Officer, the Chief Finance Officer of the IJB and the appropriate finance officers of the Parties must agree a recovery plan to balance the overspending budget, which recovery plan shall be subject to the approval of the IJB. In the event that the recovery plan is unsuccessful and an overspend materialises at the year-end,

uncommitted reserves held by the IJB, in line with the reserves policy, would firstly be used to address any overspend. If after application of reserves an overspend remains the Parties may consider making additional funds available, on a basis to be agreed taking into account the nature and circumstances of the overspend, with repayment in future years on the basis of the revised recovery plan agreed by the Parties and the IJB. If the revised plan cannot be agreed by the Parties, or is not approved by the IJB, mediation will require to take place in line with the dispute resolution arrangements set out in this Scheme.

9.5.2. Where an underspend materialises against the agreed budget, with the exception of ring fenced budgets this will be retained by the IJB and in consultation with the Parties will be used to either fund additional capacity in-year in line with its Strategic Plan or be carried forward to fund capacity in subsequent years of the Strategic Plan subject to the terms of the IJB's Reserves Strategy.

9.6. Unplanned Costs

9.6.1. Neither Party may reduce the payment in-year to the IJB to meet exceptional unplanned costs within either the Council or the Health Board without the express consent of the IJB and the other Party.

9.7. Accounting Arrangements and Annual Accounts

9.7.1. Recording of all financial information in respect of the IJB will be in the financial ledger of the Council.

9.7.2. Any transaction specific to the IJB e.g. expenses, will be processed via the Council ledger, with specific funding being allocated by the IJB to the Council for this.

9.7.3. The transactions relating to operational delivery will continue to be reflected in the financial ledgers of the Council and Health Board with

the information from both sources being consolidated for the purposes of reporting financial performance to the IJB.

9.7.4. The Chief Officer and Chief Finance Officer will be responsible for the preparation of the annual accounts and financial statement in line with proper accounting practice, and financial elements of the Strategic Plan and such other reports that the IJB might require. The Chief Finance Officer will provide reports to the Chief Officer on the financial resources used for operational delivery and strategic planning. In order to agree the in-year transactions and year-end balances between the Council, Health Board and Integration Joint Board, the Chief Finance Officer will engage with the Directors of Finance of the Council and Health Board to agree an appropriate process.

9.7.5. Monthly financial monitoring reports will be issued by the Chief Finance Officer to the Chief Office in line with timescales agreed by the Parties. Financial Reports will include subjective and objective analysis of budgets and actual/projected outturn, and such other financial monitoring reports as the IJB might require.

9.7.6. The IJB will receive a financial report at each IJB meeting. This will include reporting on the Acute activity and estimated cost against Set Aside budgets.

9.8. Payments between the Council and the Health Board

9.8.1. The schedule of payments to be made in settlement of the payment due to the IJB will be:

- Resource Transfer, virement between Parties and the net difference between payments made to the Integration Joint Board and resources delegated by the IJB will be transferred between agencies initially in line with existing arrangements, with a final adjustment on closure of the Annual Accounts. Future arrangements may be changed by local agreement.

9.9. Hosted Services

9.9.1. Some of the functions that are delegated by NHS Greater Glasgow and Clyde to all six IJBs are provided as part of a single Glasgow and Clyde wide service, referred to below as “Hosted Services.”

9.9.2. Within Greater Glasgow and Clyde, each IJB can have operational responsibilities for services, which it hosts on behalf of other IJB’s. This includes the strategic planning for these services on behalf of other IJB’s. IJB’s planning to make significant changes to hosted services which increase or decrease the level of service available in specific localities or service wide will consult with the other IJBs affected prior to implementing any significant change.

9.10. Capital Assets and Capital Planning

9.10.1. Capital and assets and the associated running costs will continue to sit with the Parties. The IJB will require to develop a business case for any planned investment or change in use of assets for consideration by the Parties.

10. Participation and Engagement (RETAINED AS A PLACEMARKER FOR NOW BUT THIS CLAUSE WILL REQUIRE TO BE REVIEWED AND REDRAFTED ONCE THE STRATEGY IS KNOWN)

10.1. In developing this Scheme, the parties undertook stakeholder mapping to identify the key stakeholder groups to be consulted in terms of the Act and the most appropriate and effective methods of consultation for each of these groups.

10.2. All stakeholder groups as prescribed in the Public Bodies (Joint Working) (Prescribed Consultees) (Scotland) Regulations 2014 were consulted by the

Parties in the development of this Scheme. Annex 6 details the stakeholders who were consulted and the methods of consultation used.

- 10.3. All responses received during the consultation have been reviewed and taken into consideration in the production of the final version of this Scheme.
- 10.4. The Parties will provide appropriate resources and support to enable the IJB to develop a “participation and engagement strategy” to ensure significant engagement with, and participation by, members of the public, representative groups and other organisations in relation to decisions about the carrying out of integration functions. The resources and support to be made available shall include community engagement staff; communications support; and the development of shared principles for engagement and participation.
- 10.5. Existing forums and networks between the Parties and other stakeholders shall be involved in the development, implementation, review and, where appropriate, monitoring of any new arrangements.
- 10.6. The participation and engagement strategy was agreed by the IJB on 20 November 2015 and shall be subject to regular review.
- 10.7. Participation and engagement of service users and local communities will comply with the principles for the planning and delivery of integrated services set out within the Act, namely that the main purpose of services which are provided in pursuance of integration functions is to improve the wellbeing of service-users; and that, in so far as consistent with the main purpose, those services should be provided in a way which, so far as possible:
 - 10.7.1. Is integrated from the point of view of service-users.
 - 10.7.2. Takes account of the particular needs of different service-users.
 - 10.7.3. Takes account of the particular needs of service-users in different parts of the area in which the service is being provided.
 - 10.7.4. Takes account of the particular characteristics and circumstances of different service users.
 - 10.7.5. Respects the rights of service-users.

- 10.7.6.Takes account of the dignity of service-users.
- 10.7.7.Takes account of the participation by service-users in the community in which service-users live.
- 10.7.8.Protects and improves the safety of service-users.
- 10.7.9.Improves the quality of the service.
- 10.7.10. Is planned and led locally in a way which is engaged with the community (including in particular service-users, those who look after service-users and those who are involved in the provision of health or social care).
- 10.7.11. Best anticipates needs and prevents them arising.
- 10.7.12. Makes the best use of the available facilities, people and other resources.

11. Information-Sharing and data handling

- 11.1. The Parties have, along with all local authorities in the Health Board area, agreed to an Information Sharing Protocol. The Protocol is subject to ongoing review and positively encourages staff to share information appropriately about their service users when it benefits their care and when it is necessary to protect vulnerable adults or children.
- 11.2. The Parties are also bound by a joint local Information Sharing Protocol which has been developed from existing information sharing and data handling arrangements between the Parties and will set out the principles under which information sharing will be carried out.
- 11.3. The Parties will also continue to work together to agree the specific procedures for the sharing of information for any purpose connected to the carrying out of integration functions. These procedures will include the detailed arrangements, practical policies, designated responsibilities and any additional requirements.
- 11.4. Information Sharing Protocols have been ratified by the Parties and may be amended or replaced by agreement of the Parties and the IJB.

11.5. The Parties will continue to develop information technology systems and procedures to enable information to be shared appropriately and effectively between the Parties and the IJB.

11.6. The Chief Officer will continue to ensure appropriate arrangements are in place in respect of information governance.

12. **Complaints** (FURTHER CHANGES MAY BE REQUIRED AS A RESULT OF THE REVIEW BY THE WORKING GROUP)

12.1. The Parties and the IJB will use complaints as a valuable tool for improving services and to identify areas where staff training may be of benefit.

12.2. The Parties agree the following arrangements in respect of complaints about the delivery of integrated health and social care services:

12.2.1. The Chief Officer will have overall responsibility for ensuring that an effective and efficient complaints system operates within the IJB.

12.2.2. The Health Board and the Council will retain separate complaints policies and procedures reflecting distinct statutory requirements: the Patient Rights (Scotland) Act 2011 makes provisions for complaints about NHS services; and the Social Work (Scotland) Act 1968 makes provisions for the complaints about social care services.

12.2.3. Complaints to the Council can be made by submitting an online complaint form, by telephoning the relevant department or attending in person, or in writing to the Head of Adult Services, Renfrewshire House, Cotton Street, Paisley, PA1 1BU. Complaints to the NHS Board are made to Head of Board Administration, NHS Greater Glasgow & Clyde, J B Russell House, Gartnavel Royal Hospital, Glasgow G12 0XH in writing, or by telephoning 0141 201 4500 during office hours, or by emailing complaints@ggc.scot.nhs.uk. If the service user remains dissatisfied the final stage will be the consideration of complaints by

the Scottish Public Sector Ombudsman.

12.2.4. The existing procedures adopt the principles of early front-line resolution of complaints. Where complaints remain unresolved, they are escalated to a relevant senior manager. Thereafter, if required, complaints shall be escalated to the Chief Officer and/or the Scottish Public Services Ombudsman.

12.2.5. Where a complaint is made direct to the IJB or the Chief Officer, the Chief Officer shall follow the relevant processes and timescales of the complaints procedure of the appropriate Party as determined by the nature of the complaint and the associated functions.

12.2.6. Complaints will be processed depending on the subject matter of the complaint made. Where a complaint relates to multiple services the matters complained about will be processed, so far as possible, as a single complaint with one response from the IJB. Where a joint response to a complaint is not possible or appropriate this will be explained to the complainant who will receive separate responses from the services concerned. Where a complainant is dissatisfied with a joint response, then matters will be dealt with under the respective review or appeal mechanisms of either party, and thereafter dealt with entirely separately.

12.2.7. The IJB will ensure that the person making a complaint is always informed which complaint procedure is being followed and of their right of review of any decision notified.

12.2.8. Complaints management, including the identification of learning from upheld complaints across services, will be subject to periodic review by the IJB.

12.2.9. The IJB will report to the Parties statistics on complaints performance in accordance with national and local reporting arrangements.

13. Claims Handling, Liability & Indemnity

- 13.1. Any claims arising from activities carried out under the direction of the IJB shall be progressed quickly and in a manner which is equitable to the Parties. Normal common law and statutory rules relating to liability shall apply, however it is noted that decisions relating to claims and liabilities will also be subject to any requirements, obligations or conditions of any insurance purchased by either Party.
- 13.2. Each Party will assume responsibility for progressing and determining any third party claim which relates to any act or omission on the part of one of its employees and/ or any claim that relates to the injury or harm of one of its employees.
- 13.3. Each Party will assume responsibility for progressing and determining any claim which relates to any building which is owned or occupied by them subject to any relevant lease terms and conditions.
- 13.4. In the event of any claim arising against the IJB where it is not clear which Party should assume responsibility, the Chief Officer (or his/ her representative) will liaise with the Chief Executives of the Parties (or their representatives) to determine which party should assume responsibility for progressing the claim.
- 13.5. If a third party claim is settled by either Party and it thereafter transpires that liability (in whole or in part) should have rested with the other Party, then the Party settling the claim may seek indemnity from the other Party, subject to normal common law and statutory rules relating to liability.
- 13.6. If a claim has a “cross-boundary” element (such as for Hosted Services) whereby it relates to another integration authority area, the Chief Officers of the integration authorities concerned shall liaise with each other to reach agreement as to how the claim should be progressed and determined.

14. Risk Management

14.1. The IJB will have in place a risk management policy and strategy that will demonstrate a considered, practical and systemic approach to addressing potential and actual risks related to the planning and delivery of services, particularly those related to the IJB's delivery of the Strategic Plan.

13.2 The primary objectives of the strategy will be to:

- Promote awareness of risk and define responsibility for managing risk within the IJB
- Establish communication and sharing of risk information through all areas of the IJB
- Initiate measures to reduce the IJB's exposure to risk and potential loss
- Establish standards and principles for the efficient management of risk, including regular monitoring, reporting and review

13.3 The IJB will have risk management procedures and a risk register encompassing best practice currently undertaken by both Parties in their ongoing management of strategic and operational risk.

13.4 The Parties will provide sufficient resources to ensure that management of risk is delivered and maintained to the standards and reporting timescales as set out in the risk management strategy. Where appropriate, resources currently deployed by the Parties for the support of risk management will be utilised.

13.5 The IJB will be responsible for the formal review of the risk strategy on an annual basis and for the risk register at six-monthly intervals.

13.6 Risks identified will be entered in the risk register utilising a common methodology through which the likelihood and consequence of each risk is analysed and evaluated, and mitigating and control actions identified in order to reduce or contain the level of residual risk.

- 13.7 Risk information will be communicated well and with an appropriate level of scrutiny in relation to planned control actions. This will include reporting to the IJB at least annually. Reporting to the IJB will be based on the principle that risks with higher significance to the Partnership will be reviewed and reported more frequently.

15. Dispute resolution mechanism

- 15.1. Where the Parties fail to agree on any issue related to this Scheme and/or the delivery of integrated health and social care services, then the following process will be followed:-

- (a) The Chief Executives of the Health Board and the Council will meet to resolve the issue;
- (b) If unresolved, the Health Board, the Council and the IJB will each prepare a written note of their position on the issue and exchange it with the others. The Chief Officer, Leader of the Council, Chair of the Health Board and the Chief Executives of the Council and the Health Board will then meet to resolve the issue.
- (c) In the event that the issue remains unresolved, representatives of the Health Board, the Council and the IJB will proceed to mediation with a view to resolving the issue.
- (d) A representative of each of the Council and the Health Board shall meet with the Chief Officer with a view to agreeing a suitable person to be appointed as mediator. If agreement cannot be reached, the Chief Officer will appoint a suitable independent mediator. The mediation process shall be determined by the mediator appointed and the costs of mediation shall be shared equally between the Parties.
- (e) If the issue remains unresolved after following the processes outlined in (a)-(d) above, the Parties agree that they will notify the Scottish Ministers

that agreement cannot be reached. The notification will explain the nature of the dispute and the actions taken to try to resolve it including any written opinion or recommendations issued by the mediator. The Scottish Ministers will be requested to make a determination on the dispute and the Parties agree to be bound by that determination.

Annex 1

Part 1

Functions delegated by the Health Board to the IJB

Set out below is the list of functions that must be delegated by the Health Board to the IJB as set out in the Public Bodies (Joint Working) (Prescribed Health Board Functions) (Scotland) Regulations 2014.

SCHEDULE 2 Regulation 3

Functions prescribed for the purposes of section 1(8) of the Act

<i>Column A</i>	<i>Column B</i>
The National Health Service (Scotland) Act 1978	
All functions of Health Boards conferred by, or by virtue of, the National Health Service (Scotland) Act 1978	Except functions conferred by or by virtue of— section 2(7) (Health Boards); section 2CB ⁽¹⁾ (Functions of Health Boards outside Scotland); section 9 (local consultative committees); section 17A (NHS Contracts); section 17C (personal medical or dental services); section 17I ⁽²⁾ (use of accommodation); section 17J (Health Boards' power to enter into general medical services contracts); section 28A (remuneration for Part II services); section 38 ⁽³⁾ (care of mothers and young children); section 38A ⁽⁴⁾ (breastfeeding);

⁽¹⁾ Section 2CB was inserted by S.S.I. 2010/283, regulation 3(2) and originally numbered Section 2CA. It was renumbered Section 2CB by S.S.I. 2013/292.

