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Renfrewshire Council

Notice of Meeting and Agenda
Leadership Board

Date	Time	Venue
Wednesday, 01 December 2021	13:00	Teams meeting,

KENNETH GRAHAM
Head of Corporate Governance

Membership

Councillor Jacqueline Cameron: Councillor Eddie Devine: Councillor Andy Doig: Councillor Edward Grady: Councillor Neill Graham: Councillor Jim Harte: Councillor Lisa-Marie Hughes: Councillor Eileen McCartin: Councillor Cathy McEwan: Councillor Marie McGurk: Councillor John McIntyre: Councillor John McNaughtan: Councillor John Shaw:

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

Hybrid Meeting

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

Recording of Meeting

This meeting will be filmed for live or subsequent broadcast via the Council's internet site – at the start of the meeting the Convener will confirm if all or part of the meeting is being filmed. The cameras focus on the main participants. If you have any queries regarding this please contact Committee Services on 07934714023. To find the webcast please follow the link which will be added to this agenda following 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 and Capital Budget Monitoring as at 17 September 2021** Joint report by the Chief Executive, Director of Finance & Resources and the Chief Finance Officer, Renfrewshire Health & Social Care Partnership	**5 - 18**

Climate Change

2	**Climate Change Sub-committee** Minute of Meeting of the Climate Change Sub-committee held on 17 November 2021	**19 - 22**
3	**Climate Change Update** Report by Chief Executive	**23 - 90**

Economy, Regeneration, Development and Renewal

4	**Covid-19 - Recovery and Response** Report by Chief Executive	**91 - 98**
5	**Economic Recovery Plan Update and Renfrewshire Economic Profile (December 2021)** Report by Chief Executive	**99 - 126**
6	**Social Renewal Plan Update** Report by Chief Executive	**127 - 138**
7	**Council Plan - Six-month Progress Update** Report by Chief Executive	**139 - 198**
8	**Strategic Partnership Agreement - Active Communities** Report by Chief Executive	**199 - 214**
9	**Levelling Up Fund Announcement**	**215 - 220**

Report by Chief Executive

10 The Making of Ferguslie - Framework Report and Place Plan **221 - 226**

Report by Chief Executive

11 Renfrewshire Integration Joint Board- Development of Strategic Plan **227 - 302**

Report by Acting Chief Officer Renfrewshire Health & Social Care Partnership

12 Future Paisley Update **303 - 326**

Report by Chief Executive. Click link below for presentation. https://youtu.be/ntbxuPR6qEU

13 Six Monthly Monitoring Report – Renfrewshire Leisure Limited **327 - 340**

Report by Chief Executive

14 The Regeneration of Paisley Town Centre – Paisley Museum Project **341 - 346**

Report by Director of Finance & Resources

Conferences/Seminars

15 Conferences/Seminars **347 - 348**

Report by Director of Finance and Resources

To:	Leadership Board
On:	1 December 2021
Report by:	Chief Executive, Director of Finance and Resources, and Chief Finance Officer Renfrewshire HSCP
Heading:	Revenue and Capital Budget Monitoring as at 17 September 2021

1. Summary of Financial Position

1.1. The table below outlines the projected Revenue and Capital outturn position as at 31 March 2022 across all services reported to the Leadership Board. Further analysis on the expected variances for each service is provided in the Appendices to this report.

1.2. For the financial year 2021/22, the projected outturn position is split into Core (or business as usual) and COVID-19 related variances to help readers understand the impact of the pandemic on service finances.

Table 1: Revenue

Division	Revised Annual Budget £000	Projected Outturn Core £000	Projected Outturn COVID-19 £000	Total Projected Outturn £000	Budget Variance £000	Budget Variance %
Adult Services	74,356	74,335	0	74,355	21	0%
Chief Executives	24,189	22,453	2,687	25,140	(951)	(3.9%)

Table 2: Capital

Division	Revised Annual Budget £000	Projected Outturn Core £000	Projected Outturn COVID-19 £000	Total Projected Outturn £000	Budget Variance £000	Budget Variance %
Chief Executives	54,864	54,864	0	54,864	0	0%
Leisure Services	3,418	3,418	0	3,418	0	0%

2. Recommendations

Members are requested to:

2.1. Note the projected Revenue outturn position detailed in Table 1 above;

2.2. Note the projected Capital outturn position detailed in Table 2 above; and

2.3. Note the budget adjustments detailed at sections 4 and 6.

3. Revenue

3.1. The Revenue Budget Monitoring report at Appendix 1 identifies a projected annual overspend of £0.930m (-0.9% of total budget) for all services reporting to this Policy Board. Detailed division service reports can be found in Appendix 2, along with an explanation of each significant projected variance.

3.2. The projected outturn is based on information currently available and assumptions made by service budget holders.

3.3. The main reasons for the projected outturn position are indicated in the appendices showing both the subjective analysis (what the budget is spent on) and the objective analysis (which division is spending the budget).

3.4. The most significant areas to bring to member's attention relate to the projected impact of the COVID19 on both Renfrewshire Leisure and Renfrewshire HSCP:

- As reported previously, there is an expectation that RL will continue to experience increased costs and reduced revenue generation in the short to medium term. It is projected that the Council may require to provide RL with up to an additional £1m of financial support over 2021/22. The Board and management team of RL will continue to try to put in place appropriate mitigation measures over the course of the year. However, the level of support from the furlough scheme secured last financial year will reduce as UK government support for the scheme unwinds over the course of 2021/22 and this is expected to result in a greater financial pressure being experienced in 2021/22 in comparison to 2020/21. Some of this pressure will be offset through income secured in relation to the Covid vaccination programme which is being delivered from RL facilities.

- Within adult services managed by Renfrewshire HSCP, the service continues to take significant action in response to the pandemic, including providing substantial levels of support to external care providers in order to ensure their ongoing financial sustainability.

As at period 6, the service estimates that costs of £4.5m will be incurred specifically in relation to COVID-19 by the end of the financial year, with this cost predominantly being related to financial sustainability payments to private adult and elderly care providers.

The Scottish Government has again confirmed that all reasonable additional COVID-19 costs will be fully funded, once all Covid related reserves have been fully utilised. In this context, additional costs specifically relating to the COVID response are not therefore included within this report. Outwith COVID-19 specific costs, the service is forecasting a broadly breakeven position on core service provision. This is a change from the underspend position previously forecast due to the service's intention to actively over-recruit in order to address ongoing operational service pressures and staff vacancies.

3.5 A revised 2021/22 pay offer has been tabled by COSLA recently which would require additional one off funding to be contributed by local government. If accepted, the costs to the Council in 2021/22 are anticipated to be in excess of the provision set aside in the 2021/22 base budget and will require to be met from reserves or in year underspends. The revenue projections outlined in this report do not at this stage take account of the potential unfunded pay award costs.

4. Revenue Budget Adjustments

4.1. Members are requested to note from Appendix 1 that budget adjustments totalling £0.952m have been processed since the last report. These relate mainly to:

- +£0.656m drawn down from specific reserves carried forward from 2020/21
    - +£0.183m Discretionary business grants,
    - +£0.350m to support the delivery of the Cultural Infrastructure Programme,
    - +£0.096m to support delivery of the Tackling Poverty Programme,
    - +£0.027m Community Empowerment Fund grants,
- +£0.347m reflecting the transfer of the Estates team to the Chief Executives service as agreed under the Placeshaping workstream of the Right for Renfrewshire programme (the property management element of the remit will continue to report to the FRCS Policy Board), and
- -£0.050m transfer of environmental improvement initiatives, monitoring and delivery now undertaken by Environment & Infrastructure.

5. Capital

5.1. The Capital Investment Programme 2021/22 to 2025/26 was approved by the Council on 4th March 2021.

5.2. The Capital Monitoring report at Appendix 3 indicates movement in the approved capital programme for the Chief Executive's Service for the year of £21.310m which is explained further below.

5.3. The Capital Monitoring report at Appendix 3 indicates movement in the approved capital programme for Leisure Services of £0.944m.

5.4. Further detail, including reasons for significant variances, can be found at Appendix 3.

5.5. It is anticipated that due to both the impact of immediate COVID19 lockdowns as well as a second phase impact on the construction industry through constrained supply chain capacity for all major building materials coupled with heightened demand across the globe as economies emerge from pandemic lockdowns, there will be increasing financial pressures and potential time impacts in several of the Council's capital building projects. In this context and as previously planned, it is anticipated that consequential cost pressures arising from COVID19 will require to be addressed from the Covid specific reserve balances. Future reports will provide further detail as this issue develops more substantially over the coming weeks and months and such issues are progressed with individual contractors.

6. Capital Budget Adjustments

6.1. Since the last report, budget changes in totalling £4.402m have arisen which reflect the following:

- **Chief Executives**
  - City Deal Projects (£6.208m) largely to reflect changes in the timing of work in the Glasgow Airport Investment Area and Clyde Waterfront and Renfrew Riverside projects.
  - AMID's project £1.806m to reflect the revised cashflows on the District Heating Network Project and Netherton Square contracts.

Implications of this report

1. **Financial –** The projected budget outturn position for Leadership Board Revenue budget is an overspend of £0.930m. Income and expenditure will continue to be monitored closely for the rest of the financial year and, where necessary, steps will be taken to mitigate any overspend.

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

   Any changes to current projections in either Revenue or Capital budgets will be reported to the board as early as possible, along with an explanation for the movement.

2. **HR and Organisational Development**
   None directly arising from this report.

3. **Community/Council Planning**
   None directly arising from this report.

4. **Legal**
   None directly arising from this report.

5. **Property/Assets**
   Capital projects will result in new assets (City Deal) and refurbishment and improvement to Cultural Infrastructure and Public Realm assets.

6. **Information Technology**
   None directly arising from this report.

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

8. **Health and Safety**
   None directly arising from this report.

9. **Procurement**
   None directly arising from this report.

10. Risk

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

11. Privacy Impact

None directly arising from this report.

12. Cosla Policy Position

N/a.

13. Climate Risk

None directly arising from this report.

List of Background Papers

Non-housing Capital Investment Programme, Prudential Framework and Treasury Management Strategy, and Capital Strategy 2021/22 to 2023/24
Council, 4th March 2021.

Author: Valerie Howie, Revenue. Geoff Borland, Capital

Appendix 1

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2021/22
1 April 2021 to 17 September 2021

POLICY BOARD : LEADERSHIP BOARD

Objective Summary	Revised Annual Budget at P3	Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Adult Services	74,356	0	74,356	74,335	0	74,335	21	0.0%	1,440	(1,419)
Chief Executive's Service	23,237	952	24,189	22,453	2,687	25,140	(951)	(3.9%)	(1,699)	748
NET EXPENDITURE	**97,593**	**952**	**98,545**	**96,788**	**2,687**	**99,475**	**(930)**	**(0.9%)**	**(259)**	**(671)**

Subjective Summary	Revised Annual Budget at P3	Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Employees	41,160	3,352	44,512	44,202	1,355	45,557	(1,045)	(2.3%)	(1,713)	668
Premises Related	821	228	1,049	1,125	109	1,234	(185)	(17.6%)	(239)	54
Transport Related	841	3	844	479	0	479	365	43.2%	309	56
Supplies and Services	14,669	4	14,673	14,739	1,003	15,742	(1,069)	(7.3%)	(1,305)	236
Third Party Payments	64,111	3,091	67,202	66,908	1,679	68,587	(1,385)	(2.1%)	(1,644)	259
Transfer Payments	6,883	1,646	8,529	7,777	2,403	10,180	(1,651)	(19.4%)	(1,215)	(436)
Support Services	116	0	116	105	0	105	11	9.5%	15	(4)
Depreciation and Impairment Losses	0	0	0	0	0	0	0	0.0%	0	0
GROSS EXPENDITURE	**128,601**	**8,324**	**136,925**	**135,335**	**6,549**	**141,884**	**(4,959)**	**(3.6%)**	**(5,792)**	**833**
Income	(31,008)	(7,372)	(38,380)	(38,547)	(3,862)	(42,409)	4,029	10.5%	5,533	(1,504)
NET EXPENDITURE	**97,593**	**952**	**98,545**	**96,788**	**2,687**	**99,475**	**(930)**	**(0.9%)**	**(259)**	**(671)**

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2021/22
1 April 2021 to 17 September 2021

POLICY BOARD : LEADERSHIP BOARD - ADULT SERVICES

Objective Summary	Revised Annual Budget at P3	Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Older People	47,450	(239)	47,211	47,444		47,444	(233)	(0.5%)	915	(1,148)
Physical or Sensory Difficulties	6,285	199	6,484	6,556		6,556	(72)	(1.1%)	(78)	6
Learning Difficulties	17,069	18	17,087	16,795		16,795	292	1.7%	374	(82)
Mental Health Needs	2,859	79	2,938	2,954		2,954	(16)	(0.5%)	148	(164)
Addiction Services	693	(57)	636	586		586	50	7.9%	81	(31)
NET EXPENDITURE	**74,356**	**0**	**74,356**	**74,335**	**0**	**74,335**	**21**	**0.0%**	**1,440**	**(1,419)**

Objective Heading	Key Reasons for Projected Variance
Older People	Forecast overspend due to the intention to over-recruit staff due to service pressures
Physical or Sensory Difficulties	Reduction in income from supported living clients and Other Local Authorities due to reduced client demand.
Learning Difficulties	Underspends in employee costs reflecting vacancies due to recruitment issues.
Addictions	Underspends in employee costs reflecting vacancies due to recruitment issues.
Mental Health Needs	Underspends in employee costs reflecting vacancies due to recruitment issues.

Appendix 2

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2021/22
1 April 2021 to 17 September 2021

POLICY BOARD : LEADERSHIP BOARD - ADULT SERVICES

Subjective Summary	Revised Annual Budget at P3	Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Employees	32,460	2,554	35,014	34,798	1,355	36,153	(1,139)	(3.3%)	(1,544)	405
Premises Related	353	174	527	567	109	676	(149)	(28.3%)	(151)	2
Transport Related	840	0	840	473		473	367	43.7%	310	57
Supplies and Services	1,730	3	1,733	1,682	3	1,685	48	2.8%	98	(50)
Third Party Payments	63,989	3,091	67,080	66,786	1,679	68,465	(1,385)	(2.1%)	(1,644)	259
Transfer Payments	2,500	1,388	3,888	4,693	716	5,409	(1,521)	(39.1%)	(1,079)	(442)
Support Services	70	0	70	58	0	58	12	17.1%	15	(3)
Depreciation and Impairment Losses	0	0	0	0	0	0	0	0.0%	0	0
GROSS EXPENDITURE	**101,942**	**7,210**	**109,152**	**109,057**	**3,862**	**112,919**	**(3,767)**	**(3.5%)**	**(3,995)**	**228**
Income	(27,586)	(7,210)	(34,796)	(34,722)	(3,862)	(38,584)	3,788	10.9%	5,435	(1,647)
NET EXPENDITURE	**74,356**	**0**	**74,356**	**74,335**	**0**	**74,335**	**21**	**0.0%**	**1,440**	**(1,419)**

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2021/22
1 April 2021 to 17 September 2021

POLICY BOARD : LEADERSHIP BOARD - CHIEF EXECUTIVE'S SERVICE

Objective Summary	Revised Annual Budget at P3	Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Chief Executive and Management	265	0	265	266	0	266	(1)	(0.4%)	(1)	0
Policy and Commissioning	4,497	113	4,610	4,602	0	4,602	8	0.2%	(13)	21
Marketing and Communications	3,096	1	3,097	3,071	0	3,071	26	0.8%	43	(17)
City Deal & Infrastructure	0	350	350	346	0	346	4	1.1%	(421)	425
Economy & Development	3,537	488	4,025	2,333	1,687	4,020	5	0.1%	17	(12)
Leisure Services (incl Renfrewshire Leisure)	11,842	0	11,842	11,835	1,000	12,835	(993)	(8.4%)	(1,324)	331
NET EXPENDITURE	**23,237**	**952**	**24,189**	**22,453**	**2,687**	**25,140**	**(951)**	**(3.9%)**	**(1,699)**	**748**

Objective Heading	Key Reasons for Projected Variance
City Deal and Infrastructure	Funding has been drawn down from ringfenced reserves to fund the projected revenue costs required to deliver the Cultural Infrastructure Programme.
Leisure Services (incl Renfrewshire Leisure)	The adverse variance continues to reflect the projected costs of supporting Renfrewshire Leisure with a revised level of requisition resulting from the continued limitations on service delivery over the coming year (in following the Scottish Government route map out of the pandemic).

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2021/22
1 April 2021 to 17 September 2021

POLICY BOARD : LEADERSHIP BOARD - CHIEF EXECUTIVE'S SERVICE

Subjective Summary	Revised Annual Budget at P3	Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Employees	8,700	798	9,498	9,404	0	9,404	94	1.0%	(169)	263
Premises Related	468	54	522	558	0	558	(36)	(6.9%)	(88)	52
Transport Related	1	3	4	6	0	6	(2)	(50.0%)	(1)	(1)
Supplies and Services	12,939	1	12,940	13,057	1,000	14,057	(1,117)	(8.6%)	(1,403)	286
Third Party Payments	122	0	122	122	0	122	0	0.0%	0	0
Transfer Payments	4,383	258	4,641	3,084	1,687	4,771	(130)	(2.8%)	(136)	6
Support Services	46	0	46	47	0	47	(1)	(2.2%)	0	(1)
Depreciation and Impairment Losses	0	0	0	0	0	0	0	0.0%	0	0
GROSS EXPENDITURE	**26,659**	**1,114**	**27,773**	**26,278**	**2,687**	**28,965**	**(1,192)**	**(4.3%)**	**(1,797)**	**605**
Income	(3,422)	(162)	(3,584)	(3,825)	0	(3,825)	241	6.7%	98	143
NET EXPENDITURE	**23,237**	**952**	**24,189**	**22,453**	**2,687**	**25,140**	**(951)**	**(3.9%)**	**(1,699)**	**748**

RENFREWSHIRE COUNCIL
CAPITAL INVESTMENT STRATEGY - NON-HOUSING SERVICES
1st April to 17th September 2021
POLICY BOARD: LEADERSHIP

		Current Year 2021-22						Full Programme - All years			
Project Title	Prior Years Expenditure to 31/03/2021* £000	Approved Budget 2021-22 £000	Budget Adjustments in 2021-22 £000	Revised Budget 2021-22 £000	Projected Outturn 2021-22 £000	Budget Variance (Adverse) or Favourable		Total Approved Budget to 31-Mar-26 £000	Projected Outurn to 31-Mar-26 £000	Budget Variance (Adverse) or Favourable	
LEISURE SERVICES											
Leisure Investment Programme	52,278	0	322	322	322	0	0%	52,600	52,600	0	0%
Grass Pitches & Changing Facilities	3,677	0	524	524	524	0	0%	4,201	4,201	0	0%
Community Halls Refurbishment	64	2,474	98	2,572	2,572	0	0%	2,636	2,636	0	0%
Lagoon Internal Play Centre	0	0	0	0	0	0	0%	500	500	0	0%
Total Leisure Services	**56,019**	**2,474**	**944**	**3,418**	**3,418**	**0**	**0%**	**59,937**	**59,937**	**0**	**0%**
CHIEF EXECUTIVES											
City Deal Projects											
Glasgow Airport Investment Area	32,237	6,446	4,506	10,952	10,952	0	0%	43,053	43,053	0	0%
Clyde Waterfront & Renfrew Riverside	15,789	28,528	-16,236	12,292	12,292	0	0%	105,748	105,748	0	0%
Airport Access	2,934	0	0	0	0	0	0%	141,991	141,991	0	0%
Economic Development											
GAIA Regeneration	2,109	1,891	0	1,891	1,891	0	0%	5,500	5,500	0	0%
AMIDS: Public Realm Phase 1 Netheron Square	217	1,586	-1,045	541	541	0	0%	2,983	2,983	0	0%
AMIDS: District Heating Network	0	5,273	-187	5,086	5,086	0	0%	7,093	7,093	0	0%
Paisley Venues & Town Centre Infrastructure											
Paisley Art Centre Redevelopment	238	219	-4	215	215	0	0%	3,050	3,050	0	0%
Paisley Town Hall Redevelopment	2,950	7,042	-703	6,339	6,339	0	0%	22,050	22,050	0	0%
Flexible Outdoor Facility/Travel & Accessibility Infrastru	342	1,610	-541	1,069	1,069	0	0%	9,450	9,450	0	0%
Playing Fields and Sports Development	405	568	-116	452	452	0	0%	7,500	7,500	0	0%
Paisley Museum	7,320	11,801	-3,228	8,573	8,573	0	0%	43,100	43,100	0	0%
Town Centre Capital Fund	1,275	3,387	-2,676	711	711	0	0%	4,237	4,237	0	0%
Paisley Learning & Cultural Hub	1,710	2,581	-727	1,854	1,854	0	0%	7,000	7,000	0	0%
Townscape Heritage CARS 2	1,676	1,719	-353	1,366	1,366	0	0%	4,099	4,099	0	0%
Total Chief Executives	**69,202**	**72,651**	**(21,310)**	**51,341**	**51,341**	**0**	**0%**	**406,854**	**406,854**	**0**	**0%**
TOTAL LEADERSHIP BOARD	**125,221**	**75,125**	**(20,366)**	**54,759**	**54,759**	**0**	**0%**	**466,791**	**466,791**	**0**	**0%**

*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.

Objective Heading	Key Reasons for Potential Variance
City Deal Projects/City Deal Related Projects	The programme has been delayed as a result of the Covid-19 pandemic with net projected expenditure of £26.294m slipping into future years to reflect revised timescales.
Paisley Venues & Town Centres Infrastructure	As as result of the Covid-19 pandemic, a total £13.211m of programmed expenditure has been reprofiled into future years to reflect revised timescales.

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Renfrewshire Council

Minute of Meeting
Climate Change Sub-Committee

Date	Time	Venue
Wednesday, 17 November 2021	14:00	Remotely via MS Teams,

Present: Councillor Bill Brown, Councillor John Hood, Councillor Lisa-Marie Hughes, Councillor Eileen McCartin, Councillor Cathy McEwan, Councillor Marie McGurk, Councillor Iain Nicolson, Councillor John Shaw

Chair

Councillor Nicolson, Convener, presided

In Attendance

L McIntyre, Head of Policy & Commissioning, A Morrison, Head of Economy & Development Services, D Love, Chief Planning Officer, P Moss, Strategy, Policy & Insight Manager, R Smith, Climate Emergency Lead Officer and G Crawford, Senior Communications Officer (all Chief Executive's); F Carlin, Head of Housing Services (Communities & Housing Services); J Calder, Head of Service (Curriculum & Quality) and K Johnston, Primary Science Development Officer (both Education & Children's Services); G Hutton, Head of Operations & Infrastructure and L Rennie, Operations Manager (both Environment & Infrastructure); J Lynch, Head of Property Services, D Pole and I Blair, both End User Technicians, R Devine, Senior Committee Services Officer and K O'Neil and J Barron, both Assistant Committee Services Officers (all Finance & Resources).

Also in Attendance

G Miller, Head Teacher and Pupils from St Margaret's Primary School.

Recording of Meeting

Prior to the commencement of the meeting the Convener intimated that this meeting of the Climate Change Sub-committee would be recorded and that the recording would be available to watch on the Council's website.

Apology

Councillor Neil Graham.

Declarations of Interest

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

1 Learning & Teaching about Climate Issues in Renfrewshire Schools

The Head of Service (Curriculum & Quality) introduced a presentation on Learning & Teaching about Climate Issues in Renfrewshire Schools.

Areas covered in the presentation included Priorities for Service Improvement, Rights Respecting Schools, Laudato Si Schools (a scheme for RC Schools devised by Pope Francis relative to climate change), Keep Scotland Beautiful, Climate Action Week and COP 26.

Members thanked the Head of Service (Curriculum & Quality), the Primary Science Development Officer and the children from St Margaret's Primary School for their presentation.

DECIDED: That the presentation be noted.

2 Climate Emergency Work Programme : Progress Report

Under reference to item 2 of the Minute of the meeting of the Sub-committee held on 1 September 2021, there was submitted a report by the Chief Executive regarding the work which had been undertaken by the Council in response to the climate emergency.

Reference was made to the report considered at the meeting of this Sub-committee held on 1 September 2021 outlining progress in connection with the work undertaken in response to the climate emergency declared by the Council in June 2019.

The Sub-committee had subsequently agreed key priorities to be progressed by officers, recognising that it was a particular priority to continue to develop Renfrewshire's plan for achieving the target of net zero carbon emissions by 2030 working alongside citizens, community planning partners and businesses. The report provided an update on the work undertaken to progress these priority actions and highlighted some of the key activities that had been undertaken since the last update to Board, with section 7 of the report setting out the key priority actions which had been identified by officers for completion over the next six-month period.

The Head of Policy & Commissioning advised that a consultancy/academic partner had been sought to assist with the technical aspects of the Net Zero Plan, but that a recent procurement exercise had been unsuccessful in obtaining a bidder for this

contract and there might be a consequential in the timescales of the full Net Zero Plan.

It was noted that services had continued to progress a range of activities which supported the Council's response to the climate emergency. An overview of these activities had been provided to the Sub-committee in December 2020, and appendix 1 provided an updated position.

Draft guidance to the Community Climate Fund including projects which could be funded, funding criteria and the application process were included in appendix2 to the report.

DECIDED:

(a) That the progress achieved in relation to the current work programme and associated updated timetable be noted;

(b) That the progress achieved in relation to wider climate activity across the Council, as outlined in appendix 1 to the report, be noted;

(c) That the proposals for progressing a pilot Community Climate Fund and the allocation of £50,000 of the Climate Action Change Fund for this purpose be approved;

(d) That the proposal to endorse the National Climate Resilience Summit ambition statement, as outlined in section 6 of the report, be approved, and the Sub-committee recommend approval at the next meeting of the Leadership Board; and

(e) That it be agreed that the key priorities for the progression over the course of the next six-month period, as detailed in section 5 of the report be approved, and that the timeline for the programme be noted;

3 Climate Survey

Under reference to item 2 of the Minute of the meeting of the Sub-committee held on 1 September 2021, the Strategy, Policy & Insight Manager gave a presentation on the Climate Survey.

It was noted that the survey was was shared with the Public Services Panel and on the Council website, publicised through social media for the general public. Pollution of rivers and seas, the effects of climate change, flooding and the impact on the economy were areas covered in the survey.

Members thanked the Strategy, Policy & Insight Manager for her presentation.

DECIDED: That the presentation be noted.

4 Climate Change & Planning

The Head of Economy & Development gave a presentation on Climate Change and Planning.

The presentation included the influence of planning on net zero, renewable technologies, building adaptions, business growth, travel, green spaces, the location of new developments and waste management.

Officers responded to members' comments and questions on planning application regulations, the protection of trees during house building and the new trees policy which was currently under development.

Members thanked the Head of Economy & Development for his presentation.

DECIDED: That the presentation be noted.

5 Clyde Climate Forest

There was submitted a report by Chief Executive relative to the Clyde Climate Forest initiative which had been developed as part of a wider response to tackling climate change across the Glasgow City Region. The purpose of the initiative was to support tree planting projects which contributed to a new urban "forest" across the City Region area that delivered a broad range of climate and ecological benefits.

DECIDED:

(a) That the development of the Clyde Climate Forest and the role of the initiative in contributing to the Council's response to climate change be noted; and

(b) That the delivery of future phases of the initiative in Renfrewshire be explored be approved subject to consultation with local communities and stakeholders.

6 Public Bodies Climate Change Duties Reporting 2020/21

There was submitted a report by the Chief Executive regarding Renfrewshire Council's Public Bodies Climate Change Duties report for the period 1 April 2020 – 31 March 2021

DECIDED:

(a) That the report by noted; and

(b) That the Sub-Committee recommend that the report by approved at the next meeting of the Leadership Board.

Renfrewshire Council

To: **Leadership Board**

On: **1 December 2021**

Report by: **Chief Executive**

Heading: **Climate Change Update**

1. Summary

1.1 The Climate Change Sub-Committee of the Leadership Board was established in October 2020 to provide oversight and scrutiny of the Council's activities on climate change, and specifically its progress in terms of meeting the target of achieving net zero carbon emissions by 2030.

1.2 The Sub-Committee met most recently on 17 November 2021 and considered:

- Progress updates in relation to the overall Climate Emergency work programme being progressed by services, including in relation to the development of Renfrewshire's Climate Panel, which met virtually for the first time on 9 November.
- Initial findings from the Climate Change survey which was undertaken in September and October 2021 in consultation with Renfrewshire's Public Services Panel and through an open online survey available to all residents.
- Proposals to support the establishment of a new Community Climate Fund to support grassroot climate activities across Renfrewshire's Communities. It is proposed that £50,000 is allocated from the Climate Change Action Fund for this purpose.
- A presentation from Children's Services on the learning and teaching that is taking place across Renfrewshire on climate issues, with particular input from the children and staff of St Margaret's Primary School.

- A presentation from the Head of Economy and Development on climate change and planning policy.
- Support for a National Climate Ambition statement that organisations across Scotland were asked to endorse prior to COP 26, following a National Leadership Summit in October 2021.
- The Council's Annual Public Sector Bodies Climate Duty report for 2020/21.
- Key priorities to be progressed over the next 6 month period by officers.

1.3 Updates are provided within this paper in relation to key items requiring approval by the Leadership Board.

1.4 The pace and scale of activity which is now being undertaken across the organisation and with partners in relation to climate change is significant, and real progress is being made in co-ordinating this activity and in progressing key local priorities around engaging and consulting with local residents, businesses and partners on Renfrewshire's response to the climate emergency.

1.5 The update provided to the Sub-Committee noted particular challenges in terms of identifying an appropriate technical partner to work with the Council on Renfrewshire's net zero plan. A recent procurement exercise had unfortunately not been successful due to capacity issues being experienced by potential suppliers, and work is now underway to deliver Renfrewshire's net zero plan through an alternative approach as a key priority.

2. Recommendations

2.1 It is recommended that members of the Leadership Board:

- Note the progress achieved in relation to the Council's response to the climate emergency;
- Agree the proposals for progressing a pilot Community Climate Fund set out in Section 4 and Appendix 1, and to allocate £50,000 of the Climate Action Change Fund for this purpose;
- Agree to endorse the National Climate Resilience Summit Ambition Statement as outlined in section 5 of this report; and
- Approve the submission of the Public Sector Climate Change Duties Report 2020/21 at Appendix 2 to the Scottish Government.

3. Background

3.1 As elected members will be aware, following the Council's declaration of the climate emergency in 2019, officers have been working very closely with partners to develop a programme of work which will drive the collective response to climate change in Renfrewshire. The work programme was paused in 2020 due to the COVID-19 pandemic, however work recommenced

on this in Autumn 2020. The core focus of the local programme of work has been to develop a plan which sets out how the Council will work with partners, communities and stakeholders to achieve the net zero carbon emissions by 2030 target, which was set by Renfrewshire Council.

3.2 As previously outlined, at the core of the Council's approach is to meaningfully engage with partners, stakeholders and citizens throughout the development of the plan. In recent months in the lead up to the COP26 Summit in Glasgow, public interest and engagement around the climate emergency has increased, and the Council and its partners have been keen to meet this increased interest with opportunities for a wide range of voices to be heard.

Climate survey

3.3 As part of the Council's climate engagement programme, a climate survey was issued to the Public Services Panel and also opened up to the wider Renfrewshire community to understand public knowledge and opinion on the climate emergency and specific issues in relation to Renfrewshire's challenges, opportunities and potential priority areas. This survey closed at the end of September and the findings are now being analysed.

3.4 The survey also offered the opportunity to engage further on climate issues, through joining Renfrewshire's Climate Panel.

Renfrewshire Climate Panel

3.5 Renfrewshire Climate Panel has now been established, with the first sessions taking place at the start of November. The panel offered the opportunity for both daytime and evening sessions to meet the needs of as many people as possible. The sessions were, and will continue to be, held remotely via teams due to the pandemic.

3.6 The first session focused on introducing the Panel and the reasons for establishing it; outlining the background to the global climate emergency; and explaining why Renfrewshire declared a climate emergency and what this means. The workshops also included discussion sessions so that participants could get involved in more detailed exploration of the issues. It is planned to hold another session in early December to explore in more details the findings from the climate survey. After a short break for the Christmas period, it is planned to hold a session in January and one in February to identify key priority areas, opportunities and explore any barriers.

3.7 Whilst efforts have been taken to ensure the panel is as representative as possible, it is proposed that as part of our engagement programme that specific outreach takes place in early 2022 with particular representative organisations to ensure that priority areas, challenges, barriers etc take into

consideration the voice and views of a wide range of people with different needs and experiences.

Plan for Net Zero

3.8 In June 2021, Leadership Board approved the commissioning of technical support to establish a robust carbon evidence base to underpin Renfrewshire's Plan for Net Zero and to identify exemplar options and ideas for further initiatives and interventions that could help Renfrewshire meet the ambitious 2030 net zero target. A recent procurement exercise in relation to this commission unfortunately attracted no bids. Procurement colleagues received feedback which highlighted a lack of capacity to deliver within the outlined timescales due to other ongoing commissions. Officers are currently revisiting elements of this commission, including options to review the timescales and/or to phase the various tasks within the scope, and will continue to prioritise this to ensure that the appropriate support to progress this area of work can be established as soon as possible.

3.9 This support is fundamental to being able to produce a meaningful and action-focused plan for Renfrewshire and therefore it will not be possible to progress in the same way or within the same timescales without this support in place. Equally, officers are cognisant of the climate emergency and the need to progress the response at the required pace. In light of this, officers are reviewing the broader timeline and tasks required to produce Renfrewshire's Plan for Net Zero, alongside undertaking analysis which may allow us to set out a high-level route map at the next meeting of the Sub-Committee.

4 Community Climate Fund Grant Scheme

4.1 Following initial discussions at the Climate Change Sub-Committee on 2 June 2021, officers have been progressing options for the development of a Community Climate Fund for consideration. The Community Climate Fund will provide awards of up to £3,000 to community organisations to develop localised, green community projects and initiatives which are tailored to the needs of individual communities. It is proposed that funding of £50,000 is drawn from the Climate Change Action Fund to support this activity.

4.2 The purpose of the Fund is to support community organisations to develop local projects and initiatives which align with the drive to net zero and help build resilience within communities from the impacts of climate change. This might include, but is not limited to, projects which enhance local biodiversity, support volunteer activities, or allow events or campaigns to be launched within communities.

4.3 Subject to approval by the Leadership Board, is intended that the application process for the Community Climate Fund will be launched in early 2022. Award recommendations would be then be submitted to subsequent Sub-Committees prior to submission to Leadership Board. Award

recommendations would follow consideration by a panel comprising of service representatives and a community representative.

4.4 Draft guidance has been developed for the fund and is attached at Appendix 1. Officers will work with all successful applicants to monitor the outcomes delivered by projects and initiatives supported through the Fund, as part of a wider evaluation of the local response to the climate emergency in Renfrewshire.

5. National Climate Resilience Summit: ambition statement

5.1 Renfrewshire Council participated in the National Climate Resilience Summit in September, which was organised by the Scottish Government, Sniffer and Adaptation Scotland. The organisation was invited to endorse or commit to the ambition statement and to communicate this collective ambition though our own channels and networks as appropriate.

5.2 The ambition statement, which aligns closely with Renfrewshire Council's position, is as noted below:

National Climate Resilience Summit: ambition statement

Scotland is already experiencing warming, with more extreme weather events and rising sea levels and these changes will continue due to the locked-in effects of global climate change. As a nation we must prepare for these changes in order to protect our places, communities, businesses and nature. This will include understanding climate risk and vulnerabilities, planning and implementing adaptation actions, unlocking finance and supporting transformational change at local, national and international levels. The Climate Change Committee's recent independent Assessment of UK Climate Risk is clear it will be impossible to achieve a just transition to net zero or tackle inequalities more widely without also addressing climate risks, and that the time for us to build resilience is now.

As delegates to the National Climate Resilience Summit we support collective action to transform Scotland into a climate resilient nation. As part of this journey, we:

1. support enhanced understanding and action on climate risk and look forward to collaborating across sectors;
2. will further embed climate adaptation in our culture, corporate governance and organisational priorities as an immediate priority and throughout 2022 and beyond; and
3. express our support for an ambitious global deal at COP26 which addresses adaptation and resilience needs in a fair and just way.

5.3 Members of the Leadership Board are asked to endorse support for this statement which aligns with the climate emergency declaration agreed in 2019.

6. Key priority areas

6.1 Looking ahead to the next 6 months, key priority areas for the climate emergency work programme are as follows:

Progress the commissioned piece of work on carbon evidence base and potential interventions/exemplar options, under one of the proposed options as outlined in section 3	December 2021
Continue to progress the development of a Plan for Net Zero	March 2022 (timescales dependent on appointment of contractor as outlined in section 3)
Continue to engage with citizens through Renfrewshire's Climate Panel to identify priority areas for climate action, opportunities and challenges	Meetings currently planned in December 2021, January and February 2022
Engage with representative groups to discuss the findings from the Public Services Panel and explore opportunities/challenges to consider a locally Just Transition	Early 2022
Progress proposals to launch Community Climate Fund as noted in section 4	Early 2022
Continue to engage with Renfrewshire Chamber of Commerce with a view to launching survey of businesses after the Christmas period	Early 2022
Establish a future programme of Community Planning Partners network events	Next event is planned for November 2021, future sessions will be timetabled in quarterly throughout 2022

7 Public Bodies Climate Change Duties Reporting 2020/21

7.1 At its meeting on 17 November 2021, the Climate Change Sub-Committee also considered the Council's Annual Public Bodies Climate Change Duties Report for 2020/21. All 32 local authorities in Scotland are signed up to Scotland's Climate Change Declaration. Signatories to the Declaration acknowledge the importance of climate change and are committed to:

- Mitigating their impact on climate change through reducing greenhouse gas emissions
- Taking steps to adapt to the unavoidable impacts of a changing climate
- Working in partnership with their communities to respond to climate change.

7.2 The Declaration recognises the key role Scottish local authorities play in helping to tackle the challenges of climate change. Signatories to Scotland's Climate Change Declaration have committed to preparing an Annual Report detailing their progress in mitigating and adapting to climate change. This provides an important mechanism for the public sector to lead by example in addressing climate change.

7.3 Subject to approval by the Leadership Board, the report will be submitted to the Scottish Government.

Implications of the Report

1. **Financial** – the paper includes a recommendation in relation to the Climate Change Action Fund in section 4, with £50,000 to be allocated to deliver a Community Climate Fund.

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

3. **Community/Council Planning –** this report includes updates and further proposals to support engagement and collaboration with local businesses, partners and communities on the climate emergency agenda.

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** – the Council's procurement team continue to provide support to the programme, including on the specific issue outlined in section 3

10. **Risk** – none

11. **Privacy Impact** – none

12. **COSLA Policy Position** – none

13. **Climate Risk** – this report outlines work being undertaken by the Council to respond to the climate emergency.

List of Background Papers:
Climate Change Action Fund, 2 June 2021 Climate Change Sub-Committee
Climate Emergency Work Programme: Progress Update, 1 September 2021 Climate Change Sub-Committee

Author: Pauline Moss, Strategy, Policy and Insight Manager
Roz Smith, Climate Emergency Lead Officer
Chief Executive's Service.

Appendix 1 – Community Climate Fund Draft Guidance

Renfrewshire's Community Climate Fund

A guide to the grant funding available for community groups and how to apply

Renfrewshire Council's Community Climate Fund is a £50,000 fund for community organisations based in Renfrewshire to develop localised, green community projects and initiatives which are tailored to the needs of individual communities.

The Community Climate Fund will provide small awards to community organisations to develop local projects and initiatives which align with Renfrewshire's drive to net zero, respond to the climate emergency and help build resilience within our communities from the impacts of climate change.

Grants are targeted at groups where a small amount of money can make a significant difference to enabling community participation.

It is anticipated that a number of the projects will advance equality of opportunity, tackling areas including food insecurity; healthy eating; and fuel poverty, as well improving health and wellbeing.

What We Will Fund

The aim of the Community Climate Fund is to support community organisations which aim to improve the lives of local people and build resilient communities through sustainable activities targeting the impacts of climate change and the climate emergency. This might include, but is not limited to:

- Costs associated with new models of land use which improve quality, dignity or sustainability, e.g. community gardens or edible borders which provide fresh fruit and vegetables
- Costs associated with enhancing local biodiversity and natural habitats such as planting (including tree planting), providing feeders, hedgehog tunnels, developing nature corridors, etc.
- Costs that support recruiting and/or retaining volunteers, or relevant training, e.g. local energy advisors, local food growing advisors, free local bike repair, community hire station for tools, local repair hubs, repair workshops, led walks or bike rides, cycling proficiency training
- Costs associated with premises, e.g. venue hire, for community climate events
- Cost associated with equipment to enable services, e.g. tools for hire stations, bike repair essentials, repair equipment, refrigeration for community kitchens
- Provision of support to be provided alongside local food growing advice, e.g. supply of planters, supply of appropriate seeds/plantings
- Costs associated with running information campaigns, engaging and consulting the local community to inform projects and initiatives

Costs associated with the direct purchase of food or energy or other direct financial support for households are not eligible.

Funding Criteria

Successful applications will require to demonstrate:

- an understanding of local need and how their project or initiative would meet this need
- how their project or initiative aligns with community resilience, adaptation or mitigation in response to the climate emergency and local climate change impacts
- inclusivity and easily accessible services, particularly targeting those most in need
- partnership working to signpost people to additional support

In addition, the geographical spread of applications will be considered in the allocation of awards.

Who Can Apply?

Any community or voluntary organisation with a constitution and a bank account can apply.

How Much Can I Apply For?

Grants of up to £3,000 are available. Applications over £3,000 will only be considered in exceptional circumstances.

Please note the total funding available within this fund is £50,000 – please do not apply for more than you will need for your project.

How Will Decisions Be Made?

1. Applications will be assessed by Council Officers against the criteria mentioned above in conjunction with a community representative.

2. Recommendations will then be submitted to Renfrewshire Council's Leadership Board for approval.

Key Dates

The Community Climate Fund will open on tbc and close on tbc.

Monitoring Outcomes

Council Officers will work with all successful applicants to monitor the outcomes delivered by projects and initiatives supported through the Fund, as part of a wider evaluation of the local response to the climate emergency in Renfrewshire.

The Application Process

Read the Community Climate Fund guidance. If you need more information or wish to discuss your application, please get in touch

Fill in the application form, making sure you demonstrate how you meet the criteria

Send your application to tbc@renfrewshire.gov.uk by tbc, together with the relevant bank statements, accounts and constitution

Your application will be assessed by Council Officers and decision-makers

We will get in touch to let you know if you've been successful within tbc weeks

If you are successful, you will be asked to agree the conditions of grant and payment arrangements will be made

Writing Your Application

The standard Voluntary and Community Organisations Grant Application Form is used to apply for the Community Climate Fund.
The application form is available here or please contact tbc if you would like a paper copy sent to you.
The form has guidance notes in the right-hand column to help you with what information to put in each box. The notes below provide further information about how to make the best use of the application.

Section 1 – Organisation Details
This section is for you to tell us about your organisation and what you do.

Section 2 – Project Proposal
This section is an opportunity to tell us about the project you would like funding for. This information will be used to decide on your application, so it is very important that you use this section to explain how you will meet the criteria for this fund.
Use the sections to tell us about:

- How you've identified the local need for your project
- What exactly you will do with the funding
- Who and how many people your project works with
- How you will know you are making a difference

Section 3 – Supporting Paperwork
This section is to make sure that you have included all the necessary supporting paperwork. Your application cannot be considered until you submit all of the correct paperwork. This includes:

- A bank statement less than three months old
- A copy of your most recent Annual Accounts or Income and Expenditure Statement. These should be less than 15 months old, dated and signed as approved. New organisations should submit estimates of income and expenditure for the first 12 months
- A copy of the organisation's current Constitution or Memorandum and Articles of Association, dated and signed

Section 4 - Declaration
If you are filling in a paper copy of the form to post, you can sign this section of the form. If you are doing the form online, a signature can be taken at a later date.