⁽²⁾ Section 17I was inserted by the National Health Service (Primary Care) Act 1997 (c.46), Schedule 2 and amended by the Primary Medical Services (Scotland) Act 2004 (asp 1), section 4. The functions of the Scottish Ministers under section 17I are conferred on Health Boards by virtue of S.I. 1991/570, as amended by S.S.I. 2006/132.

⁽³⁾ The functions of the Secretary of State under section 38 are conferred on Health Boards by virtue of S.I. 1991/570.

⁽⁴⁾ Section 38A was inserted by the Breastfeeding etc (Scotland) Act 2005 (asp 1), section 4. The functions of the Scottish Ministers under section 38A are conferred on Health Boards by virtue of S.I. 1991/570 as amended by S.S.I. 2006/132.

section 39⁽⁵⁾ (medical and dental inspection, supervision and treatment of pupils and young persons);

section 48 (provision of residential and practice accommodation);

section 55⁽⁶⁾ (hospital accommodation on part payment);

section 57 (accommodation and services for private patients);

section 64 (permission for use of facilities in private practice);

section 75A⁽⁷⁾ (remission and repayment of charges and payment of travelling expenses);

section 75B⁽⁸⁾ (reimbursement of the cost of services provided in another EEA state);

section 75BA ⁽⁹⁾ (reimbursement of the cost of services provided in another EEA state where expenditure is incurred on or after 25 October 2013);

section 79 (purchase of land and moveable property);

section 82⁽¹⁰⁾ use and administration of certain endowments and other property held by Health Boards);

section 83⁽¹¹⁾ (power of Health Boards and local health councils to hold property on trust);

section 84A⁽¹²⁾ (power to raise money, etc., by appeals, collections etc.);

section 86 (accounts of Health Boards and the Agency);

⁽⁵⁾ Section 39 was relevantly amended by the Self Governing Schools etc (Scotland) Act 1989 (c.39) Schedule 11; the Health and Medicines Act 1988 (c.49) section 10 and Schedule 3 and the Standards in Scotland's Schools Act 2000 (asp 6), schedule 3.

⁽⁶⁾ Section 55 was amended by the Health and Medicines Act 1988 (c.49), section 7(9) and Schedule 3 and the National Health Service and Community Care Act 1990 (c.19), Schedule 9. The functions of the Secretary of State under section 55 are conferred on Health Boards by virtue of S.I. 1991/570.

⁽⁷⁾ Section 75A was inserted by the Social Security Act 1988 (c.7), section 14, and relevantly amended by S.S.I. 2010/283. The functions of the Scottish Ministers in respect of the payment of expenses under section 75A are conferred on Health Boards by S.S.I. 1991/570.

⁽⁸⁾ Section 75B was inserted by S.S.I. 2010/283, regulation 3(3) and amended by S.S.I. 2013/177.

⁽⁹⁾ Section 75BA was inserted by S.S.I. 2013/292, regulation 8(4).

⁽¹⁰⁾ Section 82 was amended by the Public Appointments and Public Bodies etc. (Scotland) Act 2003 (asp 7) section 1(2) and the National Health Service Reform (Scotland) Act 2004 (asp 7), schedule 2.

⁽¹¹⁾ There are amendments to section 83 not relevant to the exercise of a Health Board's functions under that section.

⁽¹²⁾ Section 84A was inserted by the Health Services Act 1980 (c.53), section 5(2). There are no amendments to section 84A which are relevant to the exercise of a Health Board's functions.

section 88 (payment of allowances and remuneration to members of certain bodies connected with the health services);

section 98 ⁽¹³⁾ (charges in respect of non-residents); and

paragraphs 4, 5, 11A and 13 of Schedule 1 to the Act (Health Boards);

and functions conferred by—

The National Health Service (Charges to Overseas Visitors) (Scotland) Regulations 1989 ⁽¹⁴⁾;

The Health Boards (Membership and Procedure) (Scotland) Regulations 2001/302;

The National Health Service (Clinical Negligence and Other Risks Indemnity Scheme) (Scotland) Regulations 2000/54;

The National Health Services (Primary Medical Services Performers Lists) (Scotland) Regulations 2004/114;

The National Health Service (Primary Medical Services Section 17C Agreements) (Scotland) Regulations 2018/67¹⁵;

The National Health Service (Discipline Committees) Regulations 2006/330;

The National Health Service (General Ophthalmic Services) (Scotland) Regulations 2006/135;

The National Health Service (Pharmaceutical Services) (Scotland) Regulations 2009/183;

The National Health Service (General Dental Services) (Scotland) Regulations 2010/205; and

The National Health Service (Free Prescription and Charges for Drugs and Appliances) (Scotland) Regulations 2011/55⁽¹⁶⁾.

Disabled Persons (Services, Consultation and Representation) Act 1986

⁽¹³⁾ Section 98 was amended by the Health and Medicines Act 1988 (c.49), section 7. The functions of the Secretary of State under section 98 in respect of the making, recovering, determination and calculation of charges in accordance with regulations made under that section is conferred on Health Boards by virtue of S.S.I. 1991/570.

⁽¹⁴⁾ S.I. 1989/364, as amended by S.I. 1992/411; S.I. 1994/1770; S.S.I. 2004/369; S.S.I. 2005/455; S.S.I. 2005/572 S.S.I. 2006/141; S.S.I. 2008/290; S.S.I. 2011/25 and S.S.I. 2013/177.

¹⁵ Words substituted by National Health Service (Primary Medical Services Section 17C Agreements) (Scotland) Regulations S.S.I. 2018/67.

⁽¹⁶⁾ S.S.I. 2011/55, to which there are amendments not relevant to the exercise of a Health Board's functions.

Section 7
(Persons discharged from hospital)

Community Care and Health (Scotland) Act 2002

All functions of Health Boards conferred by, or by virtue of, the Community Care and Health (Scotland) Act 2002.

Mental Health (Care and Treatment) (Scotland) Act 2003

All functions of Health Boards conferred by, or by virtue of, the Mental Health (Care and Treatment) (Scotland) Act 2003.

Except functions conferred by—

section 22 (Approved medical practitioners);

section 34 (Inquiries under section 33: co-operation)⁽¹⁷⁾;

section 38 (Duties on hospital managers: examination notification etc.)⁽¹⁸⁾;

section 46 (Hospital managers' duties: notification)⁽¹⁹⁾;

section 124 (Transfer to other hospital);

section 228 (Request for assessment of needs: duty on local authorities and Health Boards);

section 230 (Appointment of a patient's responsible medical officer);

section 260 (Provision of information to patients);

section 264 (Detention in conditions of excessive security: state hospitals);

section 267 (Orders under sections 264 to 266: recall);

section 281⁽²⁰⁾ (Correspondence of certain persons detained in hospital);

and functions conferred by—

⁽¹⁷⁾ There are amendments to section 34 not relevant to the exercise of a Health Board's functions under that section.

⁽¹⁸⁾ Section 329(1) of the Mental Health (Care and Treatment) (Scotland) Act 2003 provides a definition of "managers" relevant to the functions of Health Boards under that Act.

⁽¹⁹⁾ Section 46 is amended by S.S.I. 2005/465.

⁽²⁰⁾ Section 281 is amended by S.S.I. 2011/211.

The Mental Health (Safety and Security)
(Scotland) Regulations 2005⁽²¹⁾;

The Mental Health (Cross Border transfer:
patients subject to detention requirement or
otherwise in hospital) (Scotland) Regulations
2005⁽²²⁾;

The Mental Health (Use of Telephones)
(Scotland) Regulations 2005⁽²³⁾; and

The Mental Health (England and Wales Cross
border transfer: patients subject to detention
requirement or otherwise in hospital) (Scotland)
Regulations 2008⁽²⁴⁾.

Education (Additional Support for Learning) (Scotland) Act 2004

Section 23

(other agencies etc. to help in exercise of
functions under this Act)

Public Services Reform (Scotland) Act 2010

All functions of Health Boards conferred by, or
by virtue of, the Public Services Reform
(Scotland) Act 2010

Except functions conferred by—

section 31(Public functions: duties to provide
information on certain expenditure etc.); and

section 32 (Public functions: duty to provide
information on exercise of functions).

Patient Rights (Scotland) Act 2011

All functions of Health Boards conferred by, or
by virtue of, the Patient Rights (Scotland) Act
2011

Except functions conferred by The Patient
Rights (Complaints Procedure and
Consequential Provisions) (Scotland)
Regulations 2012/36⁽²⁵⁾.

Part 2

Services currently provided by the Health Board which are to be integrated

Set out below is the list of services that the minimum list of delegable functions is
exercisable in relation to.

⁽²¹⁾ S.S.I. 2005/464, to which there are amendments not relevant to the exercise of the functions of a Health Board. Section 329(1) of the Mental Health (Care and Treatment) (Scotland) Act 2003 provides a definition of “managers” relevant to the functions of Health Boards.

⁽²²⁾ S.S.I. 2005/467. Section 329(1) of the Mental Health (Care and Treatment) (Scotland) Act 2003 provides a definition of “managers” relevant to the functions of Health Boards.

⁽²³⁾ S.S.I. 2005/468. Section 329(1) of the Mental Health (Care and Treatment) (Scotland) Act 2003 provides a definition of “managers” relevant to the functions of Health Boards.

⁽²⁴⁾ S.S.I. 2008/356. Section 329(1) of the Mental Health (Care and Treatment) (Scotland) Act 2003 provides a definition of “managers” relevant to the functions of Health Boards.

⁽²⁵⁾ S.S.I. 2012/36. Section 5(2) of the Patient Rights (Scotland) Act 2011 (asp 5) provides a definition of “relevant NHS body” relevant to the exercise of a Health Board’s functions.

PART 1

Interpretation of Schedule 3

10. In this schedule—

“Allied Health Professional” means a person registered as an allied health professional with the Health Professions Council;

“general medical practitioner” means a medical practitioner whose name is included in the General Practitioner Register kept by the General Medical Council;

“general medical services contract” means a contract under section 17J of the National Health Service (Scotland) Act 1978;

“hospital” has the meaning given by section 108(1) of the National Health Service (Scotland) Act 1978;

“inpatient hospital services” means any health care service provided to a patient who has been admitted to a hospital and is required to remain in that hospital overnight, but does not include any secure forensic mental health services;

“out of hours period” has the same meaning as in regulation 2 of the National Health Service (General Medical Services Contracts) (Scotland) Regulations 2004⁽²⁶⁾; and

“the public dental service” means services provided by dentists and dental staff employed by a health board under the public dental service contract.

PART 2

11. Accident and Emergency services provided in a hospital.
12. Inpatient hospital services relating to the following branches of medicine—
 - (a) general medicine;
 - (b) geriatric medicine;
 - (c) rehabilitation medicine;
 - (d) respiratory medicine; and
 - (e) psychiatry of learning disability.
13. Palliative care services provided in a hospital.
14. Inpatient hospital services provided by General Medical Practitioners.
15. Services provided in a hospital in relation to an addiction or dependence on any substance.
16. Mental health services provided in a hospital, except secure forensic mental health services.

PART 3

17. District nursing services.
18. Services provided outwith a hospital in relation to an addiction or dependence on any substance.
19. Services provided by allied health professionals in an outpatient department, clinic, or outwith a hospital.

⁽²⁶⁾ S.S.I. 2004/115.

20. The public dental service.
21. Primary medical services provided under a general medical services contract, and arrangements for the provision of services made under section 17C of the National Health Service (Scotland) Act 1978, or an arrangement made in pursuance of section 2C(2) of the National Health Service (Scotland) Act 1978⁽²⁷⁾.
22. General dental services provided under arrangements made in pursuance of section 25 of the National Health (Scotland) Act 1978⁽²⁸⁾.
23. Ophthalmic services provided under arrangements made in pursuance of section 17AA or section 26 of the National Health Service (Scotland) Act 1978⁽²⁹⁾.
24. Pharmaceutical services and additional pharmaceutical services provided under arrangements made in pursuance of sections 27 and 27A of the National Health Service (Scotland) Act 1978⁽³⁰⁾.
25. Services providing primary medical services to patients during the out-of-hours period.
26. Services provided outwith a hospital in relation to geriatric medicine.
27. Palliative care services provided outwith a hospital.
28. Community learning disability services.
29. Mental health services provided outwith a hospital.
30. Continence services provided outwith a hospital.
31. Kidney dialysis services provided outwith a hospital.
32. Services provided by health professionals that aim to promote public health.

⁽²⁷⁾ Section 2C was inserted by the Primary Medical Services (Scotland) Act 2004 (asp 1), section 1(2) and relevantly amended by the National Health Service Reform (Scotland) Act 2004 (asp 7), schedule 1, and the Tobacco and Primary Medical Services (Scotland) Act 2010 (asp 3), section 37.

⁽²⁸⁾ Section 25 was relevantly amended by the Smoking, Health and Social Care (Scotland) Act 2005 (asp 13), section 15.

⁽²⁹⁾ Section 17AA was inserted by the National Health Service (Primary Care) Act 1997 (c.46), section 31(2) and relevantly amended by the Smoking, Health and Social Care (Scotland) Act 2005 (asp 13), section 25. Section 26 was relevantly amended by the Health and Social Security Act 1984 (c.48), Schedule 1, and the Smoking, Health and Social Care (Scotland) Act 2005 (asp 13) section 13.

⁽³⁰⁾ Section 27 was relevantly amended by the Health Services Act 1990 (c.53), section 20; the National Health Service and Community Care Act 1990 (c.19), Schedule 9; the Medicinal Products: Prescription by Nurses etc. Act 1992 (c.28), section 3; the National Health Service and Community Care Act 1997 (c.46), Schedule 2 and the Health and Social Care Act 2001 (c.15), section 44.

Annex 2

Part 1

Functions delegated by the Local Authority to the IJB

Set out below is the list of functions that must be delegated by the local authority to the IJB as set out in the Public Bodies (Joint Working) (Prescribed Local Authority Functions etc.) (Scotland) Regulations 2014.

SCHEDULE Regulation 2

PART 1

Functions prescribed for the purposes of section 1(7) of the Public Bodies (Joint Working) (Scotland) Act 2014

<i>Column A</i> <i>Enactment conferring function</i>	<i>Column B</i> <i>Limitation</i>
National Assistance Act 1948⁽³¹⁾	
Section 48 (Duty of councils to provide temporary protection for property of persons admitted to hospitals etc.)	
The Disabled Persons (Employment) Act 1958⁽³²⁾	
Section 3 (Provision of sheltered employment by local authorities)	
The Social Work (Scotland) Act 1968⁽³³⁾	

⁽³¹⁾ 1948 c.29; section 48 was amended by the Local Government etc. (Scotland) Act 1994 (c.39), Schedule 39, paragraph 31(4) and the Adult Support and Protection (Scotland) Act 2007 (asp 10) schedule 2 paragraph 1.

⁽³²⁾ 1958 c.33; section 3 was amended by the Local Government Act 1972 (c.70), section 195(6); the Local Government (Scotland) Act 1973 (c.65), Schedule 27; the National Health Service (Scotland) Act 1978 (c.70), schedule 23; the Local Government Act 1985 (c.51), Schedule 17; the Local Government (Wales) Act 1994 (c.19), Schedules 10 and 18; the Local Government etc. (Scotland) Act 1994 (c.49), Schedule 13; and the National Health Service (Consequential Provisions) Act 2006 (c.43), Schedule 1.

⁽³³⁾ 1968 c.49; section 1 was relevantly amended by the National Health Service (Scotland) Act 1972 (c.58), schedule 7; the Children Act 1989 (c.41), Schedule 15; the National Health Service and Community Care Act 1990 (c.19) ("the 1990 Act"), schedule 10; S.S.I. 2005/486 and S.S.I. 2013/211. Section 4 was amended by the 1990 Act, Schedule 9, the Children (Scotland) Act 1995 (c.36) ("the 1995 Act"), schedule 4; the Mental Health (Care and Treatment) (Scotland) Act 2003 (asp 13) ("the 2003 Act"), schedule 4; and S.S.I. 2013/211. Section 10 was relevantly amended by the Children Act 1975 (c.72), Schedule 2; the Local Government etc. (Scotland) Act 1994 (c.39), Schedule 13; the Regulation of Care (Scotland) Act 2001 (asp 8) ("the 2001 Act") schedule 3; S.S.I. 2010/21 and S.S.I. 2011/211. Section 12 was relevantly amended by the 1990 Act, section 66 and Schedule 9; the 1995

<i>Column A</i> <i>Enactment conferring function</i>	<i>Column B</i> <i>Limitation</i>
Section 1 (Local authorities for the administration of the Act.)	So far as it is exercisable in relation to another integration function.
Section 4 (Provisions relating to performance of functions by local authorities.)	So far as it is exercisable in relation to another integration function.
Section 8 (Research.)	So far as it is exercisable in relation to another integration function.
Section 10 (Financial and other assistance to voluntary organisations etc. for social work.)	So far as it is exercisable in relation to another integration function.
Section 12 (General social welfare services of local authorities.)	Except in so far as it is exercisable in relation to the provision of housing support services.
Section 12A (Duty of local authorities to assess needs.)	So far as it is exercisable in relation to another integration function.
Section 12AZA (Assessments under section 12A - assistance)	So far as it is exercisable in relation to another integration function.
Section 13 (Power of local authorities to assist persons in need in disposal of produce of their work.)	
Section 13ZA (Provision of services to incapable adults.)	So far as it is exercisable in relation to another integration function.

Act, Schedule 4; and the Immigration and Asylum Act 1999 (c.33), section 120(2). Section 12A was inserted by the 1990 Act, section 55, and amended by the Carers (Recognition and Services) Act 1995 (c.12), section 2(3) and the Community Care and Health (Scotland) Act 2002 (asp 5) ("the 2002 Act"), sections 8 and 9(1). Section 12AZA was inserted by the Social Care (Self Directed Support) (Scotland) Act 2013 (asp 1), section 17. Section 12AA and 12AB were inserted by the 2002 Act, section 9(2). Section 13 was amended by the Community Care (Direct Payments) Act 1996 (c.30), section 5. Section 13ZA was inserted by the Adult Support and Protection (Scotland) Act 2007 (asp 10), section 64. Section 13A was inserted by the 1990 Act, section 56 and amended by the Immigration and Asylum Act 1999 (c.33), section 102(2); the 2001 Act, section 72 and schedule 3; the 2002 Act, schedule 2 and by S.S.I. 2011/211. Section 13B was inserted by the 1990 Act sections 56 and 67(2) and amended by the Immigration and Asylum Act 1999 (c.33), section 120(3). Section 14 was amended by the Health Services and Public Health Act 1968 (c.46), sections 13, 44 and 45; the National Health Service (Scotland) Act 1972 (c.58), schedule 7; the Guardianship Act 1973 (c.29), section 11(5); the Health and Social Service and Social Security Adjudications Act 1983 (c.41), schedule 10 and the 1990 Act, schedule 9. Section 28 was amended by the Social Security Act 1986 (c.50), Schedule 11 and the 1995 Act, schedule 4. Section 29 was amended by the 1995 Act, schedule 4. Section 59 was amended by the 1990 Act, schedule 9; the 2001 Act, section 72(c); the 2003 Act, section 25(4) and schedule 4 and by S.S.I. 2013/211.

<i>Column A</i> <i>Enactment conferring function</i>	<i>Column B</i> <i>Limitation</i>
Section 13A (Residential accommodation with nursing.)	
Section 13B (Provision of care or aftercare.)	
Section 14 (Home help and laundry facilities.)	
Section 28 (Burial or cremation of the dead.)	So far as it is exercisable in relation to persons cared for or assisted under another integration function.
Section 29 (Power of local authority to defray expenses of parent, etc., visiting persons or attending funerals.)	
Section 59 (Provision of residential and other establishments by local authorities and maximum period for repayment of sums borrowed for such provision.)	So far as it is exercisable in relation to another integration function.
The Local Government and Planning (Scotland) Act 1982⁽³⁴⁾	
Section 24(1) (The provision of gardening assistance for the disabled and the elderly.)	
Disabled Persons (Services, Consultation and Representation) Act 1986⁽³⁵⁾	
Section 2 (Rights of authorised representatives of disabled persons.)	
Section 3 (Assessment by local authorities of needs of disabled persons.)	
Section 7 (Persons discharged from hospital.)	In respect of the assessment of need for any services provided under functions contained in welfare enactments within the meaning of section 16 and which have been delegated.
Section 8 (Duty of local authority to take into account abilities of carer.)	In respect of the assessment of need for any services provided under functions contained in welfare enactments (within the meaning set out in section 16 of that Act) which are integration functions.

⁽³⁴⁾ 1982 c.43; section 24(1) was amended by the Local Government etc. (Scotland) Act 1994 (c.39), schedule 13.

⁽³⁵⁾ 1986 c.33. There are amendments to sections 2 and 7 which are not relevant to the exercise of a local authority's functions under those sections.

<i>Column A</i> <i>Enactment conferring function</i>	<i>Column B</i> <i>Limitation</i>
The Adults with Incapacity (Scotland) Act 2000⁽³⁶⁾	
Section 10 (Functions of local authorities.)	
Section 12 (Investigations.)	
Section 37 (Residents whose affairs may be managed.)	Only in relation to residents of establishments which are managed under integration functions.
Section 39 (Matters which may be managed.)	Only in relation to residents of establishments which are managed under integration functions.
Section 41 (Duties and functions of managers of authorised establishment.)	Only in relation to residents of establishments which are managed under integration functions
Section 42 (Authorisation of named manager to withdraw from resident's account.)	Only in relation to residents of establishments which are managed under integration functions
Section 43 (Statement of resident's affairs.)	Only in relation to residents of establishments which are managed under integration functions
Section 44 (Resident ceasing to be resident of authorised establishment.)	Only in relation to residents of establishments which are managed under integration functions
Section 45 (Appeal, revocation etc.)	Only in relation to residents of establishments which are managed under integration functions
The Housing (Scotland) Act 2001⁽³⁷⁾	
Section 92 (Assistance to a registered for housing purposes.)	Only in so far as it relates to an aid or adaptation.
The Community Care and Health (Scotland) Act 2002⁽³⁸⁾	
Section 5 (Local authority arrangements for of residential accommodation outwith Scotland.)	

⁽³⁶⁾ 2000 asp 4; section 12 was amended by the Mental Health (Care and Treatment) (Scotland) Act 2003 (asp 13), schedule 5(1). Section 37 was amended by S.S.I. 2005/465. Section 39 was amended by the Adult Support and Protection (Scotland) Act 2007 (asp 10), schedule 1 and by S.S.I. 2013/137. Section 41 was amended by S.S.I. 2005/465; the Adult Support and Protection (Scotland) Act 2007 (asp 10), schedule 1 and S.S.I. 2013/137. Section 45 was amended by the Regulation of Care (Scotland) Act 2001 (asp 8), Schedule 3.

⁽³⁷⁾ 2001 asp 10; section 92 was amended by the Housing (Scotland) Act 2006 (asp 1), schedule 7.

⁽³⁸⁾ 2002 asp 5.

<i>Column A</i> <i>Enactment conferring function</i>	<i>Column B</i> <i>Limitation</i>
Section 14 (Payments by local authorities towards expenditure by NHS bodies on prescribed functions.)	
The Mental Health (Care and Treatment) (Scotland) Act 2003⁽³⁹⁾	
Section 17 (Duties of Scottish Ministers, local authorities and others as respects Commission.)	
Section 25 (Care and support services etc.)	Except in so far as it is exercisable in relation to the provision of housing support services.
Section 26 (Services designed to promote well-being and social development.)	Except in so far as it is exercisable in relation to the provision of housing support services.
Section 27 (Assistance with travel.)	Except in so far as it is exercisable in relation to the provision of housing support services.
Section 33 (Duty to inquire.)	
Section 34 (Inquiries under section 33: Co-operation.)	
Section 228 (Request for assessment of needs: duty on local authorities and Health Boards.)	
Section 259 (Advocacy.)	
The Housing (Scotland) Act 2006⁽⁴⁰⁾	
Section 71(1)(b) (Assistance for housing purposes.)	Only in so far as it relates to an aid or adaptation.
The Adult Support and Protection (Scotland) Act 2007⁽⁴¹⁾	
Section 4 (Council's duty to make inquiries.)	

⁽³⁹⁾ 2003 asp 13; section 17 was amended by the Public Services Reform (Scotland) Act 2010 (asp 8), section 111(4), and schedules 14 and 17, and by the Police and Fire Reform (Scotland) Act 2012 (asp 8), schedule 7. Section 25 was amended by S.S.I. 2011/211. Section 34 was amended by the Public Services Reform (Scotland) Act 2010 (asp 8), schedules 14 and 17.

⁽⁴⁰⁾ 2006 asp 1; section 71 was amended by the Housing (Scotland) Act 2010 (asp 17) section 151.

⁽⁴¹⁾ 2007 asp 10; section 5 and section 42 were amended by the Public Services Reform (Scotland) Act 2010 (asp 8), schedules 14 and 17 and by the Police and Fire Reform (Scotland) Act 2012 (asp 8), schedule 7. Section 43 was amended by the Public Services Reform (Scotland) Act 2010 (asp 8), schedule 14.

<i>Column A</i> <i>Enactment conferring function</i>	<i>Column B</i> <i>Limitation</i>
Section 5 (Co-operation.)	
Section 6 (Duty to consider importance of providing advocacy and other.)	
Section 11 (Assessment Orders.)	
Section 14 (Removal orders.)	
Section 18 (Protection of moved persons property.)	
Section 22 (Right to apply for a banning order.)	
Section 40 (Urgent cases.)	
Section 42 (Adult Protection Committees.)	
Section 43 (Membership.)	
Social Care (Self-directed Support) (Scotland) Act 2013⁽⁴²⁾	
Section 5 (Choice of options: adults.)	
Section 6 (Choice of options under section 5: assistances.)	
Section 7 (Choice of options: adult carers.)	
Section 9 (Provision of information about self-directed support.)	
Section 11 (Local authority functions.)	
Section 12 (Eligibility for direct payment: review.)	
Section 13 (Further choice of options on material change of circumstances.)	Only in relation to a choice under section 5 or 7 of the Social Care (Self-directed Support) (Scotland) Act 2013 .

⁽⁴²⁾ 2013 asp 1.

<i>Column A</i>	<i>Column B</i>
<i>Enactment conferring function</i>	<i>Limitation</i>
Section 16 (Misuse of direct payment: recovery.)	
Section 19 (Promotion of options for self-directed support.)	
Carers (Scotland) Act 2016	
Section 6 (duty to prepare adult carer support plan.)	
Section 21 (duty to set local eligibility criteria.)	
Section 24 (duty to provide support.)	
Section 25 (provision of support to carers: breaks from caring.)	
Section 31 (duty to prepare local carer strategy.)	
Section 34 (information and advice service for carers.)	
Section 35 (short breaks services statement.)	

PART 2

Functions, conferred by virtue of enactments, prescribed for the purposes of section 1(7) of the Public Bodies (Joint Working) (Scotland) Act 2014

<i>Column A</i>	<i>Column B</i>
<i>Enactment conferring function</i>	<i>Limitation</i>
The Community Care and Health (Scotland) Act 2002	
Section 4 ⁽⁴³⁾ The functions conferred by Regulation 2 of the Community Care (Additional Payments) (Scotland) Regulations 2002 ⁽⁴⁴⁾	

Part 2

⁽⁴³⁾ Section 4 was amended by the Mental Health (Care and Treatment) (Scotland) Act 2003 (asp 13), schedule 4 and the Adult Support and Protection (Scotland) Act 2007 (asp 10), section 62(3).
⁽⁴⁴⁾ S.S.I. 2002/265, as amended by S.S.I. 2005/445.

Services currently provided by the Local Authority which are to be integrated

Scottish Ministers have set out in guidance that the services set out below must be integrated to the extent that these are exercisable in relation to persons of at least 18 years of age.

- Social work services for adults and older people
- Services and support for adults with physical disabilities and learning disabilities
- Mental health services
- Drug and alcohol services
- Adult protection and domestic abuse
- Carers support services
- Community care assessment teams
- Support services
- Care home services
- Adult placement services
- Health improvement services
- Aspects of housing support, including aids and adaptations
- Day services
- Local area co-ordination
- Respite provision
- Occupational therapy services
- Re-ablement services, equipment and telecare

Annex 3

Hosted Services (subject to guidance from Chief Officers Group)

The Councils within NHS Greater Glasgow & Clyde area and the Health Board propose that certain integrated health services will be provided by one Integration Joint Board on behalf of the others under a service level agreement. The services proposed to be covered by hosting arrangements are detailed below.

Service Area	Host Authority
Oral Health – public dental service and primary care dental care contractual support	East Dunbartonshire
Specialist Children’s Services (Tier 4 and Community)	East Dunbartonshire
Specialist learning disability services and learning disability system-wide planning & co-ordination	East Renfrewshire
SCTCI (AAC)	East Renfrewshire
Continence services outwith hospital	Glasgow
Sexual Health Services (Sandyford)	Glasgow
Specialist drug and alcohol services and system-wide planning & co-ordination	Glasgow
Specialist mental health services and mental health system-wide planning & co-ordination	Glasgow
Prison Healthcare and custody suites	Glasgow
GP OOHs (Operational)	Health Board (Acute)
GP OOHs (Strategic Planning)	Renfrewshire
Podiatry services	Renfrewshire
Primary care contractual support (medical and optical)	Renfrewshire

Musculoskeletal Physiotherapy	West Dunbartonshire
Retinal Screening	West Dunbartonshire

Annex 4

Part 1 – Additional Health Board Functions

National Health Services (Scotland) Act 1978 Sections 36 (accommodation and services), 38 (Care of mothers and young children) and 39 (medical and dental inspection, supervision and treatment of pupils and young persons), so far as they relate to school nursing and health visiting services.

National Health Services (Scotland) Act 1978 Sections 36 (accommodation and services) for the provision of medical, nursing and other services in relation to specialist children's services for those aged under 18 years of age.