TABLE OF CONTENTS

Required

PART 1: PROFILE OF REPORTING BODY

PART 2: GOVERNANCE, MANAGEMENT AND STRATEGY

PART 3: EMISSIONS, TARGETS AND PROJECTS

PART 4: ADAPTATION

PART 5: PROCUREMENT

PART 6: VALIDATION AND DECLARATION

PART 1: PROFILE OF REPORTING BODY

1(a) Name of reporting body
Renfrewshire Council

1(b) Type of organisation
Local Authority

1(c) Number of FTE staff in the organisation
6,500

Metric	Unit
Specify the metrics that the body uses to assess its performance in relation to climate change and sustainability	
Floor Area	m^2
Treated Water	ML
Households supplied with water	Households
Population supplied with treated water	Population
Sewage treated	ML
Households supplied sewage services	Households
Population supplied with sewage services	Population
Number of full-time students	Number FTS
Patient bed nights	Number of patient bed nights
Population size served	Population

1(e) Overall budget of the body	
Specify approximate £/annum for the report year.	
Budget	
£ 427,986,000	

1(f) Report year	
Specify the report year.	
Report Year	**Report Year Comments**
Financial (April to March) 2020/21	

1(g) Context
Provide a summary of the body's nature and functions that are relevant to climate change reporting.
In 2007 all 32 Scottish local authorities signed up to Scotland's Climate Change Declaration. Signatories to the Declaration acknowledging the importance of climate change and were committed to: • Mitigating their impact on climate change through reducing greenhouse gas emissions • Taking steps to adapt to the unavoidable impacts of a changing climate • Working in partnership with their communities to respond to climate change The climate change report submitted in November 2021 for 2020/21 will be the sixth mandatory submission by Renfrewshire Council, as required by public bodies that are seen as 'major players'.
For public sector bodies, reporting on climate change activity is considered good practice as it: • Increases accountability and transparency, making it easier for the public to understand how Renfrewshire Council is performing in climate change areas; • Assists with integrating climate change objectives in corporate business plans and embeds climate change action in all services; and • Assists with establishing a climate change reporting hierarchy and the mainstreaming of climate change within organisation decision making

PART 2: GOVERNANCE, MANAGEMENT AND STRATEGY

2(a) How is climate change governed in the organisation?

Council and Boards 1 April 2020 to 31 March 2021

The Council's agreed framework for decision making and policy development is based on a series of policy boards. In addition to the Leadership Board, Audit, Risk and Scrutiny and Petitions Board, Regulatory Functions Board and Cross Party Sounding Board the Council also operates the following thematic policy boards that reflect policy priorities rather than Council service structures. The boards during 2020/21 were:

- Education and Children's Services Policy Board
- Infrastructure, Land and Environment Policy Board
- Finance, Resources and Customer Services Policy Board
- Communities & Housing Policy Board
- Climate Change sub-committee

Each of these policy boards will have initiatives that contribute to the Council's climate change agenda. Since the last Public Bodies Climate Change Duties report the Council has established the Climate Change sub-committee which will take forward this agenda and is chaired by the Leader of the Council and includes representation from all political groups

2(b) How is climate change action managed and embedded in the organisation?

The Council's Corporate Management Team (CMT) is comprised of senior staff from all services and meets on a regular basis. Although matters relating to climate change adaptation and mitigation are not the sole remit of this group, issues such as performance in relation to the Community Plan and Local Outcome Improvement Plan and Sustainable Procurement are considered by the CMT. Specific officer groups whose remit includes Climate Change adaptation and mitigation are outlined below.

The full Council agreed at a meeting in February 2020, to establish a Climate Change sub-committee of the Leadership Board to maintain oversight of the progress being made by the Council in achieving its target of net zero carbon emissions by 2030.

The Council's Head of Policy and Commissioning is the strategic lead for climate emergency. We have also appointed a Climate Emergency Lead Officer who will coordinate the Council's overall strategic climate programme. Additional appointments have also included a Green Economy Officer, recently recruited to the Economy and Development team within the Chief Executive's Service. The Green Economy Officer will develop the response to the climate emergency from an economic development point of view and help Renfrewshire's businesses develop a just transition to greener ways of working. A a new Tree and Woodland Officer has been appointed to the Streetscene team within Environment and Infrastructure to support woodland management issues across Renfrewshire. A Biodiversity Officer is also starting shorty within the same team, to support and enhance biodiversity, nature and wildflower habitats, supporting the Council's commitment to the Edinburgh Declaration on Biodiversity.

2(c) Does the organisation have specific climate change mitigation and adaptation objectives in its corporate plan or similar document?		
Objective	**Doc Name**	**Doc Link**
We want the Council to play its part in tackling climate change by focusing on reducing energy use and carbon emissions across all aspects of our operations, making sure that the majority of waste collected is recycled and working with our partners to make Renfrewshire's economy and communities as sustainable as possible.	Renfrewshire Council Plan "Thriving People, Connected Communities" 2017-22"	http://www.renfrewshire.gov.uk/councilplan
Renfrewshire Council set a target to reduce its total annual carbon footprint by 19,389 tCO_2e by the end of financial year 2019/20, this equates to a reduction of 36%. At the end of the reporting period Renfrewshire Council had achieved a 60% reduction	Renfrewshire Council Carbon Management Plan 2014/15-2019/20. Section 2, page 19.	www.renfrewshire.gov.uk/media/1767/CarbonManagement-Plan-20142020/pdf/CarbonManageme ntPlan2014-2020.pdf
Each service have service improvement plans which contains a range of actions and activities which helps the Council meet it climate change targets by 2030. During 2021/22 the SIPs were replaced by service delivery plans which also contain actions and activities which will contribute to the net zero target. The Chief Executive's Service take the strategic lead in terms of climate change	Service Improvement Plans 2020 – 2023.	https://www.renfrewshire.gov.uk/article/2067/Service-Improvement-Plans

2(d) Does the organisation have a climate change plan or strategy?

The Climate Change sub-committee of the Leadership Board was established to maintain oversight of the progress being made by the Council in achieving its target of net zero carbon emissions by 2030.

Due to the emergence of the coronavirus pandemic and the requirement of officers to focus on the immediate response in the community, it was not possible to progress climate emergency activity at the pace originally intended. Work on the agenda resumed in late 2020 and has continued to be priority for the organisation. One element of this work has been the development of a climate change Plan for Net Zero for Renfrewshire.

Topic area	Name of document	Time Period Covered
Adaptation	Plan for Net Zero Renfrewshire Local Development Plan Proposed Plan – Strategic Environmental Assessment	2020 - to date 2020 - 2021
Business travel	Carbon Management Plan	2014/15-2019/20
Staff Travel	Carbon Management Plan	2014/15-2019/20
Energy efficiency	Carbon Management Plan	2014/15-2019/20
Fleet transport	Carbon Management Plan	2014/15-2019/20
Information and communication technology	Renfrewshire Council Plan	2017 - 2022
Renewable energy	Carbon Management Plan	2014/15-2019/20
Sustainable/renewable heat	Renfrewshire Local Development Plan Renfrewshire Local Development Plan Proposed Plan Renfrewshire Local Housing Strategy	2014 – 2019 2019 - 2021 2016 - 2021
Waste management	Carbon Management Plan	2014/15-2019/20
Water and sewerage	Carbon Management Plan	2014/15-2019/20
Land Use	Renfrewshire Local Development Plan Renfrewshire Local Development Plan Proposed Plan Renfrewshire Local Housing Strategy	2014 – 2019 2019 - 2021 2016 - 2021

	Local Biodiversity Action Plan	2018 – 2022
	Core Path Plan	2009 – to date
	Draft Renfrewshire Core Path Plan	2020 - 2021

2(f) What are the organisation's top 5 priorities for climate change governance, management and strategy for the year ahead?

1. High level strategic objectives

Climate change governance is delivered through the Climate Change sub-committee. This sub-committee evolved from the Council's Climate Emergency Working Group (CEWG) established following the Council's declaration of a climate emergency in June 2019.

Renfrewshire's Plan for Net Zero was developed during 2020/21 and is ongoing.

The priority areas for the climate emergency work programme for the year ahead are as follows:

- Continue to progress the development of a Plan for Net Zero
- Progress the commissioned piece of work on carbon evidence base and potential interventions/exemplar options
- Continue to engage with citizens through Renfrewshire's Climate Panel to identify priority areas for climate action, opportunities and challenges
- Engage with representative groups such as Renfrewshire's Access Panel, the DEAR group, and children and young people to discuss the findings from the Public Services Panel and explore opportunities/challenges to consider a locally Just Transition
- Progress proposals to launch a Community Climate Fund
- Continue to engage with Renfrewshire Chamber of Commerce with a view to launching survey of businesses after the Christmas period
- Establish a future programme of Community Planning Partners network events

2. Climate Change Action Fund

In the budget approved by full Council on 9 March 2020, £1m of funding was allocated to the support the organisation in progressing its response to the climate emergency through a Climate Change Action Fund.

Officers have developed a number of funding proposals which could be supported through the fund. The proposals that have been developed will assist the organisation in working innovatively to reduce and offset carbon emissions in Renfrewshire, changing behaviours and supporting engagement with local people, businesses and communities, as well as accelerating existing programmes of change around for example a "green" fleet.

A critical focus will be undertaking tests of change within specific services, which will ensure the Council is well positioned to lever in external investment to support the implementation of initiatives at scale.

3. **Flood Risk Prevention**:

Reducing flooding, flood risk and improving the condition of water bodies in Renfrewshire is crucial in assisting in tackling climate change. The Flood Risk Management (Scotland) Act 2009 introduced a sustainable and modern approach to flood risk management reflecting Scotland's needs aiming to lessen the impacts of climate change. The Flood Risk Management (Scotland) Act, 2009 requires the Council to:

- Maintain a schedule of watercourse assessment and repair, and action measures resultant.
- Record all flood events and pass to SEPA.
- Map all watercourses and Sustainable Urban Drainage Systems as an ongoing action.
- Maintain all constructed flood schemes.
- Promote Sustainable development through sustainable flood risk management policies being embedded in the local development plan, structure plan, and development management supplementary planning guidelines.
- Ensure no Renfrewshire Council action contravenes the published Flood Plan or Strategy.
- Ensure the Flood Plan and Strategy is effectively integrated to all other Renfrewshire Council published Plans / Strategies / Policies, and vice versa

The Council is a member of the Clyde & Loch Lomond Flood Risk Management Local Plan District. This is a partnership involving Scottish Water, SEPA, the Forestry Commission, the National Parks Authority for Loch Lomond and the Trossachs Park and 10 local authorities, priorities across the area have been set with regard to detailed studies to address flood risk. The first Flood Risk Management Plan was published in June 2016 and has two cycles covering the period 2016 – 2022 and 2022 – 2028. Actions currently ongoing and on target include:

- Surface Water Management Plan / Study of Hillington / Cardonald / Penilee area jointly progressing with Glasgow City Council to identify the most sustainable suite of options to manage flood risk from all sources. Completion is imminent regarding Renfrewshire Council's collaboration agreement, as proposed measures are wholly within Glasgow City Council boundaries, for this cross Local Authority Boundary catchment investigation.

- An integrated catchment study with Inverclyde Council and Scottish Water covering the Erskine Waste Water Treatment Catchment area (i.e. all of Renfrewshire excluding Paisley, Langbank, Lochwinnoch and Renfrew sewerage catchment areas) is ongoing. The study will identify the catchment needs resulting from the combined flood risk from the interaction between sewers, rivers and surface water and will inform future

surface water management plans and flood studies to identify the most sustainable combination of measures to reduce overall flood risk to the community, infrastructure, the environment and cultural heritage.

- The Council also maintain a schedule of watercourse assessment and repair, and action measures resultant. This aids the Local Authority in prioritising limited resources to the areas of the community most at risk, in line with Scottish Government policies on Sustainable Flood Risk Management.

Renfrewshire Council are also part of the Metropolitan Glasgow Strategic Drainage Partnership (MGSDP) which is a collaborative body involved with the operation of the drainage network within the Glasgow City Region area. The MGSDP is a National Project identified in Scotland's National Planning framework, a nationally significant exemplar of catchment scale water and drainage infrastructure planning. Delivery of the strategies and projects as part of MGSDP aims to build greater resilience to long-term climate change impacts and contribute to the delivery of infrastructure required for water resource and drainage/flooding management across the Glasgow City Region.

4 The Local Development Plan

The Local Development Plan is a statutory document that facilitates and guides the future use of land within Renfrewshire providing a map based guide for shaping the area over the next ten years. The Plan is informed by extensive consultation, engagement and collaboration and sets out a wide range of plans, policies and strategies. The current Renfrewshire Local Development Plan was adopted in 2014.

Renfrewshire Council are currently at the advanced stages of implementing the next Local Development Plan which is programmed for adoption by the Council late in 2021. The preparation process for the next Renfrewshire Local Development Plan is outlined in the Council's web pages at www.renfrewshire.gov.uk/article/3070/Preparation-of-the-next-Local-Development-Plan

The Renfrewshire Local Development Plan and the Proposed Plan are supported by a number of documents including an Environmental Report, Strategic Flood Risk Assessment and Habitats Regulation Appraisal. These documents aim to ensure that the protection and enhancement of the environment is central to the plan and that policies, proposals and strategies to support measures to adapt to the likely effects of climate change, resilience and avoidance where possible. As well as this the core principles of the Plan, spatial strategy and the proposals in the Plan is that they do not have a significant negative impact on the environment and aim to enhance Renfrewshire as a Place.

The Local Development Plan Proposed Plan was approved by Communities, Housing & Planning Policy Board on the 12th March 2019 as the settled view of the Council. Extensive consultation and engagement has been undertaken in preparing the Renfrewshire Local Development Plan Proposed Plan and the twelve-week consultation period ended in June 2019 with 1,444 representations submitted. This consultation is a is a statutory requirement which allowed individuals, community organisations, businesses land owners, developers and public agencies to submit representations to the Council on the content of the Plan. Following the extensive consultation and engagement, the Council prepared a response on the issues raised through the consultation, thereafter the Renfrewshire Local Development Plan Proposed Plan was submitted to the Directorate for Planning and Environmental Appeals on 31st January 2020 for Examination.

The Directorate for Planning and Environmental Appeals appointed four Reporters to the examine the Proposed Plan and the examination commenced on 12th May 2020. The examination process concluded on 2nd February 2021 and the Report of Examination was published online along with a summary of the Reporter recommendations. The conclusions and recommendations of the Reporters appointed by Scottish Ministers largely support the strategy, policies and proposals set out in the Renfrewshire Local Development Plan Proposed Plan. The Examination process considered the 1,444 representations that were made during an extensive consultation and engagement period, these representations were split into 23 issues. The Examination Report concludes that the Spatial Strategy and policy framework of the Proposed Plan is appropriate and consistent with Clydeplan Strategic Development Plan and Scottish Planning Policy. There were two areas where the Reporter recommended more significant modifications to the Plan these where in relation to the sites that made up the housing land supply and three new policies to be inserted into the Plan. The Proposed Plan will now proceed to the final stages in the plan preparation process and is programmed for adoption later in 2021.

The updated Renfrewshire Local Development Plan will continue the focus of sustainable inclusive economic growth within Renfrewshire, identifying where there are opportunities for change, regeneration and enhancement, and directing developments to locations that are economically, socially and environmentally sustainable. The Plan will also continue to promote sustainable patterns of development that contribute towards minimising carbon and greenhouse gas emissions and support the adaptions to the likely effects of climate change. The Renfrewshire Local Development Plan seeks to protect and enhance the varied natural assets. The protection and enhancement of woodland, forestry, the green network, varied landscapes will play a key part in Renfrewshire's transition to a low carbon economy and adapting to climate change.

5. Investment in Renfrewshire:

Centre strategies have been prepared for Johnstone, Renfrew, Erskine, Linwood and Braehead capture opportunities which have a positive impact on the environment, such as the promotion and delivery of active travel projects which encourage sustainable modes of transport. Updates of these strategies are currently being prepared and they will continue to promote and deliver projects which improve environments for local communities and support the Council's wider approach to climate change.

The ongoing regeneration of Community Growth Areas at Johnstone South West and Dargavel Village, Bishopton are underpinned by plans, masterplans, design codes which all seek to positively impact on the environment, particularly through integrated green infrastructure which address surface water, access and habitat improvements. Green networks and green spaces make up a green necklace that provide wetlands and open space to assist biodiversity and movement, providing for a range of other benefits including flooding management, pollution control, recreation and the creation of integrated habitat networks.

The Making of Ferguslie is an ongoing project to develop a vision for the future of the Ferguslie Park area of Paisley. Developed in partnership with the local community, the vision aims to reimagine vacant and derelict land, enhance greenspaces and support community uses and activities. Early in 2020 the Council hosted a series of workshops and events to hear the views of the local community on the future of the neighbourhood. The outcomes of the events were developed into a draft vision framework which sets out a range of key principles and project ideas to guide the future of Ferguslie Park as a 20 minute neighbourhood– well connected with a range of local greenspaces, facilities and activities which support a healthy and sustainable place that reflects the wider approach to climate change.

The Council has continued to work with local communities, groups and stakeholders to consider more local place plans in Renfrewshire. There have been two communities that have been discussing a way forward in producing a Local Place Plan that is unique to their area and circumstances.

Renfrewshire's City Deal Projects

The £1.13bn Glasgow City Region City Deal is an agreement between the UK Government, the Scottish Government and eight local authorities across the Glasgow City Region, including Renfrewshire Council. The City Deal will bring thousands of jobs to the Glasgow City Region through major infrastructure projects, drive innovation and growth through the support of key sectors such as life sciences and address challenges in the region's labour market. Renfrewshire will benefit from an investment of £274m in three of the biggest City Deal infrastructure investments; the Airport Access Project, the Clyde Waterfront and Renfrew Riverside project and the Glasgow Airport Investment Area project.

Together these projects will transform local and regional connectivity and will help to make Renfrewshire a more attractive, vibrant and sustainable place to live and work by better connecting communities and businesses; resulting in more employment opportunities for residents in Renfrewshire and the wider City Region.

The Advanced Manufacturing Innovation District Scotland (AMIDS) is a 52 hectare site at the Glasgow Airport Investment Area and development will see the delivery of significant infrastructure investment which aims to realise a world-class business, advanced manufacturing, innovation, research and commercial campus at the heart of Renfrewshire. The vision for AMIDS is to create a high quality campus style environment which has a sense of place as well as an exemplar manufacturing area. The aspiration is for high quality design, innovation, sustainability, helping reducing climate change set in a landscape connecting the campus to the surrounding area. Work is continuing with stakeholders and partners to prepare proposals to enhance access to Glasgow Airport and the emerging Advanced Manufacturing and Innovation District Scotland.

The Glasgow Airport Investment Area Infrastructure project is currently under construction and work will be completed in 2021 on a £39.1million project delivering the infrastructure and environmental improvements necessary for a world-class business and commercial location in the heart of Renfrewshire. The work includes new infrastructure to improve connections to the nearby Westway, Inchinnan and Airport business parks.

The AMIDs project aims to demonstrate exemplar sustainability practices to reduce energy consumption across the site. The masterplan for the site delivers high aspirations for the site’s carbon footprint be that low, zero or carbon positive. The buildings, public realm and built and natural environment will incorporate active and passive technologies, addressing the environmental technologies of today and future predicted climatic changes.

The Council are working with other local authorities and key stakeholders across the city region to look at the feasibility of a Glasgow Metro scheme which would look to improve public transport connectivity across the region and enhance access to Glasgow Airport.

Future Paisley

Paisley’s Bid to be UK City of Culture 2021 has resulted in the development of a programme of investment and action to transform the town through cultural regeneration. Future Paisley is the radical and wide-ranging programme of events, activity and investment using the town's unique and internationally-significant cultural stories to transform its future. Future Paisley aims to create a vibrant cultural town centre, develop cultural excellence, lift communities out of poverty, grow new dimensions to the local economy and change Paisley's image and reputation. The programme is unique in its scale and scope in Scotland and aims to establish Paisley as a centre of excellence for cultural regeneration.

The transformation of Paisley is already underway with Renfrewshire Council investing over £100m to reimagine Paisley's unique historic venues and public spaces, creating new homes for cultural activity. This will help promote Paisley as a visitor destination and drive new footfall into the town centre and preserve the areas architectural heritage and culture.

Projects include the opening of the UK's first High Street museum store, transforming Paisley Museum into a world-class destination; transforming Paisley Town Hall, a new state-of-the-art library and cultural centre in the High Street, extending and reimagining Paisley Arts Centre and transforming our key outdoor spaces Abbey Close and County Square into homes for outdoor events and for people to gather. These projects all offer the opportunity of climate change adaptability and opportunities for climate change mitigation.

Strategic Housing Investment Plan
As part of the Affordable Housing Supply Programme process, local authorities are required to prepare and update a Strategic Housing Investment Plan each year. The Strategic Housing Investment Plan sets out how investment in affordable housing will be targeted to meet the objectives of Renfrewshire's Local Housing Strategy 2016-2021 and meet the affordable housing supply target of 200 homes each year to 2021. The Strategic Housing Investment Plan which covers the period 2021/22 to 2025/26 was approved in October 2020.

The Strategic Housing Investment Plan supports the building of new homes in sustainable locations which helps regenerate communities including the re-development of vacant sites and regeneration at Paisley West End, Millarston, Glenburn and Ferguslie and the delivery of new Council homes at Johnstone Castle and Dargavel Village. The Strategic Housing Investment Plan continues to encourage and maximise opportunities for energy efficiency and promote the incorporation of greener measures in future new build developments.

2(g) Has the organisation used the Climate Change Assessment Tool (a) or equivalent tool to self-assess its capability / performance?

Renfrewshire Council's Energy Management Unit helped with the development of the CCAT tool for use by other Local Authorities.

As such, our initial scores are as follows and were achieved using the CCAT prototype in December 2014.
Governance = 50%,
Mitigation = 95%,
Adaptation = 17% and
Behaviour Change = 46%.

2(h) Supporting information and best practice

Place Plans:
Following the preparation of a pilot Local Place Plan within the urban neighbourhood of Foxbar over 2018, the Council has continued to take the lead role in empowering local communities to become actively involved in the shaping of their neighbourhoods, reflecting the aspirations of the Planning (Scotland) Act 2019. Throughout 2019 the Council supported members of the community of Spateston, a residential neighbourhood within the town of Johnstone, to prepare a local Place Plan for the area, providing a framework for a range of social and economic initiatives, community activities and local environmental improvements.

The Spateston Local Place Plan was published by the local community in late 2019, identifying a vision and eight actions which build on the existing assets of the area, supporting a sustainable, well connected and sustainable place which reflects the priorities of the community. These include physical projects such as enhancements to the local park, as well as social and environmental actions such as planting wildflower meadows. The plan provides a flexible framework to guide action by the local community, supported by the Council and its partners, to deliver the vision.

A how to Guide to support the delivery of Place Plans in Renfrewshire has been prepared by the Council and it aims to support communities to shape their places. Three of Renfrewshire's villages are looking to produce place plans for their area, shaping their local land use and aiming to preserve and enhance their environment in their area.

Green Network Blueprint:

As a member of the Glasgow and Clyde Valley Green Network Partnership (GCVGNP), Renfrewshire Council has contributed to the publication of a Green Network 'Blueprint' document which provides a strategic framework for identifying key access and habitat assets across the area and future opportunities for their protection and enhancement.

The Blueprint aligns with proposals in the Renfrewshire Core Path Plan and the outcomes of habitat assessment undertaken with GCVGNP are informing the development of emerging revision of the Renfrewshire Core Path Plan and delivery of actions in the Renfrewshire Biodiversity Action Plan. Encouraging active travel helps contribute to a low carbon economy.

Development in Renfrewshire will aim to protect, maintain and enhance the quality and connectivity of green/blue networks as an integral functioning part of the place, increasing accessibility to active travel routes in and around Renfrewshire's communities. Renfrewshire are currently preparing a blue/green network strategy to ensure development, proposals and projects meet the aims of the Green Network Blueprint.

Forestry and Woodland Strategy:
Renfrewshire Council worked with the other Clydeplan authorities to help develop the Forestry and Woodland Strategy for the Glasgow City Region. The aim of the Strategy is to guide woodland expansion and management of woodlands in the Glasgow City Region providing a policy and spatial framework to optimise the benefits for the local economy, communities and the environment.

The Strategy aims to maximise the contribution that the Glasgow City Region area's existing and future woodlands can make to achieving carbon neutrality in line with the Scottish Government targets and adapting to the impacts of climate change. The Strategy sets the context for forest management and expansion across Renfrewshire.

Once the Renfrewshire Local Development is adopted, there will be the preparation and adoption of the Renfrewshire's Tree and Woodland Strategy and framework to protect and enhance areas of trees and woodland in line with the Socttish Government's Control of Woodland Removal Policy and Clydeplan's Forestry and Woodland Strategy.

Renfrewshire Biodiversity Action Plan:

The strategy provides a framework for range of actions which support the protection and enhancement of species and habitats. The Council have continued to work with partners to progress actions within the Renfrewshire Biodiversity Action Plan. In particular this has included work with BAE Systems to develop a management strategy for a 450ha Community Woodland Park within Dargavel Village, Bishopton.

PART 3: EMISSIONS, TARGETS AND PROJECTS

	Emissions							
3a	Corporate emissions from start of baseline year to end of report year							
Reference year	**Year**	**Year type**	**Scope 1**	**Scope 2**	**Scope 3**	**Total**	**Units**	**Comments**
Baseline carbon footprint	2012/13	Financial (April to March)	19749	19521	14259	53,529	tCO_2e	Scope 2 emissions include electricity for buildings and streetlighting
Year 1 carbon footprint	2013/14	Financial (April to March)	-	-	-	-	tCO_2e	The year 2013/14 was the final year of our old CMP. Therefore, no data included
Year 2 carbon footprint	2014/15	Financial (April to March)	16955	19441	9579	45,975	tCO_2e	This is the first year of the CMP, using 2012/13 as the baseline year
Year 3 carbon footprint	2015/16	Financial (April to March)	14473	15317	11,299	41,089	tCO_2e	Scope 3 includes the transmission and distribution of electricity in buildings and street lighting
Year 4 carbon footprint	2016/17	Financial (April to March)	11,843	13,346	2,112	27,301	tCO2e	-
Year 5 carbon footprint	2017/18	Financial (April to March)	12,258	7,555	1557	21,370	tCO_2e	-
Year 6 carbon footprint	2018/19	Financial (April to March)	11,826	7,434	1,225	20,485	tCO_2e	-
Year 7 carbon footprint	2019/20	Financial (April to March)	11,755	6,412	3,544	21,711	tCO2e	-

Year 8 carbon footprint	2020/21	Financial (April to March)	11,832	5,553	3,120	20,506	tCO2e	This figure now includes a larger property portfolio as it now also includes: Door Entry Systems for houses, Landlord Supplies, Sheltered Housing, Launderette's, Multi Use Games Areas, District Heating & Floodlighting.

3b Breakdown of emissions sources

Complete the following table with the breakdown of emission sources from the body's most recent carbon footprint (greenhouse gas inventory); this should correspond to the last entry in the table in 3(a) above. Use the 'Comments' column to explain what is included within each category of emission source entered in the first column. If, for any such category of emission source, it is not possible to provide a simple emission factor(a) leave the field for the emission factor blank and provide the total emissions for that category of emission source in the 'Emissions' column.

Emission source	Scope	Consumption data	Units	Emission factor	Units	Emissions (tCO2e)
Grid Electricity (generation)	Scope 2	18,364,059	kWh	0.23314	kg CO2e/kWh	4,281.4
Grid Electricity (transmission & distribution losses)	Scope 3	18,364,059	kWh	0.02005	kg CO2e/kWh	368.2
Natural Gas	Scope 1	46,407,378	kWh	0.18387	kg CO2e/kWh	8.532.9
Water - Supply	Scope 3	277,454	m3	0.11000	kg CO2e/m3	30.5
Water - Treatment	Scope 3	263,581	m3	0.23000	kg CO2e/m3	60.6
Diesel (average biofuel blend)	Scope 1	1,114,026	litres	2.54603	kg CO2e/litre	2,836.3
Petrol (average biofuel blend)	Scope 1	37,270	litres	2.16802	kg CO2e/litre	80.8
Average Car - Unknown Fuel	Scope 3	764,982	km	0.17140	kg CO2e/km	131.1
Grid Electricity (generation)	Scope 2	5,453,214	kWh	0.23314	kg CO2e/kWh	1,271.4
Grid Electricity (transmission & distribution losses)	Scope 3	5,453,214	kWh	0.02005	kg CO2e/kWh	109.3
Glass Recycling	Scope 3	4,972	tonnes	21.31700	kgCO2e/tonne	106.0

Clothing (Closed loop recycling)	Scope 3	118	tonnes	21.31700	kg CO2e/tonne	2.5
Clothing (Combustion)	Scope 3	8	tonnes	21.31700	kg CO2e/tonne	0.2
Clothing (Closed loop recycling)	Scope 3	122	tonnes	21.31700	kg CO2e/tonne	2.6
Refuse Municipal to Landfill	Scope 3	1,776	tonnes	437.37200	kgCO2e/tonne	776.8
Refuse Commercial & Industrial to Landfill	Scope 3	158	tonnes	458.17600	kgCO2e/tonne	72.6
WEEE (Mixed) Recycling	Scope 3	732	tonnes	21.31700	kgCO2e/tonne	15.6
Batteries Recycling	Scope 3	6	tonnes	21.31700	kg CO2e/tonne	0.1
Organic Food & Drink Composting	Scope 3	76	tonnes	10.20400	kgCO2e/tonne	0.8
Organic Garden Waste Composting	Scope 3	16,710	tonnes	10.20400	kgCO2e/tonne	170.5
Metal Cans (Mixed) & Metal Scrap Recycling	Scope 3	1,817	tonnes	21.31700	kgCO2e/tonne	38.7
Plastics (Average) Recycling	Scope 3	2,780	tonnes	21.31700	kgCO2e/tonne	59.3
Paper and Board (Mixed)	Scope 3	4,995	tonnes	21.31700	kg CO2e/tonne	106.5
Refuse Municipal /Commercial /Industrial to Combustion	Scope 3	50,125	tonnes	21.31700	kgCO2e/tonne	1,068.5
LPG litres	Scope 1	960	litres	1.55537	kg CO2e/litre	1.5
Gas Oil litre	Scope 1	138,097	litres	2.75776	kg CO2e/litre	380.8
Homeworking emissions	Scope 3		percentage of total FTEs home-based	0.30000	tCO2e/FTE/annum	
					Total	20,505.

3c Generation, consumption and export of renewable energy					
	Renewable Electricity		Renewable Heat		
Technology	Total consumed by the organisation (kWh)	Total exported (kWh)	Total consumed by the organisation (kWh)	Total exported (kWh)	Comments
Solar PV	187,983	67,899		0	50% of all generation for PV arrays less than 30kW are exported.
Biomass			2,849,079	0	Public Buildings
Biomass			2,638,500	0	District Heating provided to flats

3d Targets										
Name of Target	Type of Target	Target	Units	Boundary/scope of Target	Progress against target	Year used as baseline	Baseline figure	Units of baseline	Target completion year	Comments

Projects and changes

3e Estimated total annual carbon savings from all projects implemented by the organisation in the report year

Emissions source	Total estimated annual carbon savings (tCO_2e)	Comments
Electricity	100	LED and PV
Natural gas	100	New Gas boilers, BMS and heating controls at various buildings
Other heating fuels		Conversion from Oil to biomass
Waste	19	Increased Recycling
Water and sewerage	30	Water and sewerage
Travel	170	Travel
Fleet transport		
Total	419	

3f Detail the top 10 carbon reduction projects implemented by the organisation in the report year

Project name	Funding source	First full year of CO_2e savings	Are these savings figures estimated or actual?	Capital cost (£)	Operational cost (£/annum)	Project lifetime (years)	Primary fuel/emission source saved	Estimated carbon savings per year (tCO_2e/annum)	Estimated costs savings (£/annum)
New Gas boilers, BMS and heating controls at various buildings	Capital	2020/21	Estimated	152,000		20	Natural Gas	15	25000
Underwood Rd - Biomass Boiler	Capital	2020/21	Estimated	427,000		20	Natural Gas	58	56000
BMS upgrade	Revenue	2020/21	Estimated	50,000		20	Natural Gas	15	10000

3g Estimated decrease or increase in the body's emissions attributed to factors (not reported elsewhere in this form) in the report year				0
Emissions source	**Total estimated annual emissions (tCO_2e)**	**Increase or decrease in emissions**	**Comments**	
Estate changes		Please select from drop down box		
Service provision		Please select from drop down box		
Staff numbers	210	Decrease	Renfrewshire House closed due to Covid-19 and migration of data centre to the cloud.	
Other (please specify in comments)		Please select from drop down box		
Total		**- 210**		

3h Anticipated annual carbon savings from all projects implemented by the body in the year ahead		
Source	**Saving**	**Comments**
Electricity	371	LED installation in PPP estate

PART 4: ADAPTATION

4(a) Has the organisation assessed current and future climate-related risks?
If yes, provide a reference or link to any such risk assessment(s).

'Risk Matters' is the Council's combined risk management policy strategy and strategy. In keeping with Risk Matters, the Council has a strategic and corporate risk register, each service department has its own risk management plan Climate related risks and vulnerabilities are considered in some detail and are recorded in the Corporate Risk Register as well as being reflected within the relevant service plans.

The Council's Corporate Risk Register is approved by the Audit, Risk and Scrutiny Board each year and is monitored on an ongoing basis by the Corporate Risk Management Group. The current corporate risk register includes the Corporate Risk 'Climate change, sustainability and adaptability.' This corporate risk is currently assessed as a moderate risk and is owned by the Director of Finance and Resources. In managing this risk the following is noted within the Corporate Risk Register:

- The Council has used the Climate Change Assessment Tool – helps public sector organisations in Scotland self-evaluate their performance under the public sector duties of the Climate Change (Scotland) Act 2009;
- The Carbon Management Plan has specific objectives to reduce emissions and these are included in other key documents such as the Council Plan;
- Implementation of the Corporate Asset Management Strategy ensures that property assets are managed effectively and efficiently through the provision of relevant management and performance information.

The Energy Management Team:

- ensure energy management initiatives are aligned to the capital investment programme and corporate asset strategy to optimise use of property estate and reduce overall running costs and energy consumption levels;
- promote reductions in energy usage and advise employees and residents about energy efficiency;
- Through the Procurement Unit, sustainability and community benefits are considered in the development of all contract strategies.

4(b) What arrangements does the organisation have in place to manage climate-related risks?

Renfrewshire Council has a proactive approach to managing current and future risks associated with climate change.

Flood Risk Assessment and Resilience

The Council is a member of the Clyde & Loch Lomond Flood Risk Management Local Plan District. This is a partnership involving Scottish Water, SEPA, the Forestry Commission, the National Parks Authority for Loch Lomond and the Trossachs Park and 10 local authorities, priorities across the area have been set with regard to detailed studies to address flood risk. The first Flood Risk Management Plan was published in June 2016 and has two cycles covering the period 2016 – 2022 and 2022 – 2028. Priorities across the area have been set with regard to detailed study to address flood risk.

Sustainable flood risk management is ensured throughout the relevant Council policy and plans. For example, through the production of:

- Local Development Plan that
- Supplementary planning guidelines
- Land/housing policy
- Civil Contingency Plans
- Asset management (roads, water courses, buildings)

The Council has emergency response arrangements in place for severe weather events and works corporately to protect people and properties across Renfrewshire.

Scottish Environmental Protection Agency provided an update to the national flood maps in November 2020 that uses improved survey data and modelling techniques. This up-to-date information is used by the Council to ensure it utilises the latest data available to establish flood risk.

Metropolitan Glasgow Strategic Drainage Plan

The Flood Risk Management (Scotland) Act 2009 encourages a coordinated approach to share services and seek economies of scale when tackling flood risk management. A very good example of putting this coordinated partnership working into practice is through the Metropolitan Glasgow Strategic Drainage Partnership (MGSDP) which involves a number of agencies including several local authorities, SEPA, Scottish Water and Scottish Enterprise.

The Metropolitan Glasgow Strategic Drainage Partnership vision is to transform how the city region thinks about and manages rainfall to end uncontrolled flooding and improve water quality. The Metropolitan Glasgow Strategic Drainage Partnership hope to achieve this by integrated drainage plans and local surface water management plans delivering a range of integrated measures across the Metropolitan Glasgow area, which includes Renfrewshire

Sewer capacity has been a constant development as well as posing increased flood risk. In Renfrewshire, a £20m investment in sewer capacity, on the south side of Paisley has commenced. When this 18 month capital project is complete, there will be a reduction in the environmental from sewer discharges to the water environment.

Clyde Valley Residual Waste Project, Treatment & Disposal of Residual Waste
Renfrewshire Council has entered an Inter Authority Agreement as a key partner on the Clyde Valley Residual Waste Project. The 25-year contract has been awarded to Viridor to design, construct, finance and operate the facilities to treat waste which would otherwise go to landfill. It is anticipated that as a result of the contract Viridor will process approximately 190,000 tonnes of residual waste per year. Renfrewshire Council's annual proportion is 19% (37,021) tonnes of residual waste per year. These measures will make a significant contribution to the national targets for recycling and landfill diversion by 2025

The project commenced operation on 7th January 2020. This will assist the Council in meeting its landfill diversion targets, with over 90% of the councils' waste becoming refuse derived fuel which will be used to generate renewable energy.

Sustainable Travel Planning
The Council has embedded sustainable travel planning to: encourage more efficient and effective methods of sustainable travel; increase the use of electric vehicles; improve fleet utilisation; introduce a pool vehicles service; and expand the electric vehicle charging infrastructure in Renfrewshire. The Sustainable Travel Planning project now has approximately 300 regular pool car and bicycle users utilising the current pool fleet largely made up of electric vehicles and significantly reducing carbon emissions. The percentage of the Council fleet which is electric is now 25.9%

Air Quality
In recognition of the links between air quality and climate change, the Council has been actively involved in a number of initiatives to improve air quality and reduce emissions within Renfrewshire. Air Quality has been identified as an issue at certain locations with Renfrewshire including Paisley Town Centre, Johnstone High Street and Renfrew Town Centre and Air Quality Management Areas have been declared at these locations.

The Renfrewshire Air Quality Action Plan covering the three air quality management areas in Renfrewshire is now complete and being delivered. The action plan was subject to consultation with the Scottish Government, SEPA, neighbouring local authorities and the public.

Strategic Planning

Renfrewshire Council is one the eight councils within the Glasgow City Region who work together to prepare, maintain and monitor an up to date Strategic Development Plan (Clydeplan) for the Glasgow city region. The preparation of Clydeplan involves the engagement through joint working and consultation with a number of key stakeholder organisations and the wider community. Following the consultation on the Clydeplan Main Issues Report and Clydeplan Proposed Plan, Clydeplan was approved by Scottish Ministers on 24th July 2017.

Climate change adaptation is incorporated throughout Clydeplan and it sets the framework which supports the region to build resilience and adapt ensuring the City Region is a low carbon place. Clydeplan also sets out the vision for securing improvements to water and drainage capacity and water quality as well as reducing flood risk through the adoption of a precautionary approach for the Glasgow and Clyde Valley City Region. The vision and strategic objectives for both climate change adaption and water management are reflected in the Renfrewshire Local Development Plan.

The Planning (Scotland) Act 2019 which was enacted in July 2019 removes the statutory requirement on the Glasgow City Region Local Authorities to prepare a Strategic Development Plan and replaces it with duty on local authorities to prepare a Regional Spatial Strategy (RSS). The RSS will not form part of the statutory Development Plan which will now comprise the National Planning Framework and the Local Development Plan. The Clydeplan Strategic Development Plan (2017) will remain in force until the approval of National Planning Framework 4 (NPF4). A draft of NPF4 is expected in autumn 2021. NPF4 will take forward proposals and policies to support Scotland's Climate Change Plan helping address the ambitious targets for addressing climate change. A position statement on the fourth National planning Framework was published in November 2020 and it recognised that the planning system needs to be rebalanced so that climate changes is a guiding principle for all plans and decisions and by stimulating the green economy through facilitating innovation, greener design and placed based solutions this will help reduce emissions and tackle climate change.

Renfrewshire Council supported the principles set out in NPF4's Position Statement and will aim to influence and shape the Draft NPF4 which will form part of the Development Plan which Renfrewshire will require to be consistent with in preparing Renfrewshire Local Development Plan 3.

Climate Ready Clyde

The Climate Ready Clyde project is a cross-sector initiative funded by the Scottish Government and the partners include the eight constituent local authorities including Renfrewshire council, University of Glasgow, University of Strathclyde, NHS, Transport Scotland, SPT, SEPA and SGN. The project is to create a shared vision, strategy and action plan for an adapting Glasgow City Region. The project aims to develop a clear strategic approach to allow the City Region to become climate ready in response to the future climate changes. Climate Ready Clyde brings the partners together to work strategically to minimise the risks of climate change and build on the opportunities this brings for our economy, society and environment.

The project aims to publish a City Region Adaptation Strategy and Action Plan in summer 2021 ahead of the 26th UN Climate Change Conference of the Parties (COP26) which is being held in Glasgow in Autumn 2021. The Strategy will seek to build on the region's social, economic, and environmental resilience to climate change and outline the process and interventions required to manage climate risks.

Renfrewshire Local Development Plan

The Local Development Plan is a statutory document that facilitates and guides the future use of land within Renfrewshire providing a map based guide for shaping the area over the next ten years. The current Renfrewshire Local Development Plan was adopted in 2014 and provides the spatial development strategy for the next 5-10 years. Renfrewshire Council are currently preparing the next Local Development Plan.

The Renfrewshire Local Development Plan Proposed Plan was approved by Communities, Housing & Planning Policy Board on the 12th March 2019 as the settled view of the Council. The Renfrewshire Local Development Plan Proposed Plan continues the focus of sustainable economic growth within Renfrewshire, identifying where there are opportunities for change, regeneration and enhancement, and directing developments to locations that are economically, socially and environmentally sustainable. The Plan continues to promote sustainable patterns of development that contribute towards minimising carbon and greenhouse gas emissions and mitigate climate change through the policy framework. Provision has been made in the Local Development Plan Proposed Plan for the promotion of the low carbon economy and mitigation and adaptation through sustainable urban drainage and flooding measures and improvements to the water environment. Extensive consultation has been carried out in preparing the Renfrewshire Local Development Plan Proposed PLAN and the twelve-week consultation period ended in June 2019 with 1,444 representations submitted. This consultation is a is a statutory requirement which allowed individuals, community organisations, businesses landowners, developers and public agencies to submit representations to the Council on the content of the Plan.

Following the extensive consultation, the Council prepared a response on the issues and the Renfrewshire Local Development Plan Proposed Plan was submitted to the Directorate for Planning and Environmental Appeals on 31st January 2020 for Examination. The Directorate for Planning and Environmental Appeals appointed four Reporters to the examine the Proposed Plan and the examination commenced on 12th May 2020. The examination process concluded on 2nd February 2021 and the Report of Examination was published online along with a summary of the Reporter recommendations.

The conclusions and recommendations of the Reporters appointed by Scottish Ministers largely support the strategy, policies and proposals set out in the Renfrewshire Local Development Plan Proposed Plan. The Examination process considered the 1,444 representations that were made during an extensive consultation and engagement period, these representations were split into 23 issues. The Examination Report concludes that the Spatial Strategy and policy framework of the Proposed Plan is appropriate and consistent with Clydeplan Strategic Development Plan and Scottish Planning Policy. There were two areas where the Reporter recommended more significant modifications to the Plan these where in relation to the sites that made up the housing land supply and three new policies to be inserted into the Plan. The Proposed Plan will now proceed to the final stages in the plan preparation process and is programmed for adoption later in 2021. Once Adopted the Renfrewshire Local Development Plan will continue the focus of sustainable

economic growth within Renfrewshire, identifying where there are opportunities for change, regeneration and enhancement, and directing developments to locations that are economically, socially and environmentally sustainable. The Plan will also continue to promote sustainable patterns of development that contribute towards minimising carbon and greenhouse gas emissions and support the adaptions to the likely effects of climate change.