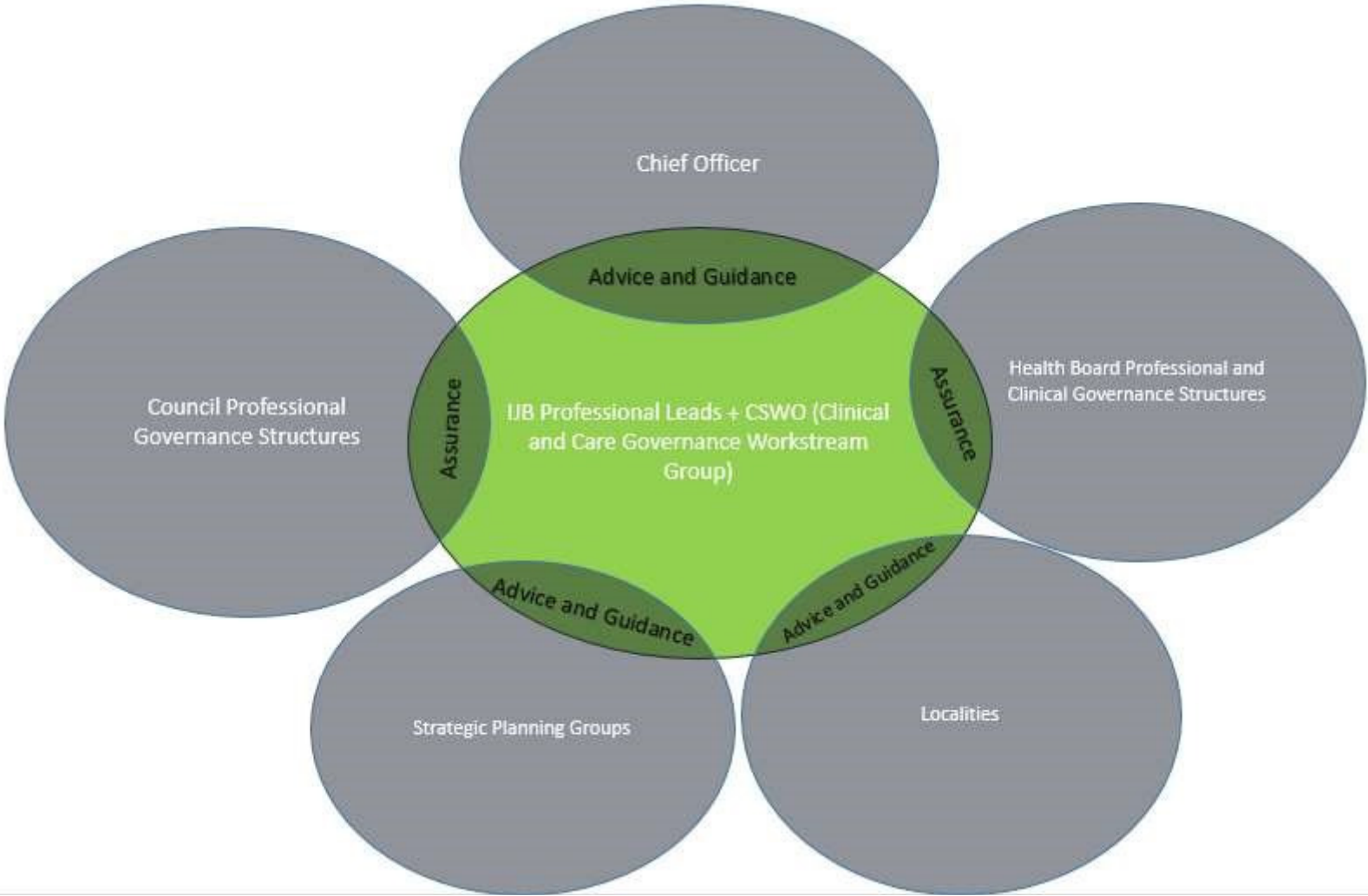
Mental Health (Care and Treatment) (Scotland) Act 2003 Section 23 (provision of services and accommodation for certain patients under 18) for the provision of appropriate services to any child or young person aged under 18 who is receiving treatment for a mental disorder wither on a voluntary basis or is detained under provisions within the Act. There is to be excluded from such provision any care or treatment provided under regionally funded arrangements for in-patient accommodation.

Mental Health (Care and Treatment) (Scotland) Act 2003 Section 24 (provision of services and accommodation for certain mothers with post-natal depression) provision to allow a mother whilst receiving treatment to care for her child in hospital).

Part 2 – Additional Services

- School Nursing and Health Visitor Services
- Child and Adolescent Mental Health Services (excluding the Child and Adolescent In-Patient unit currently provided at Skye House)
- Children's Specialist Services

Annex 5 – Governance Relationships



Annex 6

Stakeholders consulted on the development of Renfrewshire's Integration Scheme and Methods of Consultation (TO BE COMPLETED FOLLOWING THE CONSULTATION)



To: Leadership Board

On: 19 February 2020

Report by: Chief Officer, Renfrewshire Health and Social Care Partnership

Heading: Joint Inspection of Adult Support and Protection in the Renfrewshire Partnership Area

1. Summary

- 1.1 The purpose of this report is to advise the Leadership Board that on 07 January 2020, the Care Inspectorate, Her Majesty's Inspectorate of Constabulary in Scotland and Healthcare Improvement Scotland formally notified Renfrewshire Health and Social Care Partnership (HSCP) and Renfrewshire Council that they will undertake a joint inspection of adult support and protection arrangements in Renfrewshire partnership area commencing on Monday 16 March 2020.
 - 1.2 The inspection is part of a planned national programme of inspection and follows on from an initial pilot of a new approach to adult support and protection inspections previously piloted with 6 other local authorities. All local authority areas will be subject to an inspection on these arrangements over the next 2 years period.
 - 1.3 This report outlines the preparation underway and the key dates for the joint inspection.
-

2. Recommendations

- 2.1 It is recommended that members:
 - Note the information relating to the forthcoming Joint Inspection of adult support and protection in Renfrewshire;
 - Note that a Core Steering Group is now in place which will oversee the preparation for inspection; and

- Agree that the Inspection Report and Improvement Plan be submitted to a future meeting of the Leadership Board
-

3. Background

- 3.1 On 7 January 2020, the Care Inspectorate, Her Majesty's Inspectorate of Constabulary in Scotland and Healthcare Improvement Scotland formally wrote to Renfrewshire HSCP and Renfrewshire Council to inform them that under section 115 of part 8 of the Public Services Reform (Scotland) Act 2010 that they will undertake a joint inspection of adult support and protection arrangements in Renfrewshire partnership area commencing on Monday 16 March 2020.
- 3.2 The inspection is being undertaken at the request of Scottish Ministers and is part of a programme of scrutiny and assurance activity which will take place over 2020 and 2021 in all the partnership areas in Scotland, except the six partnership areas which were included in the first independent scrutiny of adult support and protection practice in 2017.
- 3.3 The scrutiny is programmed around the 13 Police Scotland Divisional areas and their associated concern hubs and therefore an inspection in the Inverclyde partnership area will be undertaken concurrently.
- 3.4 The focus of the joint inspection will be to provide:
- Independent scrutiny and assurance of how partnerships ensure that adults at risk of harm are kept safe, protected, and supported.
 - Assurance to Scottish Ministers about how effectively partnerships have implemented the Adult Support and Protection (Scotland) Act 2007.
 - An opportunity to identify good practice and support improvement more broadly across Scotland.
- 3.5 The inspection will focus on the two key areas:
1. Key adult support and protection processes.
 2. Leadership for adult support and protection.
- 3.6 The Chief Officer has established a Core Steering Group which will oversee the preparation for inspection. The group consists of relevant senior officers from across the HSCP and the Council and is meeting on a weekly basis.
- 3.7 Key elements of the inspection methodology include the submission of key documents, a staff survey and case file reading. These will be undertaken during February and March 2020, with the report likely to be published prior to the summer recess.
-

Implications of the Report

1. **Financial - none.**
2. **HR & Organisational Development - none**
3. **Community/Council Planning – none**
4. **Legal – none.**
5. **Property/Assets – none**
6. **Information Technology – none**
7. **Equality & Human Rights**

The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health & Safety – none**
9. **Procurement – none**
10. **Risk – none**
11. **Privacy Impact – none**
12. **Cosla Policy Position – none**
13. **Climate Risk – no risk, however a cross party working group has been established to tackle the climate emergency declaration**

List of Background Papers

None

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To: Leadership Board

On: 19 February 2020

Report by: Chief Executive

Heading: Renfrewshire Leisure Limited – Annual Report

1. Summary

- 1.1 Renfrewshire Leisure recently published its annual review of 2018/19 which highlights the contribution that the organisation makes to the achievement of Council Plan, Community Plan and National Outcome priorities through the wide range of projects, events and activities that it provides in the local community.
- 1.2 The annual review, included within appendix one, also outlines Renfrewshire Leisure's main achievements, business performance and summary financial statements and forms part of the Council's performance monitoring arrangements of Renfrewshire Leisure.
- 1.3 Renfrewshire Leisure is currently preparing its annual business plan, which will be submitted to the Leadership Board on 29 April 2020. The business plan will outline how the organisation will continue to respond to the financial pressures facing the organisation and maximise all opportunities for development and improvement going forward, including those relating to broader health and wellbeing and cultural regeneration.
- 1.4 In terms of wider updates, the report also notes that Renfrewshire Leisure is seeking to fill a small number of vacancies on its Board and that a further update will be provided when this exercise is complete.

2. Recommendations

2.1 It is recommended that the Leadership Board:

- I. Notes Renfrewshire Leisure's annual review of 2018/19.
 - II. Notes the update on the development of Renfrewshire Leisure's annual Business Plan for 2020/21.
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3. Background

3.1 The Services Agreement with Renfrewshire Leisure sets out the terms for Renfrewshire Leisure to deliver cultural, leisure and sport services within Renfrewshire. This specification:

- relates to the management of the cultural, leisure and sport facilities operated by Renfrewshire Leisure within the council area;
- sets out standards, specifications, procedures and other requirements to be followed by Renfrewshire Leisure in the provision of cultural, leisure and sports services.

3.2 One of the terms in the Services Agreement is the development on an annual Business Plan. The plan sets out Renfrewshire Leisure's strategic priorities and demonstrates its commitment to deliver the related strategic priorities set out in the Council and Community Plans.

3.3 Over the last year, quarterly monitoring meetings have taken place with Council/Renfrewshire Leisure colleagues to review Renfrewshire Leisure's delivery of the service specification and contribution to Council Plan priorities. The annual review included as appendix one forms part of the Council's monitoring arrangements and is included with this report for noting.

4 Development of the Business Plan for 2020/21

4.1 Renfrewshire Leisure is currently drafting its annual business plan and budget for 2020/21 which considers the provision of services for the good of the community. The organisation operates in a complex and challenging financial environment where it needs to carefully balance the provision of services for the good of the community, with the delivery of some services in a commercial setting, to ensure that it remains financially sustainable and meets its non-profit making charitable objectives.

4.2 Renfrewshire Leisure is presently managing a range of significant priorities; particularly, the ongoing development of the Cultural Infrastructure Programme, Future Paisley cultural projects and development of transformational plans for the organisation. The plan

being drafted will reflect the developing priorities and the financial challenges being experienced by Renfrewshire Leisure.

- 4.3 Discussions are ongoing with the Director of Finance and Resources to confirm the service payment for 2020/21 to enable the financial budget for Renfrewshire Leisure to be set for 2020/21. The budgets are currently being developed for inclusion in the Business Plan which will be submitted to the Leadership Board in April, following approval by the Renfrewshire Leisure Board in March.

Implications of the Report

1. **Financial** – not applicable
2. **HR & Organisational Development** – not applicable
3. **Community/Council Planning** –
 - *Our Renfrewshire is thriving* – Our services recruits and trains volunteers and creates a pathway into employment;
 - *Our Renfrewshire is well* – Our cultural, leisure and sport services and programmes help to maintain positive physical and mental health and well-being;
 - *Our Renfrewshire is fair* – our services and programmes are accessible to all our citizens;
 - *Reshaping our place, our economy and our future* – development and delivery of the cultural infrastructure investment programme supports the regeneration aspirations for the area;
 - *Building strong, safe and resilient communities – Tackling inequality, ensuring opportunities for all* – our services and activities are accessible to all our citizens;
 - *Creating a sustainable Renfrewshire for all to enjoy –our programmes build sustainability through volunteer and community development;*
 - *Working together to improve outcomes* – partnership working to deliver shared outcomes remains a key priority in our company strategy.
4. **Legal** – N/A
5. **Property/Assets** – N/A
6. **Information Technology** – not applicable
7. **Equality & Human Rights**
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified

arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

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

List of Background Papers









- (a) n/a

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YEAR IN REVIEW



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National Performance Framework

nationalperformance.gov.scot

Renfrewshire Leisure aligns itself with the Scottish Government's national outcomes, part of the National Performance Framework.

This framework measures Scotland's progress against the national outcomes. To do this, it uses 'national indicators'.

These indicators give a measure of national wellbeing. They include a range of economic, social and environmental indicators.



The key figures 2018-19

Cultural Services

- **23%** increase in E-book issues with **26,669** issued this year.
- We enjoyed a **19%** increase in Bookbug sessions being delivered with **1,040** sessions attended by **32,332** adults and children.
- We have had a **32%** increase in children taking up our summer reading challenge. Its growing popularity is reflected in **2,781** children actively reading six or more books over the summer holidays.
- Arts programming also saw a healthy increase with **25,717** tickets sold for our performances, **3000** more than last year.

Leisure, Sport & Health Services

- An **8%** increase in swimming attendances saw a total of **477,558** dipping into our pools.
- Aside from swimming, leisure centre activities also increased by **10%** to **1,673,794** visits.
- **237,927** children participated in our active schools sessions – these are across 50 different sports.
- Our first pupil survey generated a massive **19,000** returns telling us the types of activities kids want to see made available to them to get them moving.
- **62** Renfrewshire based clubs are now associated with our Community Sports Hubs, this totals **11,074** members across **22** different sports.
- **385** individuals attended our disability sports events including cross country, swimming, football and tennis.
- Sport and Health Services pupil activity survey highlighted that **c.20%** of pupils identified as being inactive. This survey also showed that **c.25%** of pupils told us they cannot swim.
- Over 18/19 Sport and Health services ran several school holiday sport camps helping to keep kids active during the holidays and supporting working parents. These camps had a total number of attendances of **6,841**.



CHAIRPERSON'S INTRODUCTION

I am delighted to present Renfrewshire Leisure's 2018/2019 Annual report. This report presents highlights from the wide variety of projects, events and activities that Renfrewshire Leisure offers the local community and beyond, with the aim of improving the health and well-being of our residents and customers.



**Councillor
Lisa-Marie Hughes**
Chairperson of the Board
Renfrewshire Leisure

In December we welcomed Victoria Hollows as our new Chief Executive and since then she has been working closely with our Senior Management and Leadership Teams to engaging staff to establish new priorities and shared vision for the company. Continuing to build services to support community needs and our charitable objectives is an essential part of this.

We have also been progressing with strategic planning for the cultural infrastructure programme; part of the £100 million investment led by Renfrewshire Council to transform

the area's fortunes using heritage and culture. Staff from cultural services at Paisley Museum, Paisley Town Hall, Paisley Central Library and Paisley Arts Centre have been essential in supporting the planning process to transform these historical venues into 21st century facilities.

As a final point, I would like to thank the hard work and dedication of our staff, who continue to deliver an outstanding service to all our customers across our cultural and leisure services and who strive to make Renfrewshire a better place for us all to enjoy.





We are healthy and active



Our services positively benefit the emotional and physical health and well-being of Renfrewshire communities.

- An **8%** increase in swimming attendances saw a total of **477,558** dipping into our pools. Aside from swimming, leisure centre activities also increased by **10%** to **1,673,794** visits
- **385** individuals attended our disability sports events including cross country, swimming, football and tennis.
- Over 2018/2019 Sport and health services ran several school holiday sport camps helping to keep children active during the holidays and supporting working parents. These camps had a total number of attendances of **6,841**
- Over **2.2** million people enjoyed activities within our leisure centres.
- **237,927** children & young people participated in our Active School sport sessions..

Avril McEwan, 43 from Paisley got in touch about her experience of regularly attending fitness classes & gym sessions. "I've had the most amazing journey over the last 8 years with Renfrewshire Leisure. I've overcome mental health issues and lost 3.5 stone. If I'm honest it's all down to the instructor's motivation and support: Laura Mullen, Caroline McGivern and Lesley Cochrane. They are so supportive, and I wouldn't be where I am or who I am now without them. Wish I could give them something back

because I'm sure I'm not the only one who's life has been changed because of Renfrewshire Leisure and their staff."

SPORTING MEMORIES

Sporting Memories is a charity-based project which was launched in Renfrewshire in January 2019 supported by Renfrewshire Leisure's Sports Services. The project targeted the 50+ population and families living with dementia and other long-term conditions and who are possibly suffering from isolation. The outcome of the project is to evoke memories and strike up conversations whilst breaking down barriers through sporting memorabilia, old sporting photos and invited guest speakers. The project aims to reduce isolation and improve mental, physical and social health for those living with long term conditions.

RASA (Renfrewshire Anti Stigma Alliance)

RASA is a multi-agency approach consisting of local authority, HSCP, third sector and service users. The aim of the group is to eradicate stigma from our society by raising awareness of mental health in our local communities. This has been achieved through regular meetings and hosting Listen + Learn and walking events. Renfrewshire Leisure are

an integral partner to delivering this. This year a book of poems written by service users was produced, with plans to produce another book next year.

Connected by Senga MacLeod

Feel connected I heard them say
Is that for today or for yesterday?
'Cause today the rain is falling on the town
But, I'm turning my frown upside down

We can't all feel great all the time
But have a chat helps with the climb
People see a wee smile and they think they are ok
Speak to your friends on how you are feeling that day

A smile and a laugh can hide many a turmoil
As people scrape and scrimp with all life's toil
So, lift your head and see who is around
Chat laugh and giggle with whoever you've found!

Stay connected by whatever means
It could be someone old or in their teens
Please spread a little kindness wherever you go
But remember not everyone has their feelings on show!



WALK A MILE CHRISTMAS STYLE 2018

142 people joined in the walk along with students from the University of West Scotland plus all children from a local High School who took part by walking within the school grounds.

WALK A MILE 2019

Over 150 people joined together at Fountain Gardens, Paisley to eradicate the stigma of mental health.

LISTEN & LEARN

A project that is run alongside SMAFF (Scottish Mental Health Arts Festival). Over 50 people participated in this project, where service users spoke about their journeys and read their powerful poems as part of a structured day led by RAMH (Recovery Across Mental Health) and Renfrewshire Leisure with the help of all other partners.





We are healthy and active

RENFREWSHIRE WALKING NETWORK

Adults are vulnerable to social isolation as they become older and as their lives and circumstances may change through time. The Walking Network groups are friendly and welcoming, free of charge and start from venues in their local communities to help reduce barriers. In 2018/19 we delivered **552** walks with **8116** people attending, with **56** people attending for the first time.

"Walking with a group gave me a sense of purpose, knowing that it helps keep me fit and at the same time meet others with a like mindset. Walking in organised groups takes me to places I would never visit on my own"

[Bob Lees \(aged – 79\)](#)

"Walking got me on the path to fitness after I was told I was diabetic (type 2) at the age of 40. I have met lots of good folk and then last year it helped get my fitness back after I had a heart attack. Walking with the group does tend to become a big part of your life and well worth it."

[Michael Docherty \(aged – 53\)](#)

"When I retired, I joined the local walking group. It transformed my life as I had been stuck in an office for 30 years and was very unfit and had no social skills. I immediately benefited from mixing with people and generally felt part of something special both mentally and physically. I became much more independent and outgoing." [Jeanette Crawford \(aged – 73\)](#)

SPORTS SERVICES DISABILITY SPORT PROGRAMME

A new disability focus group was established to share resources, create an action plan and to develop a pathway for clubs and athletes. This group includes seven Renfrewshire clubs. A new working group has been created that includes SDS (Scottish Disability Sport), East Renfrewshire, Renfrewshire and Inverclyde to discuss sport in this area. Over the past year, Renfrewshire Leisure's Sports Services have delivered a full disability sport event calendar that boasted **385** total attendances:

- Para Sport Games – **85** Athletes
- Boccia Championships – **45** Athletes
- Swimming Gala – **26** Athletes
- Football Festival – **40** Athletes
- Cross Country National Event – **100** Athletes
- Strathgryffe Tennis Festival – **78** Athletes
- SDS Para Sport Festival – **11** Athletes

Two students from Riverbrae school and one from Mary Russell school are also taking part in this year's Renfrewshire School of Sport & Education Leadership Programme.



SCHOOL OF FOOTBALL

The 'School of Football' is a programme that is aimed at S1 & S2 pupils in Castlehead & Renfrew High School to improve social and academic skills, using football to aid the transition between primary and secondary school. Renfrewshire was the first local authority to have **2** Schools of Football; To date **448** pupils have completed the programme. Football is used as a vehicle to engage with the pupils to improve their learning and holistic experience by improving physical fitness, listening skills, teamwork, problem solving and decision making.

"The school of football was a success for the young people involved with many reporting they felt included and involved in the school.. The majority of young people stated they thought it helped them settle into the school after making the transition from primary school. Behaviour improvements were made by most of the young people involved as a result of having a sense of belonging to the school." [Chris Neill, Principal Teacher PE Castlehead High School](#)

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RENFREWSHIRE LEISURE BIKEABILITY PROGRAMME

Cycling confidently on the road is a life-long skill that can be instilled at a young age, encouraging a healthy lifestyle, boosting confidence and developing independence. Bikeability is a programme delivered across participating Primary Schools. Around **40** schools across Renfrewshire are delivering either level 1 (playground) or level 2 (on road). Renfrewshire Leisure appointed a Bikeability Coordinator, from January 2019 to June 2020. We are working closely with Renfrewshire schools and Active schools' team to develop Bikeability within Renfrewshire.

PAISLEY 10K & FUN RUN

The Paisley 10k is Renfrewshire Leisure's biggest sporting event of the year with almost **3,500** people pounding the streets of Paisley in either the 10k race or shorter fun run. The race – now Scotland's 3rd largest road race behind Glasgow & Edinburgh – is open to everyone. We encourage novice, amateur and elite runners to participate. Race partners Kilbarchan Athletics not only assist in the delivery of the event but allow access to their top athletes – such as record-breaking marathon runner Callum Hawkins to help promote the event across Scotland.

At our most recent event, our youngest fun run participant was **2** years old and the eldest runner in the 10K was **91**. The

total number of runners was **3,493** and the total money raised for charity partner MacMillan Cancer Support was **£1,293**.

'Great event & fantastic atmosphere – I will be back next year' [Jason Bright](#)

'Great 10k & fun run event. We all really enjoyed it and superb to see such encouragement to get kids active and running' [Karen Kelly](#).

KIDS' HOLIDAY CAMPS

Our holiday kids' camps have become renown for dazzling youngsters during Spring, Summer & Autumn school breaks. The camps, which are available each holiday period for primary and secondary school children take place across the whole working week from early morning to evening – allowing parents and carers to continue with work over the holiday period knowing that their children are in the safe hands of our qualified instructors.

During 2018-19 we had **6,387** attending our camps, which include themed days, leisure centres being transformed into haunted houses, small animal experiences, talent shows and much more.

'My daughters went to the camp at Johnstone Hub. The employees are so helpful and are very patient with the kids. The girls swam, played games and enjoyed an owl

experience. I love how the staff gave feedback at the end of each day to parents, they know all the kids individually by name and the children love them. It is an excellent team, excellent fun and great value for money.' [Alison](#)

INCLUSIVE SWIMMING

Our swimming programme is all-encompassing, with swimming activity for babies to adults. Our pools provide free swims for all parents and carers with children under 12 months old. This provision encourages parents to stay active during maternity or paternity periods and provides excellent value, particularly at times when income can be low. Since its launch in 2018 over **4,200** participants have made the most of this fantastic opportunity to swim with their babies. Once babies are used to the water, we also encourage parents to enjoy our parent & toddler swim classes. These take place 40 weeks of the year in three of our pools. In 2018-19 a total of **11,824** parents and toddlers enjoyed these sessions.

We are renowned for our swimming lessons and offer these to a wide range of user groups. From toddler, to primary school swimming, to Additional Support Needs (ASN) and adult swimming lessons, we can make sure that the people of Renfrewshire are comfortable and confident when swimming.



We are healthy and active

INVESTING IN OUR FACILITIES FOR OUR CUSTOMERS

Within our leisure services in 2018-19 we saw investment in Erskine Swimming Pool - an improved pool facility enhancing the customer swimming experience and a newly created fitness suite within **Parkmains High School** where dual usage of the fitness suite is available for both school pupils and customers. Over **£100,000** was invested, providing new top of the range gym equipment to the residents of Erskine.

We also upgraded disabled changing facilities within the Lagoon Leisure Centre and ON-X Linwood as part of the Changing Places initiative, enabling us to provide more inclusive access for users.

PARTNERSHIP WITH MACMILLAN CANCER SUPPORT MOVE MORE

Move More is a free physical activity service led by cancer prehabilitation and rehabilitation specialists in our leisure facilities. Opportunities include group circuit class, tai chi, qi gong and walking groups. Move More has provided **4000** hours of supported physical activity, delivered by a pool of self-employed instructors and **15** active volunteers. Move More understands that becoming more active can be daunting, and therefore on top of the physical activity opportunities, has provided **1050** behavioural change consultations to support people affected by cancer to change their lifestyles.

The Renfrewshire Macmillan Move More service has received over **500** referrals to date, the largest reach in Scotland. We have been working in partnership with the NHS to influence cancer care pathway in Greater Glasgow and Clyde and were a finalist in the NHS Scottish Health Awards. Move More also received £120,000 additional funding from Macmillan Cancer Support and £10,000 from NHS Greater Glasgow and Clyde to support a further 2 years of the project.

Service User Case Study Margo

"Being diagnosed with two primary cancers was hard to deal with. Prior to my hysterectomy, I felt the class was great for stretching prior to my breast surgery. It was a pleasure to do, as was the walk. The exercise eased the tightness in my arm and psychologically attending the sessions were good emotionally as I could chat with others and know that I was making an effort in my recovery.

Post hysterectomy and radiotherapy when I first returned to the classes, I found myself to be quite fatigued. The girl taking the class constantly checked with me to make sure I felt ok. This reassured me that she was aware of my limitations post radiotherapy and hysterectomy. As the weeks went on my fitness has improved. The class also lifted me emotionally and makes me feel proud that I am attending and that my improvement continues, and the exercises given are tailored to meet all my physical needs. Move More works as that is exactly what I'm doing with my life. I'm moving more and moving on."



MACMILLAN LIVING WELL

Living Well at the Library provides confidential support to anyone wanting to discuss how cancer is affecting their life. The Cancer and Information Support Service provided by Renfrewshire Leisure in partnership with Macmillan saw an increase of 9.5% in people seeking support from the service in 2018. The service operates from specially designed spaces in four libraries and provides information, signposting, emotional support and a "listening ear" for anyone affected by cancer, including both those experiencing a cancer journey and their family and friends. The service is delivered by volunteers, and in 2018 the service was awarded the new Macmillan Volunteering Quality Standard in recognition of the high standard of the volunteering experience achieved by the service.

REMINISCENCE SESSIONS AT HERITAGE CENTRE

Our monthly Reminiscence Sessions at the Heritage Centre enable older, vulnerable people to remain active in their community and enjoy healthier active lives. We are planning evaluation of the sessions in early 2020 as part of both Paisley Museum Re-Imagined project and our contribution to Museums and Wellbeing for the Culture, Arts & Social Care Network.





We are open, connected and make a positive contribution internationally

As part of Renfrewshire's multi-million pound investment in cultural services, work is under way on the £42m transformation of Paisley Museum into a world-class destination showcasing the town's unique heritage and collections.

In 2018-19 the Paisley Museum Re-Imagined project achieved the following milestones;

- **May 2018:** Appointed award-winning architects Amanda Levet Architects (AL_A)
- **Sept 2018:** Museum closed to the public
- **Nov 2018:** Appointed award-winning exhibition designers Opera Amsterdam
- **Jan 2019:** Completion of decant of staff and collections from the Museum

Through our co-production process

(April 2018 – Mar 2019) we have engaged with:

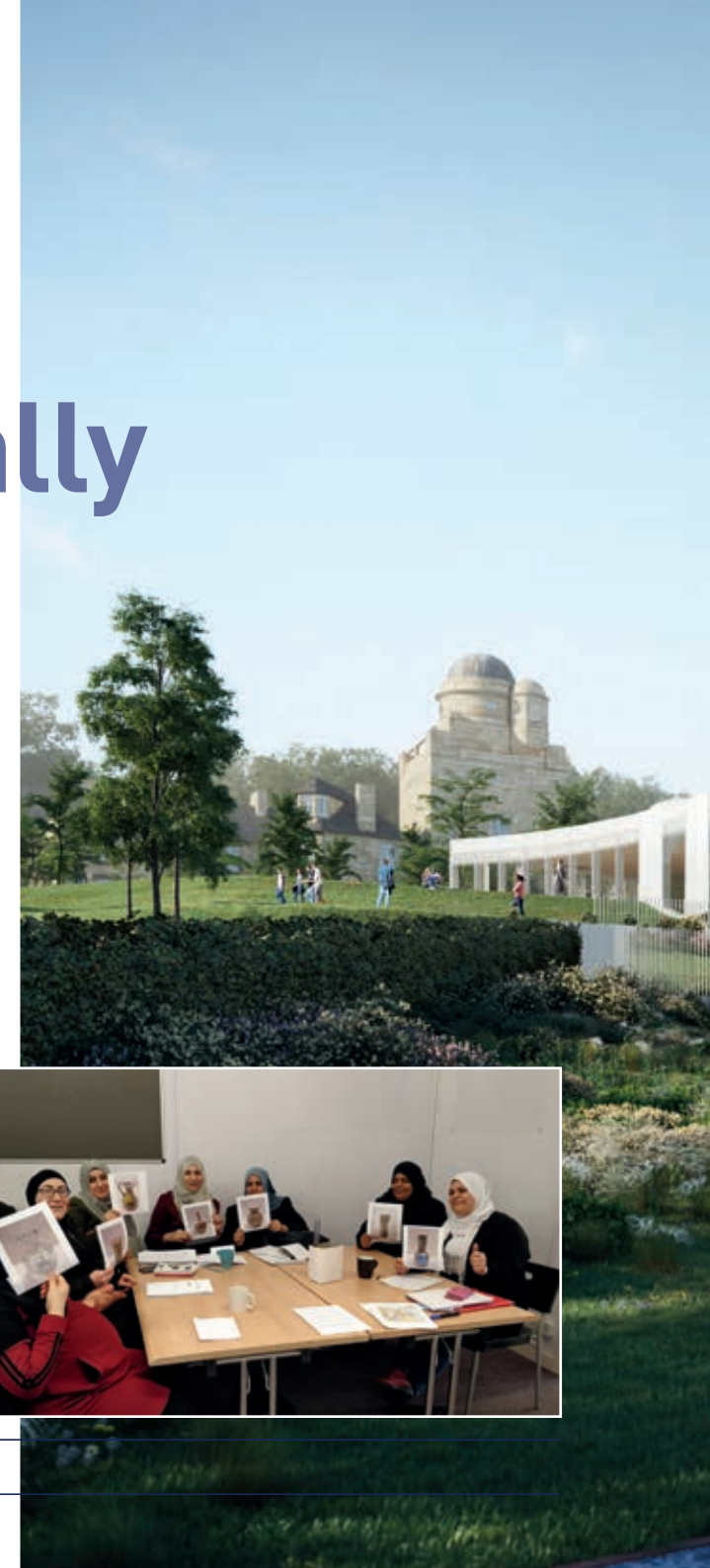
- Total number of people **423** (103 unique individuals)
- Total number of hours **558**