The Renfrewshire Local Development Plan and the Renfrewshire Local Development Plan Proposed Plan are supported by several documents including a Strategic Environmental Assessment and a Habitats Regulation Appraisal. These documents help ensure that that the environment is given the same level of consideration as social and economic factors and that the protection and enhancement of the environment is central to the Local Development Plan. These documents also ensure that the policies, proposals and strategies within the Local Development Plan support measures to adapt to the likely effects of climate change and where possible help identify measures to mitigate any environmental effects of the plan including adaption.

The Habitats Regulations Appraisal assesses whether the Renfrewshire Local Development Plan Proposed Plan was likely to have a significant effect on any Natura 2000 (European) sites whether alone or in combination within any other policy or plan. Following the Appraisal process of screening, applying mitigation and rescreening, the Appraisal concluded that the implementation of the policies in the Renfrewshire Local Development Plan Proposed Plan will not have any adverse effects on the site integrity of any Natura 2000 sites, either alone or in combination. These documents help ensure that the protection and enhancement of the environment is central to the plan.

A Strategic Flood Risk Assessment was also undertaken as part of the preparation of the Local Development Plan Proposed Plan. It has informed both the Strategic Environmental Assessment and the Renfrewshire Local Development Plan Proposed Plan. The main aim of the Strategic Flood Risk Assessment was to inform the Renfrewshire Local Development Plan by providing a strategic overview of flood risk in Renfrewshire. In undertaking this assessment alongside the preparation of the Plan, it ensures new development should where possible avoid areas affected by flood risk, thereby ensuring that the overall risk of flooding is not increased.

Supporting Successful Places

The delivery of successful and sustainable places is a key focus for the Council. The Council has recognised the need to take account of climate related risks to secure a sustainable approach to place making within Renfrewshire in order to protect its communities now and in the future. This is reflected in the range of work undertaken by the Council in relation to place, including the preparation of Centre Strategies, Local Place Plans and strategies for integrated green infrastructure at the Community Growth Areas of Johnstone South West and Dargavel Village.

The delivery of these strategies and projects strongly support the enhancement of natural environment resources across Renfrewshire and reflect policies within the Council's corporate policy framework, such as the Local Development Plan, which support the creation and enhancement of sustainable communities.

Renfrewshire's Vacant and Derelict Land Strategy

Renfrewshire Council updated their Vacant and Derelict Land Strategy in 2020. The strategy supports the Renfrewshire Local Development Plan by prioritising the redevelopment of brownfield and previously used land to encourage sustainable inclusive economic growth focusing on regeneration and repopulation of Renfrewshire's Centres and assisting in meeting the housing need and demand while enhancing existing places across Renfrewshire. The strategy also includes measures to encourage and retain biodiversity and flora and fauna as well as mitigate and adapt to the effects of climate change.

Renfrewshire Council is now preparing to refresh the Vacant and Derelict Land Strategy which again will focus on supporting sustainable and inclusive growth, encouraging development in the right places, identifying opportunities for change, regeneration and enhancement and directing development to the most sustainable locations.

Renfrewshire's City Deal Projects

The £1.13bn Glasgow City Region City Deal is an agreement between the UK Government, the Scottish Government and eight local authorities across the Glasgow City Region, including Renfrewshire Council. The City Deal will bring thousands of jobs to the Glasgow City Region through major infrastructure projects, drive innovation and growth through the support of key sectors such as life sciences and address challenges in the region's labour market.

Renfrewshire will benefit from a number of key projects including the Advanced Manufacturing Innovation District Scotland (AMIDS) which is a 52 hectare site at the Glasgow Airport Investment Area being delivered as part of the £391 million investment through the Glasgow City Region City Deal Project. The areas will see the delivery of significant infrastructure investment which aims to realise a world-class business, advanced manufacturing, innovation, research and commercial campus at the heart of Renfrewshire.

The National Manufacturing Institute Scotland (NMIS) is an industry-led international centre at the centre of AMIDS of manufacturing expertise where industry, academia with public-sector support all work together to transform skills, productivity and innovation making. This is an exemplar project showcasing the best of Scottish construction technology and engineering demonstrating new technologies and methodologies. NMIS was the first project to be granted planning consent as part of the AMIDS campus. The second project to be granted consent is the Medicines Manufacturing Innovation Centre (MMIC) which aims to ensure the UK is a technology and innovation leader in pharmaceutical manufacturing. It will plug the gap in support for small molecule manufacturing innovation and drug manufacture. Both projects are high quality innovative designs that fit and take cognisance of the surrounding area, they are sustainable with a BREEAM excellent rated building and grounds and are sustainable. Public realm and amenity space are at the centre of the AMIDS site which provides the setting for both the NMIS and MMIC facilities. Detailed consideration was given to ensure that the area offered good pedestrian and cycling friendly connections, well designed public realm which has sustainability integrated with rain gardens and other low carbon positive environmental interventions, space for seating, walking and exercise as well as areas of play at the heart of an innovative investment campus.

The Clyde Waterfront and Renfrew Riverside project (CWRR) aims to regenerate parts of the Clyde Waterfront as an attractive area supporting residential, industrial, business, retail and leisure opportunities. Scottish Government ministers granted planning consent on Friday 16 November 2018 for the Clyde Waterfront and Renfrew Riverside (CWRR) project. This enables the construction of:

- a new opening bridge across the River Clyde, which can accommodate vehicles, cyclists and pedestrians;
- new roads linking Inchinnan Road in the south, Ferry Road / Kings Inch Road in the east and Dock Street in the north, to the bridge;
- shared footway and cycleway along all new and improved roads;
- buildings to enable plant and control facilities for the bridge; and
- appropriate landscaping and ancillary infrastructure.

This work will provide better links for the communities on both sides of the river including Renfrew, Yoker and Clydebank and encourage active travel which helps tackle climate change.

The environmental impact of the Renfrewshire City Deal projects was considered at a regional level as part of the Clydeplan Strategic Development Plan and again through the Environmental Assessment of Policy E2 - City Deal Investment Framework Policy in the Renfrewshire Local Development Plan Proposed Plan.

The environmental impacts of the CWRR and AMIDS projects have also been considered as part of the planning application process for each project, on both a stand-alone and cumulative level to ensure that the potential combined impacts of both projects are fully understood and mitigated where required.

The proposed developments have been designed to be sufficiently resilient to projected climate changes, but also the surrounding environment is not predicted to encounter any significant climate change effects.

Biodiversity

Renfrewshire Council has continued to lead on the implementation of the Renfrewshire Biodiversity Action Plan 2018-2022 (LBAP), following its approval by the Council's Communities, Housing and Planning Policy Board in May 2018. The Plan is a partnership document endorsed and supported by 25 biodiversity organisations active in its area. Several actions undertaken by LBAP partners to improve biodiversity conservation have included:

- Progressing the Scottish Forestry approved Muirshiel Country Park Woodland Management Plan by removing non-native Sitka Spruce plantation and replacing with mixes of native trees which will eventually establish as Lowland Mixed Deciduous Woodland, Upland Oakwood and Upland Birchwood – all priority habitats on the Scottish Biodiversity List.
- Planting of locally propagated and rare native Juniper shrubs within protected areas within the Renfrewshire Heights Special Protection Area.
- Conservation volunteers led by Ranger staff at both Clyde Muirshiel Regional Park and Gleniffer Braes Country Park.
- Butterfly Conservation Scotland "Bog Squad" undertaking conservation management on Renfrewshire's most important surviving Lowland Raised Bog habitat – which is part of the Council's Gleniffer Braes Country Park. Volunteers removed invading birch scrub and installed ditch-blocking dams to keep the surface of the peat wet and encourage new growth of CO2 absorbing Sphagnum moss.
- A partnership project with Froglife UK led to the creation or renovation of new ponds at Gleniffer Braes Country Park, Barshaw Park and Jenny's Well Local Nature Reserve, improving habitats for amphibians.
- Renfrewshire Council has brought together statutory conservation agencies with BAE Systems to ensure that the planned Dargavel Community Woodland Park maximises opportunities to conserve and enhance biodiversity as the remediation and regeneration of the former ROF Bishopton site progresses.

Renfrewshire Council has continued to play a lead coordinating role in the cross-border Local Biodiversity Action Plan Steering Group.

The Nature Conservation (Scotland) Act 2004 created a duty on public bodies to further the conservation of biodiversity. In addition, the Wildlife and Natural Environment (Scotland) Act 2011 requires public bodies to publish a report every three years on the actions taken to meet biodiversity duty. The next Renfrewshire Biodiversity Duty Report is due to be published in 2021 and will expand on the above headline activities.

Forestry and Woodland

Renfrewshire Council worked with the other Clydeplan authorities to develop the Forestry and Woodland Strategy for the Glasgow City Region. The aim of the Strategy is to guide woodland expansion and management of woodlands in the Glasgow City Region providing a policy and spatial framework to optimise the benefits for the local economy, communities and the environment. The Strategy aims to maximise the contribution that the Glasgow City Region area's existing and future woodlands can make to achieving carbon neutrality in line with the Scottish Government targets and adapting to the impacts of climate change. The Strategy sets the context for forest management and expansion across Renfrewshire.

4 (c) What actions have the organisation taken to adapt to climate change?

Building Adaptive Capacity

Energy Awareness

Energy and Carbon awareness campaigns are regular features and there is information on the Council's intranet regarding energy and carbon saving actions.

Training

Officers have worked closely with Adaptation Scotland and Clydeplan to ensure that climate change resilience is at the core of Clydeplan and in the emerging Renfrewshire Local Development Plan.

Renfrewshire Council is an active member of the Sustainable Scotland Network and officers from relevant services have attended adaptation focused events. Sustainable Scotland network have set up a Local Authority Forum which aims to foster sector specific discussion, to consider the climate challenges and opportunities facing local government in Scotland, including space for valuable networking.

Climate Related Risk Assessment

The Corporate Risk Management Group meets quarterly in order to review the Council's Risk Register and monitor progress being made with regard to identified risks. In addition to the quarterly meetings, two special focus meetings are held each year specifically to consider and identify any new emerging potential future risks which would include those relating to weather, climate, flood risk management, business continuity and civil contingencies. A mechanism is in place, therefore, for full consideration corporately of current risks and identification and inclusion of future risk.

Policies and Plans

Renfrewshire Council has a strong policy framework in place to help address the climate change emergency and support adaptation and mitigation.

The Renfrewshire Local Development Plan, the Local Development Plan Proposed Plan and Clydeplan provide a policy framework for assessing climate change risks from proposed developments. A Strategic Flood Risk Assessment was undertaken of both the Adopted Local Development Plan and Local Development Plan Proposed Plan which directs new development to sustainable locations and where possible avoid areas of flood risk, thereby ensuring that the overall risk of flooding is not increased. This is an important element of the climate risk assessment for land use within Renfrewshire.

All potential development sites that are proposed in the Local Development Plan have been evaluated in terms of their sustainability and any likely climate related impacts have been identified through the Strategic Environmental Assessment. Mitigation and adaptation to climate change and flooding are included in this assessment.

The Clyde and Loch Lomond Flood Risk Management Strategy has set a framework for action for the Council to address flooding in areas at most risk.

Renfrewshire Council's Outdoor Access Strategy 2016-2026 and Core Paths Plan provide a framework which supports recreational and active travel opportunities, connecting communities, schools and places of work as well as greenspace and the wider countryside. The documents encourage an increase in walking and cycling which not only promotes healthy lifestyles but contribute to mitigation of climate change through a reduction of car based travel.

The Renfrewshire Biodiversity Action Plan 2018 – 2022 was prepared in partnership and reflects the priorities of some 25 biodiversity organisations from the public, private and voluntary sectors. The Biodiversity Action Plan sets out a positive and ambitious approach to support the conservation, promotion and enhancement of biodiversity across Renfrewshire. The implementation of the plan is progressing well, and the actions developed and delivered will assist Renfrewshire's characteristic habitats and species to be more resilient to the impacts of climate change.

The Renfrewshire Food Growing Strategy 2020-25 provides a positive framework for increasing the quality and quantity of growing opportunities across Renfrewshire. The strategy supports the enhancement of existing spaces and creation of new opportunities in line with community aspirations, assisting the reuse vacant and derelict land in a sustainable manner.

Partnership working

The Council works in partnership with organisations and individuals on discrete projects, for example**:**

- The Renfrewshire Growing Grounds Forum supports local residents and groups to maintain and increase of the quantity and quality of growing opportunities for people across Renfrewshire. Managed jointly by Renfrewshire Council and Renfrewshire Health and Social Care Partnership, the Forum represents more than 50 organisations including allotment and community garden associations, development trusts and voluntary sector bodies. The Forum has created a valuable support and guidance network for members, including assistance in securing leases, funding advice and specialist growing advice.

- The Council continues to support the Local Outdoor Access Forum which meets to discuss access related matters. It is comprised of access users such as cyclists and walkers, land owners and managers, community groups and local or national organisations. The role of the Forum is to advise on matters of access rights, disputes and supporting the preparation of access strategies and Core Paths Plans.

- The Council are working with partners through the Renfrewshire Strategic Energy Group (RSEG) to promote, develop, and deliver energy strategies and sustainable energy efficient initiatives in Renfrewshire to help achieve national targets. The Local Development Plan Delivery Programme will align with and support the emerging energy strategies and initiatives of the RSEG.

- Through the partnership approach of the Metropolitan Glasgow Strategic Drainage Partnership, being a member of Clyde and Loch Lomond Local Plan District along with the Clyde Area Advisory Group for River Basin Management, Renfrewshire Council aim to support improvements to drainage infrastructure and reduce flooding and flood risk whilst improving the condition of water bodies, improving habitats and enabling development.

Communication

The Council has participated in Earth Hour for several years and will continue to do so. Earth Hour is one of several energy saving initiatives that is communicated to staff through the Council's intranet service.

A Greener Renfrewshire newsletter is produced on a quarterly basis providing information on greener projects both at a local level and national level and also provides information on volunteering and funding opportunities.

Education

Renfrewshire Council continues to support participation in the Eco-schools Programme. The Council will also continue to support initiatives such as 'Walk to School Week', and 'Bikeability' and will work in partnership with parents to ensure that children participate in these events to 'Deliver the Safer Routes to Schools' programme.

Dargavel Village, Bishopton

Dargavel Village is the site of a former BAE Systems Royal Ordnance Factory to the south west of Bishopton. At 964 hectares it is one of the largest brownfield sites in Scotland and has been subject to major regeneration as a Community Growth Area of 4,000 new homes, associated retail, education, health and recreational facilities, along with a Green Network consisting of parks, path networks, woodland and habitat pockets.

Renfrewshire Council has worked closely with site owner BAE Systems to deliver initial phases of a long term, 25 year strategy. The project has provided for major environmental benefits and initial phases have returned over 200 hectares of vacant brownfield land to active use, significantly reducing Renfrewshire's vacant and derelict land by 20% since 2012.

A green infrastructure network has been central to early delivery. Strategic drainage, access networks and habitat features are integrated and closely aligned in a series of blue and green corridors to create multi-functional spaces which act as the spine for the development.

A programme of structural landscaping associated with the green infrastructure network has been supported by enhancement of significant existing features such as woodland across the site and the introduction of new green spaces, including a village square at the heart of the development. Work has been progressing on the housing, park areas, green spaces, the village centre and education provision.

A management plan for a 400 hectare new Community Woodland Park is proposed, returning previously inaccessible land to active use over the medium to long term. The plan will identify measures to enhance access, woodland management and enhance biodiversity.

In the long term, the development will have a significant legacy in successfully returning one of Scotland's largest brownfield sites into active use, creating a well connected, good quality and sustainable place

Integrated Green Infrastructure - Johnstone South West

Renfrewshire Council has developed proposals for flood attenuation and landscape improvements within Johnstone South West, a residential neighbourhood which lies a short distance south of Johnstone town centre. The improvements form a key element of a wider regeneration strategy for the area, supporting the development of a Community Growth Area as identified through the Strategic Development Plan.

A masterplan was developed as part of the Scottish Government 'Scottish Sustainable Communities Initiative' (SSCI) programme and approved by the Council. Much of the area is constrained by flooding and issues of surface water management. The masterplan is therefore underpinned by a surface water management strategy which considers development within a holistic approach led by the consideration of infrastructure requirements.

This provides for a number of linked interventions including the deculverting of watercourses, supported by the creation of swales, new woodland areas and storage ponds. The Surface Water Management Strategy for the area is now being implemented to support residential development with associated infrastructure and landscape improvements, in line with the masterplan for the area.

Home Energy Efficiency Programme for Scotland –

In order to address the issue of fuel poverty Renfrewshire Council has been successful in securing funding to improve the energy efficiency of social housing stock. Renfrewshire Council is continuing its installation programme of external wall insulation and continues to work with housing associations, landlords and community planning partners and other sectors to reduce fuel poverty through a range of programmes.

4(d) Where applicable, what progress has the body made in delivering the policies and proposals referenced N1, N2, N3, B1, B2, B3, S1, S2 and S3 in the Scottish Climate Change Adaptation Programme(a) ("the Programme")?					
Objective	**Objective reference**	**Theme**	**Policy / Proposal reference**	**Delivery progress made**	**Comments**
Understand the effects of climate change and their impacts on the natural environment.	N1	Natural Environment		SEPA and Renfrewshire Council have worked in partnership to produce the Clyde and Loch Lomond Flood Risk Management Plan which sets the policy framework for the Renfrewshire Local Flood Risk Management Plan.	The Clyde & Loch Lomond Flood Risk Management Plan has been approved and sets priorities for flood studies across Renfrewshire. A Strategic Flood risk assessment was published alongside the Main Issues Report and the Local Development Plan Proposed Plan. It also informed the Strategic Environmental Assessment. The main aim of the Strategic Flood Risk Assessment was to inform the Renfrewshire Local Development Plan by providing a strategic overview of flood risk in Renfrewshire. In undertaking this assessment alongside the preparation of the Plan, it ensures new development should be directed to areas with little or no flood risk, thereby ensuring that the overall risk of flooding is not increased
Support a healthy and diverse natural environment with capacity to adapt.	N2	Natural Environment		The Adopted Renfrewshire Local Development Plan seeks to protect and enhance the green and blue network. The Renfrewshire Local Development Proposed Plan continues to support the role that the green and blue network plays in flood management, biodiversity, active travel, and health and well being.	An Open Space Survey was prepared to support the Renfrewshire Local Development Plan Proposed Plan. This data is being reviewed to inform an Open Space Strategy which considers green spaces across Renfrewshire. The Strategy will consider Renfrewshire's Biodiversity Action Plan, Core Path Plan, Access Strategy and Open Space Survey to inform future opportunities and actions across Renfrewshire. Ensuring development proposals contribute to and enhance the green and

				Renfrewshire Council has contributed to the publication of a Green Network 'Blueprint' document which provides a strategic framework for access and habitat improvements across Glasgow and the Clyde Valley. The outcomes of the Blueprint document have been reflected in the emerging Renfrewshire Core Path Plan.	blue network helps secure opportunities for activity and access to open space as well as increasing accessibility to active travel routes in and around communities and places.
				The Renfrewshire Biodiversity Action Plan 2018- 2022 was approved by the Council in May 2018.	The Biodiversity Action Plan facilitates close integration between the Renfrewshire Biodiversity Action Plan and Scotland's Biodiversity Strategy: 2020 Challenge, particularly its "Route Map". This is to ensure that resources deployed locally are aligned to national priorities identified in the Route Map and to maximise opportunities for external funding support from national agencies. Actions developed and delivered by the Biodiversity partners allow habitats and species to be more resilient to the impacts of climate change. Actions in relation to the suite of designated sites (local and national) aim to support improved connections and management, protecting species against climate change where possible, and allowing them to adapt through moving to new areas. The creation of habitats providing important ecosystem services, such as carbon storage or flood mitigation, will be supported (for example through Sustainable Urban Drainage Systems) or by restoration in some cases, for example, some of Renfrewshire's peatland habitats.

					Native woodland and wetlands are particularly important for these purposes and their roles should be recognised through appropriate conservation management. The Council and its partners will aim to maximise the levels of carbon storage and other ecosystem services such as control of soil erosion and water regulation.
Sustain and enhance the benefits, goods and services that the natural environment provides.	N3	Natural Environment		N/A	N/A

Understand the effects of climate change and their impacts on buildings and infrastructure networks.	B1	Buildings and infrastructure networks		SEPA and Renfrewshire Council have worked in partnership to produce the Clyde and Loch Lomond Flood Risk Management Plan which sets a policy framework. The Council worked closely with SEPA on the review of River Basin Management Plans and will now contribute to the implementation of The River Basin Management Plan for Scotland's River Basin District 2015-2027. The Climate Ready Clyde project has a shared vision, strategy and action plan for an adapting Glasgow City Region. The project aims to develop a clear strategic approach to allow the City Region to become	The Renfrewshire Local Development Plan Proposed Plan reflects the requirements of the revised River Basin Management Plan. A Strategic Flood Risk Assessment was undertaken of both the adopted Renfrewshire Local Development Plan and the Local Development Plan Proposed Plan which directs new development to areas with little or no flood risk, thereby ensuring that the overall risk of flooding is not increased. This is an important element of the climate risk assessment for land use within Renfrewshire. Officers also attend the Clyde Area Advisory Group and have worked with SEPA officers to identify potential projects for Water Environment Fund inclusion and the Council's responsibilities under the Water Environment Act.

				climate ready in response to the future climate changes. Climate Ready Clyde brings the partners together to work strategically to minimise the risks of climate change and build on the opportunities this brings for our economy, society and environment. The project aims to publish a City Region Adaptation Strategy and Action Plan in summer 2021 ahead of the 26th UN Climate Change Conference of the Parties (COP26) which is being held in Glasgow in Autumn 2021. The Strategy will seek to build on the region's social, economic, and environmental resilience to climate change and outline the process and interventions required to manage climate risks.	
Provide the knowledge, skills and tools to manage climate change impacts on buildings and infrastructure.	B2	Buildings and infrastructure networks		N/A	N/A
Increase the resilience of buildings and infrastructure networks to sustain and enhance the	B3	Buildings and infrastructure networks		The Renfrewshire Local Development Plan and the Renfrewshire Local Development Plan Proposed Plan reflect Scottish Government policy and guidance on flooding.	The ongoing work between the Council and SEPA relating to flooding and the development of the Clyde and Loch Lomond Flood Risk Management Strategy has set a framework for action for the Council to address flooding in areas at most risk.

benefits and services provided.				.	
				The Renfrewshire Local Development Plan was adopted in August 2014 and complies with Scottish Planning Policy and the approved Strategic Development Plan by addressing climate change mitigation and adaptation through the choice of sustainable sites that will support economic growth and make provision for the Low Carbon Economy. The Renfrewshire Local Development Plan Proposed Plan reflects the updated policy position towards forestry, renewable energy, and heat networks. The Strategic Flood Risk Assessment undertaken ensures that new development is directed to areas with little or no flood risk, thereby ensuring that the overall risk of flooding is not increased. This is an important element of the climate risk assessment for land use within Renfrewshire. Flood risk will continue to be fully considered in all aspects of the development of the Local Development Plan and a policy framework established that will help	The Spatial Strategy in the Local Development Plan Proposed Plan has been carried forward from the current adopted Local Development Plan. The Local Development Plan Proposed Plan supports the delivery of sustainable, inclusive economic growth and high-quality development across Renfrewshire whilst ensuring that Renfrewshire's built, and natural environment is protected and enhanced The Spatial Strategy remains focused on the development of brownfield sites, concentrating on existing built-up areas and key redevelopment sites, aiming to facilitate sustainable development and a low carbon economy. The Local Development Plan Proposed Plan supports renewable and low carbon energy developments including the delivery of heat networks. Connection to active travel and transport networks is a key enabler for creating sustainable communities, increasing access to employment, opening up new markets and for encouraging people to live, work and spend time in Renfrewshire.

				create sustainable places for the future. The Renfrewshire Local Development Plan Proposed Plan promotes development opportunities which are located beside or close to existing active travel, public transport and road networks.	
				Clydeplan was approved by Scottish Ministers on 24th July 2017	Renfrewshire Council has been fully involved in the development of the Strategic Development Plan – Clydeplan. Climate change adaptation is incorporated throughout Clydeplan and it sets the framework which supports the region to build resilience and adapt ensuring the City Region is a low carbon place. Clydeplan has set the policy framework for the emerging Renfrewshire Local Development Plan
				The Renfrewshire Local Housing Strategy was adopted by Renfrewshire Council in January 2017 following extensive public consultation. Seven strategic outcomes are identified in the Strategy, including' Outcome 4: Homes are fuel efficient and fuel poverty is minimised'. Climate change and adaptation are considered in conjunction with reducing Fuel Poverty and improving the energy efficiency of Housing Stock.	The annual update of the Local Housing Strategy has been prepared. It highlights key achievements and progress in the delivery of the identified Strategic Outcomes and Actions in the Local Housing Strategy 2016-2021 facilitated by housing providers and partners over the last year.

				The Renfrewshire Fuel Poverty Strategy reflects the commitment of Renfrewshire Council and its community planning partners to reaching the Scottish Government's target to eradicate fuel poverty. The UK government has also made significant changes through the Welfare Reform programme that will affect people's income levels. These changes present both a key opportunity and challenge to reduce fuel poverty. The Renfrewshire Strategic Energy Group (RSEG) has been set-up to promote, develop, and deliver energy strategies and sustainable energy efficient to help reduce fuel poverty across Renfrewshire.	The revised Fuel Poverty Strategy seeks to tackle the factors that put householders at risk of fuel poverty that the Council and partners can influence. It seeks to build on existing partnerships and procedures to refocus our approach to tackling fuel poverty in Renfrewshire.
				The Council recognises its responsibility to meet the requirement of the Energy Efficiency Standard for Social Housing (EESSH). The approved Renfrewshire Fuel Poverty Strategy contains a range of measures to assist in meeting the milestones set through the Standard.	Renfrewshire Council and partner Local Housing Associations continue to be successful in securing funding through the Home Energy Efficiency Programme for Scotland Area Based Scheme (HEEPS:ABS) and the Energy Company Obligation (ECO) for a range of projects. The Council is required to ensure that all stock achieves the minimum energy rating under the Energy Efficiency Standard for Social Housing (EESSH) by the first milestone of 31 December 2020. The EESSH will be achieved through the

					capital funding plans for planned investment programmes, together with Government sourced supplementary funding (e.g. HEEPS:ABS) and other external sources such as ECO.
Understand the effects of climate change and their impacts on people, homes and communities.	S1	Society		N/A	N/A
Increase the awareness of the impacts of climate change to enable people to adapt to future extreme weather events.	S2	Society		We've spent about £10 million on flood schemes. This has let us build flood prevention schemes and introduce good maintenance and management measures in watercourses and culverts. The flood prevention schemes which have been built have been shown to be effective in reducing flooding and local communities have benefited from a range of awareness raising and capacity building initiatives intended to build resilience in areas affected by flooding. Leaflet campaigns and public events have been held and information is available through the Council's website.	The Council works in partnership with Inverclyde and East Renfrewshire to provide its Civil Contingency Service. Risks associated with flooding, infrastructure and other incidents are monitored and regularly reviewed by the Council and its Risk Management Partners.

Support our health services and emergency responders to enable them to respond effectively to the increased pressures associated with a changing climate.	S3	Society		N/A	N/A

4(e) What arrangements does the organisation have in place to review current and future climate risks?

Strategic Development Plan

Clydeplan was approved by Scottish Ministers on 24th July 2017. Climate change adaptation is incorporated throughout Clydeplan and it sets the framework which supports the region to build resilience and adapt ensuring the City Region is a low carbon place. Clydeplan also sets out the vision for securing improvements to water and drainage capacity and water quality as well as reducing flood risk through the adoption of a precautionary approach for the Glasgow and Clyde Valley City Region.

The Planning (Scotland) Act 2019 which was enacted in July 2019 removes the statutory requirement on the Glasgow City Region Local Authorities to prepare a Strategic Development Plan and replaces it with duty on local authorities to prepare a Regional Spatial Strategy (RSS). The RSS will not form part of the statutory Development Plan which will now comprise the National Planning Framework and the Local Development Plan. The Clydeplan Strategic Development Plan (2017) will remain in force until the approval of National Planning Framework 4 (NPF4). A draft of NPF4 is expected in autumn 2021. NPF4 will take forward proposals and policies to support Scotland's Climate Change Plan helping address the ambitious targets for addressing climate change. A position statement on the fourth National planning Framework was published in November 2020 and it recognised that the planning system needs to be rebalanced so that climate changes is a guiding principle for all plans and decisions and by stimulating the green economy through facilitating innovation, greener design and placed based solutions this will help reduce emissions and tackle climate change.

Renfrewshire Local Development Plan

Following the framework set by the Strategic Development Plan, the adopted Renfrewshire Local Development Plan provides the land use policies and proposals to support sustainable economic growth and a low carbon economy for Renfrewshire. The Renfrewshire Local Development Plan Proposed Plan was approved by Communities, Housing & Planning Policy Board on the 12th March 2019 as the settled view of the Council. The Plan was subject to an extensive 12 week consultation period which ended in June 2019 with 1,444 representations submitted. Following the extensive consultation, the Council prepared a response on the issues and the Renfrewshire Local Development Plan Proposed Plan was submitted to the Directorate for Planning and Environmental Appeals on 31st January 2020 for Examination. The examination commenced on 12th May 2020. The examination process concluded on 2nd February 2021 and the Report of Examination was published online along with a summary of the Reporter recommendations. The conclusions and recommendations of the Reporters appointed by Scottish Ministers largely support the strategy, policies and proposals set out in the Renfrewshire Local Development Plan Proposed Plan. The Proposed Plan will now proceed to the final stages in the plan preparation process and is programmed for adoption later in 2021. Once adopted the Renfrewshire Local Development Plan will continue the focus of sustainable economic growth within Renfrewshire, identifying where there are opportunities for change, regeneration and enhancement, and directing developments to locations that are economically, socially and environmentally sustainable. The Plan will also continue to promote sustainable patterns of development that contribute towards minimising carbon and greenhouse gas emissions and support the adaptions to the likely effects of climate change.

4(f) What arrangements does the organisation have in place to monitor and evaluate the impact of the adaptation actions?

Policies and Plans

The policies within the Local Development Plan and Strategic Development Plan are monitored annually and both documents are the subject of a Strategic Environmental Assessment (SEA) which includes consideration of the effects of the policies on Climate Change mitigation and Adaptation.

A State of the Environment Report for Renfrewshire has also been produced. The State of the Environment Report provides a robust information base for the Strategic Environmental Assessment of the Renfrewshire Local Development Plan and has informed the emerging Local Development Plan. The State of the Environment Report is updated regularly to ensure that data is relevant. The publication of the State of the Environment Report is an important step in the monitoring process as trends can be identified and the indicators show if the status of indicators is improving, deteriorating or if there is no change.

Flooding data is regularly updated to reflect the addition of new information and improvements in climate modelling. The data is also used to inform other corporate strategies and plans such as the Local Housing Strategy and Strategic Housing Investment Plan.

Needs to be something here on the net zero plan for the future

4(g) What are the organisation's top 5 priorities for the year ahead in relation to climate change adaptation?

Monitoring and Evaluation of Climate Change Adaptation Action to fulfil duties outlined in the Climate Change Adaptation Programme.

N1-8

Renfrewshire Council regularly updates its flooding data and has worked closely with SEPA and other local authority partners on the development of the Clyde and Loch Lomond Local Flood Risk Management Strategy and the Clyde and Loch Lomond Local Plan District Local Flood Risk Management Plan.

The Flood Risk Management Plan describes the agreed ambition for managing flooding and the priority of actions to be taken forward to deliver this. The Flood Risk Management Plan provides additional detail on the local responsibility, funding, prioritisation and coordination of actions. Taken together, these documents are the single point of reference for the public in describing the response and commitment of public bodies to address flooding.

A second set of Flood Risk Management Strategies and Local Flood Risk Management Plans will be published in December 2021 and June 2022 respectively.

N1-10

Renfrewshire Council has acquired the acquired Light Detection and Ranging (LIDAR) topographic data which provides very accurate height data for the whole of Renfrewshire.

The LIDAR data is used to model flood events more accurately and assisted in the development of a sustainable flood management approach.

N2-2

The Nature Conservation (Scotland) Act 2004 created a duty on public bodies to further the conservation of biodiversity. The Renfrewshire Biodiversity Action Plan 2018-2022 was published in May 2018. The Wildlife and Natural Environment (Scotland) Act 2011 requires public bodies to publish a report every three years on the actions taken to meet biodiversity duty. The LBAP Steering Group will prepare periodic reports which will record the populations and distributions of key species and the progress in delivering the actions set out within the Biodiversity Action Plan.

As a member of the Glasgow and Clyde Valley Green Network Partnership, Renfrewshire Council has also contributed to the publication of a Green Network 'Blueprint' document which provides a strategic framework for access and habitat improvements across Glasgow and the Clyde Valley. The outcomes of the Blueprint document are reflected in the emerging Renfrewshire Core Path Plan and emerging Renfrewshire Green Network and Open Space Strategy.

The Renfrewshire Local Development Plan Proposed Plan was published in early 2019 and following examination in 2020/21 the Plan is now in the final stages in the plan preparation process and is programmed for adoption later in 2021. The Renfrewshire Local Development Plan Proposed Plan provides the land use policies and proposals to support sustainable economic growth and a low carbon economy for Renfrewshire and reflects other council corporate documents such as the Biodiversity Action Plan and Access Strategy.

N2-11

Renfrewshire Council worked with the other Clydeplan authorities to develop an updated Forest and Woodland Strategy that was launched in early 2021. The Strategy aims to boost the number of trees in the Glasgow City Region by a further 18 million over the next 10 years which would give the Region an opportunity to boost its efforts in tackling climate change

B1–13

The Clyde and Loch Lomond Local Flood Risk Management Strategy (December 2015) and the Clyde and Loch Lomond Local Plan District Local Flood Risk Management Plan (June 2016) have been produced in partnership with stakeholders. Updated Flood Risk Management Strategies and Local Flood Risk Management Plans will be published later in 2021/ 2022 and the Council will work alongside partners in shaping these documents.

B1-14

The Council has worked closely with SEPA in the review of River Basin Management Plans and officers attend the Clyde Area Advisory Group and have worked with SEPA officers to identify potential projects for Water Environment Fund inclusion and the Council's responsibilities under the Water Environment Act.

The River Basin Management Plan sets the revised objectives for the 12-year period from 2015 to the end of 2027 and a strengthened programme of measures for achieving them in order to protect and improve the water environment of the Scotland river basin district. The Renfrewshire Local Development Plan Proposed Plan continues to promote the principles and objectives set out in the River Basin Management Plan.

B3-3

The policies within the Local Development Plan and Strategic Development Plan are monitored annually and both documents are the subject of a Strategic Environmental Assessment (SEA) which includes consideration of the effects of the policies on Climate Change mitigation and Adaptation.

The State of the Environment Report provides a robust information base for the Strategic Environmental Assessment of the Renfrewshire Local Development Plan and has informed the emerging Local Development Plan. The State of the Environment Report is updated on a regular basis. The publication of the State of the Environment Report is an important step in the monitoring process as trends can be identified and the indicators show if the status of indicators is improving, deteriorating or if there is no change. Planning applications stemming from the development plan are also monitored.

B3-6 and B3-7

The Council monitors its progress on a range of initiatives that have been implemented in order to meet the targets set the Renfrewshire Fuel Poverty Strategy

S2-5

Risks associated with flooding, infrastructure and other incidents are monitored and regularly reviewed by the Council and its Risk Management Partners.

4(h) Supporting information and best practice

Carbon Management Plan Implementation

To achieve a reduction in carbon emissions and embed carbon management and climate adaptation within the culture of Renfrewshire Council. This will be achieved through:

Risk Management

Continual monitoring and evaluation of climate related risks as an integral part of the Corporate Risk Management Strategy

Sustainable Places and Regeneration

Advanced Manufacturing and Innovation District Scotland

The Advanced Manufacturing Innovation District Scotland (AMIDS) is located next to Glasgow Airport and is expected to put Renfrewshire at the heart of Scotland's manufacturing industry, estimated to create up to 6,000 jobs and boost Scotland's manufacturing sector by £535million in GVA a year.

Renfrewshire Council's City Deal Project Team, responsible for the delivery of the enabling infrastructure for the AMIDS at the Glasgow Airport Investment Area site, is committed to the most sustainable approach and delivery of the project. It was therefore decided that PAS 2080 'Carbon Management in Infrastructure' was to be embedded in the delivery of the project from the outset, beginning with developing the designs. Applying the standard to the scheme meant reducing carbon throughout its lifecycle: from the design and construction process to operations, and ultimately by cutting end user emissions.

PAS 2080 sets out a framework for calculating and reporting carbon across the design life of an infrastructure development, including material production and transport, construction/installation, operation, maintenance and end of life. Successful implementation of PAS 2080 required early engagement, active management and Design Team integration. Design Team training was provided by our Carbon & Sustainability Team, which focused on promoting carbon management principles and awareness across design disciplines. A carbon baseline was calculated at the Options Appraisal Stage and updated at the Specimen Design Stage to enable the identification of carbon 'hotspots', allowing Design Teams to focus their efforts on carbon-intensive areas ensuring a proportionate focus on carbon reduction.

Acknowledging the importance of supply chain involvement, carbon reduction was incorporated as a key metric within the procurement process. Tendering contractors were assessed based on their technical and professional understanding of PAS 2080 principles, and subsequently challenged to demonstrate their ability to reduce carbon by a further 20% against the specimen design baseline using a consistent carbon accounting methodology. Contractual requirements were also established for the successful tenderer to ensure the continued measurement and monitoring of carbon throughout construction. Using the PAS 2080 process, has enabled the project to become a low-carbon industry leader and achieving significant carbon savings. Optimisation

during the design stage resulted in savings of nearly 6,000 tonnes of carbon, and further reduction is anticipated during project construction. Overall, carbon savings of at least 6,500 tonnes are expected in association with cost savings of nearly £12M. Early findings from the GAIA project clearly show the carbon and cost benefits of effective carbon management at early design stages.

Paisley Townscape Heritage and Conservation Area Regeneration Scheme 2

Renfrewshire Council secured funding to deliver a second heritage-led regeneration project in the Paisley Town Centre Conservation Area. The scheme was launched on the 21st February 2017 and it will run until 2022. The £4.5 million pound project is funded by Renfrewshire Council, Heritage Lottery Fund and Historic Environment Scotland. The project continues to invest in successful partnerships; develop skills; animate the streetscape; and build on best practice and offers the opportunity for climate change adaptability and conservation enhancement. A number of buildings have been recognised as Priority Projects and are the focus for funding. Following the success of the Building Maintenance Plan Programme in 2020, a second round of free external building condition surveys will be available to property owners in 2021. As ongoing maintenance is a major challenge for owners of historic property and to provide the necessary information to carry out regular maintenance, a condition survey is required and as part of the programme, a limited number of free external condition surveys will be available in 2021 for property owners of buildings.

Future Paisley

Paisley's Bid to be UK City of Culture 2021 has resulted in the development of a programme of investment and action to transform the town through cultural regeneration. Future Paisley is the radical and wide-ranging programme of events, activity and investment using the town's unique and internationally-significant cultural stories to transform its future. Future Paisley aims to create a vibrant cultural town centre, develop cultural excellence, lift communities out of poverty, grow new dimensions to the local economy and change Paisley's image and reputation. The programme is unique in its scale and scope in Scotland and aims to establish Paisley as a centre of excellence for cultural regeneration.

The transformation of Paisley is already underway with Renfrewshire Council investing over £100m to reimagine Paisley's unique historic venues and public spaces, creating new homes for cultural activity. This will help promote Paisley as a visitor destination and drive new footfall into the town centre and preserve the areas architectural heritage and culture. Projects include the opening of the UK's first High Street museum store, transforming Paisley Museum into a world-class destination; transforming Paisley Town Hall, a new state-of-the-art library and cultural centre in the High Street, extending and reimagining Paisley Arts Centre and transforming our key outdoor spaces Abbey Close and County Square into homes for outdoor events and for people to gather. These projects all offer the opportunity of climate change adaptability and opportunities for climate change mitigation.

On-Street Residential Electric Vehicle Chargepoints

The Council's Environment & Infrastructure service was successful in their application to the UK Department of Transport On-street Residential Electric Chargepoint scheme. By installing chargepoints on-street, residents without off-street parking can enjoy the convenience of charging their plug-in electric vehicles near their home. As more residents use electric vehicles, communities will benefit from improved air quality and lower their carbon footprint. Grant funding of £48,460 will allow Electric Vehicle charging hubs to be installed in Glenburn Community Centre, Kirklandneuk Community Centre in Renfrew and Falcon Day Centre in Ferguslie during Summer 2021. During 2020, there were construction delays to four planned EV charging sites due to COVID restrictions, these works will be completed by July 2021 at Howwood Village Hall, Elderslie Village Hall, Johnstone Sports Centre, and ON-X Sports Centre Linwood.

Environment and Place

To ensure our spaces are there to be enjoyed by all. We help to create healthy places particularly through enforcement and monitoring air quality, but also attractive places, through Renfrewshire's award winning Team Up to Clean Up campaign – our call to arms to communities to do their bit and tackle littering and fly tipping. The programme continued throughout 2020 and in fact grew with more and more volunteers coming on board. Additional staff have been recruited to work with the Lead Officer – Environmental Coordination on Greenspace, Park and Play Areas work, however, they are also assisting with Team Up to Clean Up. It should be noted that advice was always given on COVID-19 restrictions to ensure compliance with gatherings, safety etc.

Delivering the Environment and Place agenda has also included an enhanced focus on mechanised sweeping and gully cleaning and a targeted approach on Fly-Tipping with a focus on prevention.

PART 5: PROCUREMENT

5(a) How do procurement policies contribute to compliance with climate change duties?

Renfrewshire Council as a contracting authority has developed a range of policies and strategies to ensure compliance with the sustainable procurement duty under section 8 (2) of the Procurement Reform (Scotland) Act 2014, the Climate Change (Scotland) Act 2009 and the Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Order 2015.

The Sustainable Procurement Strategy (approved on 8 June 2016 by the Procurement Sub Committee) aligns to statutory requirements as well as the key strategic priorities of the Council.

The Council's Corporate Procurement Strategy aligns to the Council's aspiration to contribute to reducing our impact on climate change to make Renfrewshire's economy and communities as sustainable as possible. Our policies take account of the Programme for Government's recognition that public procurement in Scotland can drive change and build responsible supply chains, helping to tackle the climate emergency, reduce emissions, minimise waste and allow for re-use or recycling wherever appropriate.

The need to ensure compliance and commitment is further reinforced in Renfrewshire Council's Standing Orders relating to Contracts. This requires sustainable procurement is considered at the outset as part of the development of every contract strategy for regulated and above EU threshold procurements.

The approach adopted supports identifying potential environmental, social and economic aspects requiring to be incorporated within the procurement process through the development of a relevant specification or through the contract Terms and Conditions. This approach also helps to support spending decisions based on sustainable choices.

Another example of the procurement policy directly contributing to climate change duties includes the requirement to assess the resource being purchased, consider whole life costing, origins of materials, operating costs and disposal and end of life implications; all contributing to minimising impact on the environment. The five environmental aspects embedded in the contract strategy are;

1. *Reduction in emissions to air, water, impact on climate change and the impact on population's health;*
2. *Waste reduction in solid wastes, liquids, hazardous packaging and landfill;*
3. *Reduction in energy use and business travel;*
4. *Loss of biodiversity and the impact on habitat;*
5. *Promotion of energy efficient products, renewable energy and sustainable resources.*

To meet the requirements of the Sustainable Procurement duty specified in section 9 of the Procurement Reform (Scotland) Act 2014 the council's procurement process has incorporated the four sustainable tools;

1. *Prioritisation tool, which is supporting implement and adopt a standard, structured approach to assessing spend categories and focussing on increasing sustainable economic growth;*
2. *Sustainability test is embedded and considered as part of the contract strategy development;*
3. *The life cycle impact mapping is actively used to help with the identification of sustainable risks and opportunities as part of the procurement process;*
4. *Utilised and completed the self assessment using the Flexible Framework and actions identified are being progressed.*

In order to ensure that Suppliers are fully aware of the commitment to climate change duties, clear instructions and clauses are incorporated in the Invitation to Tender documents this includes the requirement for Suppliers to sign the declaration for handling and generation of waste which conforms to 'Waste Management, The Duty of Care, A Code of Practice' as a result of the Environmental Protection Act 1990. The requirement of the Contractor is to provide evidence that they are registered as a waste carrier or employ the service of a registered carrier.

We also consider Suppliers' materials that are used in construction and stipulate that Suppliers provide information on their working practices are in according with the relevant practice, good building practice issued by the British Board of Agreement, and the Good Practice in Selection of Construction Materials.

5(b) How has procurement activity contributed to compliance with climate change duties?

The range of policies and procedures adopted by Renfrewshire Council's Corporate Procurement Unit are making a significant positive impact by actively considering the reduction of greenhouse emissions, energy efficiency and recycling responsibly. Procurement work with key stakeholders to develop strategies which carefully consider the impact of what the Council buys and takes account of all opportunities to promote sustainable procurement.

The evidence-based information/examples below demonstrate the strong approach taken by procurement to contributing to the climate change duties, for example;

Renfrewshire Council has entered an Inter Authority Agreement as a key partner on the Clyde Valley Residual Waste Project. The 25-year contract has been awarded to Viridor to design, construct, finance and operate the facilities to treat waste which would otherwise go to landfill. It is anticipated that because of the contract Viridor will process approximately 190,000 tonnes of residual waste per year. Renfrewshire Council's annual proportion is 19% (37,021) tonnes of residual waste per year. These measures will make a significant contribution to the national targets for recycling and landfill diversion by 2025. The Clyde Valley Waste Management Project, Treatment & Disposal of Residual Waste commenced operation on 7th January 2020. This will assist the Council in meeting its landfill diversion targets, with over 90% of the councils' waste becoming refuse derived fuel which will be used to generate renewable energy.

To ensure its long-term vision to create a sustainable Renfrewshire for all to enjoy, a wide range of activities are being undertaken by the Council to reduce the volume of waste sent to landfill. These include the collection of many waste related materials both at the kerbside and from the Councils Household Waste Recycling Centres.

Corporate Procurement have supported the Council's ambitions to reduce waste to landfill and increase recycling by implementing an overarching Waste Strategy to support the ambitious programme to introduce new collection services to over 90,000 households in Renfrewshire.

Renfrewshire Council is continuing to invest in Home Energy Efficiency Programme Area Based Schemes (HEEPS ABS Programme), as part of the procurement process the improvement works are focussing on reducing carbon emission as well as tackling fuel poverty. The recently awarded Measured Term Contract for External Works provides a route to carry out energy efficiency works and exterior building works to improve the efficiency of council owned properties across Renfrewshire.

Procurement are actively supporting the Council's vehicle replacement programme and the sustainable travel plan.

The council's new or rebuilt properties are continuing to achieve A+ energy efficiency rating and B rating for environmental impact for CO_2 emissions as a minimum

Consideration was given during the procuring of the design and construction works contract for the Glasgow Airport Investment Area (GAIA) Project to the Sustainable Procurement Duty in the GAIA Procurement Strategy. As a result, selection and award criteria relating to the use of BIM Modelling Level 2 and Carbon Reduction Initiatives were included in the tender. By targeting these, the Council is putting a focus on reducing the carbon footprint through the project at both the design and construction stages. Furthermore, BIM Modelling will lead to more efficient collaboration between the designers on the project and the

construction teams which will result in less waste during the design and construction of the project. After construction, the Council will have a BIM Model of the asset which may be able to assist in the operation and maintenance of the asset in the future.

5(c) Supporting information and best practice

Corporate Procurement Unit takes a proactive approach towards the legislative and policy requirements which has been developed and embedded within the procurement process. The contract examples above in section 5(b) demonstrate best practice and continuous improvement internally and externally to address the requirements of the Climate Change Duties.

The procurement team have completed CIPS Ethical Procurement and Supply which includes a module designed to help prevent issues related to the impact of procurement on the environment.

The Procurement Manager is a member of the Scottish Government Procurement Policy Forum which provides an opportunity to discuss challenges faced across the public sector, to identify issues and inform forum members of work to resolve these issues. The forum provides an opportunity to share best practice and lessons learned and encourages members to work across their sector to help address matters like tackling the climate emergency.

PART 6: VALIDATION AND DECLARATION

6(a) Internal validation process

Corporate Procurement Unit fully embraces the requirements of continuous improvement and continuous professional development which contributes to achieving best practice throughout the procurement process from identification of contractual need to supplier development and management.

Corporate Procurement Unit remains committed to continuous improvement in order to demonstrate evidence based compliance with all policy and legislative requirements to achieve better outcomes.

The Council's Corporate Procurement Unit is making a significant impact by actively considering the reduction of greenhouse emissions, energy efficiency and recycling responsibly. Any Suppliers for the Council are made fully aware of the commitment to climate change duties along with clear instructions and terms and conditions.

6(b) External validation process

Planning Performance Framework

In order to monitor service performance and the commitment to improve planning services all planning authorities are required to prepare a Planning Performance Framework on an annual basis. The framework gives a measure of the quality of the planning service using a set of Performance Markers and is used to identify and encourage ongoing improvements. The Scottish Government provides feedback on each Planning Performance Framework. The Report contains both qualitative and quantitative elements of performance and set out proposals for service improvement.

The Framework captures key elements of a high-performing planning service, such as:

- speed of decision-making
- certainty of timescales, process and advice
- delivery of good quality development
- project management
- clear communications and open engagement

An efficient and well-functioning planning service is recognised as facilitating sustainable economic growth and delivering high quality places with homes, infrastructure and investment in the right places. Renfrewshire Council have demonstrated through the Planning Performance Framework that it delivers a Planning Service that assists in providing a wide range of public benefits such as high quality, warm and secure homes, sustainable development in the right places, protection and enhancement of Renfrewshire's assets, economic prosperity for Renfrewshire and the City Region as well as helping to meet climate change goals and obligations.

Strategic Environmental Appraisal

The Council is required to assess, consult and monitor the likely impacts of its plans, programmes and strategies on the environment. Strategic Environmental Assessment is a key component of sustainable development, establishing important methods for protecting the environment and extending opportunities for public participation in decision making. Strategic Environmental Assessment achieves this by systematically assessing and monitoring the significant environmental effects of public sector strategies, plans and programmes ensuring that expertise and views are sought at various points in the process from NatureScot, Scottish Environmental Protection Agency, Historic Environment Scotland and the public. The Local Development Plan and other strategies and plans that have evolved from the Local Development Plan have been the subject of a Strategic Environmental Assessment, where climate change and associated factors such as flooding were specific considerations of the assessment. The Strategic Environmental Assessment ensures that the environment is given the same level of consideration as social and economic factors.

Local Development Plan Examination

Both Strategic and Local Development Plans must be subject to independent examination. Both the Clydeplan Strategic Development Plan (2017) and the Adopted Renfrewshire Local Development Plan (2014) were subject to examination prior to their adoption.

The Local Development Plan examination deals with issues that have arisen through the Proposed Plan that remain unresolved. Any outstanding objections are subject to Examination by Independent Reporters appointed to act on behalf of the Scottish Ministers. The Reporters weigh up the issues whilst considering input from a variety of sources and stakeholders before reaching a conclusion and a recommendation. On completion of the Examination, the Reporter prepares and publishes their recommendations and submit those to Renfrewshire Council. The Examination report and the Council's responses to the Reporter's recommendations will be made available for public inspection. If required Renfrewshire Council will then modify Renfrewshire Local Development Plan Proposed Plan in light of the Reporter's recommendations.

The Renfrewshire Local Development Plan Proposed Plan was submitted to the Directorate for Planning and Environmental Appeals on 31st January 2020 for Examination. The examination commenced on 12th May 2020. The Examination process considered the 1,444 representations that were made during an extensive consultation and engagement period, these representations were split into 23 issues. The examination process concluded on 2nd February 2021 and the Report of Examination was published online along with a summary of the Reporter recommendations. The conclusions and recommendations of the Reporters appointed by Scottish Ministers largely support the strategy, policies and proposals set out in the Renfrewshire Local Development Plan Proposed Plan. The Examination Report concludes that the Spatial Strategy and policy framework of the Proposed Plan is appropriate and consistent with Clydeplan Strategic Development Plan and Scottish Planning Policy. There were two areas where the Reporter recommended more significant modifications to the Plan these where in relation to the sites that made up the housing land supply and three new policies to be inserted into the Plan. The Proposed Plan will now proceed to the final stages in the plan preparation process and is programmed for adoption later in 2021.

Renfrewshire Council

To: **Leadership Board**

On: **1 December 2021**

Report by: **Chief Executive**

Heading: **Covid 19 – Recovery and Response**

1. Summary

1.1 The impact of the pandemic has been profound across Renfrewshire, with no individual, business or community untouched by COVID-19 and associated lockdowns and restrictions. As an organisation, Renfrewshire Council has also experienced significant challenges, delivering new services to support residents and businesses through the pandemic, and adapting the way in which core Council services have been provided over the period in line with national guidance and legislation.

1.2 In December 2020, full Council considered a suite of reports which outlined the initial response of the Council and its partners to the COVID-19 pandemic and the wide-ranging impacts that had been experienced by local businesses, communities and residents. Specific plans to support recovery from the pandemic were approved, focusing on social renewal, economic recovery and the financial sustainability of the organisation overall.

1.3 These plans are flexible in nature, as it was recognised that there remains an ongoing need to respond to the immediate impacts of the pandemic whilst looking ahead and progressing shared priorities and actions with partners.

1.4 The Social Renewal Plan in particular has been developed in cognisance of the findings of a community impact assessment which commenced in September 2020, and is subject to ongoing review and consultation. An

update on the Social Renewal Plan and Economic Recovery Plans are included as separate items on the meeting agenda.

1.5 At a national level, COVID recovery strategies have been published by the Scottish Government in relation to key sectors such as education and health and social care and in October 2021, a new COVID recovery strategy – "For a Fairer Future" was published. The strategy has a key focus on tackling widening inequalities across communities, with local government a key partner in delivering this programme of work.

1.6 Section 4 of this report provides further information on the Fairer for All strategy, and sets out how the Social Renewal Plan and Economic Recovery Plan align to the priorities identified by Scottish Government for recovery.

1.7 Whilst continuing to work to progress local recovery plans, the focus of the organisation and wider services remains very much on the COVID response. Whilst COVID transmission levels have reduced significantly since September, the average number of daily cases reported remains relatively high in Renfrewshire and has plateaued at this level.

1.8 Services are continuing to deliver supports to local residents and businesses in line with national guidance, including in relation to business and self isolation support grants, the vaccination programme and community testing. A summary of this activity is provided within section 5.

1.9 In terms of wider organisational recovery, work is continuing to restart services and resume activities in line with national guidance and subject to available local staffing resource. This has facilitated increased face to face contact and support for older people, people with a physical disability, young people and women and children impacted by domestic violence.

1.10 For those Council employees that have required to work from home during the pandemic, work has been progressed to support initial access to office accommodation within Renfrewshire House on an interim, phased basis. Based on the learning to date and through further engagement with staff, plans will now be developed to support further office-based working over the next few months. Any change to existing arrangements for service delivery will continue to be progressed in line with national guidance in place at that time.

2. Recommendations

2.1 It is recommended that members of the Leadership Board note:

- The priorities outlined within the Scottish Government's COVID recovery strategy – Fairer for All, which align closely to local priorities for recovery and

- The ongoing focus of the organisation and its partners on the COVID response in Renfrewshire, which remains a significant focus for the Council in terms of resource and capacity.

3. National COVID recovery plans and strategies

3.1 In recent months Scottish Government has published a range of specific sectoral or thematic recovery plans relating to health and social care and education. The Deputy First Minister leads on the Scottish Government's response to COVID recovery, and on 8 October 2021 published COVID Recovery: - For a Fairer Future. This sets out the vision of Scottish Government for recovery overall and details the specific actions that will be progressed to address inequalities across communities which have worsened due to COVID-19. The strategy also outlines key steps that will be taken to progress a wellbeing economy in Scotland and to "accelerate inclusive person-centred public services".

Our Vision

By working together, we will:

1.	2.	3.
Address the systemic inequalities made worse by Covid	Make progress towards a wellbeing economy	Accelerate inclusive person-centred public services

3.2 A key driver of the strategy is the recognition that COVID has impacted people in very different ways, and has highlighted the inequalities that persist within society. The strategy identifies that there is a need to respond to the challenges around recovery and in tackling inequality, with the same creativity and ambition that was demonstrated through the COVID response. It is recognised that this will require people and organisations working across all sectors to come together to focus on achieving the change required.

3.3 For a Fairer Future also recognises the pivotal role that a thriving economy will play in terms of COVID recovery and that solid foundations in terms of job security and fair work support improvements in wellbeing and reduce inequality.

3.4 Within the strategy, an overview is provided on the extensive consultation and engagement that Scottish Government has undertaken on the impact of the pandemic. The views of participants suggest that people living across Scotland would like recovery that:

Figure 2: What sort of recovery people want to see

3.5 Three core outcomes are detailed within the strategy with a range of speciifc priorities and actions that will be progressed under each theme. Some of these areas of activity relate to existing activities which are being accelerated due to COVID, whilst others are new and will require further development and collaboration with citizens and stakeholders.

3.6 In Renfrewshire, officers have worked with partners throughout the pandemic to identify priorities during the pandemic. An Economic Recovery Plan was developed through Renfrewshire Economic Leadership Panel and endorsed by the Council and its partners in late 2020, followed by the approval of a Social Renewal Plan in early 2021. The Social Renewal Plan was informed

by a community impact assessment, which was undertaken with partners and with residents and communities to develop a deeper understanding of the impact of the pandemic on different people and communities across Renfrewshire.

3.7 Both of these plans reflect the broad principles of the national COVID Recovery Strategy, with a specific focus on learning and responding to COVID to tackle inequalities and improve wellbeing, using all of the economic levers that are available to drive this change. The climate aspirations of the Council and its partners are core to the delivery of these plans.

3.8 Local recovery plans are being implemented now, and a progress update on the work that has been to achieve to date with partners is provided as part of separate reports on this meeting agenda. Key priorities over the next 3-6 months are also highlighted for consideration by elected members.

3.9 Going forward, officers will begin to transition and integrate these plans into longer term plans and strategies, recognising that as we move forward into 2022 the longer term impact of the pandemic will be more fully understood and there will be a need to continue to balance immediate recovery priorities with longer term actions.

4 Update on COVID Response

4.1 In addition to the focus on recovery and moving forward from the pandemic, the organisation is continuing to manage a range of significant challenges and additional support requirements as part of the ongoing COVID response.

4.2 Whilst the number of COVID cases reported in Renfrewshire has reduced significantly from a peak in late August and September 2021, cases remain much higher than prior to the summer period, with average number of daily cases broadly plateauing in recent weeks at a rate of circa 280-325 cases per 100,000 population over a 7 day period.

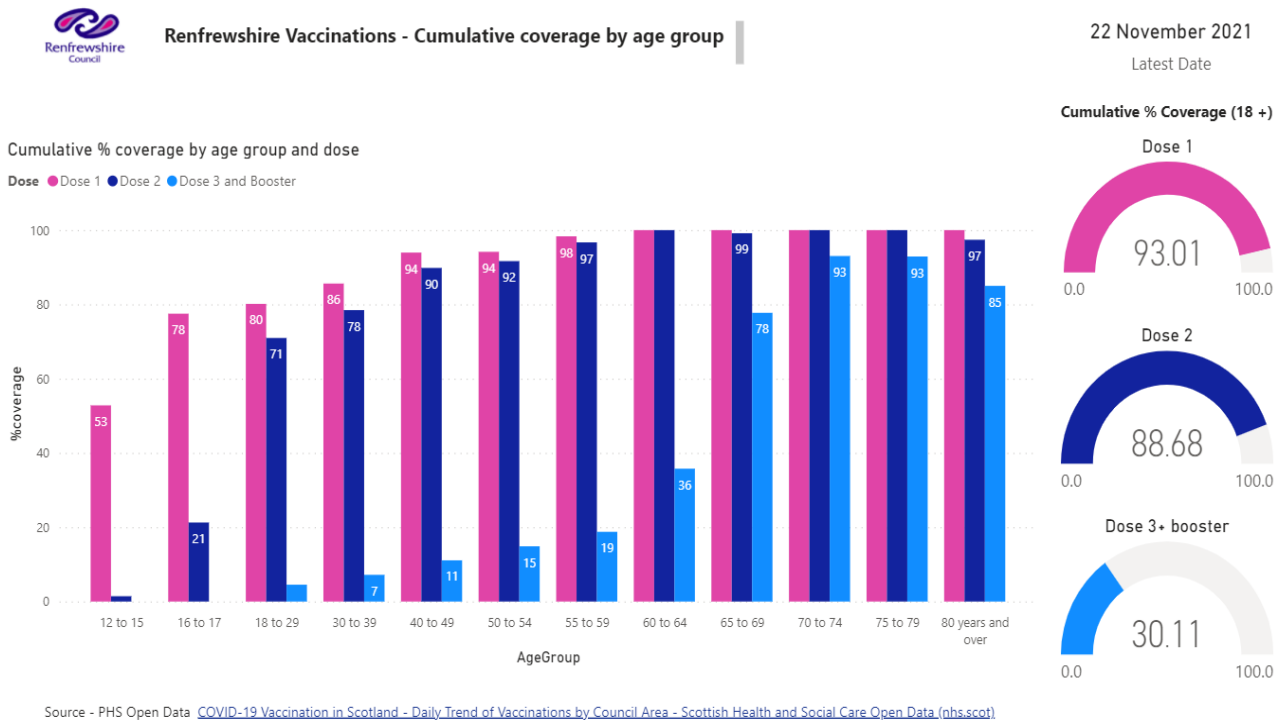
4.3 The number of cases also continues to impact levels of staff absence and isolation across frontline services and the Scottish Government have indicated that the ongoing pressure on health and social care services over the winter period may require some tightening of restrictions in future months, depending on the scale of the pressures being faced.

4.4 Support continues to be provided to individuals required to isolate through mechanisms such as Self Isolation Support Grants and access to emergency food and medicine. In terms of business support, environmental health officers continue to offer support and guidance to local businesses and have been supporting community asymptomatic testing through the deployment of a community testing mobile unit.

4.5 The Council and Renfrewshire Leisure continue to support the vaccination centres operated by NHS GGC which are currently in operation across Renfrewshire, offering COVID vaccinations, booster vaccinations and the winter flu vaccination programme.

4.6 Progress in terms of the main COVID-Vaccination programme in Renfrewshire remains very positive, with 93% of resident receiving Dose 1 and 88% of residents receiving both doses. 78% of 16-17 year olds have now received dose 1 and 53% of those aged 12-15 years. Work is ongoing with NHSGGC to encourage take up across age groups and within specific localities.

4.7 The booster roll out is underway, with care home and housebound residents being vaccinated by HSCP staff. At the vaccination centres over the last few weeks there have been occasions where residents have experienced longer wait times. These have been raised with NHS GGC and work is underway to ensure the scheduling of appointments operates more efficiently going forward.



4.8 In terms of wider organisational recovery, work has been progressed to support the reopening of services that have been paused during the pandemic or have not been able to be provided in the same way with alternatives developed to support vulnerable service users. This includes the phased reopening on a limited basis of day services for older adults and people with a physical disability, and services for women and children impacted by domestic violence.

4.9 Work has also been undertaken to facilitate access to office space for those employees that have been required to work from home during the pandemic. In line with existing Scottish Government guidance, staff access has been provided on a limited and phased basis in Renfrewshire House since September 2021.

4.10 An exercise is underway to engage with staff to assess how this has worked, with the findings used to inform the next phase of the organisation's approach to the utilisation of accommodation by the workforce. As throughout the pandemic, any future proposals will continue to be developed in line with Scottish Government guidance.

Implications of the Report

1. **Financial** – the impact of the pandemic on the financial sustainability of the organisation continues to be closely monitored and reported to elected members.

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

3. **Community/Council Planning –** The Social Renewal Plan and Economic Recovery Plan which set out local priorities for recovery for partners, have been endorsed by community planning partners.

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

Author: Laura McIntyre, Head of Policy and Commissioning

Renfrewshire Council

To: **Leadership Board**

On: **1 December 2021**

Report by: **Chief Executive**

Heading: **Economic Recovery Plan Update and Renfrewshire Economic Profile (December 2021)**

1. Summary

1.1 This report provides an update on progress made upon the targets set out in the Renfrewshire Economic Recovery Plan. This report contains the seventh edition of the Renfrewshire Economic Profile. These Economic Profile updates allow members to track changes in the local economy through a set of key statistical indicators. The last update on the Economic Profile was brought to Board in April 2021.

2. Recommendations

2.1 It is recommended that the Board:

(i) notes the content of the Economic Recovery Plan Update.

(ii) notes the content of the December 2021 Renfrewshire Economic Profile.

3. Background

3.1 The purpose of the Economic Recovery Plan update is to inform members of progress made against the priority actions which were brought to Council in December 2020.

3.2 The purpose of the economic profile is to describe and track local demographics and economic indicators for Renfrewshire on a 6-monthly basis. The data and analysis presented provides a context and a baseline to assess how well the Renfrewshire economy over time.

New indicators have been added this year to gauge the impacts of the pandemic, including monitoring furlough and claimant count statistics.

3.3 In terms of the profile, as with previous versions of this report, officers have selected Scotland and Glasgow city region as the most appropriate comparators. The national average is a commonly used guide by most local authorities in terms of relative performance.

3.4 Members comments are welcomed on the format and content of the economic profile. The profile will be shared with stakeholders and become the key source of data relating to the performance of the local economy. The profile aligns with the Renfrewshire Economic Strategy and Economic Recovery Plan.

4 Renfrewshire Economic Recovery Plan – One Year On

4.1 The Covid-19 pandemic has had a significant impact on the UK, Scottish and Renfrewshire economies. It has impacted upon numerous key economic sectors, including those which are important to Renfrewshire residents and businesses, such as manufacturing, aviation and hospitality. In response last year an Economic Recovery Plan for Renfrewshire for the period December 2020 to December 2022 was prepared in conjunction with and approved by Renfrewshire's Economic Leadership Panel.

4.2 The Plan promoted actions under 6 themes: Supporting Our Young People, Supporting Business and their Workforce, Economic Well Being, Skills and Employability, Capital Investment and Green Recovery. These themes link with the key outcomes of the recently published Scottish Government's Covid Recovery Strategy, which looks to achieve financial security for low-income households, promote wellbeing of children and young people and create good, green jobs and fair work.

4.3 From these overarching themes, 14 priority actions were included in the Plan (which were thought would make the largest difference to the local economy and would specifically address the economic challenges arising from the pandemic).

4.4 The following table provides a progress update against these 14 priorities and next steps over the following 12 months:

Theme	Priority Actions	Progress Update / Next Steps
Supporting Our Young People	Develop a refreshed employability programme for Renfrewshire (utilising Youth Guarantee and Kickstart funding) to reduce unemployment among young people (18-24 yrs.) and to support local businesses	• First Kickstart and YP Guarantee posts commenced Feb 2021. • Over 200 new posts have now commenced with another 100+ live on the DWP system. • Successful in securing over 700 DWP agreed places to date. • Working with NHSGGC for 60 Kickstart Jobs – first 15 now started. • Young Persons Guarantee Website + portal launched March 2020. • Youth Guarantee Co-ordinator Post in place • Recent partnership conference attracted 148 local reps with big focus on youth employment. • YPG letter of award for current year 2021-22 now in place for just under £1.5M. • Employability Grants programme launched with £500k YPG funding for services to young people. • Kickstart Programme now being delivered until end March 2022.
	Promote enterprise and entrepreneurship in all Renfrewshire High Schools through curriculum development that encourages linkage with existing business mentors and aligns to STEM activity plans	• First Group Meeting held Feb 2020. • Action plan to be developed 2022. • Start Up Street (with focus on youth enterprise) to be promoted to schools. • New Youth Enterprise post to be appointed through either a successful CRF application or YPG funding.
Supporting Business and their Workforce	Support and grow supply chain management and knowledge exchange among manufacturing SMEs to supply Scottish / UK businesses and global supply chain.	• Meetings held in March and June with relevant partners (SE, Chamber, NMIS group, and WCS) to discuss the next stages in the process. Agreed to look into creating a new manufacturing network/forum in Renfrewshire. • With the opening of the new Boeing/NMIS research and development facility at Westway, supply chain opportunities for local SMEs to be investigated.
	Develop a programme to support work-place wellbeing across Renfrewshire companies.	• Steering Group formed – Council/HSCP/GGCNHS. • Commenced development on 'work-place wellbeing campaign' using media channels to target employers/employees particularly in SME's and the self-employed. • Training sessions now designed and dates reserved from October through to December. • Web content now published. • Comms and social media launch November 2020.
	Work with NMIS (Skills Academy) to develop a productivity and innovation programme for Renfrewshire manufacturing companies (aligned to the existing Critical Engineer programme).	• Business survey of local manufacturing companies has commenced to raise awareness of NMIS and the Critical Engineer programme. • Report and analysis of survey to be produced and shared amongst partner organisations.

Theme	Priority Actions	Progress Update / Next Steps
Economic Well Being	We will ensure that we raise awareness among locally based companies of our proposed procurement across Renfrewshire capital projects and purchase of supplies and services to enhance opportunities for successful bids; and build in a requirement for commitment to the Youth Guarantee in such contracts.	• Steering group meet every 4 weeks (Procurement and Econ Dev) • Key actions already identified, potential resourcing issues to consider. • Working with Scotland Excel as part of pilot with 3 other Councils. • "Talking Tenders with Renfrewshire Council" event on 13th July well promoted and well attended. • Need to identify areas where local spend could be increased, with a focus on growth sectors within Renfrewshire.
	Extend the participation of Renfrewshire schools in the Future Paisley creative learning programme	• On hold until the new academic year due to other pressures in schools. • Establish the programme as part of the 2022/23 school curriculum programme.
	Bringing forward actions to reduce health inequalities, improving economic participation, more secure earnings and greater earning power	• Local Employability Partnership Health and Employability group leading on this. • Actions will also include disability as a form of health inequality. • New supported employment programme now available for those with complex disabilities. Incorporates wage subsidy for employment and a procured contract for support. • NOLB Employer Recruitment incentive developed and launched end July 21 supporting those with health conditions. • Long term adult unemployed programme: places currently being identified with funding expected end November 2021. • Employability Grants programme launched 2nd October with Health Inequalities as a priority group.
Skills and Employability	Targeted interventions for recruitment, upskilling and re-skilling across Renfrewshire's key sectors	• City Region "Chef Academy" launched to support hospitality. • 6 sector based work academies for Care Sector procured. • Partnership with the Malcolm Group to train 21-24 year olds in HGV as pilot. • Develop employability Grants Programme specifically looking for training for key sectors.
	Make it easier for young people to understand their learning and career choices at the earliest stage and align this to Economic Strategy and known workforce demand and provide long-term person-centred support for the young people who need this most	• First group meeting held Feb 2020 and meeting monthly. • 10 Subgroups formed to take forward specific actions. All groups meeting regularly. • Action plan developed. • DYW school co-ordinator posts to be established in every school. • New discussions on work experience programme in schools. • Opportunity to take advantage of the proposed Morrisons Construction "site based classroom" at NMIS site during construction phase.
	Promote a Renfrewshire Apprentice Framework that can be rolled out across local businesses wishing to participate	• Foundation Apprenticeship Group meeting regularly to encourage more young people to consider FAs during senior school. • Chef Academy model rolled out across City Region (apprenticeship programme).

Theme	Priority Actions	Progress Update / Next Steps
		• Creation of more than 20 additional MAs supported through Renfrewshire Employer Recruitment Incentive (including KICKSTART posts being kept on and becoming apprenticeships).
Capital Investment	Large scale refurbishment programme for Council housing stock to meet climate change objectives, encourage neighbourhood regeneration and promote wider investment	• Housing-led Regeneration and Renewal Programme for Renfrewshire approved by Council in December 2020. First phase of development will be targeted to around 1,100 Council homes improving both housing provision and the quality of places across eight identified areas: Moorpark, Renfrew; Thrushcraigs, Paisley; Broomlands, Paisley; Howwood Road area, Johnstone; Waverley Rd, Foxbar; Howard St area; Auchentorlie / Seedhil and Springbank Rd area. The works will contribute to the achievement of climate change ambitions through the use of the highest standards of energy efficiency practices in newbuild construction and retrofit technologies. • Officers looking to progress this Priority further in 2022. • Council working with University of Strathclyde and private sector on an “exemplar” housing model.
	Create a clearly defined and publicised investment proposition to attract more investment and talent to the area that will see Renfrewshire secure its position as the primary location for manufacturing (R&D) investment in Scotland	• Marketing team has started gathering information for the prospectus and potential Renfrewshire investment website. • The prospectus publication will need to await particular factors being resolved at Netherton Campus -AMIDS, including a JV partner appointment, determining the specific parcels of land available for different end users and also the offer / terms of engagement for occupiers which are still to be concluded.
Green Recovery	Pilot and test the creation of active travel routes between neighbourhoods, town centres and business locations using these to test SMART travel solutions and evaluate benefits to biodiversity, air quality and access.	• Planning application for Renfrew - Paisley Cycleway has been granted. • Levelling Up funding (£38.7m) secured for AMIDS South Travel Links Improvement Project. • Consultation underway by City Deal team on proposed Inchinnan to Renfrew active travel link. • Work commenced on determining gaps in active travel links to employment locations. Feasibility resource for this work has been secured from the Council’s Climate Change Fund. Initial tender exercise failed to attract returns – feedback related to comparatively low value of work versus choice of work currently available to consultants at present. Additional internal funding for £25k now identified to retender in November.

Comment

4.5 Progress is being made amongst a number of these priorities. In particular, improving the employability prospects of young people, promoting well-being in Renfrewshire's workplaces and creating more active travel routes. Officers will continue to work with partner agencies to deliver the Plan's key objectives of creating new jobs, improving employability, supporting improvements in business productivity and competitiveness, tackling inequalities and supporting a green recovery in Renfrewshire.

5 Regional Economic Strategy

5.1 Over the last 12 months, the Glasgow City Region authorities have been jointly preparing an update to their Regional Economic Strategy (RES). This new strategy takes into account the impact on the regional economy from the covid pandemic which has seen a number of economic shifts beginning to materialise.

5.2 The RES refresh has also been prepared in the year of COP26 and it is clear that the net zero agenda is going to underpin a significant amount of policy direction over the next period.

5.3 The draft RES 2021 sets out 3 grand challenges for the city-region. As well as addressing the climate emergency (1), the strategy also seeks to tackle the legacy issue of below average productivity (2) and creating an inclusive economy.

5.4 The strategy also defines 12 priority programmes to develop further economic activity across the city-region before 2030. These include:

- ***Existing programmes*** such as Glasgow City Deal; Innovation Districts (one of which is AMIDS); and Clyde Mission (which has funded the Renfrew- Paisley Active Travel Route);

- Ones that are ***in development*** such as the Glasgow Metro project and the energy retrofit of the city-region's housing stock; as well as

- Some that are ***emerging*** such as a Foundational Economy Pilot; a Green Demonstrator Programme; a Future Skills Programme; and Vacant & Derelict Land Programmes;

5.5 The strategy also includes asks of Scottish Government and the private sector in order to achieve a number of the objectives set out within.

6 National Strategy for Economic Transformation (NSET)

6.1 The Scottish Government (SG) is preparing a ten-year strategy for the future of Scotland's economy. SG have appointed an Advisory Council to help them devise this strategy. This includes representatives from business and academia and they are due to publish the document near the end of 2021.

6.2 Early indications are that the strategy will focus on:

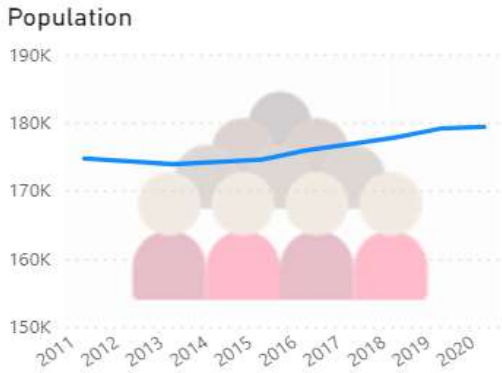
- skills base for lifelong learning and changes in career over working lifetime;
- Scotland as being the best place to start a new business;
- Developing an approach to innovation that boosts and overcomes;
- legacy issues in regard to productivity;
- New markets and innovation - inc net zero;
- New health and social outcomes - healthy lives (post covid);
- Delivery - ensure we examine the way the country achieves benefits;

7 Key issues arising from the Renfrewshire Economic Profile

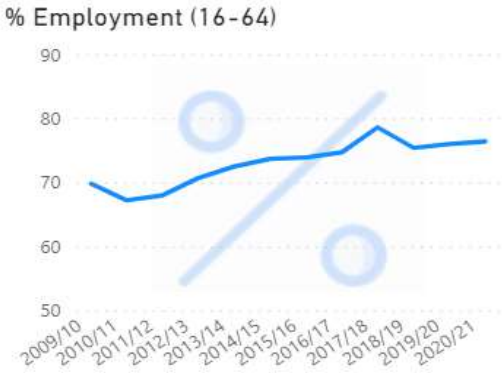
7.1 In previous version of these economic profile updates to Board, officers had selected a range of the latest statistics against Renfrewshire Council Plan and Community Plan strategic objectives to allow members to see progress against some of the Council's key priorities. As a result of the pandemic, additional indicators such as number of residents on furlough and claimant count were added to the April 2021 Profile Update and have been retained in this paper. It should be noted that given the nature and timing of statistical information release (some of which have been delayed as a result of the pandemic), a number of indicators only show performance of the Renfrewshire economy before the pandemic. Future versions of this Update will provide a more comprehensive understanding of the impact the pandemic has had on the Renfrewshire's economy.

Economic indicators dashboard

7.2 Officers have selected a number of key statistics and have displayed them in the Dashboard below:

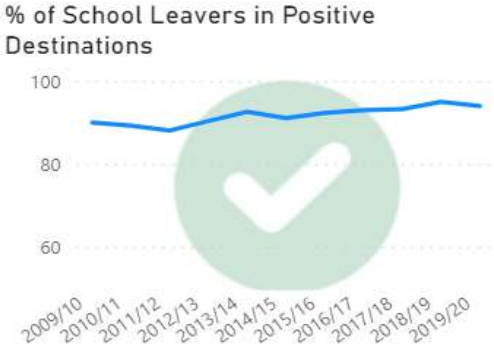


Source - NRS mid-year estimate

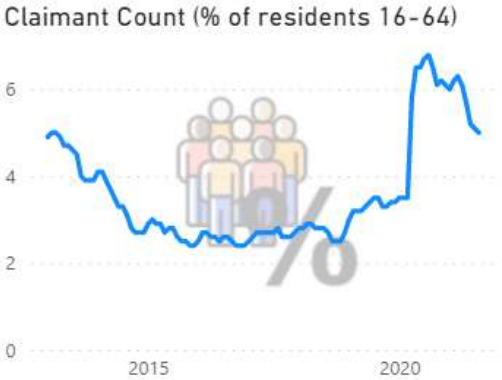


Source - Nomis LA profile

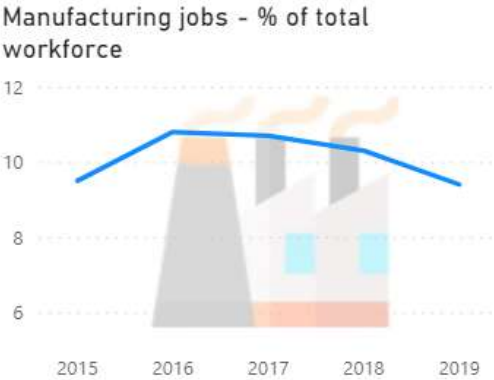
Source - Scottish Annual Business Statistics



Source - Scottish Government

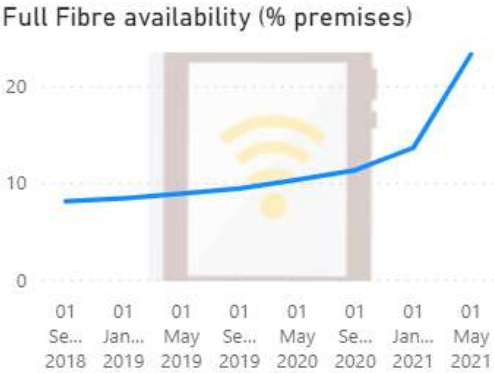


Source - Nomis LA profile



Source - Nomis LA profile

Source - Scottish Government



Source - Ofcom Connected Nations Report

7.3 These indicators show that Renfrewshire's population is growing, and employment levels have continued to increase into 2021, despite the pandemic.

The claimant count is also falling, decreasing from a recent high of 6.8% in August 2020 down to 4.5% in September 2021.

7.4 The % of households with access to full fibre connections has increased significantly from 8% in September 2018 to over 23% in May 2021. This number will be expected to increase with the ongoing CityFibre /Commsworld fibre roll out.

7.5 The rate of school leavers in positive destinations of 94% in 2019/20 is higher than the national level and is the 4th highest in the City Region.

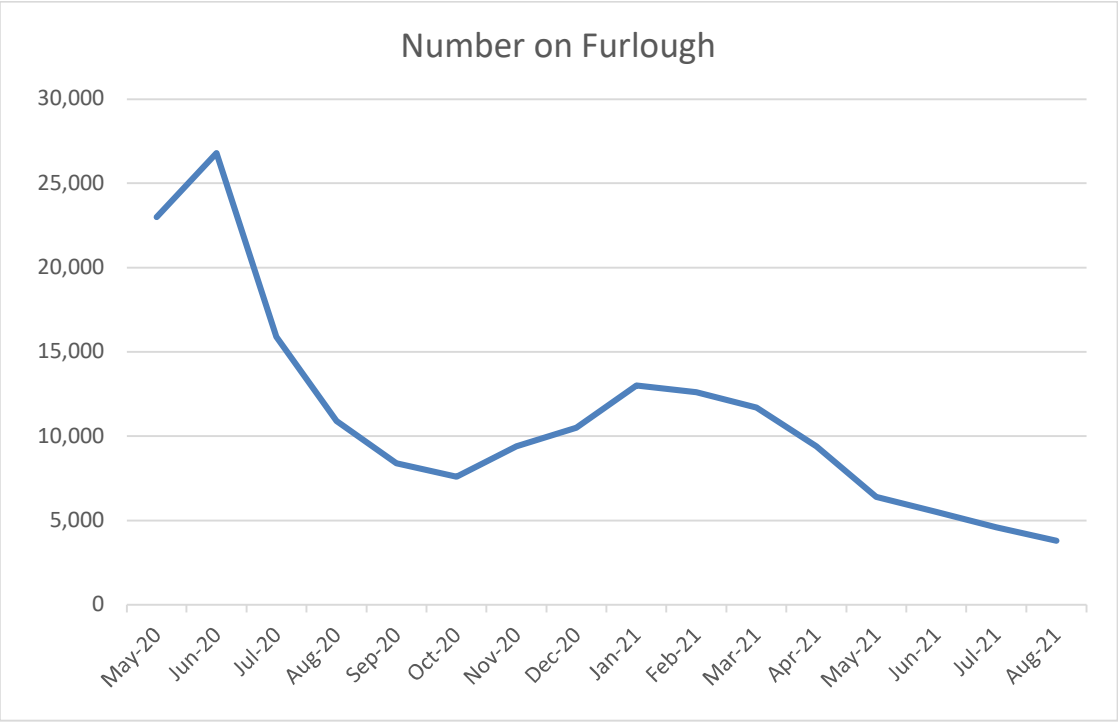
7.6 The supply of new housing per 10,000 population has decreased between 2018 and 2019, however, Renfrewshire's rate is still the 3rd highest in the City Region and is higher than the national average.

7.7 The rate of manufacturing jobs as a % of the total workforce has also declined in recent years, but Renfrewshire has the highest proportion of employment in manufacturing in the Glasgow City Region.

7.8 Whilst GVA in Renfrewshire fell between 2017 and 2018, it still generates the 4th highest amount of GVA amongst the Glasgow City Region authorities. The figure for 2019 is yet to be released.

Pandemic support measures

7.9 The number of people on furlough has significantly dropped from a high of 26,700 in June 2020 to a low of 3,800 in August 2021 (the most recent publication). This trend is replicated across the City Region and Scotland as a whole, who have all registered a drop in furlough numbers. Consistently a high proportion of those on furlough have been employed in either the accommodation and food services sector or the retail sector. Cumulatively, 33,600 Renfrewshire resident employments have been furloughed since the scheme's inception.



7.10 In regard to the Self Employed Income Support Scheme, the take-up rate for Renfrewshire has been higher than the Scottish and UK rates for each of the grants (1-5). In total £47.7m has been claimed by 4,800 Renfrewshire self-employed residents.

Conclusion

7.11 Overall Renfrewshire's economy appears to be performing well when compared to regional and national rates for a number of key performance indicators including employment, unemployment, qualifications and earnings. Manufacturing, Retail, Health and Transport and Storage continue to be important sectors for Renfrewshire in terms of jobs and GVA generated.

7.12 The full economic profile for Renfrewshire is included at Appendix 1 to this report.

Implications of the Report

1. **Financial** – No additional finance is sought. All funding is accounted for within existing Council budgets.

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

3. Community/Council Planning

    a. Empowering our Communities – the new Economic Profile will enable communities to have a clearer understanding of the relative performance of the Renfrewshire economy.

    b. Jobs and the Economy - the new Economic Profile will present a clearer picture of the relative performance of the Renfrewshire economy.

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

None.