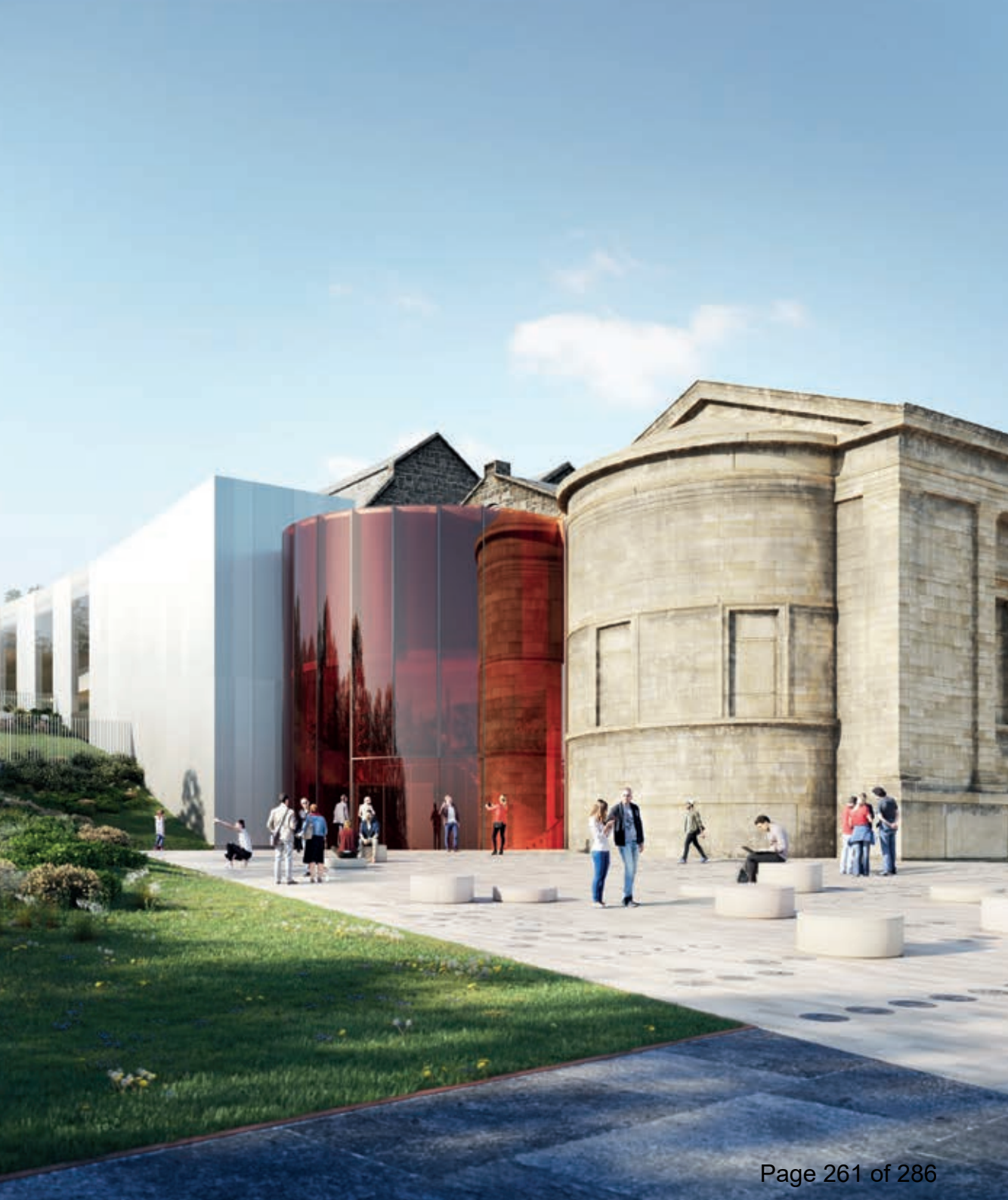
Key collaborative relationships were built with

- Kairos Women's Initiative, Johnstone
- ESOL (English as a Second or Other Language) Learners through support from Renfrewshire Council Adult Learning and Literacies Service
- Modern Apprentices with support from their mostly Renfrewshire Council line managers
- Project SEARCH intake with support from Invest in Renfrewshire

KAIROS

'We believe that every woman and non-binary person can influence change in their community, and our work with Paisley Museum Re-Imagined has given us the opportunity to reimagine stories of the past to change the future of our Museum. It has given the power back to our community, to influence change and have our voices heard. The museum staff have come to feel like part of our family, and we know that because we helped build it, Paisley Museum will always feel like home'.







We tackle poverty by sharing opportunities, wealth and power more equally

Across Renfrewshire, we provide programmes that tackle inequalities.

FITNESS FOR FERGUSLIE

Fitness for Ferguslie is a volunteer run gym programme which takes place within Renfrewshire Leisure's Ferguslie Park Sports Centre, with the aim of improving fitness and social isolation within Ferguslie Park and other neighbouring communities. Costs and limited income were prohibiting people within the community from engaging in a social and fitness environment due to the fees associated with commercial gyms.

To combat this, the gym is managed and run entirely by volunteers, 5 days a week from 9am–9pm.

The gym charges £10 per year membership and £1 per visit with all funds supporting the running costs including rental of the area, maintenance, insurance and renewal of equipment.

In **2018-19** there were over **200** members of Fitness for Ferguslie.

RENFREWSHIRE ATTAINMENT CHALLENGE:

Celebrating Reading Culture project at Ferguslie

A programme to inspire young readers through meeting authors, illustrators, poets, and storytellers, providing a bridge between Primary School Outreach Librarians and the role of the public library. **86%** of pupils responding enjoyed the sessions and **84%** said they would visit the library again. During the programme the number of children's books borrowed at Ferguslie Library increased by **96%** on the same period last year.

DIGITEERS SUPPORTING DIGITAL INCLUSION

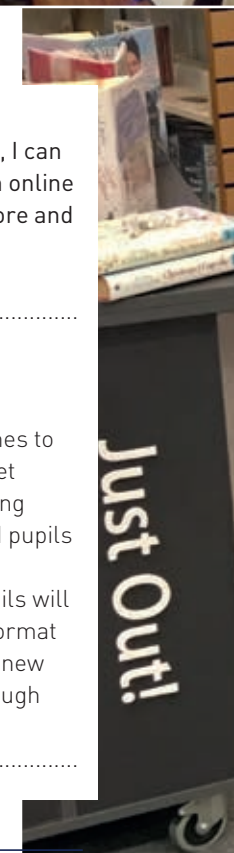
Renfrewshire Libraries' Digiteers Project supported **179** new learners with **755** hours of digital skills coaching. New partners this year included Paisley Housing Association and the Good Community Relations Group, which supports refugees in our community. The project recruits and trains digital volunteers – known as "Digiteers" – to provide one to one and small group coaching in basic digital skills. Digital exclusion is highest amongst people facing multiple factors of deprivation such as unemployment and low levels of education. **92%** of our learners were job seekers and/or benefit applicants.

CASE STUDY: DAVID (Digiteers)

"I was really nervous, but I now feel more confident, I can use the mouse, keyboard, email and now job search online on my own! I'm also looking forward to learning more and to use the computer not only to find work but in my everyday life."

LEARNING PROGRAMMES TO CLOSE THE ATTAINMENT GAP

We continue to offer free formal learning programmes to all schools across Renfrewshire, based at The Secret Collection. We are co-producing up to **10** new learning programmes between **2020-2022** with teachers and pupils across Renfrewshire as part of Paisley Museum Re-Imagined project. This means that staff and pupils will be involved in all aspects of designing the content, format and delivery of learning programmes offering them new skills and encouraging participation in learning through heritage, culture and the arts.







We live in communities that are inclusive, empowered, resilient and safe

Working directly with communities we are able to co-design and develop programmes responding to their needs.

NO SUBSTITUTE FOR LIFE - FOOTBALL EVENT

Paul, a resident of Ferguslie Park, had experienced suicide at a personal level over several recent years when a number of his friends and other members of this close-knit community had taken their own lives. We supported Paul to organise a memorial football tournament involving local residents, especially young men most at risk of suicide.

More than **500** people from the local community attended the event, at Ferguslie Sports Centre and the Tannahill Centre, with support from Choose Life, YMCA and RAMH (Recovery Across Mental Health).

As well as a thrilling tournament, the event provided a great platform for discussing sensitive issues around mental health and suicide, and a balloon release with messages to those lost to suicide.

PAISLEY MUSEUM COMMUNITY STORIES

At least **10** stories being developed for the transformed Paisley Museum will be coproduced with local community groups. In addition, we are developing new programmes to support children and young people on the autism spectrum and to work with and engage those living with dementia. Our Advisory Panels involve local individuals and communities through consultation.







We grow up loved, safe and respected so that we realise our full potential

Our programmes and services are carefully designed to support the needs and development of children and young people.

ACTIVE SCHOOLS SURVEY

A ground-breaking Active Pupil survey by Renfrewshire Leisure is the first of its kind in Scotland.

From **24,000** pupils contacted, **79%** of surveys were completed and returned providing valuable insight into physical activity levels of primary and secondary school children in Renfrewshire.

Renfrewshire Leisure's survey is innovative in being the first local authority area in Scotland to provide this level of detailed information on the physical activity of young people and the link to attainment. The value of the study has been nationally recognised because our programmes can now tailor activities to positively impact the health and attainment of pupils most in need.

NEW ONLINE TOY LIBRARY SERVICE

The Toy Library was completely reimagined this year with the launch of a new online Toy Library Service for children up to 8 years old, and for children of all ages with additional support needs. Toys can now be reserved online for pick-up in any of Renfrewshire's libraries, making this free service available to everyone across Renfrewshire. Previously, the service was

restricted only to Foxbar Library.

Themed toy packs encourage interaction and play between child, parent or carer. 'Read' is a collection of books, puppets, story sacks, song and rhyme kits; 'Discover' helps youngsters explore the world around them; and 'Learn' supports skills development through puzzle solving and games.

OVER 16,000 CHILDREN VISIT SKOOBMOBILE

The innovative Skoobmobile continues its contribution to improving life chances for children and families – **16,689** children and **2,646** adults – by delivering an exciting programme to promote literacy and learning through play, developing a love of reading. Skoobmobile is a bespoke children and families' mobile library which visits and engages with primary schools, pre-5 establishments, additional support needs schools and community venues.

HIGHLIGHTS THIS YEAR INCLUDE:

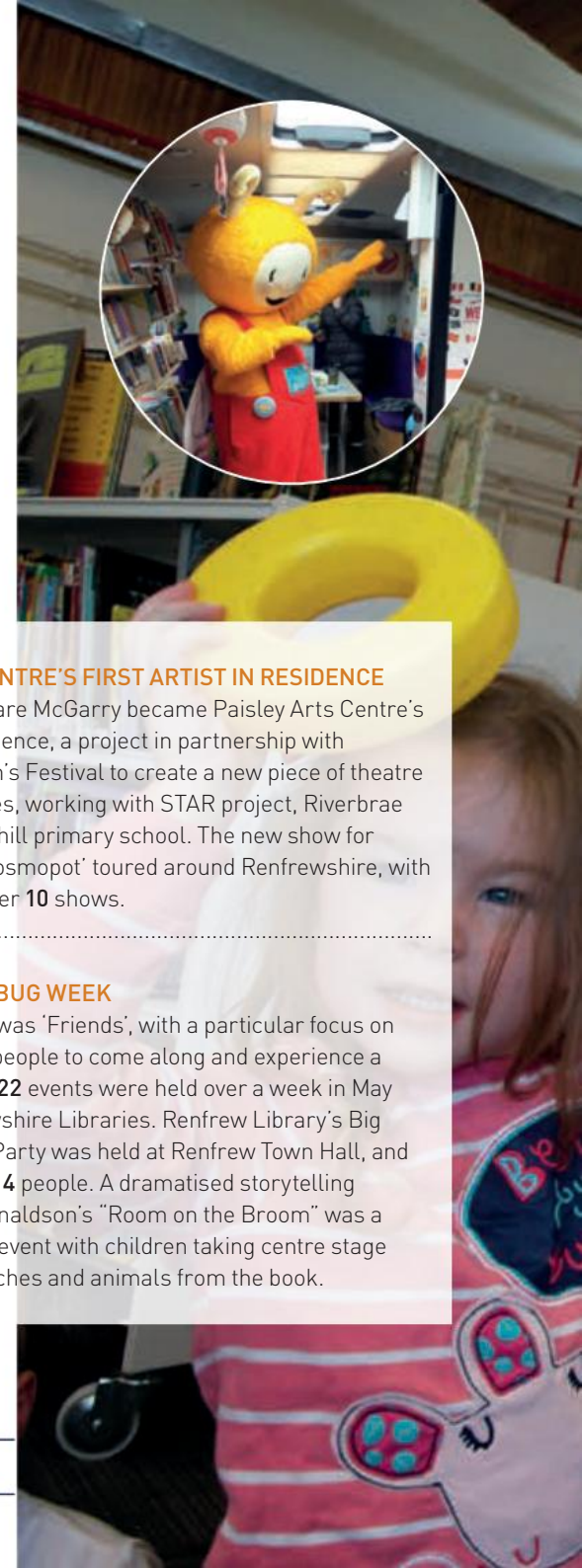
- Skoobmobile signed up **450** children to the Summer Reading Challenge, also with the Families First team to provide the challenge at their summer camps.
- **877** Primary 1 pupils received their Bookbug Primary 1 Bag from the Skoobmobile.