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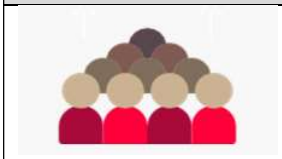
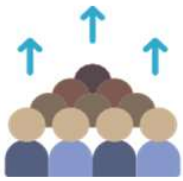
Appendix 1

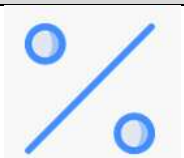
Renfrewshire Economic Statistics (Seventh Edition: December 2021)

1. Population

	Renfrewshire	Scotland	Glasgow City Region
 **Population 2020**	**179,390** Increase of 3% on 2010	**5,466,000** Increase of 4% on 2010	**1,847,200** Increase of 4% on 2010
 **Population projection (at 2043, 2018 based)**	**185,360** 3.3% increase on 2020	**5,574,819** 2.0% increase on 2020	**1,885,826** 2.1% increase on 2020
Births (2020)	**1,539** This is a decrease of 23% from 1,995 births in 2010	**46,809** This is a decrease of 20% from 58,791 births in 2010	**16,442** This is a decrease of 20% from 58,791 births in 2010
Birth Rate per 1,000 Population (2020)	**8.9** In Renfrewshire, the standardised birth rate decreased from 9.8 per 1,000 population in 2019 to 8.9 in 2020	**8.6** The rate in Scotland overall decreased from 9.1 to 8.6 between 2019 and 2020.	In 2020, Renfrewshire was the council area with the 7th highest standardised birth rate in Scotland. Between 2019 and 2020, all GCR councils saw a decrease in standardised birth rate
Deaths (2020)	**2,347** This is an increase of 22% from 1,910 deaths in 2010	**64,093** This is an increase of 18% from 53,967 deaths in 2010	**22,835** This is an increase of 22% from 18,791 deaths in 2010

	Renfrewshire	Scotland	Glasgow City Region
 Male Life Expectancy 2018-20	**75.7**	**76.8**	Male life expectancy at birth has increased more rapidly than female life expectancy at birth between 2001-03 and 2018-20.
 Female Life Expectancy 2018-20	**80.4**	**80.0**	
 Net Migration (2018-19)	**850** Renfrewshire had the 3rd highest level of net migration in the GCR, with an decrease of 670 from 1,530 people in 2018-19.	**16,900** This is a decrease of 13,300 people from 30,200 in 2018/19.	**6,750** This is a decrease of 4,910 people from 11,660 in 2018/19.
 % of population that is of the working age (16-64yrs) (at 2020)	**64%**	**64%**	**66%**

2. Employment

	Renfrewshire	Scotland	Glasgow City Region
 **Employment rate - aged 16-64 (Jul 2020-Jun 2021)**	**73.5%** The rate has fallen by 3.6% in comparison to the overall 2020 figure. This suggests that there has been a fall in employment levels in 2021.	**72.2%** The rate has dropped by 1.2% in comparison to the overall 2020 figure.	Renfrewshire has the joint 2nd highest employment rate in the GCR. South Lanarkshire has the highest (75.9%) and North Lanarkshire has the lowest (66.2%).
 Unemployment Rate 16-64 (Jul 2020-Jun 2021)	**4.6%** Rate has remained consistent with the overall 2020 rate	**4.7%** 0.3% increase in comparison to the overall 2020 figure	Renfrewshire has the 5th highest unemployment rate in the GRC. East Dunbartonshire has the lowest (3.8%) and Glasgow City the highest (6.1%)
Claimant Count (Sept 2021) 	**5,205** Encouragingly the claimant count in Renfrewshire has decreased by 31% compared to the September 2020 figure.	**159,095** The national claimant count figure has decreased by 27% since September last year	**64,510** When compared to the September 2020 figure, the GCR claimant count has decreased by 25%
Claimants as a proportion of residents aged 16-64 (September 2021) 	**4.5%** This proportion has decreased from 6.5% back in September 2020	**4.6%** This proportion has decreased from 6.2% back in September 2020	**4.8%** Renfrewshire has the 6th highest proportion in the GCR. Glasgow City has the highest proportion (6.5%) whereas East Renfrewshire has the lowest (2.6%)

	Renfrewshire	Scotland	Glasgow City Region
Residents on Furlough (Aug 2021)	**3,800** There has been an 50% decrease from the October 2020 figure	**93,900** There has been an 52% decrease from the October 2020 figure	**35,500** Renfrewshire has the 4th highest number in the GCR on furlough. Glasgow City has the highest number (12,900) whereas Inverclyde has the least (1,200)
 Occupations (Workplaces in Renfrewshire; at 2019)	Renfrewshire has above average employment in: • Manufacturing (8,000) • Business administration (12,000) • Transport and Storage (6,000)	Scotland is closer to Renfrewshire in terms of the proportion for health and retail employment but is lower in the other sectors such as Manufacturing and Transport and Storage	Renfrewshire has much higher proportions of employment than the GCR in: • Manufacturing • Transportation and Storage; and • Business administration
 Earnings (at 2020)	Median weekly earnings for full-time employees living in Renfrewshire are £627.10 Median weekly earnings for full-time employees working in Renfrewshire are £534.90	Median weekly earnings for full-time employees living in Scotland are £595.0 Median weekly earnings for full-time employees working in Scotland are £592.70	Renfrewshire has the 3rd highest resident earnings in the GCR with East Renfrewshire the highest (£815.20) and West Dunbartonshire the lowest (£567.60). Renfrewshire has the 3rd lowest workplace earnings in the GCR with Inverclyde the highest (£678.00) and East Dunbartonshire the lowest (£469.60).
Employment in low **pay sectors (%) 2019**	**37.2%** 4.4% increase from 2016	**29.6%** 0.5% increase from 2016	**30.8%** Renfrewshire has the highest rate in the GCR. North Lanarkshire has the lowest rate at 25.8%.

	Renfrewshire	Scotland	Glasgow City Region
Gender Employment Gap (full-time, % points) 2020	**2.7%** 1.8% decrease from 2017	**5.1%** 1.8% decrease from 2017	**6.2%** Renfrewshire has the 2nd lowest gap in the GCR. Glasgow City has the largest gap at 10.1%. Inverclyde has the lowest rate at 0.9%.
Qualifications NVQ4 and above % of pop 16-64yrs (Jan-Dec 2020)	**50.3%** 7.6% increase from 2015	**49.3%** 6.8% increase from 2015	Renfrewshire has the 4th highest rate of qualification at this level in the GCR with East Renfrewshire the highest (60.4%) and West Dunbartonshire and North Lanarkshire the lowest (39.0%).
No Qualifications % of pop 16-64yrs (Jan-Dec 2020)	**5.0%** 5.1% decrease from 2015	**8.0%** 1.0% decrease from 2015	**10.6%** Renfrewshire has the lowest level of residents with no qualifications in the GCR. West Dunbartonshire has the highest % at 13.9%.
% of School Leavers in Positive Destinations 2019/20	**94.0%** 1% increase from 2016/17	**93.3%** 0.6% decrease from 2016/17	**93.6%** Renfrewshire has the 4th highest attainment level in the GCR . East Dunbartonshire has the highest % at 97.5%, with West Dunbartonshire the lowest 89.7%.

	Renfrewshire	Scotland	Glasgow City Region
% of Households that are Workless 2019	**22.3%** 2.6% decrease from 2016	**21.5%** 1.1% decrease from 2016	**24.8%** Renfrewshire has the 4th highest % of households that are workless in the GCR . Glasgow City has the highest % at 31.7%, with East Dunbartonshire the lowest 16.0%.
Travel to Work Survey SHS (2016)	Walk 3.1% Car/van 73.0% Cycle 2.1% Bus / Rail 19.5%	Walk 12.3% Car/van 67.0% Cycle 2.6% Bus / Rail 15.6%	Renfrewshire has the 4th highest % driving to work in the GCR with Glasgow City the lowest (55.1%) and North Lanarkshire the highest 79.9%). Renfrewshire has the 4th lowest % taking bus/rail services to work in the GCR with Glasgow City the highest (28%) and North Lanarkshire the lowest (12.7%).

3. Business

	Renfrewshire	Scotland	Glasgow City Region
 Private Enterprises (2021)	4,720 private enterprises in Renfrewshire. 87% are micro businesses with less than 10 employees. 11% are small businesses (10 to 49). 2% have been 50 and 250 employees. 1% are classed as large businesses more than 250 employees. This figure is for VAT and/or PAYE registered enterprises	Generally, an equivalent split to that of Renfrewshire's with around 98% of businesses being classed as either micro or small.	Renfrewshire has a higher proportion of medium or larger sized organisations compared to areas such as East Dunbartonshire, East Renfrewshire and West Dunbartonshire.
  Business Start Ups (per 10,000 working age population, 2019)	**60.1** 3.5% decrease from 2016	**61.9** 1.9% decrease from 2016	**63.9** Renfrewshire had the 4th largest number of start-ups (690) with Glasgow City the most with 3,465 and Inverclyde the fewest with 215.
  Business Closures (per 10,000 working age population, 2019)	**51.8** 2.3% increase from 2016	**55.5** 2.4% increase from 2016	**53.3** Renfrewshire had the fifth largest number of closures in GCR at 595 with Glasgow City the most with 2,745 and Inverclyde the fewest with 185.

	Renfrewshire	Scotland	Glasgow City Region
 GVA (2018)	**£3.5 billion**	**£97.9 billion** GVA in Renfrewshire accounts for 3.6% of Scotland's total GVA.	**£27.4 billion** Glasgow City accounts for 44.6% of the overall region's GVA (£12.2 bn). Renfrewshire generates the fourth largest GVA (13%) in the GCR with East Renfrewshire the smallest at £577 million (2.1%).
 Town Centre Vacancy Rates (2019)	Paisley – 13.6% Renfrew – 8% Johnstone – 9.8% Erskine –0% Braehead – 9% Linwood – 0% Please note these are 2019 figures which will be updated later in 2021.		

4. Manufacturing

	Renfrewshire	Scotland	Glasgow City Region
 Number Employed in Manufacturing Sector (2019)	**8,000** This figure has remained stable on the 2015 figure but is a 11% decrease from the 2018 figure (9,000).	**167,000** The total number of jobs in Manufacturing in Scotland has fallen by 7% from the 2015 figure.	**51,850** Glasgow City has the highest number of manufacturing jobs in the GCR (17,000) and East Renfrewshire the lowest (600).
 Number Employed in Manufacturing Sector per 10,000 working age population (2019)	**696.3** Renfrewshire has a higher rate of employment in manufacturing than the GCR and Scottish rates.	**477.4**	**428.3** Only Renfrewshire, North Lanarkshire and South Lanarkshire have higher rates than the Scottish average rate.
 Manufacturing as % of total employment (2019)	**9.4%** This figure is down slightly on the 2016 figure (10.8%) due to a reduction in the manufacturing workforce.	**6.7%** Moray has the highest proportion of employment in manufacturing in Scotland (16.7%) and Edinburgh City the lowest (2.3%).	**6.1%** The proportion of manufacturing jobs in the GCR is lower than the national rate. Renfrewshire has the highest proportion of employment in manufacturing in the GCR (9.4%) and East Renfrewshire the lowest (2.9%).
 % of Scottish Manufacturing GVA (2018)	**5.9%** Renfrewshire contributes a higher proportion to Scottish manufacturing GVA than its overall contribution to Scottish GVA (3.6%).	**100%** Glasgow City produces the highest proportion of Scottish manufacturing GVA (10.5%) and Orkney Islands the lowest (0.2%).	**32%** Glasgow City produces the highest proportion of Scottish manufacturing GVA in the GCR (10.5%) and East Renfrewshire the lowest (0.3%).

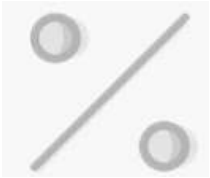
	Renfrewshire	Scotland	Glasgow City Region
 Manufacturing as a % of GVA (2018)	**21.2%** Renfrewshire contributes the ninth highest proportion of local GVA through manufacturing in Scotland.	**12.8%** Moray produces the highest proportion of local GVA through manufacturing (42.1%) and Aberdeen City the lowest (4.2%).	**14.8%** West Dunbartonshire produces the highest proportion of local GVA through manufacturing in the GCR (32.1%) and East Renfrewshire the lowest (6.5%)
 Expenditure (£) on R&D within businesses per head of population (2019)	**£202** Renfrewshire has the 7th highest R&D spend per head of population in Scotland.	**£258** City of Edinburgh has the highest spend per head (£933) and East Dunbartonshire the lowest (£19) of the reported figures. Note: 3 councils had figures too low to disclose	**£205** Renfrewshire has the 2nd highest per head expenditure on R&D in the GCR area. Glasgow City has the highest (£347) in the GCR area and East Dunbartonshire the lowest (£19).
 Manufacturing sector expenditure (£m) on R&D expenditure (2019)	**£21.4m** Renfrewshire has the 7th highest spend on manufacturing R&D in Scotland.	**£657.2m** Edinburgh City has the highest spend (£186m) and Perth and Kinross the lowest (£2m) of the reported figures. Note: 14 councils had figures too low to disclose.	**£136.8m** Renfrewshire has the third highest expenditure on manufacturing R&D in the GCR area. North Lanarkshire has the highest (£55m) has the highest spend. Only five LAs reported figures
 Manufacturing R&D expenditure as % of total R&D Expenditure (2019)	**59%** Renfrewshire spends a higher % of its R&D expenditure on manufacturing than the Scottish and GCR figures	**47%**	**39%** North Lanarkshire has the highest % spend of R&D on manufacturing R&D in the GCR area (83%).

5. Tourism

	Renfrewshire	Scotland	Glasgow City Region
Sustainable employment in tourism (at 2018)	5,660	215,500	58,690 This accounts for 27% of Scottish sustainable tourism employment. Renfrewshire has the fourth highest level of sustainable tourism employment (10%) in the Region. Glasgow has the largest with 30,250 (52%) and East Renfrewshire the smallest with 1630 (3%)
Total Visitor Spend (2017-19)	**£60m** This includes the spend for both day and overnight visitors. This is a decrease of 12% on the figure for 2016-18 (£68.6m)		
Visitors to Events (2019)	**29, 945** This is an increase of 0.6% from the 2018 figure (29,752)		
All Visits to Attractions (2019)	**1.3m** An increase of 4% from the 2018 figure (1.25m)		

6. Housing

	Renfrewshire	Scotland	Glasgow City Region
 Workforce lives and works in their Local Authority area (at 2011)	**52.6%**	**67.5%** (of Scottish people live and work in their own local authority area)	Renfrewshire has the 4th lowest proportion of its workforce living and working in the GCR area with Inverclyde the highest (75%) and East Renfrewshire the lowest (45.2%).
 Supply of New Housing – Rate per 10,000 Population (2019)	**50.1** There was a decrease in house building completions in Renfrewshire between 2018 and 2019 from 1,100 to 897.	**41.4** There was an increase in house building in Scotland between 2018 and 2019 from 20,096 to 22,596.	**36.5** Renfrewshire has the 3rd highest rate of new house building per 10,000 population in the GCR. South Lanarkshire has the highest (59.6) and Inverclyde the lowest (12.7).
 Supply of New Housing – Rate per 10,000 Population (average 2015 to 2019)	**44.8**	**34.5**	**29.5** Renfrewshire has the highest 5-year rate of new house building in the Glasgow City Region. South Lanarkshire has the next highest (38.7) and Inverclyde the lowest (18.2).

	Renfrewshire	Scotland	Glasgow City Region
% premises with available Fibre broadband connection (2021)	**23.3%** 15.2% increase from 2018	**22.6%**	**17.4%** Renfrewshire has the highest rate in the GCR. West Dunbartonshire the lowest 1.2%.
 Urban Vacant and Derelict Land (Hectares; 2019)	**231 ha** Renfrewshire has experienced a 76% reduction in Urban VDL between 2013 and 2019	**10,926 ha** Overall Urban VDL has reduced by 3% between 2013 and 2019	**3,381 ha** This is 31% of the Scottish total. Renfrewshire has the 4th highest total area of vacant and derelict land in the GCR with North Lanarkshire the highest with 1,387 hectares and East Renfrewshire the lowest with 50 hectares.
 **Urban Vacant and Derelict Land as % of all Scottish V&D land (2019)**	**2.1%**	**100%**	**30.9%** Renfrewshire has the 4th highest % of Scottish V&D land in the Glasgow City Region with North Lanarkshire the highest (12.7%) and East Renfrewshire the lowest (0.5%).
 Urban Vacant and Derelict Land as % of total land area (2019)	**0.6%** 2.2% decrease from 2016	**0.1%**	**1.0%** Renfrewshire has the 4th highest % of its total area classed as urban vacant or derelict in the GCR, with Glasgow City the highest (3.0%) and East Renfrewshire the lowest (0.2%).

	Renfrewshire	Scotland	Glasgow City Region
Total Vacant & Derelict Land (Ha) in bottom 15% SIMD areas (2019)	**36.3 ha** 42.2% decrease from 2016	**1,475.0 ha** 8.8% decrease from 2016	**614.8 ha** Renfrewshire has the 3rd lowest amount in the GCR. Glasgow City has the highest amount at 584.0, with East Dunbartonshire the lowest with 0.
Breakdown of Tenure Type (2018)	Total Dwellings: 86,857 Owner Occupied – 64% Private vacant/second homes – 2% Private Rented – 10% Socially Rented – 25%	Total Dwellings: 2,605,108 Owner Occupied – 59% Private vacant/second homes – 4% Private Rented –14% Socially Rented – 23%	Total Dwellings: 871,656 Owner Occupied – 58% Private vacant/second homes – 2% Private Rented –12% Socially Rented – 28%
Effective Housing Land Supply % Brownfield (2019)	**91%** This figure is from Renfrewshire's Housing Land Audit. It represents the % of the land supply that will produce units in the next 7 years that is classed as brownfield		

Glossary:

Claimant Count: The Claimant Count is a measure of the number of people claiming benefits principally for the reason of being unemployed, based on administrative data from the benefits system.

Employment in low pay sectors: These include employment in the retail and hospitality sectors.

Gender Employment Gap: The percentage point difference between the employment rates for men and women (aged 16-64). This is calculated by subtracting the employment rate for women from the employment rate for men. A positive employment gap indicates a higher employment rate for men compared with women, while a negative employment gap indicates a higher employment rate for women. Employment rate is the number of people in employment (aged 16-64) divided by the overall population (aged 16-64).

School Leavers in Positive Destinations: Includes higher education, further education, training, employment, voluntary work, Personal Skills Development and (between 2010/11 and 2017/18) Activity Agreements.

Sustainable Tourism: Sustainable Tourism sector was identified in Scotland's Economic Strategy as one of the growth sectors in which Scotland can build on existing comparative advantage and increase productivity and growth. Scotland's tourism sector is a diverse industry, with a range of sub-sectors such as hotels, camping sites and other provision of short stay accommodation, restaurants, bars, travel agents, museums and other recreational and cultural activities.

Vacant and Derelict Land: Vacant land is defined as land within a settlement that has been previously developed, without physical constraint, and which the planning authority has indicated is available for redevelopment. Derelict land is defined as land 'damaged by development, so that it is incapable of development for beneficial use without some remedial works'.

Renfrewshire Council

To: **Leadership Board**

On: **1 December 2021**

Report by: **Chief Executive**

Heading: **Social Renewal Plan Update**

1. Summary

1.1 In March 2021, an initial Social Renewal Plan was approved by Council. The plan set out the high-level actions that the Council and partners will take as we move forward from the pandemic, with a clear focus on tackling inequality and improving wellbeing.

1.2 An update report was provided to the Leadership Board in June 2021, highlighting a range of initial priorities which partners had identified for immediate action in light of the issues being experienced across communities. A range of funding proposals were approved at that time utilising funding to support social renewal, with £0.665m allocated specifically in relation to poverty and financial insecurity, digital exclusion and community resilience and capacity amongst other areas.

1.3 Officers continue to work with partners to progress all actions, with a specific focus on income, poverty and financial insecurity, given the anticipated financial challenges facing residents over Winter 2021. Recent progress is highlighted in section 4 of this report, with additional information also provided for elected members on the wider Tackling Poverty programme and its existing range of activities.

1.4 Since the last meeting of the Leadership Board, officers have launched a Community Food Fund, and recommendations for the allocation of funding to 3 local organisations are set out within Section 4 of the report. The paper also sets out proposals to allocate £10,000 of Tackling Poverty funding to support Renfrewshire Foodbank during Winter 2021, in recognition of the anticipated increased demand for their service over this period, and an additional £20,000 to support Youth Interventions to undertake its ongoing programme of engagement with young people over Winter 2021.

1.5 In recent weeks, several national funding streams have also been announced to support local community and third sector organisations to develop community resilience and capacity and to respond to increasing local need around mental health and wellbeing and social isolation. Whilst the Council is not involved directly in allocating these funds, officers are continuing to work with Engage Renfrewshire and local partners to support this process which will operate in line with Scottish Government guidance.

1.6 Renfrewshire has a strong reputation nationally in relation to the partnership approach to tackling digital exclusion. The pandemic has fundamentally changed the way in which people across communities have used technology, and has also widened existing inequalities around access and skills. Renfrewshire Council has participated in the Connecting Scotland programme to ensure that local people are able to gain access to devices and connectivity to support their wellbeing, and just under 2000 devices have been allocated to date.

1.7 Section 5 of the paper sets out how the Council will continue to develop this approach through the development of a Digital Champions network in partnership with Renfrewshire Leisure. This will be an initiative with SCVO and will build a network of volunteers and staff, and capacity across local third and community organisations, so that more local people can be supported to access and use digital technology. Linked to the Council's climate ambitions, work is also underway to develop a community digital device refurbishment initiative with local partners and businesses.

1.8 Within Section 6, further detail is provided on a holistic support model which is being developed by the Communities and Housing Service, to support local people who use alcohol or drugs. Through the engagement undertaken by the Renfrewshire Alcohol and Drugs Commission, a clear finding emerged that services need to wrap support around people, and that strong relationships can support individuals to make progress with their recovery.

1.9 During the pandemic and through the community impact assessment undertaken in 2020, it has become increasingly clear that people living across communities continue to have very complex needs, and the holistic support model which will be piloted in early 2022 will allow partners to support recovery in a person-centred way.

1.10 Moving forward into early 2022, a key priority for the Council and its partners will be in in relation to supporting community resilience and working with local communities to identify priorities and local action plans in response to the pandemic. This will be progressed through the 7 Local Partnerships, and work is now underway to put into place the resource required to develop this programme as well as Renfrewshire's overall approach to locality working.

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2. Recommendations

2.1 It is recommended that members:

- Note the work that has been undertaken to progress the Social Renewal Plan in Renfrewshire.
- Approve the allocation of £8940 from the Community Food Fund, to support the initiatives outlined in Section 4.
- Approve the allocation of £80,000 to Renfrewshire Leisure to co-ordinate a Digital Champions programme, with a further £20,000 allocated to support further research and evaluation in digital exclusion in partnership with SCVO and a community device refurbishment initiative. This will be drawn from the £100,000 of social renewal funding agreed by Leadership Board in June 2021 to support digital exclusion.
- Approve the allocation of £10,000 from Tackling Poverty funding to provide support to Renfrewshire Foodbank to respond to additional demand over Winter 2021 and into 2022, and £20,000 to support community youth engagement over this period by Youth Interventions.
- Approve the allocation of £200,000 to support the delivery of a holistic support service to local people impacted by drug and alcohol use, from the £2m funding previously allocated by Council to respond to the findings of Renfrewshire's Alcohol and Drugs Commission.
- Note Scottish Government funding that has been allocated directly to the third and community sector in Renfrewshire to support the COVID response and recovery and mental health and wellbeing.
- Note the additional funding which is likely to be allocated to the Council from the Scottish Government to support low income households over the Winter, and;
- Authorise the Chief Executive to develop and implement local arrangements to allocate this funding expediently, in consultation with the Council Leader, with an update to be provided to the Leadership Board in February 2022.

3. Background

3.1 Following the initial completion of a local COVID community impact assessment undertaken by the Council and partners, an initial Social Renewal Plan was approved by Council in March 2021. Within the plan a number of specific priorities were identified for further action and during Summer 2021, officers worked with partners to identify actions in relation to the income, financial insecurity and poverty theme as a key focus, in recognition of the end of the furlough scheme and rising food and energy costs being experienced and which were anticipated to worsen over Winter 2021.

3.2 In light of the ongoing impact of the pandemic and associated restrictions in terms of wellbeing and social isolation, work has also been prioritised in terms of digital exclusion. A summary of the key activities progressed to date across these two themes are outlined within sections 4 and 5 of this report.

3.3 In addition to new and emerging areas of work that are being progressed with partners, officers are also continuing to progress a number of wider activities which seek to improve wellbeing and tackle inequality such as the Renfrewshire Alcohol and Drugs Change Programme which was established in response to the findings of the Renfrewshire Alcohol and Drugs Commission. Further work has been undertaken to develop the local response to the findings as reported to Leadership Board in September 2021, including in relation to the development of a holistic support service lead by the Communities and Housing Service, as set out in Section 6.

4. Income, Poverty and Financial Insecurity – Update

4.1 In September 2021 an update on the Social Renewal Plan was provided to Leadership Board with funding allocated to support a number of projects designed to provide immediate assistance to communities and individuals who were affected by the Coronavirus pandemic. These projects had been identified through work with partners to support people and families across Renfrewshire experiencing issues in relation to low income and financial insecurity.

4.2 Progress to date includes:

- The launch of the Fair Work Renfrewshire service in October by Renfrewshire Citizens Advice Bureau, which will provide employment advice to support clients to retain employment wherever possible and where this is not possible, ensure they are supported to obtain their full redundancy entitlement as well as access the correct benefits;

- The development of a benefit take up campaign developed with partners and successfully launched during November 2021, with the aim of maximising income for low income households. 60 clients of all ages were seen during the launch week, with support given around a number of benefits;
- Allocation of funding to Engage Renfrewshire to lead an affordable credit initiative focussed on preventing borrowing from high-cost lenders and ensuring everyone has options for borrowing money that help reduce the risk of falling into problem debt. An Affordable Credit Officer has been recruited and commenced work on 8 November, immediately making contact with local credit unions and community groups;
- Funding allocated to three local partner organisations to establish or develop community pantries and promote dignified access to food; and
- Development of a fuel insecurity pilot to work with low-income households struggling to meet immediate fuel costs linked to the provision of energy advice in partnership with Renfrewshire Foodbank, Linstone Housing Association and Renfrewshire Citizens Advice Bureau.

4.3 In addition, in September 2021, members of the Leadership Board approved guidance to support the establishment of the Renfrewshire Community Food Fund. £25,000 of funding was allocated to provide small awards to organisations to develop community food offerings which move from emergency response to promote dignified, localised, access to food and community resilience.

4.4 Following approval of the guidance, the application process was launched with applications accepted between 16 September and 15 October 2021. In total 3 organisations applied for this funding:

Organisation	Funding requested	Purpose
Darkwood Crew	£4640	Darkwood Crew have applied for £4640 to help them run their weekly community meal through improving the community kitchen, hygiene training for volunteers and running three accessible cooking workshops to equip local people to make affordable, nourishing meals at home They also will continue their surplus food run, where they collect and distribute surplus food, minimising food waste and ensuring it is relabelled and stored correctly and have applied for hall hire and fuel costs to allow them to do that.
Klas Care	£2000	Klas Care are looking to support children attending their service with a growing project, which will allow children to grow and eat healthy produce and change unhealthy eating habits.

		Working alongside local charity Eadha Enterprises and Renfrewshire Council, they are looking to develop community growing facilities, and have applied for £2,000 for plants, soil and the costs for production of a recipe book which will be distributed to 80 families to encourage healthy eating at home.
Lochwinnoch Food Group	£2300	Lochwinnoch Food Committee are looking for funding to tackle food insecurity in a more sustainable way which will help build resilience locally. As part of a wider project costing £13,600 in total, they have applied for Council funding of £2,300 to purchase necessary equipment, such as a fridges and containers so they can comply fully with Food Hygiene standards and to make the portacabin they run from accessible to wheelchair users, so the whole community can benefit. The Committee intends that the portacabin will become a social space where the community can come together for activities and workshops which will support health and wellbeing and where they can build relationships with service users and identify other support needs.

4.5 In line with the fund guidance, these three organisations aim to alleviate some of the pressures of food insecurity in their areas by providing ongoing and accessible support to families. The applications were assessed against the criteria contained in the Community Food Fund Guidance by a panel comprising of council officers and the Chief Executive of Engage Renfrewshire and it is recommended that all three are approved.

Tackling Poverty Programme update

4.6 The initiatives outlined above are additional to the core Tackling Poverty Programme, which has been supported over a 5 year period through £5m allocated by the Council in March 2018. The programme continues to deliver positive outcomes and significant outcomes for local people and families – support which was been invaluable during the pandemic:

- The Healthier, Wealthier Children service provides targeted advice and support to new and expectant parents on managing changes to finances and supporting them to claim benefits they are entitled to. Between April and September 2021, the service has had 300 referrals, 95 of which were new cases. This resulted in a financial gain of £206,083 for those families.
- As part of Challenge Poverty Week, a Renfrewshire Money and Benefits Information Session was held for colleagues and partners around how to support income maximisation for the people they work with.

The Benefits Uptake Campaign was carried out over Talk Money Week (8th – 12th November), with Renfrewshire Citizens Advice Bureau and Advice Works coming together to offer benefit checks. A mini- Festive Campaign is planned from the end of November relating to credit options, debt and benefits and will be aimed at Council staff as well as the wider Renfrewshire population. A linked campaign will run in January focussed on reducing and managing debt.

- Energy Advice continues to be offered to people who need support to reduce their energy bills, manage fuel debt and improve the energy efficiency in their homes. Energy advisers engaged with clients through virtual visits or by email, since April 21, almost 400 clients have been supported. Due to the current changes to the energy price cap and associated issues, the advisers are now dealing with more queries regarding energy price hikes.
- Morning clubs continue in 9 schools, providing healthy breakfasts to all pupils universally within participating schools. This project relieves financial pressure on low income families, but most importantly, makes sure that children start the school day ready to learn. In total, 18,248 breakfasts have now been served since clubs resumed in May 2021.
- The programme continues to provide Street Stuff activities during the holidays and at weekends, along with the provision of free healthy food to support key activities. Since the Street Stuff Clubs recommenced in Spring 2021, a total of 5,579 attendances have been recorded with each of those young people receiving a free healthy meal. As the 'Get into Summer' Programme found the combining of older and younger age groups to be successful, this format will be continued into the upcoming programmes where possible.
- The Cost of the School Day fund continues to operate across all primary and secondary schools in Renfrewshire, directly supporting families in a variety of ways including uniforms, food, transport, extra-curricular activities and curricular expenses. A Participatory Budgeting pilot is currently being carried out with Attainment Challenge funding.
- The programme continues to support the delivery of the Skoobmobile which introduces children to the benefit of reading and play and supports the Council’s ambitions to narrow the literacy attainment gap. In addition Skoobmobile will circulate information about benefits and other support which may be available to lower income families.
- Families First are establishing their presence in local areas and referrals are received through 3 main referral routes. All schools, families can self refer and drop in style sessions will be held where people can attend to receive support. The Income Advice element of this project is now being delivered through a "Renfrewshire Schools Service" between all schools across Renfrewshire and Advice Works.

- The peer health project continues in partnership with Active Communities, working with young people in all secondary schools across Renfrewshire to identify key health priorities in their school and developing young people to lead their own activities to improve health and wellbeing. From August 2020 to June 2021, 226 peer educators worked with 3,238 pupils to support their mental health.

4.7 Renfrewshire Foodbank has previously received funding through the Tackling Poverty Programme. In light of the anticipated increase in demand for the Foodbank and its services during Winter 2021 and into 2022, it is proposed that funding of £10,000 is allocated from the Tackling Poverty Fund to Renfrewshire Foodbank to manage these pressures. Following recent engagement, it is further proposed that £20,000 of Tackling Poverty funding is allocated to Youth Interventions to provide interim funding undertake community and youth engagement activities over this period.

4.8 In terms of developments in relation to financial insecurity, Scottish Government has recently announced that an additional £25m of funding will be made available to local authorities to tackle financial insecurity for low income households this winter. Officers are awaiting further guidance and confirmation of the level of funding to be made available to Renfrewshire Council. Given the immediate requirement to distribute this funding over the Winter and to provide this support to local residents as quickly as possible, it is recommended that authority is granted to the Chief Executive to develop and implement local arrangements in consultation with the Council Leader, with a subsequent update provided to the Leadership Board in February 2022.

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5. Digital Exclusion - Update

5.1 Within the community impact assessment undertaken in late 2020, the positive benefits that digital access has brought to many households across Renfrewshire were recognised strongly, however for specific groups of people there remain real barriers to access which exacerbate existing inequalities. Digital exclusion can broadly be considered in terms of connectivity, access to a device, skills and positive and accessible online experiences.

5.2 Key progress to date includes:

- City Fibre are investing in a 700km network providing Renfrewshire residents and businesses with access to the fastest, most reliable gigabit speed connectivity.
- In terms of device access, Renfrewshire Council has continued to support the delivery of the Connecting Scotland Programme which was established by Scottish Government and Scottish Council for Voluntary Services (SCVO) to provide digital connectivity to people in priority categories who did not have a device. A total of 1,936 devices have now been allocated in

2020/21 to organisations across Renfrewshire to support specific target groups including people shielding/at high clinical risk, families and care experienced young people and elderly and disabled people.

- In recognition of the local commitment and partnership working, SCVO have selected Renfrewshire as one of 3 or 4 pilot 'places' to begin to understand how place-based solutions to digital inclusion could work and to develop a model of best practice for use across Scotland.
- Since the last update a new focus group has been created called 'Citizen Voice'. The group is made up of 23 members across public and the third sector representing the needs of citizens.
- Successful award for Life Changes Trust Legacy Fund of £400,000. Digital Skills for People with Care Experience 2022-2025. Consortium Bid with YMCA Scotland, YMCA Paisley, Youthlink Scotland, Barnardo's, Scottish Tech Army and Mhor Collective. This programme of work will support The Promise.

5.3 In June 2021, Leadership Board agreed to allocate £100,000 of funding to support the digital exclusion agenda, which would be drawn from funding set aside in the council's budget in March 2021 to support social renewal activities. Elected members are asked to note that subject to approval:

- £80,000 will be allocated to Renfrewshire Leisure to develop and co-ordinate a Digital Champions network in Renfrewshire in partnership with local community and third sector organisations, with a key aim of increasing participation, skills and access. The Champions network will support a digital inclusion pilot which will be undertaken in partnership with a range of local partners and SCVO. It is proposed that £10,000 is allocated to support the evaluation of this pilot which will potentially be jointly funded with SCVO and inform national practice.
- Officers are currently exploring a recycling and refurbishment option as part of the Digital Inclusion Pilot which builds in an employability and training aspect with Invest, ICT and an external partner organisation. This project will contribute to the climate agenda and will be supported through the allocation of £10,000 of funding.

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6. Renfrewshire Alcohol and Drugs Change Programme

6.1 In September 2021, a full update was provided on the work that is being progressed by the Council and partners, to respond to the findings of the Renfrewshire Alcohol and Drugs Commission. To date £1.34m has been allocated to support a number of key projects and initiatives, drawn from the £2m of funding allocated by Council to support the local response to the Commission's recommendations.

6.2 This programme has continued to adapt in response to the pandemic and within the report in September 2021, it was noted that partners were considering different options to support people with complex needs, who potentially need support from different services and organisations in relation to the issues they are experiencing.

6.3 Renfrewshire was one of the first councils in Scotland to pilot the Housing First model, and work is underway to assess how this could be developed further, recognising that not all people who use alcohol and drugs will be engaged with a treatment service and may respond better to support from a different service or organisation.

6.4 Subject to procurement and recruitment timescales, it is anticipated that the pilot will commence in early 2022 in partnership with an external provider. It is proposed that funding of £200,000 is allocated to support this project which will be led by the Communities and Housing Service. This funding will be drawn from the balance of Council funding which remains to support the Alcohol and Drugs Change Programme (£0.66m).

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7 Community capacity and resilience

7.1 In addition to the key areas of work outlined within this report, officers are identifying resource to develop opportunities for a locality model across Renfrewshire, informed by the initial learning from the neighbourhood hubs which were initiatives through COVID, as well as through the Developing Communities workstream which is being progressed through the Right For Renfrewshire programme.

7.2 Local Partnerships and the development of local action plans and priorities will be key elements of COVID recovery at a community level, and work is underway to put into place resource to support the Local Partnerships with the next phase of their development, and to co-ordinate new local networks which support closer partnership working within local areas. An update on this programme of work will be provided in early 2022.

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8. Wider developments which support the social renewal programme

8.1 In addition to the initiatives outlined within this paper, local groups and organisations across the third and community sector are continuing to respond to the needs of local people impacted by the pandemic.

8.2 In recent weeks it has been confirmed that significant additional funding will be allocated by the Scottish Government to the Renfrewshire area, which will be coordinated by voluntary and community organisations.

- £243,000 has been allocated from the second phase of the Scottish governments Community Recovery Fund. This was a collaborative funding bid which will support 16 local organisations to deliver services

and supports which address some of the impacts of COVID, promoting wellbeing and tackling inequality across communities.

- In October Scottish Government announced that approximately £500,000 of funding will be allocated to grassroot organisations in Renfrewshire that support local people in relation to mental health and wellbeing and social isolation. The funding will be allocated to third sector organisations to support non-clinical activities, and Engage Renfrewshire will co-ordinate the local process. Applications for this fund opened in mid November and the process is being progressed in line with Scottish Government guidance in relation to the scope of applications and monitoring and evaluation requirements. Officers from the Council and the HSCP have been invited to participate in an assessment panel as part of this process with other partners.

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9. Next Steps

9.1 Work is continuing to develop local responses to other impacts identified within the community impact assessment and the resulting Social Renewal Plan. An update on these proposals will be provided to the next meeting of the Leadership Board.

Implications of the Report

1. **Financial** – the pandemic has had and will continue to have a significant impact on the resources available to the Council. Given the anticipated longer term financial challenges facing the Council, the requirement for targeting of resources in priority areas will be essential.

   The paper details proposals to allocate funding to support key priorities identified within the social renewal plan.

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

3. **Community/Council Planning –** There has a been a strong partnership response to the COVID-19 pandemic in Renfrewshire with community and third sector organisations working closely together to maximise the resources available at a local level to meet the needs of local people and communities. This will be a critical focus going forward as partners work collectively to mitigate the impact on those most negatively impacted in our communities.

4. **Legal** - New legislative requirements have been put into place by the Scottish Government to support the country's response to COVID-19. There may be further changes to these requirements or further legislation as the lockdown measures ease, which the Council will require to respond to.

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** – there are climate emergency actions in the attached action plan, aligning this Social Renewal Plan to the Council's commitment to tackling the climate emergency through a green recovery from COVID-19

List of Background Papers

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

Renfrewshire Council

To: **Leadership Board**

On: **1 December 2021**

Report by: **Chief Executive**

Heading: **Council Plan – six months progress update**

1. Summary

1.1 In September 2017, the Council approved new Council and Community Plans for Renfrewshire, which outlined an ambitious vision for Renfrewshire. The Council Plan covers the period 2017 to 2022 and sets the direction of the organisation, through five strategic outcomes. Service Plans for each Council service sit under this framework and describe in more detail how these priorities will be achieved, supplemented by a detailed action plan and performance scorecard.

1.2 Alongside Service Plan updates to policy boards, progress against the Council Plan objectives is regularly reported to the Leadership Board to enable scrutiny of the Council's performance and priorities - ensuring the plans are agile enough to respond to local and national emerging themes whilst still delivering on the agreed strategic outcomes.

1.3 The impact of the COVID-19 pandemic on Renfrewshire's communities, residents and businesses has been unprecedented and no Council service was untouched by the lockdown and associated restrictions. The Council worked with partners to continue to deliver vital frontline services throughout the period, and significant numbers of employees also continued to deliver services whilst working from home.

1.4 At the appropriate points during the pandemic, services worked to restart impacted services in line with Scottish Government guidance. In parallel to this work, the Council also commenced work with partners to develop local recovery plans for Renfrewshire, which set out the key actions to be progressed to support communities and businesses to recover from the impact of the pandemic going forward.

1.5 Despite the challenges that have been faced throughout 2021, including the impact the pandemic has continued to have on delivering services or pausing of activities, strong progress has been made against the five Council Plan priorities. Renfrewshire Council has supported **our economy** by delivering business grants and support to businesses impacted by the pandemic restrictions; the neighbourhood hubs enabled **resilient communities;** we have worked to **tackle inequality** with payments for families and developed our Social Renewal Plan to help our citizens recover from the pandemic; we have significantly progressed our work programme developing our Plan for Net Zero

to **create a sustainable Renfrewshire;** and all Council Services, the HSCP and Renfrewshire Leisure have continued to **work together** to progress our restart and recovery plans for Renfrewshire.

1.6 The Council has experienced significant pressures on existing capacity, a times exacerbated by recruitment and absence issues, which we expect to continue. There has been a significant level of additional activity being picked up across Services to support businesses and citizens through the pandemic and recovery. Across the Council's capital programmes, pressures have been experienced in terms of resource and material availability and supply chain disruptions, in many cases putting pressure on budgets. Set alongside this, at a national level there are a number of recovery plans now progressing, together with a challenging and ambitious Programme for Government, which local authorities will play a key role in progressing.

1.7 Due to the unprecedented nature of the pandemic, the three-year Service Improvement Plans were replaced by Service Delivery Plans which focus on a single year (2021/22) and outline what each service plans to do to mitigate the effects of the pandemic and associated restrictions, as well as actions to support recovery and renewal. Service Delivery Plans were approved by Policy Boards from March 2021 and mid-term updates reported to Policy Boards in October and November 2021.

1.8 This report provides a Council wide progress update, in relation to existing Council Plan priorities, and the impact of COVID-19 on these priorities and performance for 2021/22 year to date. Appendix 1 provides a detailed summary of progress against key actions and indicators.

2. Recommendations

2.1 It is recommended that members of the Leadership Board:

- Note progress achieved against the strategic outcomes since the last update to Leadership Board in June 2021, as outlined in appendix 1; and
- Agree that the next progress report for the Council Plan will be in summer 2022, marking the end of this Council Plan's term and acting as a final outturn report on progress.

3. Background

3.1 Renfrewshire's Council Plan 2017 – 2022 describes how the organisation will achieve the vision of "working together for a thriving and connected Renfrewshire, creating opportunities for all" through five strategic priority areas:

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

3.2 While the COVID-19 pandemic has fundamentally changed how we work, deliver services and engage with communities, the organisation's ambition for Renfrewshire remains and our five strategic priority areas also remain relevant and underpin our approach to recovery.

3.3 As agreed by Council, three core recovery plans have been developed that will shape the immediate activity of the Council – the Economic Recovery Plan, Financial Recovery Plan and the

Social Renewal Plan. Taken together these describe how Renfrewshire can learn, recover and build from the experiences of the pandemic - they are cross-cutting and will drive the efforts of officers across the Council.

3.4 The Council Plan will continue to sit alongside these three new plans and many of the core objectives are complementary. They outline an approach to work together across services and sectors with a focus on the economy, our resilience, supporting our most vulnerable residents and those most impacted by the pandemic and to deliver a green recovery.

3.5 Council Plan activity also sits alongside the Council's arrangements in terms of progressing and achieving best value which are considered within the Annual Audit Report published each year by Audit Scotland. A small number of recommendations have been made through the Annual Audit Reports, and progress against those pertaining to best value are tracked and reported within each update report to the Leadership Board and are mainstreamed within the Service Development Planning process which flows into the Council Plan monitoring and reporting process.

3.6 Within the Annual Audit Report for 2020/21, Audit Scotland confirm that:
'The Council has an appropriate and effective best value framework in place. The Council continues to make positive progress addressing the recommendations contained in our 2016/17 Best Value Assurance Report. The Council's performance management arrangements remained effective during the pandemic.'

3.7 This assessment is very positive given the significant challenges experienced by the Council during 2020/21 in relation to COVID-19. Within the Annual Audit Report, Audit Scotland recognise the work undertaken by the Council and its partners in relation to the COVID-19 Community Impact Assessment and the development of the Social Renewal Plan and note that it is important that work continues to deliver on the priorities identified through this process. Regular updates have been provided to Leadership Board on the community impact assessment and the implementation of the Social Renewal Plan, and to date £665,000 of funding has been allocated to fund priority actions around income and poverty, digital exclusion and community empowerment. Further details on this are outlined in section 4.6.

4. Progress of the Council Plan during 2021/22

4.1 Members will note from appendix 1 that strong progress has been reported across the priority areas with activity on target at the point of the lockdown commencing. As outlined in Section 1, the Council Plan is a five-year programme and whilst inevitably there will be delays across the plan due to the impact of the COVID-19 pandemic, it is anticipated there may be areas where progress has been accelerated, for example in the Council's digital and communities workstreams. The full impact of this will be more accurately assessed at the end of the financial year 2021/22.

4.2 Based on the latest available updates, for the 55 actions within the Council Plan, 33 actions have already been completed and the remaining 22 are in progress, reflecting that this is a 5-year plan and some actions relate to long-term programmes, with many actions at 75% or above as we move into the final stages of the Council Plan term.

4.3 Areas of progress are highlighted, including areas where planned activities did not proceed or were not undertaken in the same way due to COVID-19, these are grouped under each of the Council Plan strategic outcomes below.