PAISLEY ARTS CENTRE'S FIRST ARTIST IN RESIDENCE

Theatre-maker Clare McGarry became Paisley Arts Centre's first Artist in Residence, a project in partnership with Imagine Children's Festival to create a new piece of theatre for young audiences, working with STAR project, Riverbrae school and Gallowhill primary school. The new show for under 5s called 'Cosmopot' toured around Renfrewshire, with **357** tickets sold over **10** shows.

NATIONAL BOOKBUG WEEK

This year's theme was 'Friends', with a particular focus on encouraging new people to come along and experience a Bookbug session. **22** events were held over a week in May across all Renfrewshire Libraries. Renfrew Library's Big Bookbug Friends Party was held at Renfrew Town Hall, and was attended by **114** people. A dramatised storytelling version of Julia Donaldson's "Room on the Broom" was a centrepiece of the event with children taking centre stage dressing up as witches and animals from the book.







We are well-educated, skilled and able to contribute to society

We provide essential services to support learning, training and qualifications.

RENFREWSHIRE SCHOOL OF SPORT & EDUCATION (RSSE)

Our Renfrewshire School of Sport Education initiative gives students over the age of 16 training and qualifications in sports coaching to help them find work when they leave school, college or university. Our RSSE qualification also helps them access further education courses even if they do not achieve expected SQA results.

Each pupil completes 20 weekly after-school sessions, child protection training and a placement to gain volunteering experience by delivering 60 hours of sports activities to younger children. The initiative not only develops the student's skillset, expertise and confidence, but inspires the younger children who they coach and demonstrates to them the benefits of sport in maintaining an active lifestyle.

Highlights:

- 69 pupils from across Renfrewshire completed their RSSE training.
- Over 7,500 volunteer hours of delivery was undertaken by the students.
- 97% of the pupils have moved on to further education with at least 10 pursuing a career in sport.
- Renfrewshire Leisure currently employs over 50 former RSSE pupils.

CASE STUDY: EMMA

"Before I embarked on the RSSE programme I had no confidence to stand up and speak to people or speak in front of an audience The RSSE programme led to me developing a variety of new skills and developing a lot of new friendships along the way ... The transferable skills from RSSE has helped me in day-to-day life as not only does the course teach you the foundations of sport but also to be a better person and see the best in every situation."

SUMMER READING CHALLENGE SUCCESS

Our libraries team signed up 16% of all 4 to 12-year olds in Renfrewshire to the annual Summer Reading Challenge – the joint highest figure achieved across local authorities in Scotland and a massive 32% increase from 2017. A total of 2,781 children participated in the challenge, reading books and attending activities in libraries.

The school library at Renfrew High School was part of the pilot secondary programme for the First Minister's Reading Challenge (FMRC). The FMRC pilot programme made a big impact on the school leading to the Head Teacher using Pupil Equity Funding (PEF) to extend library opening hours and focus on programmes that would engage with pupils who met PEF criteria.



The results show:

- 94% of learners agreed that the library provided a safe space to go to during breaks
- 88% of learners agreed that being part of the library helped them meet friends
- 81% believed that being part of the library has allowed them to become a leader and help others within the school
- 79% of learners agreed that being part of a library group increased their confidence
- 73% agreed that being part of the library made them feel like a valued part of the school community
- 70% agreed that being part of a library group improved their engagement in school

NEW JOINT LIBRARY MANAGEMENT SYSTEM FOR SCHOOLS AND PUBLIC LIBRARIES

All of Renfrewshire's secondary school pupils are now members of their school library and their public library. Renfrewshire became the second local authority in Scotland to successfully implement the recommendation of the National School Libraries Strategy to implement a shared library management system between schools and public libraries. One single card now provides access to all public library online resources including e-books and study resources.



CODING ACROSS RENFREWSHIRE - PROVIDING VITAL SKILLS FOR YOUNG PEOPLE

We provided an extensive programme of **140** free library-based coding and technology sessions for **968** young people across Renfrew, Linwood, Glenburn and Foxbar libraries, in partnership with the YMCA. A lack of digital literacy can act as a barrier to employment and educational opportunities, so our Coding Across Renfrewshire clubs develop vital science, technology, engineering and maths (STEM) skills through experiences in digital making, software development, physical computing and electronics.

PROJECT SEARCH 2018/19

Paisley Museum Re-Imagined provided placement opportunities for **12** students with learning disabilities or autism between 17 and 26 years old through the employability programme Project SEARCH (in partnership with Invest in Renfrewshire). The students had the opportunity to contribute to the project, discuss elements of the Paisley 2021 story and undertake museum related sessions with a focus on transferable skills to help with applying for and securing a job following their year of placements.





We have thriving and innovative businesses, with quality jobs and fair work for everyone

Providing opportunities for local people

- We employ **989** people
- **78%** of our workforce live in Renfrewshire
- Total number of training courses **71**
- Total number of staff attending training courses **416**

We are a significant employer for people in Renfrewshire, providing opportunities for training and employment for local people. We proactively engage with local bodies such as Invest in Renfrewshire, Skills Development Scotland, and the Adopt an Intern programme to boost local economic activity and tackle unemployment. We provide a pathway via Renfrewshire School of Sports and Education (RSSE) for secondary school pupils to train in fitness and coaching often leading to jobs within our Active Schools programme. Additionally, we support work placement requests from schools and colleges providing opportunities for young people in the community to experience a working environment helping them to shape their future.

WE EMPOWER & DEVELOP OUR EMPLOYEES

The company provides a wealth of in-house bespoke training in addition to supporting external training which may be of benefit to both the organisation and the individual.

CASE STUDY: GARETH

“Training, together with tutoring and other courses provided by the company has enabled me the opportunity to assume more responsibility, allowing me to better interact and develop relationships and partnerships with staff and external partners which would not have been possible otherwise. I have gained confidence in my own ability and knowledge and this has allowed me to showcase my skill set and put it into a practical work setting.”

WE OFFER WORK-LIFE BALANCE

We are a flexible employer which is particularly important in the current economic climate. We provide family friendly policies which allow our staff members a positive work life balance, enabling them to fulfil caring responsibilities.

THE GENDER PAY GAP

2018-19 was the second year Renfrewshire Leisure has published data on its responsibility under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The snapshot date of 5th April 2018 contained **508** contracted employees which consisted of **222** males and **286** females.

The results once again, indicated a positive gender pay gap, demonstrating that equal opportunities exist for men and women when recruiting and promoting employees within Renfrewshire Leisure.





We are creative and our vibrant and diverse cultures are expressed and enjoyed widely

Our Arts programming saw a healthy increase with 25,717 tickets sold for our performances, 3000 more than last year.

A YEAR OF MOVES

For cultural services, 2018-19 was a year of transformation as we prepared for the redevelopment of the Paisley venues, and the transformative opportunities that it will mean for communities. Paisley Town Hall, Paisley Museum (including Coats Observatory and the Heritage Centre) and Paisley Central Library were closed to the public for redevelopment. This was a massive effort by all the teams to leave buildings that had been occupied for nearly 150 years, whilst continuing to provide services.

- A temporary Paisley Central Library was established at the Lagoon and opened in February 2019, with a programme of after school activities every day of the week.
- The Heritage Centre welcomed new and regular researchers to a temporary home at Abbey Mill, where it will stay until Paisley Museum reopens.
- An enhanced programme of public tours at the Secret Collection (Paisley Museum store) was developed while the Museum is closed, including a programme for Doors Open Day which saw 615 people drop into the Secret Collection.

The closure for redevelopment of both the Town Hall and Museum, Library and Observatory were recognised as important moments for local communities, who have known the buildings, more or less as they were, their whole lives. Cultural services teams gave local communities a chance to celebrate their memories. The Ta Ta Toon Hall event celebrated the life of Paisley and the town hall in music, film and poetry. The Farewell Frenzy at Paisley Museum and Central Library attracted approximately 1,800 visitors to a range of family-friendly, youth and adult activities. We also held 'One Last Viewing Night' at the Observatory, our final star-gazing night in September. We welcomed over 700 visitors, to have one last look inside the Observatory before closing for redevelopment.

NEW LOCATION FOR THE ANNUAL INSPIRED ART EXHIBITION & JOHN BYRNE DRAWING COMPETITION

In 2019, with the museum closed the Inspired art exhibition and John Byrne Drawing Competition took place at the Tannahill Centre community venue in Ferguslie Park in Paisley. Renfrewshire Leisure's creative learning team

delivered schools workshops with John Byrne attracting 150 visitors. These exhibitions significantly increase access to our programmes and a valuable opportunity to engage with the wider community of Paisley, reaching new audiences and building new working partnerships at a community level.

ESOL (English for Speakers of Other Languages) LEARNERS

We are co-producing a display about Syrian Glass with an ESOL group of 8 participants. The process is also highlighting potential for ESOL provision in Paisley Museum and the Secret Collection (Museum Store). Following a tour for a group of staff from Renfrewshire's Adult Learning and Literacies Service, a relationship was built with a member of the team who support colleagues delivering English classes for Speakers of Other Languages. As part of their programme of work, we met them at the museum before it closed and explored it together. The group were from Syria and we then invited them for a tour of the Secret Collection and as part of it, highlighted our collection of stunning Syrian glass dating from 2000 years ago.





This process has informed the development of a story display, which the group will explore further as we move into interpretation development.

From this point, we have delivered sessions with the group to talk about the Syrian Glass and also other items in the collection that link to themes supporting their use of English.

ARTS PROGRAMME

Within our arts services we deliver a variety of cultural performances across the year. Over 2018-19 there were **106** performances (**33** drama, **2** dance, **12** comedy, **27** Music, **21** family, **3** Christmas party nights). We constantly receive excellent feedback from not only people who have enjoyed the shows, but to the staff members who have assisted audience members, performers and crew.

"A few customers would like to pass on their thanks to Emma today for all of her help in accommodating the wee girl with severe anxiety issues- she panicked so much she was having to sit the panto out, as she was making herself ill. Emma was very accommodating and after a tour of the stage was offered and other ideas had been exhausted in

trying to relax the girl, she came up with the ingenious idea of filming it via WhatsApp to the lady's phone and I have honestly not seen a transformation like it!

The girl was rapt watching the performance from the café, from start to finish, so much so she was shouting out with the rest of the audience and engaging with what was happening on stage. In addition to this, she was talking away to me and showing me the picture, she had drawn of the stage, i.e. she was completely relaxed."

FUTURE PAISLEY PARTNERSHIP

Future Paisley is an ambitious approach to cultural regeneration that harnesses the power of culture to support positive social change. It was established as the legacy to Paisley's bid to be UK City of Culture 2021 and is being delivered by a number of local and national partners until 2022. Renfrewshire Leisure have been allocated **£4.2m** over this period to establish new posts and programmes, allowing us to work with our communities to deliver our ambitions and drive change



CHIEF EXECUTIVE STATEMENT

Our review of 2018-19 provides just a glimpse of the scale and range of services or programmes our teams across Renfrewshire Leisure deliver every day to enhance the lived experiences of people throughout the region.



Victoria Hollows
Chief Executive
Renfrewshire Leisure

It was another very busy and successful year for us with significant increases in library, arts and leisure usage. I'm delighted to have joined the charity at an exciting time in its history, with several major developments underway. Whilst the cultural regeneration programmes often capture the headlines, I hope this review reminds us of our strengths in responding to

locally identified needs that positively benefit the emotional and physical health and wellbeing of our communities.

Everyone in Renfrewshire deserves access to good quality services and positive experiences throughout their life that help create a sense of wellbeing, pride and belonging. Our charity is well placed to deliver on these aspirations with dedicated staff located right across the region. We believe wholeheartedly that, as the major provider of cultural and leisure services for Renfrewshire, we must prioritise community needs in terms of accessibility, affordability and personal development.

Our aim is to reach the greatest number of people through the provision of quality universal services and, where needed, provide specialist, targeted services to work with

those whose circumstances may prevent them from accessing the many life benefits generated by participation in cultural and leisure activities. We will continue to reflect on our priorities to ensure we are delivering for Renfrewshire by aligning our activity to Council and community planning partnership outcomes as well as the Scottish Government's national performance framework, highlighted in this review.

At the same time, we are proud to support our committed and talented workforce by paying a fair living wage and offering good employee benefits. We are a major employer and trainer for Renfrewshire with 71% of our 900+ workforce living in the Renfrewshire area. We also provide more than 500 volunteering opportunities for residents each year, helping them to develop new skills, or the space for them to support others by sharing their own knowledge and experience.

Some of these volunteers have been actively involved in developing our new cultural services as part of a number of local partners and communities that have been working closely with us to inform their design. Top of the list for the new museum is creating greater physical accessibility in refurbishing the building, responding directly to visitors' number one complaint and reason for previously staying away from the museum. Locals are also playing an integral role in shaping new display content, for example through partnerships with Kairos Women's Initiative, Project Search and the Council's adult learning and literacies service.

Thanks to our charity status, we are able to leverage more external funding to support these priorities than might otherwise be possible. We are part funded by Renfrewshire Council, and so rely on our trading activities to enable us to fulfil our charitable objectives. As public sector finances continue to operate within a complex and challenging landscape, we will need to bring greater energy to our trading potential to provide the financial resource needed to deliver our priorities for social benefit. It's worth stating again that as a charity we are a non-profit organisation. The income we generate only provides us with the financial capacity to deliver services. Any surplus made is directly reinvested to further enhance community services.

Achieving these two main aims of delivering community benefit and raising sufficient income to do so remains the central challenge. In the coming year we will strive to adapt our operational model to meet these dual and interdependent aims more effectively, through the passion and dedication of our workforce, partners, supporters and our board of trustees. I am immensely grateful for their continued commitment, enthusiasm and innovation. These characteristics will stand us in good stead as we enter the next phase of the charity's work; to bring additional value to local people – whether through the delivery of a major cultural venue or a specialist exercise coach supporting people living with long term health conditions – we have the expertise, skills and passion to deliver for Renfrewshire.

FINANCIAL STATEMENT

The charity does not trade for profit. Any income generated by the charity's activities is applied solely to the continuation and development of the programmes and services we provide for community benefit.

The statement of financial activities for the year ended 31st March, 2019 shows net expenditure of £-2,801,077 (2018 -£1,640,875) which will be carried forward in the accounting period ending 31st March, 2020. In line with recommended accounting practice, the reported figures include a notional entry for future pension costs which are based on an actuarial review of future pension liabilities for current and previous Renfrewshire Leisure employees. The figures include employees transferring from Renfrewshire Council during the year which are offset by a corresponding reduction in liabilities in the Council's financial statements.

The charity is funded through a service payment made by Renfrewshire Council and admission fees generated at its leisure and recreational centres and cultural venues.

The Statement of Financial Activities includes all gains and losses recognised in the period.

All incoming resources and resources expended derive from continuing activities.

FINANCIAL PERFORMANCE

Renfrewshire Leisure Limited Consolidated Statement of Financial Activities including Income and Expenditure Account For the year ended 31st March 2019

	Total Funds 2019 £	Total Funds 2018 £
INCOME		
Operation of leisure and cultural activities		
Income from charitable activities	19,115,762	17,930,813
Commercial trading operations	196,313	208,682
	19,312,075	18,139,495
Other incoming resources	-	-
Total Income	19,312,075	18,139,495
EXPENDITURE		
Expenditure on charitable Activities	21,977,250	19,662,712
Commercial trading operations	135,902	117,658
Total expenditure	22,113,152	19,780,370
Net income/(expenditure) before other recognised gains and losses	(2,801,077)	(1,640,875)
Other recognised gains/losses Actuarial gains/(losses) on defined benefit pension schemes	(3,080,000)	9,312,000
Net movement in funds	(5,881,077)	7,671,125
Total funds brought forward	200,377	(7,470,748)
Total funds carried forward	(5,680,700)	200,377
	=====	=====

Renfrewshire Leisure Limited
Consolidated and
Charity Balance Sheets
At 31st March 2019

	Group 31st March 2019 £	Group 31st March 2019 £	Charity 31st March 2019 £	Charity 31st March 2019 £	Group 31st March 2018 £	Charity 31st March 2018 £
Fixed Assets						
Tangible Assets		1,151,241		1,151,241	1,350,916	1,350,916
Investments		-		1	-	1
				1,151,242	1,350,916	1,350,917
Current Assets						
Stocks	77,124		72,402		74,450	70,360
Debtors	2,753,792		2,737,387		2,499,749	2,490,100
Cash at bank and in hand	990,079		989,960		1,193,769	1,192,623
	<u>3,820,995</u>		<u>3,799,749</u>		<u>3,767,968</u>	<u>3,753,083</u>
Creditors:						
amounts falling due within one year	<u>4,613,936</u>		<u>4,592,691</u>		<u>4,784,507</u>	<u>4,769,623</u>
Net current assets and liabilities		(792,941)		(792,942)	(1,016,539)	1,016,540)
Net assets excluding pension liability		358,300		358,300	334,377	334,377
Defined benefit pension scheme liability		(6,039,000)		(6,039,000)	(134,000)	(134,000)
Net assets including pension liability		(5,680,700)		(5,680,700)	200,377	200,377
Income Funds:						
Unrestricted income funds		(5,730,700)		(5,730,700)	167,734	167,734
Restricted income funds		50,000		50,000	32,643	32,643
		(5,680,700)		(5,680,700)	200,377	200,377
Unrestricted Income Funds						
including Pension Liability		(5,680,700)		(5,680,700)	200,377	200,377
Pension Reserve Liability		6,039,000		6,039,000	134,000	134,000
Unrestricted income funds						
excluding pension liability		358,300		358,300	334,377	334,377

BOARD OF DIRECTORS

Cllr. Lisa-Marie Hughes, Chairperson of Renfrewshire Leisure

Cllr. Tom Begg, Director, Renfrewshire Council

Cllr. Eileen McCartin, Director, Renfrewshire Council

John Rodgers, Secretary, Sports Representative

Bob Darracott, Director, Business Representative

Colin Neil, Director, Business Representative

Scott Fleming, Business Representative

Anne McMillan, Business Representative

Ann Butterfield, Staff Representative

Structure Governance and Management - The charity is governed by the rules set out in the Charities and Trustees Investment (Scotland) Act, 2005 and operates as a private company limited by guarantee under the Companies Act. Renfrewshire Leisure changed its legal status on 11th November 2014, from a Society under the Industrial and Provident Societies Act 1965 to a charitable company limited by guarantee, to assist with the expansion of Renfrewshire Leisure which took place during 2015. The charity has 10 directors who are entitled to attend and vote at any General Meeting of the charity. The maximum number of directors is 11, 3 appointed by Renfrewshire Council, 2 employees and 6 from culture, sport and business communities. Board members are selected based on appropriate skills and experience.

Risk Review - The board has conducted its own review of the major risks to which the charity is exposed; systems have been established to mitigate those risks and a risk based audit programme is completed on an annual basis to assess and provide assurance on the controls in place. Internal risks are minimised by the implementation of procedures for authorisation of all transactions and to ensure consistent quality of delivery for all operational aspects of the charity. These procedures are also periodically reviewed to ensure that they still meet the needs of the charity and form part of our quality management system.

Funds held as Custodians - None of the board members hold any funds as custodians for the charity.

Responsibilities of the Board

The Board is responsible for preparing the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice. The board is responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities and Trustees Investment (Scotland) Act, 2005. The board is also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement as to Disclosure of Information to Auditors - So far as the board is aware, there is no relevant information (as defined by section 234ZA of the Companies Act 1985) of which the charitable company's auditors are unaware, and each board member has taken all the steps that they ought to have taken as a board member in order to make them aware of any audit information and to establish that the charitable company's auditors are aware of that information.







FURTHER INFORMATION

For further information about Renfrewshire Leisure,
please visit our website at:
www.renfrewshireleisure.com

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Renfrewshire Leisure is a:

Company limited by guarantee no: 490998
Registered Charity in Scotland: SC033898
VAT Registered Company: 210 0336 83

Renfrewshire Leisure Trading Limited:

Company limited by guarantee no: 241310
VAT Registered Company: 210 0336 83



To: Leadership Board

On: 19 February 2020

Report by: Chief Executive and Director of Finance and Resources

Heading: Paisley Museum Project: Award of Grant Funding

1. Summary

- 1.1 The redevelopment of Paisley Museum and Art Gallery is the signature project of the Paisley Heritage Asset Strategy, approved by the Council in January 2014. In June 2019 the Leadership Board approved the submission of a Round 2 grant application to the National Lottery Heritage Fund (NLHF) for £3.83m towards a total grant award of £4.9m as part of a £42m redevelopment scheme.
 - 1.2 The NLHF Scotland Committee considered the Round 2 funding application at their meeting on 30 November 2019 and approved the award of a grant of £3.83m.
 - 1.3 The purpose of this report is to inform the Board of the successful outcome of the Round 2 grant application to the NLHF. The next steps in the grant application process require the authorisation of the Board to accept the grant award and deliver the project accordingly.
-

2. Recommendations

- 2.1. It is recommended that the Board:
 - i. authorises the Chief Executive to accept the National Lottery Heritage Fund (NLHF) Round 2 grant award of £3.83m and coordinate the delivery of the project accordingly.
-

3. Background

- 3.1. The redevelopment of Paisley Museum and Art Gallery is the signature project of the Paisley Heritage Asset Strategy, approved by the Council in January 2014. Renfrewshire Council has committed a capital investment of £24.1m to the Paisley Museum project. The vision is to create a visitor experience of international quality, the signature project of Paisley's regeneration strategy, telling the inspirational stories of Paisley, its heritage and its pattern.
- 3.2. In September 2017 the project received a Round 1 grant award from NLHF for £1.06m and the Council authorised the Chief Executive to accept the grant and the associated terms and conditions on behalf of the Council.
- 3.3. In June 2019 the Leadership Board approved the submission of the Round 2 application for £3.83m and on 30 November 2019 NLHF Scotland Committee approved the award.
- 3.4. The Museum project will include:
 - Repair and re-interpretation of all 4 buildings on the site (Museum, Observatory, Transit House and Philosophical Society Building)
 - Full upgrade to all existing galleries
 - Space to host temporary exhibitions and programmable events
 - A new build extension housing a reception area, and a destination café
 - Revitalised and relocated shop
 - Physical access issues and circulation will be resolved ensuring the visitor experience is enjoyed by all visitors and meets their needs
 - Installation of new efficient mechanical and electrical plant systems
 - Landscaped area to the west and rear of the Museum
 - Satisfactory level of interactivity and interpretation of collections for visitors
 - Collections completely redisplayed and reinterpreted throughout the museum, resulting in a 100% increase in the collections on display.

4. Approved Project Scope

- 4.1 The project vision and outcomes are:
 - i. Cultural tourism developed as a result of the internationally recognised Paisley pattern being reconnected with its place
 - ii. Increased economic activity and investment in the town centre
 - iii. Perceptions transformed and civic pride restored
 - iv. Paisley's profile re-established as a creative, innovative, radical place, prepared to think differently, with the museum at its heart
 - v. Local participation in sustained growth and development of the content and activity of the museum, building community confidence and ownership

4.2 Full Business Case:

The Full Business Case (FBC) for the 2019 scheme projects 125,000 visits each year, a significant increase from the current low base of 36,500. The overall economic impact of the project on Renfrewshire over 30 years is £79million and will support jobs through capital spending and through revenue and visitor spending.

5. Programme

- 5.1 In May 2018 a number of consultant teams were appointed including architects AL_A and in November 2018 exhibition designers, Opera Amsterdam, were appointed. The Museum closed to the public in September 2018 and the decant of the collections in the museum and library was completed in January 2019. A programme of advance enabling works was completed in July 2019.
- 5.2 In August 2019 the two-year development process came to completion. This phase has involved local community participation in the project. Four local advisory panels have been established (Community, Access, Education and Junior) and the project has worked with over 1,000 individuals over 100 events as part of the co-production process. NLHF have described this as 'sector-leading'.
- 5.3 Construction work is scheduled to begin in 2020 and be completed in 2022/2023.

6. Funding Strategy

- 6.1 As previously outlined to the Board, the proposed funding strategy continues to focus on developing and demonstrating the robustness and deliverability of the funding approach. Outlined below is a summary of the funding package as previously agreed with the Board:

Funding Source	Amount	Status
Renfrewshire Council	£24.1m	Secured
National Heritage Lottery Fund	£4.9m	Secured
Scottish Government	£2m	Secured
Historic Environment Scotland	£2m	Not yet secured
Scottish Government (RCGF Grant)	£4m	Secured
Fundraising (private and other grant donations)	£5m	Ongoing

- 6.2 Positive active dialogue continues with Historic Environment Scotland to agree an appropriate timetable for a submission of a grant application for £2m towards the total project costs. It is anticipated that the application will be submitted over the coming months with the outcome known by the end of 2020.

- 6.3 In January 2019 a Capital Appeals Team was established. The team consists of Campaign Director, Fundraising Manager and a Fundraising Executive. The Paisley Museum Reimagined Ltd has now been registered as a charity and trustees appointed. A fundraising strategy has been drafted for approval by the Trustees. The campaign will seek to secure £5 million of the overall funding requirement. The delivery of such campaigns has proved to be a successful element in delivering overall funding arrangements in many similar heritage projects of this nature. It would be intended that this element would include seeking to develop links and opportunities to secure a level of contribution from a UK government level, similar to successes secured by other museum and heritage projects.
- 6.4 This strategy has scoped and assessed £5 million as being a realistic target that would look to be secured over a 2 to 3 year period. It is recognised that campaigns of this nature will operate in a competitive fundraising environment and will carry risk. Ultimately there would be a need for the Council to stand behind the fundraising target should the full net £5 million not be achieved from other sources.
-

Implications of the Report

1. Financial

The proposed financial commitment from the Council towards the total project costs of £42 million is £24.1 million which is deliverable from resources already committed by the Council to heritage regeneration projects within Paisley town centre. Should other elements of the funding strategy fail to fully deliver the targeted contributions, in particular the fundraising strategy, there would be a requirement for the Council to build into its financial planning arrangements the impact of meeting the outstanding funding requirement in order to maintain delivery of the full project proposal.

2. HR and Organisational Development

There are significant recruitment requirements for the delivery of the project, the costs of which are incorporated into the overall project budget. The majority of project development and delivery staff have now been recruited.

3. Community Planning

- Our Renfrewshire is thriving – Progressing cultural and heritage-led regeneration projects results in a stimulus to the local economy via contracts won and visitors and user numbers. The Museum project will significantly support the objectives to develop Renfrewshire's economy, including its Town Centres as thriving places, supporting local places, businesses and communities. The project aims to deliver one of the most accessible Museums in the country and run significant programmes to reach audiences irrespective of age or physical, health or financial position.

- Our Renfrewshire is well - The delivery of actions through the Museum project have the potential to positively impact on physical, emotional and mental health and wellbeing. Implementing the project will assist Renfrewshire citizens to have a positive attitude to their community. Museum content will be developed in partnership with communities, ensuring that the Museum has a strong community identity and there will be new roles and opportunities for Museum volunteers.
- Our Renfrewshire is safe - Working in partnership with public and private sector stakeholders and organisations to achieve positive outcomes.
- Reshaping our place, our economy and our future - The Museum project will secure the restoration and productive re-use of town centre buildings which will contribute to supporting growth and sustainable jobs. Increased footfall and the associated increased use of the High Street offers potential benefits to traders, assisting the economy of Paisley Town Centre. The project will contribute to meeting the outcomes of the Community Plan to;
 - i be one of the best locations in Scotland to invest, in terms of its people, businesses and local communities;
 - ii have a growing local economy creating employment for a well trained, qualified and motivated workforce where unemployment is reduced and employment opportunities are growing;
 - iii be the best connected local economy in Scotland, internationally, nationally and regionally; and
 - iv have attractive environments and successful town centres created through successful area regeneration that contributes positively to local community and economic growth.

4. Legal

A memorandum of understanding is being developed with the Paisley Arts Institute to research fully the ownership of parts of the Museum's collection where clarity is still required. This will also seek to establish clear management arrangements for the Institute's operational needs.

5. Property/Assets

The project significantly extends and refurbishes Paisley Museum. Future running and maintenance costs have been estimated in the OBC and will be refreshed during the Full Business Case planning, supported by the Council's continued role as the owner of the building and from new revenue streams that will support the future Museum and service.

6. Information Technology

Provision of ICT infrastructure in the new Museum will require specialist and sophisticated skills and will evolve during the future design phases. The Museum will need to be supported by a robust Collections Management system and web site.

7. Equality & Human Rights

The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report 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

All commissions will be procured through the appropriate procedures set out in the Council's Standing Orders Relating to Contracts. The Services of the Central Procurement Unit have been engaged to develop a Procurement Strategy for the coming phases of the project if approved

10. Risk

The programme actively monitors key risks and issues associated with delivery in accordance with the Council's Project Management Framework. There are inherently significant risks in a project of this scale and nature, around financial assumptions, funding availability and return on investment. Risks are identified and mitigating actions and allowances have been made and will be continually monitored. The work on advancing the project will give particular attention to reducing and mitigating these risks.

11. Privacy Impact - None

12. COSLA Policy Position - None

13. Climate Risk - With cognisance of Historic Environment Scotland's most recent guidance: '*A Guide to Climate Change Impacts: On Scotland's Historic Environment, Our Place in Time, 2019*', the repair and maintenance of Paisley's historic fabric through the Museum project will contribute to the restoration and repair of buildings and will improve the performance of properties over time.

List of Background Papers

- (i) Report to Economy and Jobs Policy Board, 29 January 2014, Paisley Heritage Asset Strategy
 - (ii) Report to Economy and Jobs Policy Board, 11 November 2015, Regeneration of Paisley Town Centre - Paisley Museum
 - (iii) Report to Leadership Board, 8 June 2016, The Regeneration of Paisley Town Centre – Paisley Museum Project
 - (iv) The Paisley Museum : Vision and Masterplan, and Outline Business Case prepared by Metaphor and BOP Consulting.
 - (v) Report to Leadership Board, 30 November 2016, The Regeneration of Paisley Town Centre – Paisley Museum Project
 - (vi) Report to Leadership Board, 20 June 2017, The Regeneration of Paisley Town Centre – Paisley Museum Project
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