4.4 RESHAPING OUR PLACE, OUR ECONOMY AND OUR FUTURE

- Renfrewshire Council and its key partners are continuing to monitor the impact of COVID-19 on the local economy and work towards economic recovery. An update was provided to Leadership Board in June on progressing the 14 Priority Action Areas within the Plan. Short term priorities for Renfrewshire over the next 4 to 6 months include a clear focus on the following immediate 're-start priorities' and ensuring Renfrewshire does not lose out to pressures across the region impacting on employment, recruitment, opportunities for young people and business viability. Indicative short-term priorities are identified as:
    - Employability
    - Business engagement/supply chain
    - Inequality
    - Skills and recruitment
    - Young people

- As part of Renfrewshire's City Deal programme, Good progress continues to be made on the development of the Advanced Manufacturing Innovation District Scotland (AMIDS), which will be home to the National Manufacturing Institute Scotland (NMIS) and the UK's Medicines Manufacturing Innovation Centre (MMIC). The delivery of AMIDS is now at a critical stage, between infrastructure delivery and securing the investment which will bring employment, skills and economic growth enabled by GAIA infrastructure, and a primary aim of AMIDS. This context is recognised within the Renfrewshire Economic Strategy 2020-2030 where AMIDS is noted as a key component.

- The Council's Employability Service continues to offer support on jobs and skills development. Youth employment is a key priority within the Economic Recovery Plan and considerable progress has been made in terms of the action to reduce youth unemployment. The Council and its partners set out ambitious targets to create 700 new and additional jobs for unemployed young people in Renfrewshire by end December 2021 through the resources provided by the UK Government Kickstart Scheme and Scottish Government Young Persons Guarantee. Over 450 Kickstart places had been approved by the DWP for the Renfrewshire Council bid with 120 young people already started in post, and no longer claiming benefits, and 110 currently in the process of being recruited for. In addition to the new jobs being created the Young Persons Guarantee was launched in April 2021 and Renfrewshire was amongst the first to offer a new partnership website (ypguarnateerenfrewshire.com) with an opportunities portal aimed at all young people in Renfrewshire, joining up the local offer from all partner organisations.

- The Council also coordinated, administered and delivered business grants and support to business impacted by the pandemic restrictions. This represents a significant ongoing resource pressure for the organisation but a vital activity to support Renfrewshire's businesses, with these grants (once complete) estimated to be in the region of £169m distributed through awards to local businesses and self-employed people.

- In terms of the Council's physical regeneration programmes, the Cultural Infrastructure programme is progressing well. The Paisley Museum Reimagined project appointed a main works contractor in May 2021, with a site start in July. The Paisley Town Hall Refurbishment main works contract was awarded in March 2021 and works have commenced on site, with Practical Completion anticipated in November 2022. The Paisley Learning & Cultural Hub main works contract is now underway with a site start during August 2021 and completion anticipated in late 2022. The Paisley Arts Centre refurbishment design process is approaching completion, with an Advance Works contract planned for Autumn 2021, Main Works during 2022 and completion in January 2023.

- Environmental Health and Trading Standards Officers worked to ensure that business premises had as much help and guidance as possible to support them to comply with legislation and guidance.

This has been both proactive (e-mail, phone, and visit) and reactive (phone call or visit). In line with the Council's Integrated Enforcement Policy, businesses have been supported by officers adopting an "engage, explain, encourage and then enforce" model which affords people the best opportunity to comply before any enforcement action is taken.

- Despite the impact of the pandemic, progress continues to be made in improving Renfrewshire's travel infrastructure with ongoing progress improving bus corridor infrastructure and the detailed design for an off-road cycle link to the Hawkhead housing development is now nearing completion. The project to refurbish the footbridge across the White Cart saw it reopen to pedestrian and cycle traffic in November 2021.

- Following approval from the Communities, Planning and Housing Policy Board in May 2021, consultation took place across the eight phase 1 areas of the £100million Housing Led Regeneration and Renewal programme for Renfrewshire. The consultation period closed at the end of October and the outcomes are now being analysed and incorporated in amended proposals where appropriate, which will be reported to the Communities, Planning and Housing Policy Board in January 2022.

- Alongside this, a new build programme for 2021/22 is being delivered – with revised targets due to COVID-19 restrictions. 95 newbuild homes in Johnstone Castle were completed in April 2021. Worked commenced on site in spring 2021 on 39 new homes at Auchengreoch Road in Johnstone and on 101 new homes in Ferguslie Park.

- Plans to relocate Paisley Grammar School to a new build community campus have been approved and funding has been agreed with the Scottish Government confirming that the project would be supported through phase 2 of the learning estate investment programme and the Council's "status evaluation" return for the project submitted to Scottish Futures Trust (SFT) in February 2021. Work is now underway to develop the design.

- Renfrewshire's major events programme has been significantly impacted by the pandemic. Digital programming has taken the place of live events into the summer of 2021 and includes delivery of a digital Food Festival and a second digital Sma' Shot Day celebration – which was supplemented with live programming as Renfrewshire moved to tier 2. Due to the ongoing COVID-19 restrictions, the British Pipe Band Championships was cancelled for a second year and the partnership with the Scottish Pipe Band Association has now concluded, releasing additional resource for the safe development of the events programme. Throughout the pandemic the team have worked with Event Scotland and Scottish Government to ensure a safe and viable return to events. Event Scotland awarded three lots of funding (£77.4k), to the programme the Scottish Events Recovery Fund for both the Spree and Halloween Festivals to support with additional costs for covid secure arrangements and a rollover of Year of Coasts and Waters money into the Halloween festival. The funding is helping to support the return to live in person events late in 2021, with the successful and very welcome return of The Spree and a reformatted Halloween Festival taking place.

4.5 BUILDING STRONG, SAFE AND RESILIENT COMMUNITIES

- All Council services, Renfrewshire Leisure and Renfrewshire Health and Social Care Partnership (HSCP) have worked together to support the COVID-19 vaccination programme, and now the third dose and booster, which is an important part of the country's route out of the pandemic. Community Protection and Environmental Health and Trading Standards officers continue to play a key role throughout the pandemic response, including supporting the public health test and protect programme; providing advice, support and guidance to local residents and businesses; interpreting

and enforcing significant new Legislative and Statutory Obligations relating to public health; Test and Protect and COVID-19 compliance; and working closely with partners to support the public and businesses when supporting vulnerable residents and undertaking enforcement responsibilities.

- Renfrewshire Health and Social Care Partnership has played a critical role responding to the coronavirus pandemic, protecting and supporting employees and communities, and particularly vulnerable people across the area. Recognising the impact of COVID-19 on local people, the HSCP have also worked in partnership with local hospices and RAMH to develop a new bereavement support service. The service was set up to support people who experienced a loss or who were dealing with grief following the death of someone close to them or even the loss of something important to them as a result of the pandemic.

- In terms of community resilience, the Neighbourhood Hub model which was put into place as part of the initial pandemic response continues to develop, with colleagues across the Council and our partners. The hubs operate on a partnership basis with Renfrewshire Leisure, the HSCP, Engage Renfrewshire, local groups and organisations across communities, and are supported by local volunteers. Support provided has included signposting to food services, delivering prescriptions, befriending calls to people who feel isolated or vulnerable, and delivery of books and toys through the Libraries Direct Service.

- Renfrewshire Health and Social Care Partnership is one of the lead organisations who support residents who are experiencing social isolation. The strategic partnerships and operational interfaces with housing and third sector organisations enable it to identify and support adults who may have little contact with other people. In addition, Active Communities, funded by the HSCP, has been providing a befriending service which has been utilised by workers in the Neighbourhood Hubs, enabling them to refer people feeling isolated or lonely as a result of COVID-19. Community Health Buddies have made over 300 phone calls as well as sending text messages, e-mails and wellbeing packs. The HSCP has also provided additional funding to ROAR to lead a project in the East End of Paisley, working with the Local Partnership, to develop some cohesive activities for loneliness and isolation in that particular neighbourhood.

- Local Partnerships have continued to operate through the pandemic, in early 2021, Local Partnerships were briefed on the progress of the Community Impact Assessment, particularly the findings of the Public Services Panel by Local Partnership area. In May and June 2021, partnerships met to award grand funding. The planned review of Local Partnerships was put on hold due to officer capacity during the pandemic, however this has now commenced and is scheduled for completion by early Spring. Alongside this, the developing communities workstream is planning the next stage of work with communities – with a particular focus on locality working, developing Local Partnerships, integrated advice provision and community asset transfer.

- A framework for mainstreaming participatory budgeting has been drafted subject to further engagement with key stakeholders. Alongside this, work has continued to develop our local approach to participatory budgeting, with the launch of a community Investment exercise in partnership with Environment and Infrastructure, the development of options for participatory budgeting within schools, and a further round of the Celebrating Renfrewshire programme which is currently underway.

- Children and Families Social Work continue to protect the most vulnerable children, ensure statutory processes can continue, to ensure children who are accommodated are supported to have contact with their families and to ensure young people who are care-experienced feel safe and supported. Regular contact with all children who have a multi-agency plan has taken place throughout the

pandemic and now through the recovery process, with workers finding different ways to connect with the children and families they support.

4.6 TACKLING INEQUALITY, ENSURING OPPORTUNITIES FOR ALL

- Throughout the pandemic, the needs of those who were homeless or in housing need have continued to be met. Staff from Homeless Services and the Housing Support team have continued to offer a wide range of support services throughout 2020/21 and have helped homeless households to move on to settled accommodation, including assistance with Community Care Grant applications, provision of furniture items and assistance with benefit applications.

- The Tackling Poverty Programme has continued to operate throughout the year, adapting where appropriate to deliver vital projects throughout COVID restrictions with proposals for the 2021/22 programme agreed by Leadership Board in April 2021. Through the Social Renewal Plan that was agreed by Council in early 2021, linked work has also been undertaken in terms of developing further supports around food and fuel insecurity, and the provision of advice and support for people affected by redundancy and furlough. Specific allocations of Social Renewal Plan budget have been made to projects including:
    - employment advice to support clients to retain employment wherever possible and where this is not possible, ensure they are supported to obtain their full redundancy entitlement as well as access the correct benefits;
    - advice in GP surgeries to help maximise patients' income and refer on to other support services;
    - benefit take up campaign to maximise income for low income households;
    - affordable credit focussed on preventing borrowing from high-cost lender and ensuring everyone has options for borrowing money that help reduce the risk of falling into problem debt;
    - community food pantries and establishing the Community Food Fund to make small awards to organisations to develop community food offerings and promote dignified access to food and community resilience;
    - fuel insecurity pilot to work with low-income households struggling to meet immediate fuel costs linked to the provision of energy advice; and
    - developing participative approaches with people on low incomes.

- Alongside this targeted work, throughout the pandemic and recovery, the Council has administered a range of critical support payments for our citizens to help to prevent financial hardship, including self-isolation support grants, low-income pandemic payments and school meal payments.

- The Local Child Poverty Action report was agreed by Leadership Board in June 2021 and subsequently published. Child poverty has been identified as a particular area of focus for the Community Planning Partnership, and an initial scoping session for partners to identify next steps around child poverty was held in September 2021.

- Renfrewshire Council has continued to support the delivery of the Connecting Scotland Programme which was established by Scottish Government and Scottish Council for Voluntary Services to provide digital connectivity to people in priority categories who did not have a device. A total of 1963 devices have been allocated to organisations across Renfrewshire to date to support specific target groups including people shielding/at high clinical risk, families and care experienced young people and elderly and disabled people.

- The pandemic resulted in the Scottish Government recognising that the August 2020 deadline for increasing all local authority early years provision to 1140 hours was no longer feasible. Renfrewshire Council fully implemented the expansion of 1140 hours of early learning and childcare to eligible children, with all children aged 3 to 5 years and eligible 2-year-olds receiving this provision at the new deadline of August 2021. This is despite a delay, due to the Covid pandemic, in some of the Council's planned infrastructure work required to support the expansion.

- Following the Alcohol and Drugs Commission's final report in December 2020, partners have prioritised a range of actions in response to the key recommendations, as well as establishing a Programme Board to drive the local response, ensuring that all partners work together, join up service developments, and maximise the resources available. A number of projects have been developed and progressed, including:
    - Hidden Harm: Commissioning an independent research study into understanding more about the levels of hidden harm in relation to alcohol and drug use in Renfrewshire. The research was commissioned and completed by 'We are With You' over summer 2020, and the findings from this research are currently being considered.
    - Renfrewshire Peer Support Model: Partners are aiming to ensure that Renfrewshire is a place where recovery and lived experience is valued and recruiting peer support workers locally to connect with and support people on their recovery journey. This model is now being rolled out with a steering group established, a co-ordinator appointed, and recruitment of peer workers ongoing.
    - Trauma informed and Responsive Renfrewshire: Recognising the fundamental issue of trauma that local people and families told Commission members they had experienced, work has commenced on a partnership programme of work to ensure that recognising and responding to trauma is part of every service we deliver. A steering group has been established, and engagement with the Improvement Service and other local authorities has taken place. An initial action plan is currently being developed.
    - Intensive Mental Health Support for Children and Young People: Service proposals are being developed which will support the delivery of a children and young people's mental health strategy. A young people's wellbeing service is currently being progressed, and subject to required recruitment it is anticipated this would be in place early in 2022.
    - Assertive Outreach: An Outreach Crisis Response Team is being established in Renfrewshire. The primary purpose of the service will be to provide an out of hours response (evening and weekends) with some overlap to facilitate follow up engagement and referrals to mainstream services. An Overdose Response Team has also been established in Renfrewshire, providing support and interventions to those experiencing near fatal overdoses, recognising the need for a whole system, multidisciplinary and cross-departmental approach.

4.7 CREATING A SUSTAINABLE RENFREWSHIRE FOR ALL TO ENJOY

- Climate change remains a key priority area for the Council and work is currently being progressed to develop a plan for Renfrewshire, which will set out the actions required to achieve the net zero by 2030 target set by Council in 2019. Particular areas of progress include
    - The Climate Change Sub-Committee has continued to approve funding for range of innovative projects through the £1million Climate Action Fund, including detailed assessment work underway in relation to various peatland restoration sites in Renfrewshire; a research partnership to inform and guide the development of the new build Council housing programme, with a key focus on delivering high quality housing in Renfrewshire which delivers on sustainability requirements; the appointment of a lead officer to support the

climate emergency response in Renfrewshire; the purchase of new electric light commercial vehicles as part of the ongoing expansion of the Councils electric fleet; the introduction of a business support scheme which would provide small grants to local businesses to support the transition to green energy sources and processes; and an energy modelling project in Bridge of Weir Primary, the findings from which could be used to inform the refurbishment of other similar primary buildings.

  - Over the late summer the Public Services Panel and wider Renfrewshire citizens were surveyed about their views on the climate emergency and a report has just been published with the high-level findings currently being shared with citizens, partners and other stakeholders and used to help drive the development of Renfrewshire's Plan for Net Zero
  - A citizen's assembly, Renfrewshire's Climate Panel has been established and met for the first time in early November to coincide with COP26. A further session is scheduled for December 2021, and two more in the early part of 2022.
  - Further stakeholder, business and partner engagement is programmed throughout the remainder of the financial year to support the development of Renfrewshire's Plan for Net Zero.

- Whilst progressing the specific work programme to support the Plan for Net Zero, services across the Council have continued to progress broader projects and approaches which support progress towards the 2030 targets, including the development of a low carbon district heating network at the AMIDS site; exploring the feasibility of a photovoltaic panel farm in Linwood; exploring a range of carbon offset proposals, linking with regional and national initiatives including the Clyde Climate Forest; a funding bid was submitted for recycling infrastructure to improve Household Waste Recycling Centres (HWRCs) to enable more compaction for cardboard to increase recycling, and remove temptation for residents to put in wrong skips if cardboard is full; an additional Recycling Officer for HWRCs is being recruited to reduce residual waste and increase recycling at HWRCs, with residents disposing of unsorted black bags having increased as a result of COVID; and mobilising the Council's procurement spent to support the climate emergency response and maximise the socio-economic impacts which can be achieved through sustainable procurement duty.

- Social landlords are reporting on the first milestone target for Energy Efficiency Standard for Social Housing (EESSH)and the Council has achieved 92.5% compliance with the EESSH 2020 target after the appropriate exemptions are applied in line with Scottish Housing Regulator guidance. From next year, social landlords will be measured against the new EESSH 2032 target – our compliance against this measure will be significantly lower, however, an EESSH Strategy is in development to address the requirements of the 2032 standard.

- The Council took delivery of 27 electric vehicles (EV) during this reporting period – a combination of cars, light vans and 3.5 tonne vans to increase the number of electric vehicles in our Council Fleet. The percentage of the vehicle fleet which uses alternative fuel such as electricity increased to 25.9% by the end of quarter 1, 2021/22. The Council also successfully applied for external grant funding to install additional EV chargers in Underwood Road Depot and Castle Semple Visitor Centre. In addition, publicly available EV charging hubs have been installed in Elderslie, Ferguslie, Glenburn, Howwood, Linwood, Lochwinnoch and Renfrew.

- Throughout the lockdown and easing of restrictions, the Council has continued to deliver all essential frontline collection services including collections for residual waste, recycling, food and garden waste and commercial collections, supporting the Council's ambitions to increase recycling and reduce waste.

- The Team Up to Clean Up community activity continued safely throughout the pandemic and since restrictions have eased, with almost 3.5k members engaging in the campaign and between 10 and 40 litter picks occurring each day. The group's Facebook community group has grown from 750

members in 2019, to 2.4k group members. Volunteers have now been awarded £40,000 to adopt community spaces which they wish to wild, encouraging biodiversity and wildlife and linking to the Council's climate and nature ambitions. As the project closes, £70,000 has been ringfenced for local schools, to encourage them to consider COP26 outcomes and how they can adapt to protect their community and wild habitats.

4.8 WORKING TOGETHER TO IMPROVE OUTCOMES

- The Health and Safety team have been an integral part of the Council's emergency management team, providing clear guidance in response to Government, NHS and Health Protection Scotland policies throughout the COVID-19 pandemic. The team has revised and developed new policies as part of the organisational response to suppressing COVID-19 and to support our workforce to work safely in new ways including homeworking guidance; schools' checklists; and COVID-19-Age risk assessments.

- Protecting mental health and wellbeing of staff continues to be a priority and access to a wide range of mental health and wellbeing support and services has been provided. This has included; development of a wellbeing hub on the Council website for all employees to access; enhancements to the staff counselling service to include specialist Post Traumatic Incident support for employees affected by COVID-19; mental health awareness training for managers and supervisors updated and promoted widely through the wellbeing hub; and a dedicated COVID-19 telephone line to provide quick and effective support for Council employees to discuss health concerns. All colleagues across the Council have been asked to get involved by visiting the staff wellbeing page online, familiarising themselves with the support available and being part of the ongoing conversation about our wellbeing at home and in the workplace.

- The financial consequences of the pandemic have been substantial for the Council and the communities we serve; with both immediate and longer-term financial issues arising. The Council has worked to closely monitor the impact to both costs and income and highlight this to elected members; with increased financial reserves being agreed and longer-term financial implications being incorporated into the financial plan which is continually updated.

- Communication has focused significantly on supporting the Council's emergency response to the COVID-19 pandemic and the recovery. The Council has worked hard to enhance staff engagement, effectively supporting Council staff transition to home working, communicating COVID-safe practice for those in frontline positions and supporting a safe and gradual limited return to Renfrewshire House.

- People Strategy: 'Our People Our Future 2021-2026', was launched in Spring 2021, the new strategy will integrate the Council's approach to organisational development and workforce planning into one strategy. It will support services and employees during the Council's recovery from COVID-19 and during transformation programmes over the coming years. This new strategy will be driven using a strategic outcomes framework with suggested activity, providing services with the flexibility to decide what is the priority for them and what will have the biggest impact in line with their needs and Council priorities.

- The importance of digital services and connectivity to our resilience as an organisation and as a place, was emphasised by the experiences of the lockdown and continues through the recovery period as steps continue to provide services in a safe and efficient way. Work continues on progressing the actions within Renfrewshire's Digital strategy focusing on embedding digital across all that the Council does and ensuring that we work collaboratively to maximise the opportunities

from emerging digital technologies, new ways of working and doing business. Digital transformation of customer-facing services will continue to be a priority - the public health restrictions created new demand from customers for online access to services and the Council was able to implement a rapid transfer from in-person to online for a wide range of services. The Council will continue to build on this success and deliver online services that are simple to use and efficient. The MyAccount platform is now used by 92% of households in Renfrewshire (79,000), compared to 69% at the start of the pandemic. The Council also co-ordinates all activities relating to the Connecting Scotland programme with almost 2000 devices secured to date to support vulnerable people living across Renfrewshire's communities.

- The Right for Renfrewshire (RfR) transformation programme was paused at the beginning of the pandemic to allow the Council to implement its emergency response. An update on all workstreams within RfR Tranche 1 including service redesigns is currently being prepared. In addition, RfR Tranche 2 service redesigns, including Finance and ICT, are currently underway.

Implications of the Report

1. **Financial** – none

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

3. **Community/Council Planning –** the content of the report relates specifically to the delivery of the Council Plan and the appendix shows the associated progress to the mid-point of 2021/22.

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** – the Council Plan priorities are underpinned by actions which will directly support the Council's response to the climate emergency – section 4.7 has a particular focus on activities supporting this priority area.

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Appendix 1- Council Plan Action Plan and Performance Indicators

Renfrewshire Council

Action Status	
	Cancelled
	Overdue
	Check Progress
	In Progress
	Completed

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

Code	What we will do	Due Date	Status	% complete	Progress update
CP17.DHS.08	Deliver our City Deal Projects - the Glasgow Airport Investment Area, the Airport Access Project, Clyde	31-Mar-2022		65%	Good progress continues to be made on the development of the Advanced Manufacturing Innovation District Scotland (AMIDS), which will be home to the National Manufacturing Institute Scotland (NMIS) and the UK's Medicines Manufacturing Innovation Centre (MMIC). The delivery of AMIDS is now at a critical stage, between infrastructure delivery and securing the investment which will bring employment, skills and economic growth enabled by GAIA

	Waterfront and Renfrew Riverside and City Region wide employment programmes				infrastructure, and a primary aim of AMIDS. This context is recognised within the Renfrewshire Economic Strategy 2020-2030 where AMIDS is noted as a key component.
CP17.DHS.01	Support the Regional Economic Framework and locally driving economic progress through the Renfrewshire Economic Leadership Panel	31-Mar-2022		60%	Renfrewshire Economic Strategy & Action Plan was approved by Leadership Board 18 September 2019. The Economic Leadership Panel was considering the detail of an Action Plan as the COVID-19 pandemic impacted on society and the economy. The Panel met fortnightly to support each other and provide essential feedback to the Council and other economic development agencies about the impacts of lockdown and the effectiveness of the national financial programmes rolled-out locally.
CP17.CE.01	Progress our digital ambitions, implementing free public wifi across our town centres and working with partners to promote digital skills and development	31-Mar-2022		90%	As part of Renfrewshire's appeal as an attractive place to live, work and invest, digital connectivity plays a critical role - even more so following the experiences of the lockdown. It was confirmed in September 2020 that City Fibre are investing in a 700km network providing Renfrewshire residents and businesses with access to the fastest, most reliable gigabit speed connectivity. This is linked to the Connectivity as a Service framework that was approved earlier in 2020.
CP17.RLL.01	Invest in our cultural and economic infrastructures, transforming Paisley Town Hall, Paisley	31-Mar-2022		80%	The Paisley Museum Reimagined (PMR) project appointed a main works contractor in May 2021, with a site start in July. The Paisley Town Hall Refurbishment (PTHR) main works contract was awarded in March 2021 and works have commenced on site, with Practical Completion anticipated in November 2022. The Paisley Learning & Cultural Hub (PL&CH) main works contract is now underway with a site start during August 2021 and completion

	Learning Hub and Paisley Museum				anticipated in late 2022. The Paisley Arts Centre refurbishment design process is approaching completion, with an Advance Works contract planned for Autumn 2021, Main Works during 2022 and completion in January 2023. The Public Realm & Junction improvements project has restarted with roads team leading on the junctions project and will be carefully re-programmed to accommodate project updates and dependencies, with a view to completion of consultation and design processes by the end of 2021.
CP17.DHS.02	Deliver on the ambitions of our town centre strategies, and specifically working with partners to transform Paisley Town Centre	31-Mar-2022		80%	The Vision for Paisley Town Centre 2030, developed in association with Scotland's Towns and Partnerships and supported by Scottish Government, was launched the Cabinet Secretary for Communities and Local Government in Paisley in January 2020. Delivery of this strategy and those for Renfrewshire's other centres has been supported by the award of funding from the Scottish Government Place Based Investment Fund and is the basis of further grant applications being developed during 2021/22. The Leadership Board of September 2021 approved a schedule of projects for delivery commencing this financial year. A PAN notice in advance of a planning application for the redevelopment of the Paisley Centre, along the lines promoted by the Paisley Vision, was received in August 2021.
CP17.EC.01	Continue to invest in infrastructure to support growth - from road and rail links to bridges, cycle and pedestrian routes	31-Mar-2022		100%	Restrictions due to the Covid-19 pandemic continue to impact on the ability to deliver infrastructure improvements. However, progress continues to be made on improving bus corridor infrastructure. After a change in funder, the detailed design for an off-road cycle link to the Hawkhead housing development is now nearing completion. The project to refurbish the footbridge across the White Cart saw it reopen to pedestrian and cycle traffic in November 2021. Officers continue to assess roads construction consent applications and approvals, in principle, from developers for new roads and bridges to be added to the public road network, particularly in Dargavel, Bishopton.

CP17.CE.02	Implement our destination marketing plans	31-Mar-2022		100%	Quarter 1 of the destination marketing strategy has focused on supporting sector restart and encouraging people to visit and spend money in Renfrewshire, this was managed in line with Government restrictions as Scotland moved through restriction levels. •Designed and delivered local tactical campaigns - Spend Local and Tourist in our Town, designed to inspire local people to support local retailers and venues and rediscover Renfrewshire's great outdoors by presenting them with new/different perspectives of their place, this continued through Levels 4 and 3. •As restrictions lifted, we launched 'Visit Now' messaging and new digital content through Paisley Is channels - creating features across main audience themes with a bias to outdoors and providing practical information for visiting safely. This was used to target a local and regional market and has included digital campaigns and press pitches, and activation in other visitor attractions as they have reopened. •Product development has continued with the design, development and marketing launch of the Radical Wars Walking Tour App. The new tour has been promoted as part of Renfrewshire's suite of heritage tours and trails, through visitor marketing channels including VisitScotland digital campaigns. •Ongoing development of a marketing plan for Clyde Muirshiel Regional Park. •Focus on developing content partnerships that highlight outdoor activities with new brand photography •Worked with the in-house Digital Experience team to apply SEO techniques to every webpage and ensure all content is optimised for search engines •Regional marketing included Paisley Food Festival and Sma Shot Day, and planning continues to support live events restart and extend the visitor season through Spree and Halloween. •A successful bid was made to the VisitScotland Destination and Sector Marketing Fund, with £40,000 awarded to support destination marketing activity until March 2022.
CE.SIP.17.01.01	Deliver a range of diverse and exciting events to increase visitors to our town	31-Mar-2018		100%	Renfrewshire's major events programme has been significantly impacted by the pandemic. Digital programming has taken the place of live events into the summer of 2021 and includes delivery of a digital Food Festival and a second digital Sma' Shot Day celebration - which was supplemented with live programming as Renfrewshire moved to Tier 2. Due to the ongoing COVID-19 restrictions, the British Pipe Band Championships was cancelled for a second year and the partnership with the Scottish Pipe Band Association has now concluded, releasing

	centre and grow local event attendances				additional resource for the safe development of the events programme. Throughout the pandemic the team have worked with Event Scotland and Scottish Government to ensure a safe and viable return to events. Event Scotland awarded three lots of funding (£77.4k), to the programme the Scottish Events Recovery Fund for both the Spree and Halloween Festivals to support with additional costs for covid secure arrangements and a rollover of Year of Coasts and Waters money into the Halloween festival. The funding is helping to support the return to live in person events late in 2021, with the return of The Spree and a reformatted Halloween Festival.
CP17.DHS.03	Work to increase the number of new business and social enterprise start ups in Renfrewshire, using innovative approaches to encourage entrepreneurship and innovation	31-Mar-2022		65%	Start Up Street Paisley was slightly delayed due to COVID-19 and opened October 2020 and is now nearly at full capacity. Plans for Start Up Street 2 in Renfrew and Start Up Street 3 in Johnstone are now being progressed. A new work stream around schools enterprise programmes has also commenced.
CP17.DHS.04	Proactively work with property owners to bring some of the area's most valued assets back into use	31-Mar-2022		60%	Dialogue with building owners has continued and support has been provided to develop regeneration projects and begin work on-site including three early priorities targeting completion in 2022, being the former Mannequins nightclub by PACE Youth Theatre; 2/3 County Place, Paisley tenement refurbishment; and the former Johnstone Police Station, by Active Communities. A further list of priority heritage assets has been agreed with the CHAPS Board, with individual contacts for these buildings being pursued to seek constructive dialogue.
CP17.DHS.05	Support growth activity in relation to emerging	31-Mar-2022		60%	In order to establish and agree a delivery mechanism for productivity and innovation programme a business survey of local manufacturing companies has been developed to raise awareness of NMIS and Critical Engineer programme.

	manufacturing, digital, culture and food industries locally				

Local Outcome 02: Building strong, safe and resilient communities

Code	What we will do	Due Date	Status	% complete	Progress update
CP17.DHS.09	Deliver the Local Housing Strategy to ensure good quality and affordable housing is available which meets the needs of the local population going forward	31-Mar-2021		100%	The Local Housing Strategy sets out the strategic vision for housing and housing-related services in Renfrewshire and seeks to provide a clear direction for strategic housing investment. Since the Strategy's approval in 2016, it continues to achieve progress is delivering the 7 Outcomes set out in the Plan. This year we have seen the completion of around 750 private sector homes and over 250 new affordable homes across Renfrewshire. Many of these new homes have been completed in our towns and villages, with an emphasis on targeted investment on regeneration and sustainable sites, creating attractive places and neighbourhoods. There has also been significant investment into existing Council housing stock and stock managed and operated by Housing Associations in Renfrewshire with the aim of delivering high quality, well managed homes that are energy efficient, seeking to reduce fuel poverty. Through the Pandemic advice and assistance continued to be provided to people in housing need in Renfrewshire aiming to prevent homelessness and ensuring that vulnerable people received advice and support.

CP17.DHS.06	Work to tackle unregistered private landlords to ensure required housing standards are met	31-Mar-2022		100%	An enhanced enforcement activity programme remains in place for landlords within the private rented sector. Officers continue to work with private landlords to improve the standard of housing across Renfrewshire.
CHS.SIP.17.06.06	Implement recommendations flowing from the national reviews of child protection and the care system.	31-Mar-2020		100%	We are continuing to improve culture, ethos and practice by quality assuring our practice against the lessons learned from National and Local Initial Case Reviews (ICRs) and Significant Case Reviews (SCRs), identifying existing good practice and highlighting areas for development. In addition, Renfrewshire is part of the North Strathclyde Region which has been successful in becoming one of the first areas nationally to pilot and implement the learning from the new Joint Investigative Interview course. Our successful application, 'A Holistic Trauma Approach to Joint Investigative Interview (JII), brings together the North Strathclyde Partnership (East Renfrewshire, Renfrewshire, East Dunbartonshire, Inverclyde, "K" Division and "G" division) and 3rd sector partners Children 1st, in a development based on the European Promise quality standards.
CHS.SIP.17.06.03	Continue to develop residential provision in childcare.	30-Nov-2018		100%	Our newest Children's house in Linwood was completed at the end of January 2019 and became operational in February 2019.
CP17.EC.02	Develop and deliver strategies for how the Council will respond locally to the risks posed	31-Mar-2022		100%	The multi-agency Community Protection (Prevent) Steering Group has been established with key partners across Renfrewshire and Inverclyde. Partners include:

	by serious organised crime and terrorism				• Renfrewshire Council • Police Scotland • Scottish Fire and Rescue Service • Scottish Ambulance Service • Scottish Prison Service • West College Scotland • University of the West of Scotland • Good Shepherd • Kibble • Spark of Genius The Operational Working Group has also been established in Renfrewshire to lead on the agenda and feed into the wider multi-agency divisional meeting. The Group will look at both Counter Terrorism and Serious and Organised Crime. An action plan has been developed to allow partnership working and a sub group is being established to look at disrupting and deterring serious and organised crime.
CP17.HSCP.01	Design a new way of working with key partners to improve outcomes for the most vulnerable adults in our area, ensuring they get the right support at the right time	31-Mar-2022		85%	The IJB's Strategic Planning Group, consisting of members from the HSCP, Third Sector, partners in the NHS, Renfrewshire Council and wider representatives of carers and service users, has worked collaboratively to improve local relationships and has launched an HSCP-supported funding programme to support the development of new projects which improve health and wellbeing and address inequalities in Renfrewshire. A range of collaborative and partnership-based projects have been put in place to address agreed priorities covering (i) loneliness and social isolation; (ii) lower-level mental health and wellbeing; (iii) housing as a health issue; (iv) inequalities; (v) early years and vulnerable families and (vi) healthy and active living. In support of this, the HSCP has also implemented cross-sectoral working through the Voluntary Sector Group, which has the objective of improving working between organisations in the third sector and the HSCP. This enables broader discussions on current and future approaches to service delivery. The sub-groups and subsequent funding have provided (and will provide) a unique opportunity for both collaborative cross-sector working and innovative design and development of community-based health initiatives. An independent

					evaluation panel was established to ensure a fair process of assessment of each bid, and decisions were made at the end of 2020 on which projects would be funded and taken forward. The 10 funded projects involve around 14 local organisations, including the HSCP, and aim to support families with young children; people with mental health issues; people from BAME communities; and people with disabilities; as well as the general population. Some focus particularly on helping people adversely impacted by the COVID-19 pandemic, and all were assessed positively on their ability to be scaled up and sustained if successful.
CP17.DHS.07	Along with our key partners we will monitor and review the impact of the range of services we provide to homeless people and those threatened with homelessness	31-Mar-2022		100%	A Rapid Rehousing Transition Plan (RRTP) for Renfrewshire was approved by the Policy Board in August 2019. The RRTP, which had been agreed with partners, details how we would improve the outcomes for homeless applicants between 2019 and 2024, and £183k was awarded from the Scottish Government to support its implementation in 2019/20. This funding has been used to deploy Temporary Resettlement Officers, upscale our use of the Housing First approach to 30 service users, and launch a Shared Living Initiative in partnership with Simon Community Scotland to support homeless people who were interested in sharing a tenancy. A Steering Group with membership from a range of partners was established to track the implementation of the RRTP, chaired by Head of Housing Services. The Renfrewshire Homelessness Partnership continues to meet regularly to monitor and review all the measures in place to support those who are homeless. During the pandemic, operational letting activity has continued to focus on the provision of temporary and settled accommodation for homeless people and other people with the highest levels of housing need, in keeping with the needs based framework set out in the housing allocation policy. This sustained focus on homelessness was necessary, in order to enable people to move on from temporary accommodation to settled housing, create greater capacity within the

					system and return to a situation where it would not be necessary to use B&B accommodation.
CRSIP17.01.03.07	Develop and deliver phase 2 of the Renfrewshire Community Safety Partnership hub.	31-Mar-2018		100%	Phase 2 of the Renfrewshire Community Safety Hub has been completed with the Renfrewshire Wardens fully integrated into the Hub. The proposal is to move onto Phase 3 to continue to expand the hub. This will include reviewing and implementing outcomes from the Collaborative Leadership Programme led by Police Scotland and Scottish Fire and Rescue Service. Phase 3 will also include the Community Safety Hub assisting regeneration projects by expanding the public space CCTV network to include Paisley Town Hall, Paisley Museum (whilst under refurbishment) and Robertson Park. To assist the Joint Agency Command Centre (JACC), a direct link between CCTV and the Conference Room will be integrated to allow real time images to be displayed to partners.
CP17.CS.01	Continue to modernise our school estate, maximising opportunities for communities to benefit from new facilities	31-Mar-2022		80%	Formal consultation on a proposal to relocate Paisley Grammar School to a new build community campus closed on 20 October 2020 and a report on the findings of the consultation was submitted to the Education and Children's Services Policy Board. The school and wider community, and Education Scotland, were supportive of the proposal and the recommendation to progress with a new build community campus was approved on 21 January 2021. In January 2021 the Scottish Government confirmed that the project would be supported through phase 2 of the learning estate investment programme and the Council's "status evaluation" return for the project was submitted to Scottish Futures Trust (SFT) in February 2021. By March 2021 governance arrangements to take forward the project were established and planning for the programme of commenced. Work is now underway to develop the design.

					The due date has changed from 31/03/24 to 31/12/25.
CE.SIP.18.02.01	Work with key partners in local areas to empower people to develop and deliver services, assets and facilities in their local communities	31-Mar-2021		100%	Along with investment such as the Community Empowerment Fund, work continues with key community organisations to develop partnerships and their ideas for local communities and assets. The Community Empowerment fund awarded a total of £167,225 between 1st April 2020 & 31st March 2021 to 8 community groups/organisations. The Community Asset Transfer Annual Report was submitted to Infrastructure, Land & Environment Policy Board on 25 August 2021.
CE.SIP.18.02.02	Implement a new approach for Local Area Committees	31-Mar-2019		100%	Local Partnerships are now fully operational. All Local Partnerships have agreed membership and a set of local priorities. These local priorities are informing the award of local grants and other development work. Meetings to decide 2020/21 grant allocations were postponed in March 2020 due to COVID-19 but took place in September 2020. A framework for mainstreaming participatory budgeting has been drafted subject to further engagement with key stakeholders. Alongside this, work has continued to develop our local approach to participatory budgeting, with the launch of a community Investment exercise in partnership with Environment and Infrastructure, the development of options for participatory budgeting within schools, and a further round of the Celebrating Renfrewshire programme which is currently underway.
CE.SIP.18.02.03	Work with communities to develop local action plans to tackle the issues people care about most	31-Mar-2021		100%	Each of the seven Local Partnerships has agreed a set of local priorities that they want to take action on. Award of funding to community groups through the Local Partnership is guided by the local priorities, with community groups asked to demonstrate how their project will contribute to delivery of local priorities.

					Another round of 'Celebrating Renfrewshire', the youth-led participatory budgeting exercise, was successfully completed in December 2020 in partnership with Youth Services and Renfrewshire Youth Voice and another is currently underway. The Partnerships and Inequalities Team have also been supporting Environment and Infrastructure with the design of the Community Investment Fund, which will be Renfrewshire Council's first step towards mainstream Participatory Budgeting.
CE.SIP.18.02.04	Make Renfrewshire a leader in supporting volunteering within communities	31-Mar-2021		100%	During the pandemic, a national campaign called Scotland Cares was launched to encourage people to volunteer to support the pandemic response. Over 50,000 people signed up to volunteer in Scotland, with over 1,100 registered in Renfrewshire. At a local level officers worked closely with Engage Renfrewshire to develop our local volunteering response through the Renfrewshire Volunteer Reserve Bank, to which 248 people signed up. Local volunteers are at the heart of the neighbourhood hub model being developed in partnership with communities. The Neighbourhood Hub model which was put into place as part of the initial pandemic response, continues to develop with colleagues across the Council and our partners. Seven hub areas have been established, supported through three physical locations in Renfrew, Paisley and Linwood. The hubs operate on a partnership basis with Renfrewshire Leisure, Renfrewshire Health and Social Care Partnership, Engage Renfrewshire, local groups and organisations across communities, and are supported by local volunteers. The hub teams have provided support services to over 300 households since the start of the lockdown period. Support provided has included befriending calls to people who feel isolated or vulnerable, signposting to food services and delivery of books and toys through the Libraries Direct Service. Hubs have also taken responsibility for the prescription delivery service operation. In addition, there

					was a new focus from October 2020 on those required to self-isolate due to the Test and Protect programme.

Local Outcome 03: Tackling inequality, ensuring opportunities for all

Code	What we will do	Due Date	Status	% complete	Progress update
CP17.CS.02	Take forward a "Celebrating Youth" programme, offering young people in Renfrewshire the chance to get involved and to participate in a range of social, cultural, digital and sport activities.	31-Mar-2022		100%	Youth Services and Renfrewshire Youth Voice planned the "Celebrating Youth" programme during the Youth Voice Residential which focused on the 2019 theme of "Participation", this included: •Support for young people to attend youth voice groups and events through the Scottish Attainment Challenge and Young Scot partnership project; including smart travel and rewards and discounts. •Youth Voice Residential involving young people from youth voice groups, young carers, volunteers to plan year programme and events. •Participation Roadshow running over the summer school holidays to community venues across Renfrewshire: Youth-led "Escape Rooms" events focussing on problem-solving and team working, Young Scot information, Youth Voice and Participation workshop, promotion of the Celebrating Youth Participatory Budgeting programme. •Planning and organising an issue-based Climate Change event for encouraging youth action on environmental issues. •Outdoor Learning Programmes during holidays for young people to get outdoors; identifying focus of future community based environmental projects and after school clubs. •Youth Events Panel continue beyond Year of Young People, to work with RC Events Team to engage young people in cultural events; the Spree, Youth Arts Festival, Halloween Festival, etc.

					•Community youth clubs participating in workshops with artists to participate in the Halloween parade and aerial displays. •Planning for Positive About Youth Awards, 9th year celebration of youth achievement; nominations open with venue, media company and event management progressing. Digital Academy to involve young people in creating content for Young Scot portal/Council website
CP17.CS.03	Ensure Renfrewshire is a "Child Friendly" place where children are nurtured and thrive.	31-Mar-2022		100%	Our sustainable and highly effective approach to nurturing relationships is in place across all educational establishments. This continues to be embedded through the further development of leadership capacity building, training for trainers and the implementation of online learning modules to support blended approaches.
CHS.SIP.17.02.04	Further develop our early years curriculum to support new legislation and in particular the additional hours being allocated for early learning and childcare.	31-Aug-2021		100%	Renfrewshire Council has fully implemented the expansion of 1140 hours of early learning and childcare to eligible children, with all children aged 3 to 5 years and eligible 2 year olds now receiving this provision. This is despite a delay, due to the Covid pandemic, in some of the Council's planned infrastructure work required to support the expansion.
CP17.CS.04	Provide high quality education and support to narrow the poverty related attainment gap	31-Mar-2022		80%	We continue to work effectively to close the poverty related attainment gap in Renfrewshire. This was achieved via five main workstreams including Learning and Teaching, Families and Communities, Leadership, Care Experienced Children and Young People and Data Analysis. In response to the pandemic, we reviewed our programme to ensure that approaches and interventions was responsive to

					emerging needs. We continue to make excellent progress in achieving our programme outcomes and this has been demonstrated in the ASF end of year report as well as in the Education Scotland SAC 5 Year Impact Report which captures impact at all levels. To support service improvement, head teachers were involved in planning meetings focused on data from our equity audit and evidence-based approaches in raising attainment closing the poverty related attainment gap with a focus on literacy, numeracy and improving health and wellbeing. Feedback from these sessions informed the agenda for improvement and programme of supports and interventions for session 2020/21. Attainment and senior phase data has been updated and collated providing an overview of the attainment gaps following the pandemic. Our data is in line with national figures in relation to the poverty related attainment gap. The data will be used to further support schools and to target central interventions and resources to close the attainment gap where it is most needed. Very good progress has been made in relation to improving children and young people's health and wellbeing. A Community Mental Health and Wellbeing strategy has been launched outlining four main priority areas. We want all of our children, young people and families to get the right help at the right time, to expect recovery, to fully enjoy their rights, free from discrimination and stigma. By working together with partners, we aim to deliver a system-wide provision of mental health and wellbeing supports for all, at the level of early intervention.
CP17.CE.07	Working with local equalities led community groups and employees to implement specific	31-Mar-2022		80%	Following engagement, draft equality outcomes were agreed by Council and published in March 2021. These will be subject to further engagement during 2021 in light of COVID.

	and meaningful equalities outcomes				
CP17.HSCP.02	Develop innovative approaches for tackling social isolation across all groups in society	31-Mar-2022		80%	The HSCP is one of the lead organisations who support residents who are experiencing social isolation. Its strategic partnerships and operational interfaces with Housing and third sector organisations for example enable it to identify and support Adults who may have little contact with other people. The work of the HSCP very much complements the activity led by the Council to ensure Renfrewshire is a safe, thriving and inclusive community and help people to overcome the impacts of poverty and poor health. The Health and Social Care Partnership (HSCP) supports numerous services including the Community Connectors Programme, ROAR - Connections for Life, and the Carers Centre which help people sustain and renew connections with others. ALISS (A Local Information Service for Scotland) provides information on community-based resources that will help to improve health and wellbeing. In the context of self-directed support, ALISS provides greater choice for adults and carers, enabling them to access information about resources in their communities, to support them to achieve their identified outcomes. Many people use self-directed support budgets to access services which allow them opportunities to interact with others and take part in purposeful activity. The Community Connectors programme continues to provide vital support to people in local communities to address social issues via Community Link workers, local health champions and a specialist housing advice worker. The partnership approach of this programme has been recognised as having benefits in supporting local people as well as reducing unnecessary appointments with GPs. In response to the COVID-19 pandemic, Active Communities, funded by the HSCP, has been providing a befriending service which has been utilised by workers in the Neighbourhood Hubs, enabling them to refer people feeling isolated or lonely as a

					result of COVID-19. Community Health Buddies have made over 300 phone calls as well as sending text messages, e-mails and wellbeing packs at Christmas. The HSCP has also provided additional funding to ROAR to lead a project in the East End of Paisley, working with the Local Partnership, to develop some cohesive activities for loneliness and isolation in that particular neighbourhood.
CP17.HSCP.03	Take forward targeted action to address the number of drug related deaths in Renfrewshire	31-Mar-2022		80%	The final report of the Alcohol and Drugs Commission was presented to the Council and Community Planning Partnership in December 2020. An update on progress was provided to the Leadership Board on 15 September. 12 projects are currently being supported by the £2m funding allocated by Council to support the work of the commission, with £1.34m of funding allocated to date. This work is being overseen by a programme board chaired by the Chief Executive
CP17.RLL.02	Maximise use of leisure assets in Renfrewshire, promoting positive health and mental wellbeing	31-Mar-2022		80%	In addition to the main cultural, sport and leisure activities available in our cultural and leisure facilities, Renfrewshire Leisure runs a range of classes, activities and projects in our libraries, leisure centres, museum and town halls which advise on, promote, support and encourage positive health and mental well-being. Renfrewshire Leisure reopened leisure services from 26th April for indoor and outdoor activity. Leisure experienced a significant shift in activity trends with swimming participation increasing significantly by 31% in comparison to initial reopen in September 2020, but also a positive increase in family swim activity of over 300%. The recent relaunch of the Learn to Swim programme has welcomed back approximately 2000 children each week to the programme. In person fitness activity continues to recover slowly in line with national trends however over 14000 views of our online fitness offer continued to support a customer hybrid approach. Vitality and easy exercise classes continue to increase in participation and popularity. Renfrewshire Leisure's Sport Services delivered the summer camps at On-x, Johnstone Sports Hub and Park Mains. The camps ran for the 7 weeks of the summer holidays and had a total of 4,599 attendances. The camps offered a variety of

sporting opportunities and were also supported by Renfrewshire Leisure's Libraries through the Skoobmobile. In addition, Sport Services also offered both football and dance sport-specific camps over a 2-week period with 1,080 attendances. The Sportscotland funded Get Into Summer initiative provided opportunities for 78 additional activities to be delivered to over 1750 local children.

Following work undertaken to improve the overall presentation of the Victory Baths facility, Renfrewshire Leisure launched a week of celebrations in collaboration in partnership with Renfrew Community Development Trust. Launching the event on Sunday 19th September, it offered swimming access for 100p resulting in a 40% increase in session footfall. The opportunity to have a nostalgic guided tour of the venue and centenary exhibition brought 121 tour bookings throughout the week of the celebrations. Celebrations concluded with the screening of a specially commissioned film in Robertson Park.

Following the reopen of all 12 libraries simultaneously, the library operating model and services have gradually increased whilst still continuing with online content, click and collect, friendship calls, online digital support and home delivery service. The home delivery service operates Renfrewshire-wide for everyone over the age of 70, anyone with a disability or health condition which limits their ability to access libraries, and to families with school-age children. The home delivery service was a new, additional service initiated during lockdown in recognition that, for many people, visiting in-person was still not possible, or preferable, and this remains the case. The first six months' figures indicate that this type of service has almost double the reach of the traditional mobile library model. In public libraries, operating hours have increased and re-introduction of Bookbug sessions and other support time as well increased PC terminal access. School library access has increased pupil browsing opportunity in both high school and primary settings with the outreach librarian providing on-site support to primary school. The Skoobmobile is delivering a programme of school and community visits, working with head teachers and Education services to ensure integration into school operations.

					Renfrewshire Leisure's Health and Wellbeing team including Macmillan and NHS funded programmes are continuing to deliver virtual provision for all new and existing users. Our virtual live classes have reached over 1700 attendances, This year has seen the highest number of referrals since pandemic began, peaking at 350% increase. People can be referred via their health professional or can self-refer into the service. Clients can also access discounted membership options. The Arts team delivered a number of projects including the cycle arts festival, The extensive digital programme funded through Creative Scotland's Performing Arts Venue Relief Fund concluded with nearly 40,000 views over nine months, Project Search developed an innovative partnership with Clyde College to connect young students with learning difficulties with elderly residents in Hunterhill care home via a colouring book of local scenes. Following their Young Scot Award, the number of care-experienced young people benefitting from ArtBOSS has grown and during this period there were 103 attendances at workshops.
CP17.CS.05	Review support for young carers, identifying opportunities to improve life chances	31-Mar-2022		80%	The needs of children and young people with caring responsibilities is being considered as a part of our service re-design. Work is ongoing to embed young carers' support within our wider GIRFEC approach, rather than as a stand-alone service. The development of 'The Bridge', our new, multi-agency community-based family support service, will co-ordinate the identification and provision of holistic supports to young carers.
CE.SIP.18.03.02	Deliver approaches to help mitigate the impacts on low income households of the next phase of Welfare Reforms	31-Dec-2018		100%	A programme of work was completed with the rollout of Universal Credit in September 2018. Well-developed management arrangements were put in place to monitor Universal Credit rollout and the change in Housing Benefit and Council Tax Reduction caseloads, as well as monitor rent and council tax income and arrears levels. This supported effective workforce planning and revenue collection activities.

CE.SIP.18.03.03	Deliver a range of interventions to support financial inclusion across Renfrewshire	31-Mar-2019		100%	The Tackling Poverty Programme has continued to operate throughout the year, adapting where appropriate to deliver vital projects throughout COVID restrictions with proposals for the 2021/22 programme agreed by Leadership Board in April 2021. Through the Social Renewal Plan that was agreed by Council in early 2021, linked work has also been undertaken in terms of developing further supports around food and fuel in security, and the provision of advice and support for people affected by redundancy, furlough etc. The Local Child Poverty Action report was agreed by Leadership Board in June 2021 and subsequently published. Child poverty has been identified as a particular area of focus for the Community Planning Partnership, and an initial scoping session for partners to identify next steps around child poverty was held in September 2021.
CHS.SIP.18.03.07	Introduce a youth and equalities forum as a key element of local engagement.	31-Mar-2022		100%	Youth Services continue to support the development of Youth Voice initiatives - Renfrewshire Youth Voice (RYV), including the Youth Events Panel, Youth Commission on Mental Health, newly elected Members of Scottish Youth Parliament, and senior members from Community Youth Clubs. Youth Services and RYV have jointly run a Youth Leadership training course in 2019, which included roadshows and youth participation events across the authority. Partnership working with Children's Services has seen RYV involved in the forthcoming PSHE review in schools, youth perspective on developing Council Values, links to Local Partnership Forums, and the Participatory Budgeting process for the Youth Challenge Fund.

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

Code	What we will do	Due Date	Status	% complete	Progress update
CRSIP17.01.04.17	Finalise the delivery of the project to replace all street lighting in Renfrewshire with LEDs.	30-Sep-2017		100%	Renfrewshire's Street Lighting Investment Strategy has now been completed, with 30,756 streetlights being converted to LED Lanterns at the end of 2018/19.
ECSIP18.04.04	Work to meet the challenging targets set out in our carbon management plan - through our council fleet, street lighting, public realm and floodlight strategy	31-Mar-2022		75%	The Council took delivery of 27 electric vehicles during reporting period - a combination of cars, light vans and 3.5 tonne vans to increase the number of electric vehicles in our Council Fleet. Environment & Infrastructure successfully applied for external grant funding to install additional EV chargers in Underwood Road Depot (Units 1, 3 and 5) and Castle Semple Visitor Centre. In addition, publicly available EV charging hubs have been installed in Elderslie, Ferguslie, Glenburn, Howwood, Linwood, Lochwinnoch and Renfrew. The due date for this action has been extended to end of March 2022 as this is an ongoing action.
ECSIP18.04.05	Ensure a residual waste treatment and disposal facility is fully operational by end of 2019 as part of the Clyde Valley Waste Management solution	31-Dec-2019		100%	The Council, in collaboration with four other councils, has invested in the Clyde Valley Waste project, an energy from waste plant at Dunbar at a cost of £177 million with a total contract value of £700m over the 25-year period. This will enable the Council to meet its landfill diversion targets. The contract commenced in January 2020 and the project is now being delivered.

ECSIP18.04.06	Deliver the requirements of the Scottish Household recycling charter and related service changes	31-Mar-2022		85%	Development of the Scottish Household Recycling Charter, Circular Economy and Deposit Return Scheme (DRS) and Extended Producer Responsibility (EPRS) schemes are currently being reviewed by the Scottish Government as they assess the impact of DRS and EPRS and the COVID-19 pandemic. The due date for this action has been extended to end of March 2022 as this is an ongoing action.
ECSIP18.04.07	Review and update Renfrewshire's Sustainable Food Strategy and achieve Sustainable Food City Status	31-Mar-2021		80%	Restrictions due to the COVID-19 pandemic have had an impact on the ability to achieve Sustainable Food City Status and this action is now paused.
ECSIP18.04.08	Deliver the Team Up, To Clean Up campaign throughout Renfrewshire, involving local communities	31-Mar-2021		100%	During 2020/21 the service targeted fly-tipping and addressed a number of areas where extensive fly-tipping over the years had blighted the community. Work was also undertaken to secure other open spaces where fly-tipping is prevalent. Community activity has continued throughout the pandemic and since, with almost 3.5k members engaging in the campaign and between 10 and 40 litterpicks occurring each day. The group's Facebook community group has grown from 750 members in 2019, to 2.4k group members. Volunteers have now been awarded £40,000 to adopt community spaces which they wish to wild, encouraging biodiversity and wildlife and linking to the Council's climate and nature ambitions. As the project closes, £70,000 has been ringfenced for local schools, to encourage them to consider COP26 outcomes and how they can adapt to protect their community and wild habitats.

ECSIP18.04.09	Ensure that the Council's integrated enforcement policy is adhered to, ensuring businesses and communities are treated fairly and consistently	31-Mar-2021		100%	Enforcement staff across the Council continue to work with businesses to ensure they can flourish and grow without an overpowering burden of enforcement. During the pandemic, Environmental Health and Trading Standards Officers worked to ensure that business premises have as much help and guidance as possible to support them to comply with legislation and guidance. This has been both proactive (e-mail, phone, and visit) and reactive (phone call or visit). In line with the Council's Integrated Enforcement Policy, businesses have been supported by officers adopting an "engage, explain, encourage and then enforce" model which affords people the best opportunity to comply before any enforcement action is taken.
ECSIP18.04.10	Deliver a refreshed Air Quality Action Plan to improve air quality for Renfrewshire	30-Sep-2018		100%	The draft Renfrewshire Air Quality Action Plan has been completed for the 3 Air Quality Management Areas in Paisley, Johnstone and Renfrew. This has been passed to the Scottish Government and SEPA for review as per requirements under legislation and once returned with comments, will go out to wider consultation in due course. The Action Plan details actions to reduce air pollutants within these areas.

Local Outcome 05: Working together to improve outcomes

Code	What we will do	Due Date	Status	% complete	Progress update
CP17.FR.01	Continue to manage the Council's resources, ensuring financial sustainability of the organisation	31-Mar-2022		80%	We have continued to work with COSLA and SOLACE on the impact of COVID-19 on local authorities. As such, a significant amount of work has been progressed to further update the assessment of the Council's financial outlook moving through 2021/22 and thereafter into 2022/23. The financial sustainability of the Council will continue to be reviewed as part of our financial management arrangements and reporting to Council and Policy Board. The financial consequences of the pandemic have been substantial for the Council and the communities we serve; with both immediate and longer term financial issues arising. The impact to both costs and income continues to be closely monitored and highlighted to elected members; with increased financial reserves being agreed and longer term financial implications being incorporated into the financial plan.
CP17.FR.02	Take forward opportunities for transformation, innovation and efficiency through our Better Council Change Programme	31-Mar-2022		70%	The latest phase of the Council transformation plan, 'Right for Renfrewshire' (RFR) adopted a new approach to identifying, developing and designing new change and transformation opportunities. Due to the COVID-19 pandemic, the Right for Renfrewshire programme was paused to allow the Council to concentrate on the emergency response. The Head of Digital, Transformation and Customer Services, supported by RfR resource, is currently preparing (on behalf of the Director of Finance & Resources) an update for CMT on all workstreams within RfR Tranche 1 including service redesigns. In addition, RfR Tranche 2 service redesigns including Finance and ICT are currently underway. Regular RfR updates to CMT will restart in late 2021.

CP17.CE.08	Review existing strategic partnership agreements and work with community planning partners to identify opportunities to share and connect resources	31-Mar-2022		70%	A single point of contact function for community groups and organisations, working with other Council services to streamline processes has been developed. Partnership Agreements were concluded with Active Communities and Paisley Community Trust.
CP17.CE.09	Develop our data and analytics function, working with partners to build a better picture of how to improve outcomes for local people, businesses and communities using an early intervention approach	31-Mar-2022		100%	The Data Analytics & Research Team has worked with a number of services using geographic information, population projections and economic data to improve the efficiency and accessibility of services. User workshops and resources were made available expanding capacity in Excel, data visualisation and survey design and use. Dashboards were developed to expand the use of Business Intelligence at an operational level.
CP17.FR.03	Continue to modernise our services, taking advantage of new technologies to deliver better, more accessible and more efficient services that meet customer needs - such as My Account	31-Mar-2022		85%	The digital team continue to develop new online services for customers, with more than 60 new services launched in the past 18 months. Significant demand was placed on the team during the height of the pandemic as they responded to new requirements for business grants, self-isolation support and national covid helpline which had an impact on the overall service design timescale. The final batch of service designs are now planned, and work will continue for the remainder of this financial year and it is expected that the majority of will be complete within the original timescale. The MyAccount platform is now used by 92% of households in Renfrewshire (79,000), compared to 69% at the start of the pandemic. Using our Advanced Automation capability, automation of routine processes continues to be deployed in CBS, with opportunities for automation being identified, evaluated and deployed where appropriate on an ongoing basis. Optimisation of the

					ERP functionality continues with opportunities for development being prioritised and progressed across CBS in conjunction, where appropriate, with wider service areas.
CP17.CS.06	Engage with proposed changes to education governance and local democracy, maximising opportunities for the organisation and communities	31-Mar-2022		100%	Children's Services have been involved in local, collaborative and national discussions throughout the session ensuring we are contributing fully to the national agenda. We are working collaboratively with the West Partnership to support continuous improvement in educational outcomes for all children and young people. Renfrewshire is leading on aspects of the West Partnership plan and has representatives across all other areas.
CP17.CE.10	Implement an action plan for the organisation, addressing any recommendations from the recent Best Value Audit	31-Dec-2018		100%	The Improvement Plan is reported to the Leadership Board annually. In the recently published Annual Audit Report, Audit Scotland confirmed that the Council continues to make good progress in terms of implementing the recommendations made through the Best Value Assurance Report.
CP17.FR.04	Roll-out the Performance Development and Review programme across the Council	31-Mar-2018		100%	Since the People, Performance and Talent (PPT) programme was approved by Members, HR&OD have been working with services to roll out the policy, designing bespoke training and supporting materials, ensuring managers have the right skills to carry out PPT effectively. Implementation of the policy is taking into consideration other on-going Council priorities and configuration of appropriate systems to record and report output data.
CP17.FR.05	Implement new leadership and management development programmes	31-Mar-2022		100%	Over 600 managers and leaders throughout the Council participated across the 'Leaders of the Future' and 'ASPIRE' programmes. These leadership programmes are now being replaced with our new Lead to Succeed programme, which offers 3 different options linked to Chartered Management Institute (CMI) accredited qualifications at Levels 2, 3 and 5. These programmes will

					support leaders of all levels across the Council by combining a range of leadership topics recommended by CMI with additional content that centres around supporting the Council's recovery to COVID-19 and ongoing transformational change. These programmes will be delivered in a blended format to offer maximum flexibility and, while all participants will complete the same learning experience, those who choose to go a step further and complete the related CMI assessments will be fully supported to achieve the accredited leadership qualification.
CP17.CE.11	Fully embed our staff "intrapreneurship" programme and recognising staff for success	31-Mar-2020		100%	Phase 1 and 2 of the programme have been fully implemented.
CP17.FR.06	Implement our workforce plan for Renfrewshire Council	31-Mar-2022		100%	The current Council Workforce Plan (2017-2020) is complete and was replaced by a new People Strategy in 2021. Significant progress has been made to deliver the Workforce Plans across the Council, with positive activity around communication and engagement, supporting career pathways including professional traineeships and qualifications, mentoring and coaching in support of succession planning and health and wellbeing initiatives aligned to national campaigns delivered in partnership with Occupational Health, Employee Assistance providers and third sector partners.

Council Plan Scorecard

Renfrewshire Council

PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only

Long Term Trends	
	Improving
	No Change
	Getting Worse

Short Term Trends	
	Improving
	No Change
	Getting Worse

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

PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		2020/21		Q1 2021/22		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	
CE.SDP21.Events1 Number of people participating in the events programme, digitally or in person				New indicator						200	75	Q1 events, Paisley Food and Drink Festival and Renfrew Gala day had 200 participation opportunities. In the food and drink festival workshops for pakora making and gin tasting

							experiences as well as cookery demonstrations and workshops on food sustainability and food poverty. Families were able to learn how to make low-cost nutritional family meals and received food donations through EBI Unites and Bridgewater Housing Association. Renfrew Gala day programming featured a series of Renfrew on Film screenings and a walking challenge for residents to explore areas of the town. This is a new indicator with an annual target of 300, and the baseline position for 2020 was 150.
CE.SDP21.Events4 Number of people viewing or attending the events programme	✅	➖	➖	New indicator	18,300	16,250	Two events took place in Q1 and were delivered digitally. Over 17,000 people tuned in to watch the wide-ranging Food and Drink festival programme, including live cookery demos, cooking and bake along family sessions, interactive cocktail making, crafts and live music. Renfrew Gala day was delivered online as a showcase to Renfrew and featured local businesses, groups, films and blogs on the history of the town. The British Pipeband Championships had to be cancelled due to ongoing COVID-19 restrictions,

									impacting on attendance/viewing numbers. This is a new indicator with an annual target of 65,000, reflecting the restrictions on large scale outdoor events in Q1 and 2.
CEX.OTSH.PI Opportunities to see or hear something (OTSH) positive about Paisley and Renfrewshire as part of Paisley is destination brand				New indicator for 20/21	160,185,805	240,000,000	19,200,000	30,000,000	Visitor and events PR and marketing continued to be restricted in the first quarter of the year, as Renfrewshire moved through ScotGov restriction levels. This meant the usual annual event marketing to support Paisley Food Festival was significantly reduced (digital event) and no national marketing took place to support the British Pipe Band Championships (cancelled). The 2021 spring/summer visitor campaign (regional and digital marketing) was replaced with a local campaign to promote outdoors attractions and spend local. Regional & national visitor marketing will re-start in line with the easing of COVID-19 restrictions on travel. The annual target was revised to 120m (year 1 destination marketing target), to reflect the impact of ScotGov restrictions on visitor and event marketing.

DHS.CP.RR01 Number of properties on Buildings at Risk Register				37	42	35	42	30	42	30	30	The Buildings at Risk Register, prepared and managed by Historic Environment Scotland, includes 30 Renfrewshire properties, a reduction of two since the start of 2020.
DHS.EMP.01 Number of new unemployed people being supported through Renfrewshire Council Employability Programme (INVEST)				937	1,000	1,143	1,000	924	1,100	226	275	The Employability Service has been delivering a reduced service due to the current working conditions, but numbers are increasing steadily. In addition to the numbers of people registering for the Invest Programme the team are also dealing with several hundred other young people for the Kickstart Programme which is not captured within this indicator as it stands. The majority of these young people are shorter term unemployed and do not require the full Invest support. Over 450 Kickstart places had been approved by the DWP for the Renfrewshire Council bid with 120 young people already started in post and no longer claiming benefits, and 110 currently in the process of being recruited for.
DHS.EMP.08 Number of new business start ups in Renfrewshire with Business Gateway support				296	300	298	300	86	310	80	80	The Start Up figures are improving on last year however the Business Team were still working on the COVID-19 grants for some of Quarter 1 and so

												were not full time on the BG start up work.
DHS.EMP.09 Renfrewshire Claimant Count (NOMIS)				3,710	Data only	4,015	Data only	7,285	Data only	5,985	Data only	Please note that this figure reflects the 'claimant count' for Renfrewshire at end of June 2021. Of this figure, claimants aged 18-24 years = 1,060 Claimants aged 50+ years = 1,565 This data is taken from NOMIS and describes the number of Renfrewshire residents in receipt of the main unemployment benefits. It doesn't include people who are not in employment but on other benefits or not in receipt of benefits so doesn't count all unemployed people in the area
DHS.WORKPOP Percentage of Renfrewshire population working age (16-64)				64.3%	Data only	64.2%	Data only	64.2%	Data only	Not measured for Quarters		Source: ONS Population estimates
DHS.SLAEDOC9 Town Vacancy Rate				11%	Data only	*	Data only	*	Data only	Not measured for Quarters		*Due to COVID-19 and the lockdown, the annual town centre audit was unable to be undertaken. The 2021 survey is currently underway and will therefore be ready for the financial year end update.

Local Outcome 02: Building strong, safe and resilient communities

PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		2020/21		Q1 2021/22		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	
CHS/CJ/CPO/02 % of NEW unpaid work orders/requirement complete by the required date				76%	72%	74%	72%	91%	72%	91%	75%	The service has adapted to ensure unpaid work activity is delivered in accordance with safe working guidelines. Workloads are prioritised and performance shows signs of recovery.
CHS/LGBF/01 Percentage of Looked After Children cared for in the community				92.3%	89.9%	95.2%	89.9%	93%	89.9%	93%	89.9%	Performance remains stable with almost all looked after children being cared for in a community setting. Residential settings are more suitable for a small number of children and young people based on their particular needs but the service will always seek to place a child in a family setting where appropriate.
CR.PP.06c Number of recorded attendances at Street Stuff activities				27,767	25,000	17,161	25,000	5,146	25,000	1,401	6250	Street Stuff returned to delivering activities in the community on a phased basis during Q1. Covid risk assessments were followed which hindered the number of people involved in activities at any one time, however activities were well received with young people suffering from digital fatigue. We were also able to

												deliver the Spring Break camp with activities during the day with the provision of a hot meal.
CR.PP.07 Number of incidents of anti-social behaviour reported to Renfrewshire Council Community Safety Service				1,711	1,800	1,667	1,800	1,662	1,800	315	420	The downward trend in reported incidents of ASB since 2012/13 continues. Whilst the 2020/21 total of 1662 represents only a very slight reduction in comparison to the preceding Financial Year total, notable reductions were identified within incidents of youths gathering and causing disorder, as well as reported incidents of fire raising. These were, however, off-set by notable increases in reported incidents of parking disputes and abandoned vehicle complaints, both of which are likely to have been influenced by the greater prevalence of home-working due to COVID-19 restrictions during the past year. With these restrictions due to ease in line with the ongoing national vaccination programme, and with the warmer summer months approaching, it is very likely that there will be a significant spike or increase in overall levels of reported ASB during the forthcoming two quarterly reporting periods.

CR.PP.32 Number of complaints regarding youth disorder				284	740	499	650	307	650	109	162	The Q1 total of 109 represents an increase in reported incidents of Youth Disorder in comparison to both the preceding quarterly period (Q4, 2020/21) and well as the corresponding Q1 reporting period of 2020/21. The main reason for this was the significant reduction in incidents during Q1 2020/21 as a result of lockdown measures in response to the Covid-19 crisis, which not only caused a reduction in reported incidents of youth disorder, but also the removal of frontline Council staff including Youth Team members in engaging with the public. In comparison, the most recent quarterly period has seen significantly more relaxed Covid protocols including a return to face-to-face interactions.
HPCHARTER08 Percentage of council dwellings that are energy efficient				99.8%	100.0%	98.4%	100.0%	Replaced by new indicator - see explanatory note		Not measured for Quarters		This indicator previously recorded the percentage of council dwellings that are energy efficient. It has been superseded by EESSH indicators which are returned to the Scottish Housing Regulator. At the end of 2020/21, 10,328 of the stock of 12,212 meet the EESSH2020 standard. There are 290 properties not in scope of EESSH as they are part of

												approved demolition programmes and currently void and we have reported 762 properties as exemptions from EESSH in terms of SHR guidance. With these exemptions and void properties removed, this equates to 92.5% of properties meeting the EESSH2020 standard at the end of 20/21. For 21/22 the target for this indicator is 95%.
HPCMT05 Average time from household presenting themselves as homeless to completion of duty (number of weeks)				23.97	23	23.27	24	25	23	25.73	26	Despite the challenges of providing accommodation during COVID-19 restrictions, this indicator only saw a marginal increase, and it is anticipated that performance will have continued to be better than the national average. It is likely that 2021/22 will present further challenges in meeting the needs of those who are homeless during the COVID-19 recovery, and the target is being reviewed.
HPSIP01 Affordable housing completions				127	127	195	413	250	200	Not measured for Quarters		The Local Housing Strategy sets out Renfrewshire's Housing Supply target for 1,000 new affordable homes over the five-year period 2016-2021. This target equates to an annual

												indicative target of 200 completions. However, it is not expected to see completions evenly distributed across the five-year period in practice and targets are set based on the programme. The affordable newbuild housing programme involves both Council and Housing Association developments across a range of sites in Renfrewshire. Despite the Pandemic, the Council along with the Housing Associations active in Renfrewshire and the Scottish Government have worked in partnership to continue to deliver affordable housing across Renfrewshire with completions above the target set.
SOA10.10a Private housing completions				783	500	612	500	751	500	Not measured for Quarters		Targets have been met largely by success at Dargavel Village in completing a range of homes.
CHP/CF/DD/01 Number of acute bed days lost to delayed discharges (inc AWI)				4,203	Data only	6,714	Data only	6,250	Data only	1,783	Data only	April 447 (330 code 9, 117 H&SC/family); May 660 (495 code 9, 165 HSC); June 676 (509 code 9, 167 HSC)
HSCP/AS/HC/02 Percentage of long term care clients receiving intensive				28%	30%	27%	30%	29%	30%	28%	30%	There has been a slight reduction (-1%) in the percentage of long term care clients receiving intensive home care (more than 10 hours per week). The service continues to

home care (National Target - 30%)												actively reviewing the needs of service users to ensure that the partnership meets their care requirements appropriately. This has resulted in changes to the level and nature of services that some individuals receive. Individuals may no longer being supported by the service for a variety of reasons including transferring to a Self Directed Support budget option or residential care. In addition, the Telecare Responder system is having a direct impact and is reducing the requirement for double handling via the use of updated moving /handling equipment and therefore we anticipate a legitimate reduction in the dependency on home care.
HSCP/CI/HCES/02 Percentage of adults supported at home who agree that they are supported to live as independently as possible				Bi-annual	Data only	67%	Data only	Bi-annual	Data only	Not measured for Quarters		The Health and Care Experience Survey is carried out on a bi-annual basis. The 2019/20 results for Renfrewshire which is based on completed surveys form 431 people show a decline in positive responses since the previous survey was undertaken during 2017/18 from 79% to 67% a decrease of 12 percentage points. Renfrewshire's satisfaction rate of 67% is close to the national figure of 70% for 2019/20. Renfrewshire Health and Social Care Partnership continues to work towards

											providing services that support individuals within the community to have positive experiences and outcomes.
SOA08.09o Percentage of adults who agree that Renfrewshire is a safe place to live.				84.6%	85%	Bi-annual	85%	75%	85%	Not measured for Quarters	This comes from the Renfrewshire Public Services Panel survey which was carried out in December 2020.
SOA09.1218a % of adults who agree with the statement "I am satisfied with my neighbourhood as a place to live".				83.5%	88%	Bi-annual	88%	82%	85%	Not measured for Quarters	This comes from the Renfrewshire Public Services Panel survey which was carried out in December 2020.

Local Outcome 03: Tackling inequality, ensuring opportunities for all

PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		2020/21		Q1 2021/22		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	
CHS/ATT/04 No. of opportunities for young people to achieve through accredited awards				899	1,130	*	1,130	*	1,130	*	1,130	*Due to the impact of the COVID-19 pandemic, this figure is not available.
CHS/ATT/10 Average complementary tariff score of pupils living in				509	Data only	527	Data only	*	Data only	Not measured for Quarters		*This data relates to academic years and therefore 20/21 data will be available in March 2022.

SIMD 30% most deprived areas												The 19/20 data on school leavers attainment show that this year's complementary tariff score is ahead of 2018/19 and represents an overall upward trajectory over 5 years. The trend data highlights steady improvement for school leavers living in the most deprived areas within each leavers cohort. Please note – as SQA exams were cancelled as a result of Covid-19, 2019/20 data should be treated with caution as it is not a direct comparator with previous years.
CHS/ATT/11 Average complementary tariff score of all school leavers in Renfrewshire				678	Data only	720	Data only	*	Data only	Not measured for Quarters		*This data relates to academic years and therefore 20/21 data will be available in March 2022. The average complementary tariff score increased considerably in 2019/20, representing an increasing 5 year trend in the attainment of school leavers. Please note – as SQA exams were cancelled as a result of Covid-19, 2019/20 data should be treated with caution as it is not a direct comparator with previous years.
CHS/EY/03 % of entitled 2 year olds accessing 1140 hours				New indicator				99%	Data only	99%	Data only	The Q1 figure relates to the position as of June 2021 and demonstrates the excellent

of early learning and childcare												progress locally to implement 1140 by August 2021. This has since increased to 100% - as of August 2021, all eligible 2 year old children are in receipt of this provision, in accordance with legislation.
CHS/YC/01 Number of young carers engaged with services				103	Data only	135	Data only	46	Data only	28	Data only	At the end of Q1, 28 young carers were engaged with services. Throughout Q1 involvement with lots of young carers ended, due to completion of outcomes.
CP.RLL.PL.01 Number of attendances at pools				477,558	Data only	482,039	Data only	33,096	Data only	22,301	Data only	After restrictions were lifted on 26 April, all gyms, leisure centres and swimming pools re-opened, including Renfrew Victory Baths which opened following a period of maintenance. Customers were asked to pre-book gym and swim sessions online.
CP.RLL.SL.01 Number of attendances at indoor sport and leisure facilities excluding pools				1,682,040	Data only	716,123	Data only	71,413	Data only	26,151	Data only	On the17 May, indoor fitness classes resumed with a total of 716 classes available during the Q1 period. 19 outdoor classes were still available in May with 668 attendees
CR.FM(S).01 % uptake of free school meals in primary and secondary schools				67.2%	75%	60%	75%	48.4%	75%	52.5%	75%	Although below target performance in the first quarter of 2021/22 at 52.5% was above the 2020/21 figure of 48.4%.

												Lockdown periods and transmission of COVID-19 in the pupil population impacted on the uptake of school meals. A new approach for gathering school meal uptake data is being developed in conjunction with Parent Pay.
HSCP/CI/HCES/08 Percentage of carers who feel supported to continue in their caring role.				Bi annual	Data only	33%	Data only	Bi annual	Data only	Not measured for Quarters		The figure, taken from the Health and Care Experience Survey carried out in GP surgeries, has declined in line with national figures. However, a large proportion of respondents gave a neutral response to this question (45% in Renfrewshire and 42% in Scotland), with 22% responding negatively in Renfrewshire (23% in Scotland), which is a 1% decrease on the 2017/18 survey. It should also be noted that 67% of Renfrewshire respondents stated that 'I have a good balance between caring and other things in my life' compared to 64% in Scotland. Local feedback from carers who are supported by the Carers Centre indicates they are happy with the support they receive, and we will continue to try to reach more carers so they are aware of and access support. The Renfrewshire Adult Carers' Strategy was approved by the IJB in March 2020. It was developed

											in consultation with carers and sets out several key priorities for the HSCP, including the identification of carers. Improved identification will ensure a greater number of carers receive the support they need to continue to care. The HSCP has worked with the Carers Centre to develop support during the COVID-19 pandemic, including: • Developing a triage system for carers who are providing personal care to access PPE. • Completing Adult Carer Support Plans remotely • Regular check-in calls to find out if support needs have changed • Moving training and one-to-one and group support online (Alzheimer and Dementia, Parent Carer, Male Carer, Mental Health Carer) • Providing COVID-19 specific training courses including: Autism Quarantine Anxiety, Energy Booster During COVID-19, and Helping Carers Cope During Lockdown
HSCP/HI/ADS/06 Reduce the estimated				*	Data only	*	Data only	*	Data only	Not measured for Quarters	*This indicator is produced as part of an ongoing 3-year study

prevalence of problem drug use amongst 15-64 year olds (percentage of total population age 15-64)											and no date for the next update has yet been published. The current value from 2015/16 is 2.36%. In order to tackle the issue of drug use in Renfrewshire, a number of initiatives have been put in place including: the Renfrewshire Alcohol and Drugs Commission that sought to improve the life chances of all residents; the Rights, Respect and Recovery: Alcohol and Drugs Treatment Strategy; Renfrewshire Health and Social Care Partnership commissioned in 2018 an independent whole systems review that looked at all aspects of service and care delivery, and work is now underway to design and implement the future fully integrated recovery focused treatment & care service model for Renfrewshire, with the establishment of a Recovery Hub being a key development in reducing the prevalence of drug use.

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

PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		2020/21		Q1 2021/22		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	
CR.PP.01 Air Quality - Annual average PM10 value across all continuous monitoring sites				13.75	18	14.3	18	10.2	18	Not measured for Quarters		Annual results for the reporting year 2021, based on 2020 data is below the target level.
CR.PP.01b Air quality - average nitrogen dioxide value of monitoring sites, within AQMA(s) exceeding limits				40.8	43	41.1	42	<40	41	Not measured for Quarters		Annual result for the reporting year 2021, based on 2020 data demonstrated there were no monitoring locations within AQMA where the statutory objective limit of 40ug/m3 was exceeded
CR.SSL.01a Street Cleanliness Score - % of areas assessed as clean				91.9%	90%	94.5%	90%	93.6%	92%	*	92%	*No surveys took place during Quarter 1 2021/22. The cleanliness score is based on 3 sample surveys carried out throughout the year by both the Council and Keep Scotland Beautiful (KSB). This score represents the percentage of areas assessed as acceptably clean (categories A and B) using KSB's Local Environmental Audit and Management System (LEAMS) methodology.
SOA13CR.08 % of the vehicle fleet which uses				9.8%	9%	18.2%	21%	23.7%	23%	25.9%	25%	The percentage of the vehicle fleet which uses alternative fuel

alternative fuels, such as electricity												such as electricity was 25.9% at the end of quarter 1 2021/22. This is up from 23.7% in 2020/21. This figure is based on a total of 119 electric vehicles.
SOA13CR.09 Amount of CO^2 emitted by the public vehicle fleet				3,836	2,840	3,427	2,730	2,992	3,250	Not measured for Quarters		The amount of CO2 emitted by the public vehicle fleet has reduced from 3,427 in 2019/20 to 2,992 in 2020/21 below the target of 3,250.
SOA13CR.12 Reduce the amount of CO^2 emitted from public space lighting.				1,679	3,000	1,493	1,750	1,368	1,700	Not measured for Quarters		There has been a slight reduction in CO2 emissions from public space lighting due to a small number of the remaining 'conventional' lanterns transferring to LED. This figure shows an improvement in 2020/21 compared to the previous year. There was a 9% reduction inCO2 between 2019/20 and 2020/21. Any future improvements will level out as the LED programme is substantially complete.

Local Outcome 05: Working together to improve outcomes

PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		2020/21		Q1 2021/22		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	
CMTABS01d Councilwide - Average number of work days lost through sickness absence per employee				11.58	8.96	12.63	9.9	10.7	9.9	2.91	2.6	The Council has recorded an overall absence rate of 2.91 days lost per FTE employee, which is 0.31 days above the council target of 2.60 days, but if covid absences are removed, this equates to 2.78 days lost per FTE which is 0.18 days above the council target. Overall, Psychological (non-work related), Musculoskeletal and Joint Disorders remain the top two reasons. Stomach / Bowel /Blood and Metabolic Disorders replaces Respiratory as the third top presenting issue compared to the corresponding quarter in the previous year.
CW.SPSO.02d Number of complaints closed at Frontline Resolution as a percentage of all complaints				90%	95%	87.8%	95%	84.95%	85%	87.9%	85%	During Qtr 1 - a total of 2,639 complaints were closed. 2,321 complaints closed were Frontline Resolution complaints.
CWFOI01 Percentage of FOI requests completed within timescale				93.15%	90%	94.5%	90%	95%	90%	94.88%	90%	A total of 247 FOIs were received for Q1, with 254 being due during this period. 13 were late meaning 95% were responded to on time.
FCSCSU03 Percentage of calls answered by				61%	70%	64%	70%	67%	70%	59%	70%	In Q1 customer calls increased following on from some lifting of

the Customer Service Unit within target (40 seconds)												restrictions and an expectation of returning services, as well as the annual council tax billing period.
FCSKPI001 Percentage of Council Tax due in the year, collected by the end of the year (cumulative position to date)				96.02%	96%	96.02%	96%	95.03%	96%	32.84%	32.76%	Council Tax collection at the end of Quarter 1 2021/22 is up by 1.13% on the same point in 2020/21, and by 0.12% on the 2019/20 position.
HPCHARTER13 Percentage of reactive repairs carried out in the last year completed right first time				88.1%	93.0%	82.6%	93.0%	85.1%	93.0%	Not measured for Quarters		From the total number of reactive repairs completed (14150) a total of 12,037 repairs were completed right first time during the reporting year.
HPCHARTER31 Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.				5.76%	5.70%	5.70%	5.70%	6.42%	8.00%	6.94%	8.00%	Although rent arrears have increased over the course of the current pandemic. The increases have been marginal. This figure remains better than the Scottish average.
PT.DS.PPF.CMT.06 Application Approval Rate				97.7%	Data only	97.3%	Data only	96.9%	Data only	*	Data only	*This indicator is verified by the Scottish Government bi-annually and Q1 data is not yet available.
PT.DS.PPF.CMT01 Average Time for processing Planning Applications (Householder)				6.9	8	6.1	8	6.9	8	*	8	*This indicator is verified by the Scottish Government bi-annually and Q1 data is not yet available.

Renfrewshire Council

To: Leadership Board

On: 1 December 2021

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, and has been critical to the local response to the COVID pandemic. 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 Prior to the pandemic and in support of specific work being undertaken locally, a Strategic Partnership Agreement was agreed with Active Communities, and approved by Leadership Board in February 2020. Elected members will be aware that Active Communities have received funding from the Community Empowerment Fund, Town Centre Regeneration funding and Regeneration Capital Grant Funding to support the development of a new community led health and wellbeing hub in Johnstone.

1.3 The Strategic Partnership Agreement now requires to be updated to reflect progress made to date as well as new and emerging areas of work.

1.4 The updated 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.

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2. Recommendations

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

2.2 It is recommended that members delegate authority to the Head of Policy and Commissioning to review and update the Strategic Partnership Agreement as required, in consultation with the Council Leader.

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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. Close partnership working across local communities was critical to the response to the pandemic and continues to be so as we move forward beyond related restrictions and respond to the impact of the restrictions.

3.3 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.

3.4 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.

3.5 Section 4 of this report provides an overview of the Strategic Partnership Agreement in relation to Active Communities which has recently been reviewed in light of recent developments and the pandemic itself.

4 Strategic Partnership Agreement – Active Communities

4.1 Within the Strategic Partnership Agreement there are several 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 Regeneration Capital Grant Funding.

- **Social Renewal and tackling poverty and inequality**

  It is recognised that Active Communities and Renfrewshire Council both have a key shared priority around social renewal and tackling poverty and inequalities, and there are a number of emerging areas where ongoing partnership working would be beneficial. Partnership projects currently underway in this area include:
  - Johnstone Community Pantry
  - Hearty Lives Community Health Peer Education Project
  - Empowering Parents Empowering Communities
  - Equally Safe

- **Economic Development**

  Active Communities will work with Economic Development to host Start up Street Johnstone, providing space in our newly refurbished business units. Business support provided will add value, benefit, and offer sustainability to new and early-stages businesses. Active Communities will have a mutually supportive approach and jointly look at funding and resources to build in additional mentoring, training, therapy and support. There will be an opportunity for the businesses to access to additional facilities on site and a platform for practical work experience.

4.2 As outlined above, the initial partnership agreement was developed in February 2020 and has been reviewed in light of recent progress. It is proposed that going forward, any proposed minor amendments to the Strategic Partnership Agreements are reviewed and agreed by the Head of Policy and Commissioning in consultation with the Council Leader.

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*

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 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.

This Partnership Agreement is reviewed on a regular basis, with the most recent update undertaken in November 2021.

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 the key priorities for partnership working which have been identified by Active Communities and Renfrewshire Council. In particular these relate to the ongoing work to complete the health, wellbeing and enterprise hub on the site of the former Johnstone Police station, and also in relation to proposed work around community resilience linked to Renfrewshire's Social Renewal Plan.

Appendix 1 highlights planned engagement and joint working in relation to the development of the health, wellbeing and enterprise 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 work with local communities and partners to reduce health and social inequalities
3. To use sport and physical activity as a vehicle to teach valuable life skills and social skills
4. To Champion the use of a community led approach and influence our partners to use this successful approach
5. To build the capacity of local communities to ensure activities are sustainable
6. To support, motivate and enable our staff and volunteers to reach their full potential
7. To harness the energy and commitment of partner agencies to work with us
8. 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
1: Develop a community led health, wellbeing and enterprise hub in Johnstone • Addressing health and social 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, office space and business start up support • Increasing social capital and reducing isolation • Developing a stronger more sustainable organisation	The Council's priorities are set out in two key plans highlighted below. In addition, significant work has been undertaken with partners to develop the local response to COVID. Key priorities have been identified and are being progressed through a Social Renewal Plan and an Economic Recovery Plan, which are closely interlinked Council Plan **Building strong, safe and resilient communities** • Empowering communities • Supporting vulnerable people • Delivering community based services **Tackling Inequality, ensuring opportunities for all** • Addressing health inequalities • Improving mental health and wellbeing • Promoting active lifestyles Community Plan
2. Hearty Lives Youth Hub • Providing youth work and a youth space	**Our Renfrewshire is well: supporting the wellness and resilience of our citizens and communities** • Enabling communities to have their voice heard, and influence the places and services that affect them

• 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 and a pathway to further education or employment	• 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 Our Renfrewshire is fair: addressing the inequalities that limit life chances • 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
3. Establishment of a Johnstone Community food Pantry • Develop a model of community food provision which promotes dignity and resilience • Provide volunteering and training opportunities linked to the pantry, the community kitchen and the community garden. • Providing opportunities for people to be more involved in their local community • Providing opportunities to achieve new skills, awards and qualifications and a pathway to further education or employment	Social Renewal Plan sets out the high-level actions that need to be taken forward by all partners as we move forward from the pandemic and support recovery across Renfrewshire's communities, with a joint partnership focus on **tackling inequality and improving wellbeing.** • Addressing Income, Poverty and financial security

4. Development of volunteering and training opportunities • Deliver the EPEC course to local parents in the community • Providing opportunities for people to be more involved in their local community • Providing opportunities to achieve new skills, awards and qualifications and a pathway to further education or employment	• Community Mental Health and Wellbeing Strategy. EPEC sits under priority 2 of the strategy which is: Support your **relationships** to make them stronger and safer, protect your wellbeing, and build 'belonging' Priority 2.1 **Support your family relationships:** impact positive MHWB of children and young people by investing in parenting supports that include peer led courses and interventions. • The strategy sits under the Children's Services Partnership Plan which sits under the Council Plan and cuts across a number of strategic priorities in both. • Where the Council Plan and strategic priorities: **Priority 2** - Building strong, safe and resilient communities; and **Priority 3** - Tackling inequality, ensuring opportunities for all
5. MVP Through involvement in the Young and Equally Safe in Renfrewshire Project led by Youth Services in partnership with Children's Services we will work to build on the good practice and skills base in Renfrewshire over the past 7-years of MVP delivery in secondary schools. • 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	• Children and Young People Community Health and Wellbeing Strategy. MVP sits under priority 2 of the strategy which is: Support your **relationships** to make them stronger and safer, protect your wellbeing, and build 'belonging' Priority 2.2. **Support your peer relationships:** The importance of relationships from peers for children and young people will be further recognised and supported • Council Plan and strategic priorities: **Priority 2** - Building strong, safe and resilient communities; and **Priority 3** - Tackling inequality, ensuring opportunities for all

- Providing opportunities to achieve new skills, awards and qualifications and a pathway to further education or employment

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

FLEXIBILITY	Working together flexibly, recognising that we may need to adapt plans in these rapidly changing times due to COVID-19

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 the Strategic Partnerships and Inequalities Manager.

The Lead Officers will meet on an agreed 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 01 December 2021 to 31 November 2022.

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:

Janis McDonald _____

(Chair)

For and on behalf of Active Communities:

Susan McDonald _____

(CEO)

For and on behalf of Active Communities:

Councilor Iain Nicholson _____

(Leader – Renfrewshire Council)

8 APPENDIX A – ACTION PLAN

Notes of Agreement:

There are three 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 Regeneration Capital Grant Funding.

- Social Renewal and tackling poverty and inequality

  It is recognised that Active Communities and Renfrewshire Council both have a key shared priority around social renewal and tackling poverty and inequalities, and there are a number of emerging areas where ongoing partnership working would be beneficial. Partnership projects currently underway in this area include:
  - Johnstone Community Pantry
  - Hearty Lives Community Health Peer Education Project
  - Empowering Parents Empowering Communities
  - Equally Safe

  Active Communities have engaged with development work in relation to the further development of the neighbourhood hub model in Renfrewshire, and this work will continue during 2022.

- Economic Development

  Active Communities will work with Economic Development to host Start up Street Johnstone, providing space in our newly refurbished business units. Business support provided will add value, benefit, and offer sustainability to new and early stage businesses. Active Communities will have a mutually supportive approach and jointly look at funding and resources to build in additional mentoring, training, therapy & support. There will be an opportunity for the Business's to access to additional facilities on site and a platform for practical work experience.

  Economic Development and Active Communities will work in partnership on the joint development of the Start-Up Street business units and the ongoing support of the businesses that are within it. Our commitment will be to the businesses to support them to grow, develop and sustain by providing ongoing business advice and access to further support from Economic Development. Joint agreement will be reached between Economic Development and Active Communities on the choice of tenant as a rent subsidy will only be applicable if the tenant is deemed by Economic Development as an appropriate business with potential. There will be an ongoing relationship with Active Communities to use the centre as a base for services delivered by Economic Development, however, contracts for this will be negotiated as and when required.

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 continue to explore opportunities to work with key local partners such as Renfrewshire Health and Social Care Partnership and Renfrewshire Leisure Limited. There is now a memorandum of understanding in place between Active Communities and the Health and Social Care Partnership along with a number of other third sector partners.

Renfrewshire Council

To: **Leadership Board**

On: **1 December 2021**

Report by: **Chief Executive and Director of Finance and Resources**

Heading: **Levelling Up Fund Announcement**

1. Summary

1.1 Renfrewshire Council is delivering an ambitious regeneration agenda, focused on creating the infrastructure and business environment that will generate economic growth, jobs and ensure that the area is a fairer, more inclusive place where all our people, communities and businesses thrive.

1.2 This report is to update the Board on the success of the bid to the UK Governments Levelling Up Fund which will be used to deliver the AMIDS South project.

2. Recommendations

2.1 The Leadership Board is asked to:

i) Note the successful funding award of £38.7M from the Levelling Up Fund for the AMIDS South Project, representing 90% of the total project costs and the scope as outlined in this report.

3. Levelling Up Fund Round One

3.1 The Leadership Board on 16 June 2021 approved the submission of a Transport bid to the UK Government's Levelling Up Fund to finance the AMIDS South Project, including the requirement to provide a local authority contribution.

3.2 The Levelling Up Fund is a competitive fund established by the UK Government, with funding distributed to places across the UK on the basis of successful project selection.

3.3 Mr Gavin Newlands, MP provided his priority support to the AMIDS South bid, which falls within his constituency boundary and we received letters of support from a number of other sources including local businesses, Scottish Enterprise, West College Scotland and transport bodies including SPT and Glasgow Airport demonstrating the positive local response and enthusiasm for the proposal.

3.4 The Council has now been notified of the success of this bid, resulting in an award of £38.7million from the UK Government Levelling Up Fund which represents 90% of the total project cost. The 10% match funding contribution of up to £4.3M will be funded from Prudential borrowing supplemented from other funding sources where possible and this will be built into future long-term financial planning to ensure the financial commitment arising from the prudential borrowing is appropriately planned for and accommodated.

3.5 This award represents the third highest award of all the UK-wide projects and the highest award made in Scotland in the first round of the fund confirmed by the Chancellor during his UK budget announcement on Wednesday 27 October.

4. AMIDS South Project

4.1 The AMIDS South project will provide a 1.7km 'gateway route' along the White Cart river with a network of road, cycling and walking links from the town centre train station and bus interchange to Glasgow Airport, AMIDS and onto Inchinnan. The project includes landscaping as well as a new bridge crossing around Paisley Harbour for pedestrians, cyclists and road traffic. AMIDS South is a high-impact local transport scheme which will reduce carbon emissions, improve air quality, cut congestion, support economic growth and improve the experience of transport users.

4.2 Economic analysis demonstrates the project could bolster the local economy by an additional £136 million, cut carbon emissions by 21,700 tonnes and help existing and new companies to grow creating new job opportunities for years to come.

4.3 An new east-west road linking Renfrew Road to the new Gateway route is also included and will increase connectivity to and from the new manufacturing district and improve accessibility to the proposed new Paisley Grammar community campus, West College Scotland and the Gallowhill area. An extension to the new Renfrew – Paisley active travel route into the Gallowhill catchment area will provide a new safe active travel route to the education facilities. The funding also enables improved walking and cycling on Greenock Road between Inchinnan Business Park and AMIDS, which is now being procured.

4.4 Inclusion of traffic calming works on Love Street will improve the environment for local residents and pedestrians with this residential area benefiting from a reduction in traffic flow due to the new routes.

5. Levelling Up Fund Future Rounds

5.1 The Levelling Up Fund is a competitive fund established by the UK Government, with funding distributed to places across the UK on the basis of successful project selection. The Fund has aside at least £800 million across Scotland, Wales and Northern Ireland over four years from 2021-2022 to 2024-2025.

5.2 A local authority can bid under one of three themes; up to £20m per each MP constituency within the area plus one transport bid which may be up to £50m. Renfrewshire Council can therefore bid three times to the fund.

5.3 The successful AMIDS South proposal is a bid under the Transport theme therefore the Council still have the opportunity for two remaining bids of £20M, one per constituency in future rounds.

5.4 Officers are currently considering and collating potential future LUF bids that could form the basis of future submissions in each of Renfrewshire Council's two Westminster constituencies and will discuss options with relevant stakeholders as part of this project development.

5.5 Timing of the next call for bids has not yet been confirmed but it is expected to be around March 2022.

Implications of the Report

1. **Financial** – The Levelling Up Fund will provide £38.7M funding for this project. The Council intend to fund the required 10% match funding contribution of up to £4.3M from Prudential borrowing supplemented from other funding sources where possible. This will be built into future long-term financial planning to ensure the financial commitment arising from the prudential borrowing is appropriately planned for and accommodated.

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

3. **Community/Council Planning**

   - *Our Renfrewshire is thriving* – The AMIDS South project will link our communities. The projects align with and aid the outcomes of the Renfrewshire Economic Strategy 2020 -2030 and the Renfrewshire Economic Recovery Plan

   - *Our Renfrewshire is well* - The new safer walking and cycling infrastructure will help encourage active travel by children and young people, as well as adults.

- *Reshaping our place, our economy and our future* – AMIDS South will link to AMIDS and other investment in active travel infrastructure and education and will provide connectivity and access to new and existing jobs for people in our communities. During the project construction period new jobs will be created.

- *Tackling inequality, ensuring opportunities for all* – the AMIDS South project links our less advantaged communities with education and job opportunities and provides healthy transport options

- *Creating a sustainable Renfrewshire for all to enjoy* - The completed infrastructure will include segregated provision for walking and cycling, it will also enable improved public transport links. AMIDS incorporates an overarching sustainable transport plan which through the LDP will be managed as sustainable linked communities.

- *Working together to improve outcomes* - Officers are working closely with local communities, neighbouring councils, private sector organisations, Scottish Government, Scottish Enterprise and other partners to ensure the maximisation of positive outcomes from the programme of projects noted within this report.

4. **Legal** – None.

5. **Property/Assets** – some land acquisition will be required to deliver aspects of the AMIDS South project although much is already owned by Renfrewshire Council or in the current public road network.

6. **Information Technology** – None.

7. **Equality & Human Rights**

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

8. **Health & Safety** – None.

9. **Procurement** – all contract requirements will be procured in accordance with legal and governance requirements.

10. **Risk** – Project specific and Programme level risk registers will be kept under regular review and reported to the Council's internal City Deal and Infrastructure Programme Board.

11. **Privacy Impact** – None.

12. **COSLA Policy Position** – Not applicable.

13. **Climate Risk** – the project will provide sustainable active travel routes and encourage sustainable neighbourhoods and transport links including provision of blue green infrastructure.

List of Background Papers

None.

BW
November 2021

***Author**: Barbara Walker, Programme Director (City Deal and Infrastructure); Tel: 07727 377 977; Email Barbara.walker@renfrewshire.gov.uk*

Renfrewshire Council

To: **Leadership Board**

On: **1 December 2021**

Report by: **Chief Executive**

Heading: **The Making of Ferguslie - framework report and place plan**

1. Summary

1.1 The purpose of this report is to inform the Leadership Board of the completion of the 'Making of Ferguslie Park' and the preparation of a plan, prepared in partnership with the local community, that guides a future place vision for the neighbourhood.

1.2 A copy of the report and plan can be viewed on the Renfrewshire Council webpage at https://www.renfrewshire.gov.uk/themakingof.

2. Recommendations

2.1 It is recommended that the Board:

(i) Approve 'The Making of Ferguslie' framework report and place plan.

(ii) Authorise the Head of Economy and Development to support the local community within Ferguslie Park to realise the aspirations within the framework, including those early interventions for action set out in Section 6.2.

(iii) Note that progress on delivery of the framework will be reported to the Board as appropriate.

3. Background

3.1 The Communities, Housing and Planning Board of 30 October 2018 approved the preparation of a development framework for Ferguslie Park, supporting wider housing investment within the area.

3.2 "The Making of Ferguslie Park" commenced as a project, in partnership with the local community and stakeholders, through a series of consultation workshops and events in early 2020. The ideas coming from forward were tested further through a second phase of consultation over 2021, comprising of online engagement, a bespoke website and leaflet distributed within the neighbourhood in response to pandemic restrictions.

3.3 The vision for Ferguslie that has emerged reflects the concept of Local Place Plans identified within the Planning (Scotland) Act 2019 by supporting the local community to actively participate and lead in the design and development of their local area. The report being presented to the Board will therefore act as the Local Place Plan for Ferguslie Park.

3.4 The Making of Ferguslie is a high-level framework which captures the aspirations of local people and their priorities while being flexible in response to changing circumstances, funding opportunities and available support. It sets a long-term vision for the area with a range of actions to reimagine underused land, enhance greenspaces, encourage creativity and support existing community initiatives. It is a guide for collaborative action by local residents, community groups and stakeholders, supported by the Council and Community Planning Partners, to deliver their aspirations for Ferguslie Park over the next five to ten years.

4. The Making of Ferguslie Park

4.1 The plan sets out a vision for Ferguslie Park as a "20-minute neighbourhood" – well connected with a variety of local greenspaces, facilities and activities which support a healthy and sustainable place. Five key principles underpin the vision:-

- Improving Connectivity – enhancing Ferguslie Park as a walkable neighbourhood with good links to Paisley and wider Renfrewshire;

- Enhancing the Environment – reimagining vacant and underused land and promoting quality in new buildings and land uses;

- Cultivating a 'Park' Identity - by transforming greenspaces and developing projects to further improve existing spaces for activities and play;

- Supporting Community Empowerment – supporting the wide range of existing groups and activities which already exist within the neighbourhood, and developing projects to progress new activities which reflect the aspirations of the local community;

- Embracing Cultures, Heritage and Social Values – prioritising Ferguslie's culture, heritage and social values to inform its transformation.

4.2 The principles are supported by twelve projects ideas which help to deliver the vision. These range from 'early win' projects to longer term aspirations. The projects include:-

- A Productive Environment – Transforming pockets of underused land for a range of uses such as community growing, wildflower meadows and woods which support new skills and social opportunities while enhancing natural green spaces;

- Play and Learning – Developing opportunities for a variety of children's outdoor play across the neighbourhood, complementing community led initiatives already being delivered such as those to improve Glencoats Park;

- Community Routes – Developing opportunities to create or enhance attractive and safe routes for walking and cycling, supporting the future for Ferguslie Park as a '20-minute neighbourhood';

- Start Up Project Support – Investigating opportunities to develop a funding and training programme, supporting community capacity and the development of existing initiatives or creation of new projects. This would complement the significant level of community led activity already within the neighbourhood;

- Creative Learning – Investigating the potential for artists to encourage creativity within the community through development of outdoor spaces within the neighbourhood, or the use of vacant properties within the area as a social and educational opportunity.

5. Funding

5.1 Opportunities for delivery of the plan have been informed by a review of major Scottish and UK Government capital funding programmes. These were reported to the Board on 16 June 2021 and include the Place Based Investment Programme, Regeneration Capital Grant Fund and Vacant and Derelict Land Investment Programme.

5.2 Significant funding streams are also likely to be available in respect of active travel interventions supported by Sustrans, with smaller scale opportunities investigated to support development of project ideas where appropriate.

5.3 An indicative budget of £100,000 to support initial delivery of outcomes from the development framework was included within the Council's 2021/22 Place Based Investment Fund allocation, approved by the Leadership Board on 15 September 2021. It is anticipated that further allocations will be drawn down from PBIF to support delivery of the plan over the coming years.

6. Approach and Next Steps

6.1 The Making Of Ferguslie provides a framework for partnership initiatives which support community led delivery of actions and vision for the neighbourhood. The Council and partners will work jointly with the local community to explore mechanisms and external resources which support delivery of the plan, such as the funding streams set out in section 5.

6.2 The opportunity exists to work with the local community to progress moves within the plan as 'early wins'. These are initial actions which would demonstrate commitment to the plan, generate confidence and act as a catalyst for wider delivery. These could include:-

(i) ***Development of the 'Hi-Line'.*** This is the key placemaking intervention within the framework and the central spine for the neighbourhood. It would provide a key active travel route through the heart of the neighbourhood and a high-quality public space which would have immediate impact in creating a sense of place and a focus for community activity.

(ii) ***Develop Proposals for Reimagining of Vacant and Underused Land.*** There are significant areas of vacant or underused land within the neighbourhood, a number of which are unlikely to be redeveloped as a result of site constraints. Their reuse around the concept of 'productive environment' – managing for biodiversity/climate, woodland, leisure, community growing and sustainable urban drainage – would provide for transformational physical change within the neighbourhood.

(iii) ***Developing Community Projects.*** Through consultation the local community highlighted those projects that were key priorities for early delivery, building on existing locally led initiatives. The Council and partners will support the community in the development of these initiatives, which include Play and Learning, Community Routes and Community Assets.

6.3 These actions would deliver community priorities at an early stage and may provide the basis for preparation of bids to the major capital funding programmes identified in section 5 above, presenting the opportunity to deliver the plan at scale.

7 Progress and Reporting

7.1 Progress on delivery of the framework will be reported to the Board on a rolling basis and future projects brought forward for the Board's consideration.

Implications of the Report

1. **Financial** – None.

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

3. **Community Planning –**

Creating a sustainable Renfrewshire for all to enjoy – The plan supports the empowerment of local communities to become more involved in shaping their places.

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. 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 –** The plan will encourage sustainable neighbourhoods, sustainable links and enhancements to green space.

Appendix 1

(a) The Making of Ferguslie (https://www.renfrewshire.gov.uk/themakingof)

List of Background Papers

(a) Housing Investment Strategy for the Tannahill Area, Ferguslie Park. Communities, Housing and Planning Policy Board, 30 October 2018.

(b) Tannahill Area, Ferguslie Park – Update. Communities, Housing and Planning Policy Board, 27 October 2020.

(c) Tannahill Area, Ferguslie Park – Housing Regeneration Update. Communities, Housing and Planning Policy Board, 18 May 2021.

(d) Regeneration Funding Bids Update – Priority Themes. Leadership Board, 16 June 2021.

(e) Place Based Investment Fund 2021/22. Leadership Board. 15 September 2021.

Author: *Stuart McMillan, Regeneration and Place Manager*
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Renfrewshire Council

To: Leadership Board

On: 1 December 2021

Report by: Chief Executive

Heading: Renfrewshire Integration Joint Board – Development of Strategic Plan

1. Summary

1.1 This paper provides a summary of work being undertaken by Renfrewshire Health and Social Care Partnership, to develop a new Strategic Plan on behalf of Renfrewshire Integration Joint Board.

1.2 Under the Public Bodies (Joint Working) (Scotland) Act 2014, integration bodies are required to review and produce a new Strategic Plan every 3 years, and this should involve a statutory consultation process.

1.3 In Renfrewshire the current three year plan comes to an end in March 2022, and work has now commenced to develop the new Strategic Plan in consultation with key stakeholders. A public consultation exercise will run from 1 December 2021 to 31 January 2022.

1.4 A Council response to the consultation will be prepared for consideration by the Leadership Board in February 2022. It is anticipated that the final Strategic Plan will be submitted to the Renfrewshire Integration Joint Board in March 2022 for publication thereafter.

2. Recommendations

2.1 It is recommended that members note:

- the development of a draft Strategic Plan for Renfrewshire Integration Joint Board and the associated consultation process which has commenced; and
- that a Council response to the Strategic Plan consultation will be prepared and submitted to the Leadership Board for approval in February 2022.

---

3. Background

3.1 The Public Bodies (Joint Working) (Scotland) Act 2014 requires Health Boards and local authorities to integrate a range of prescribed adult health and social care services, and in Renfrewshire the model of integration is delivered by delegating services to Renfrewshire Integration Joint Board.

3.2 The Act requires Renfrewshire Integration Joint Board to produce a Strategic Plan which sets out how health and social care functions delegated to it will be planned and delivered over a 3 year period. The current Strategic Plan was approved in 2019 and covers the period 1 April 2019 to 31 March 2022.

3.3 The legislation requires that the Strategic Plan must be reviewed every 3 years and be subject to a statutory consultation process. Officers within the Renfrewshire Health and Social Care Partnership are currently developing the new plan, in order that this can be finalised prior to April 2022.

4. Developing the new Strategic Plan

4.1 Renfrewshire HSCP have been working with local partners and representative groups to develop the plan in recent months. A key consultation mechanism in the early stages of its development has been the Strategic Planning Group, which has supported the development of the broad framework for the plan. Officers within the Council have also been asked to contribute informally to this process.

4.2 A draft plan was considered by the Renfrewshire Integration Joint Board on 19 November and approved for consultation. This will now be subject to a prescribed 12 week period of consultation. The Public Bodies (Joint Working) (Scotland) Act 2014 also sets out those bodies and organisations which must be involved in the consultation exercise.

4.3 The Chief Officer of Renfrewshire Health and Social Care Partnership has written to the Council's Chief Executive seeking the view of the Council on the draft Strategic Plan (attached as Appendix 1) and the Council's response will

now be prepared for consideration by the Leadership Board in February 2022 in consultation with elected members and services.

4.4 The public consultation will run from 1 December 2021 to 31 January 2022, and it is intended that the final Strategic Plan will be presented to the Renfrewshire Integration Joint Board for approval in March 2022.

4.5 On 1 December 2021, the IJB will launch a website for the draft Strategic Plan at https://www.renfrewshire.hscp.scot/strategicplanconsultation. This will offer the draft Plan in a range of formats to ensure the consultation exercise is as accessible and inclusive as possible.

Implications of the Report

1. **Financial –** none

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

3. **Community Planning –** The Strategic Plan will be developed in partnership and will reflect the IJB's role within the context of Community Planning. It will set out how health and social care will be delivered jointly within Renfrewshire to improve outcomes for local communities.

4. **Legal** - This paper sets out the approach to meeting the statutory strategic planning requirements set out in the Public Bodies (Joint Working) (Scotland) Act 2014.

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 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*

Renfrewshire
Health & Social Care
Partnership

Shaping our future

Strategic Plan 2022-25
Consultation draft

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Foreword

An introduction from our Chief Officer and the Chair of Renfrewshire IJB

This is Renfrewshire Health and Social Care Partnership's (HSCP) third Strategic Plan since it was established in 2016.

We have made good progress towards delivering on the priorities agreed in our most recent Plan, which covered 2019-2022. In that period, our Plan considered each individual Care Group in detail and identified priority areas which the HSCP would strive to deliver upon, alongside our partners.

However, for over half the duration of our previous Plan, the HSCP and wider society have been responding to the COVID-19 pandemic.

The pandemic has had a significant impact on everyone's lives and in many areas, we have worked flexibly to refocus our priorities to adapt to the needs of the rapidly changing environment.

This Plan looks to continue to progress those priorities which have increased in importance in the last 24 months.

John Matthews MBE
Chair, Renfrewshire
Integration Joint Board

Christine Laverty
Interim Chief Officer,
Renfrewshire HSCP

The following sections provide further information on how we have developed this Plan, and the context in which we have engaged with a range of people, groups and organisations to develop a set of agreed priorities.

We have taken a different approach to identifying our objectives, focusing on a range of themes which underpin how we deliver services, rather than looking at individual service areas themselves. We have also sought to place equalities and lived and living experience at the heart of our Plan.

This Plan is a plan for the health and social care system in Renfrewshire, not just the Partnership. Its wider context remains challenging with the potential for significant future change in how social care services are delivered across Scotland. We also continue to deliver COVID-specific services which were unanticipated only a short time ago.

We would like to thank everyone involved in developing this plan. Renfrewshire is a people organisation, providing support for people, by people. We are immensely lucky to have such dedicated staff who more than ever, through the pandemic, have shown their commitment to the people of Renfrewshire they care for and support.

Only by continuing to work together can we realise our vision:

Our vision is for Renfrewshire to be a caring place where people are treated as individuals and are supported to live well.

Introduction

Overview of our Services

Overview of the HSCP's Services

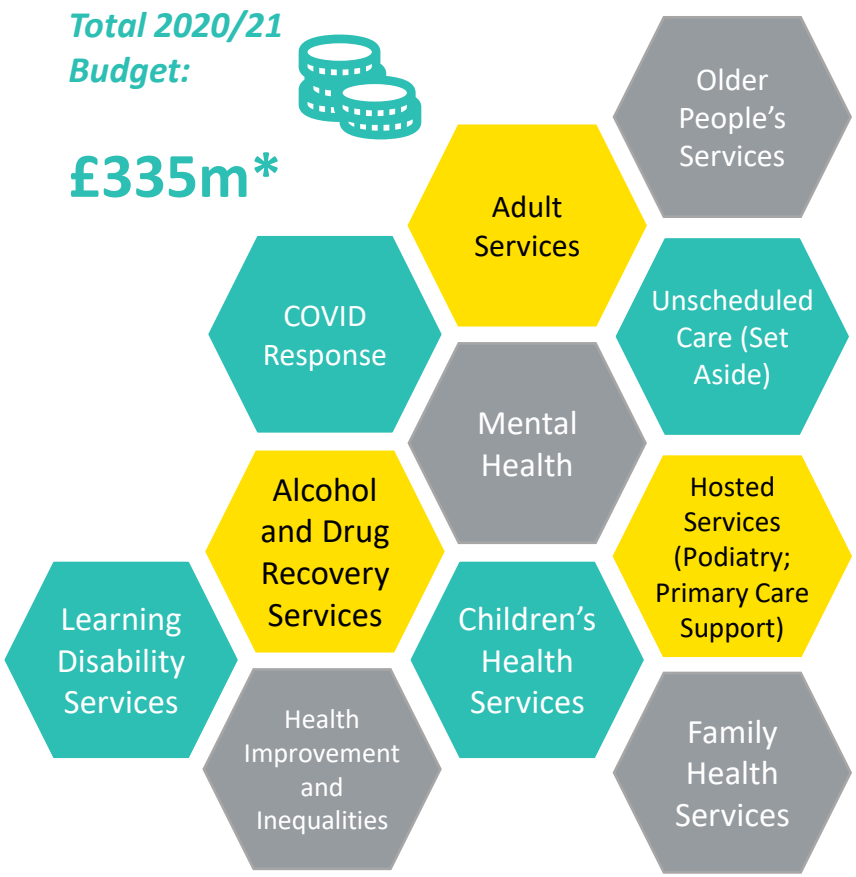
Our Strategic Plan covers the breadth of services integrated within Renfrewshire, as agreed by NHS Greater Glasgow and Clyde and Renfrewshire Council. We deliver adult social care services and all community health services for adults and children, with a core objective of shifting the balance of care from acute settings to supporting people in their communities and closer to home wherever possible. Further detail on delegated services can be found within the Integration Scheme.

The HSCP works closely with our partners to ensure that services are planned and delivered collaboratively and on a 'whole system' basis. This includes, for example, the Renfrewshire Alcohol and Drug Partnership and Integrated Children's Partnership. This helps to ensure that adults and young people are able to access support that is joined up and shaped around them rather than by organisational structures. In addition to our delegated services, the HSCP, since March 2020, also delivered an ongoing response to the pandemic alongside our partners.

Localities

Our services are delivered within two geographical localities (Paisley and West Renfrewshire) and each has a Locality Manager co-ordinating a range of multi-disciplinary teams and services. In addition, our 29 GP practices in Renfrewshire operate within six clusters which each contribute to oversight of the local healthcare system within their geographies.

When planning services we seek to reflect the diverse needs of our communities in how they are delivered and we adapt where it is appropriate to do so. The HSCP is also a key partner within Renfrewshire's Community Planning Partnership, through which we contribute to the delivery of local priorities through our seven Local Area Partnerships.



*includes Set Aside and COVID-19 response budgets

About this Plan

Our approach to developing the Strategic Plan

Developing this Plan

This Strategic Plan is one element of the very complex landscape in which health and social care is provided to our local citizens. In developing this Plan, we were focused on ensuring that collaboration and engagement were at the heart of a co-produced set of themes and priorities.

This process of engagement has helped us to shape the approach and structure of our Strategic Plan for 2022-25 and we have sought to reflect the feedback we have received throughout. This Plan looks very different to our previous Strategic Plan for 2019-22, with a focus on our Strategic Themes rather than a detailed overview of each Care Group the HSCP supports. We believe that this better represents how people utilise health and social care support in Renfrewshire – people are not defined by a diagnosis or the nature of support they access. However, where further information on the specific priorities for each Care Group would be helpful, we have supplemented this Plan with Care Group Action Plans setting out objectives for the first year of the Plan term (2022-23). These action plans will be published alongside our final Plan in March 2022.

This approach reflects the difficulty many stakeholders have identified in thinking about the next three years at a time where we are still responding to the COVID-19 pandemic. We recognise this challenge and have therefore aimed to set out an overarching direction of travel within this Plan.

The diagram below sets out the collaborative approach taken to developing this Plan. This includes ongoing testing of the emerging Plan with our Strategic Planning Group (SPG) and also incorporates the statutory requirements set out for strategic planning.

About this Plan

Shaping our Plan around consultation and engagement

Developing and testing our Plan through consultation and engagement

The Public Bodies (Joint Working) (Scotland) Act 2014 sets out particular requirements for the development of strategic plans to ensure that stakeholders are fully engaged in the preparation, publication and review of the Strategic Plan. Recognising that this Plan reflects the needs of our communities, and will be jointly delivered with our partners, each stage of the development process has centred on robust consultation to inform the approach taken and priorities identified. We also increased the breadth of groups consulted beyond those prescribed in legislation to ensure equality of access and input.

Developing our approach, themes and priorities

5 Sessions with the Strategic Planning Group

2 IJB Development Sessions

18 Sessions with partners and Care Group leads to develop approach

17 Care Group workshops to identify challenges and priorities

Formal Consultation

X Views of the consultation platform

X Engagement events

X Responses received

X Comments analysed

Note: this content will be updated for the final Plan to reflect the full extent of consultation undertaken

Our Methods of Engagement and Consultation

- Virtual meetings and discussions
- In-person engagement
- Promotion through existing channels and partner networks
- Targeted communications
- Formal consultation with prescribed and extended consultee groups

'Shaping Our Future' around each person

Jointly delivering our Plan with our partners and communities

Our communities, third sector and primary care colleagues (e.g. GPs, Pharmacists) have the knowledge, expertise and networks to provide advice and support which can help avoid crises and help people live independently. As needs increase, the HSCP ensures that people have access to the specialist help they need to recover and maintain independence for as long as possible. In doing this, **we aim to shift the balance of care** from hospital to community settings – an objective which runs through this Plan.

Provide me with the specialist clinical support I need to help with my recovery and rehabilitation, or to support me when I have a life-limiting illness or need end of life care

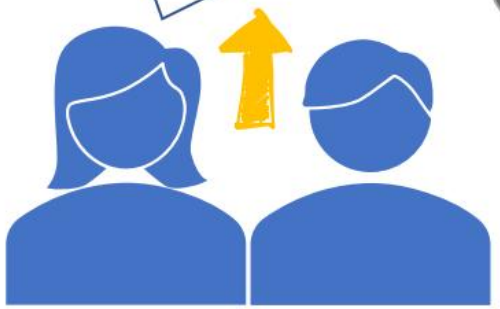
When my needs increase

Give me choice and flexibility to do the things, and build relationships, that are meaningful to me

When I am able to recover my support can change too

Give me advice to manage my own health and wellbeing and understand what help is available in my community as soon as I need it to maintain my independence

Support for those who care for me is also essential



I want my support to…

Every individual's health is influenced by a range of 'social determinants'. These include economic stability, education, healthcare, social and community, and neighbourhood and the environment.

These have informed our Health and Wellbeing priorities and are reflected throughout our Plan.

'Shaping Our Future' around each person

Focusing our activity around themes which reflect our support to people

We aim to shape our services around individuals and communities to support everyone in Renfrewshire to live meaningful lives and achieve their hopes and aspirations. We seek to support the person rather than a condition or particular demographic with a focus on helping people to live independently, exercise choice and control over their care and support, and where necessary access the appropriate specialist support to help their recovery and rehabilitation where this is possible.

This underpins our Strategic Plan, through which we are ***'Shaping Our Future'.*** We will do this through a focus on activity within **five key themes**:

Sustainable futures

We work collaboratively to make sure Renfrewshire's resources are used to have the greatest impact on health and care.

Healthier futures

We reduce inequalities and improve health and wellbeing through early action and prevention.

Connected futures

People are supported to recover and manage their disabilities or long-term conditions within their communities and to stay at home.

Enabled futures

We provide clinically safe services, within the community wherever possible, and people are able to access the appropriate specialist support to aid them in their recovery.

Empowered futures

People access the right care at the right time and in the right place and are empowered to shape their support at every stage of life.

Our Plan on a Page

How the elements of our Strategic Plan fit together

The context of our Strategic Planning includes…

- National Health and Wellbeing Outcomes
- National legislation, policies and strategies
- Local plans, strategies and change programmes
- Renfrewshire's Population and Demographics
- Independent Review of Adult Social Care (Feeley Review)
- **COVID-19 Recovery: Principles**
  - Health and wellbeing
  - Stability
  - Maintaining flexibility
  - Evaluating COVID practice and impact

The objectives of these drivers will be delivered by...

'Shaping our Future' around each person

and focusing activity on our themes...

Informing:

- Care Group Action Plans
- SPG Health and Wellbeing Priorities

Sustainable Futures: Effective use of Renfrewshire's resources

- **Healthier Futures:** Prevention and early intervention
- **Connected Futures:** Community Support
- **Enabled Futures:** Clinically Safe and Specialist Services
- **Empowered Futures:** Choice, control and flexibility

Which are also enabled, informed and delivered through a range of strategies and plans...

- Workforce & Organisational Development
- Digital & Data
- Property
- Communication
- Governance
- Medium Term Financial Plan

The Strategic Context

Related Strategies

The national and local strategy and policy context for health and social care is increasingly complex and continues to evolve, not least as a result of COVID-19 and the impact that this has had on the way in which services are accessed and delivered. National legislation and policy, aligned with local frameworks and strategies, exist to provide guidance to Partnerships.

As a result, our Plan will not be delivered in isolation, but needs to reflect, interact with, and support the delivery of each of these policies and strategies. We provide an indicative, but not exhaustive, view of related plans and strategies below.

National Context

Legislation and Policy

- Social Work (Scotland) Act 1968
- Community Care and Health (Scotland) Act 2002
- Social Care (Self-directed Support) (Scotland) Act 2013
- Public Bodies (Joint Working) (Scotland) Act 2014
- Children and Young People (Scotland) Act 2014
- Community Empowerment (Scotland) Act 2015
- Carers (Scotland) Act 2016
- Social Security (Scotland) Act 2018
- The 2018 General Medical Services Contract in Scotland

Strategies and Guidance

- A National Clinical Strategy for Scotland
- Realising Realistic Medicine
- Health and Social Care Standards
- Getting it Right for Every Child (GIRFEC)
- A Fairer Healthier Scotland 2017-2022
- Public Health Scotland's Strategic Plan 2020 to 2023
- Digital Health and Social Care
- SDS Framework of Standards
- IRASC and National Care Service Consultation, 2021
- NHS Recovery Plan, August 2021

9 National Health and Wellbeing Outcomes

Local Context

Strategies and Guidance

NHS Greater Glasgow and Clyde
- NHS GGC Remobilisation Plan(s)
- Turning the Tide through Prevention
- Unscheduled Care Commissioning Plan
- Moving Forward Together
- Adult Mental Health Strategy

Renfrewshire Council
- Social Renewal Plan
- Renfrewshire Council Plan
- Local Housing Strategy
- Renfrewshire's Plan for Net Zero

Joint Plans
- Integrated Children's Services Plan
- Local Outcome Improvement Plan
- Primary Care Improvement Plan

The Strategic Context

Renfrewshire's current demographics; NRS 2020 mid-year estimates

Renfrewshire Population

179,390

0.2% from 2019

48.4% **51.6%**

30,182 (16.8%) **children aged 0-15**

115,055 (64.1%) **adults aged 16-64**

34,153 (19.0%) **adults aged 65 and over**

Ethnicity

National Records of Scotland data in 2020 shows that in Renfrewshire:

The **Black, Asian and Minority Ethnic (BAME)** population accounts for **2.8%** of the overall local population

This equates to **4,781 people**. Of these, **65%** are **Asian**, **17%** are **African**, **9%** are from **multiple ethnic backgrounds**, **2% Caribbean** and **7%** from **other ethnic groups**

The population will increase to **181,091**

0.9% increase on 2020 population

The **75 and over** population will increase to **17,247**

11.6% increase on 2020 75+ population

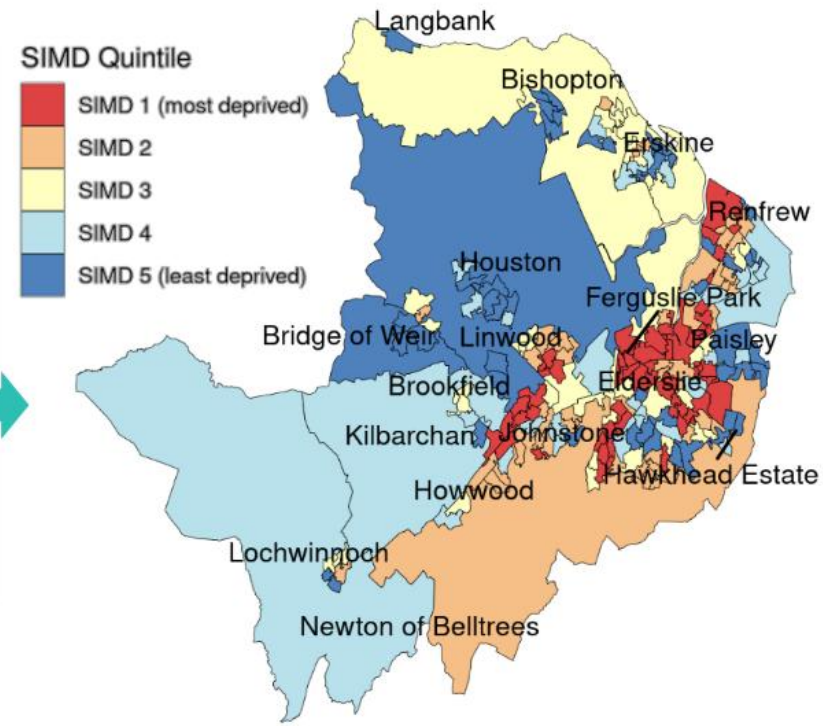
The Strategic Context

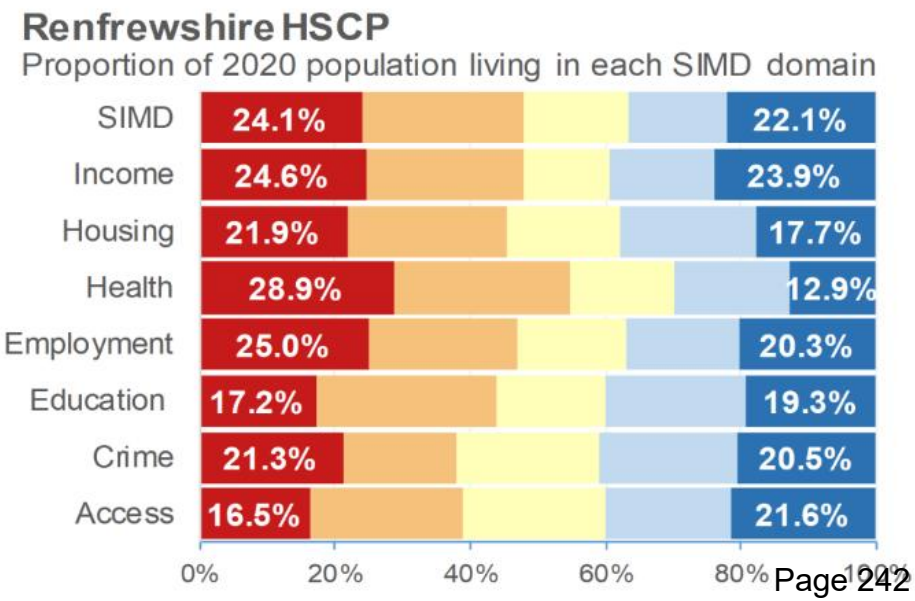
Renfrewshire's current demographics: Scottish Index of Multiple Deprivation (SIMD)

Deprivation and Inequalities

The Scottish Index of Multiple Deprivation (SIMD) assesses 6,976 small areas known as 'data zones'. 2020 figures show:

- There **are 2 'data zones'** in Renfrewshire **within the 10 most deprived** zones nationally
- Almost **25% of all data zones** in Renfrewshire are in the **20% most deprived nationally** (24.1% of 2020 population)
- Renfrewshire has the **9th highest share of deprived data zones** nationally (of 32 areas)





SIMD Domains

Individual domains which make up the overall SIMD ranking show that:

- Renfrewshire is more deprived compared to the Scotland average for **Employment, Crime, Health, Housing and Income**
- For Health, **28.9%** of residents are in the **20% most-deprived areas nationally.**

Scottish Government SIMD 2020 v2, National Records of Scotland

The Strategic Context

Renfrewshire's current demographics: Health Inequalities

"Inequalities in health are not inevitable, but do exist and are preventing people from living longer, healthier lives. These inequalities cannot be resolved by providing good healthcare alone, and are largely determined by circumstances beyond an individual's control"

Chief Medical Officer for Scotland: Recover, Restore, Renew Annual Report: 2020 to 2021

***During this Plan we will** take action to mitigate the negative impacts of the pandemic on health and wellbeing by supporting our most vulnerable and disadvantaged communities.*

People with a disability are **twice as likely to face isolation** and **71% have difficulty taking part in things locally** (Glasgow Disability Alliance Action Research 2018)

It is estimated that in 2019/20 **6,997 (23.1%) children in Renfrewshire were living in poverty** after housing costs. This is **almost 1 in every 4 children.**

Compared with the least deprived areas, in the most deprived communities across Scotland*:

- people are **9 times more likely** to have an alcohol-related admission to hospital
- people are **18 times more likely** to have a drug-related death
- the rate of **premature deaths (age 15-44)** is almost **five time higher**
- the rate of probable deaths by suicide is **three times the rate** of least deprived areas

- **men** are likely to live **19 fewer years** and the gap has increased by 1.3 years since 2008
- **women** are likely to live **13.9 fewer years** and the gap has increased by 1.6 years since 2008

**National Records of Scotland, 2021 and ScotPHO indicators*

The Strategic Context

The Impact of COVID

Delivering in unprecedented circumstances

COVID-19 continues to have an unprecedented impact on every aspect of life within Renfrewshire, nationally and globally. We have all had to adapt and respond to the greatest personal and collective challenge many of us have faced in our lifetimes. We recognise the incredible input of staff within healthcare, social care and primary care who have all gone above and beyond throughout the pandemic, adapting their roles and keeping people safe.

Many lives have been lost during this period, and Renfrewshire IJB and HSCP extend our sympathies to everyone affected. We also understand the additional strains placed on unpaid carers and those who receive health and social care support as a result of the need to reduce service capacity during the pandemic amid efforts to maintain the safe delivery of critical services.

There was an almost 20% increase in referrals to Recovery Across Mental Health (RAMH) services in April-September 2021 compared to same period in 2020.

A Renfrewshire Carers Centre survey found that 95% of carers felt their emotional health and wellbeing were affected by the pandemic. 78% stated their caring role increased to over 50 hours per week in mostly personal care.

Reflecting COVID-19 in our Strategic Plan 2022-25

The COVID vaccination programme has had a significant impact on the links between infections, hospitalisations and deaths. However, we expect that we will need to learn to live with COVID and that the emerging recovery will last well into the term of our Strategic Plan. Indeed, at the time of developing this Plan the impact of increasing demand on our A&E services and hospital admissions is clearly evident and is expected to continue.

We have therefore developed a set of principles for this recovery which have informed the priorities we have identified. These are set out below.

COVID-19 Recovery: Our Principles

- Maintaining Health and wellbeing
- Focusing on service stability
- Maintaining flexibility in our pandemic response
- Evaluating COVID practice and impact and building on what works

The Strategic Context

Partnership working throughout COVID

A partnership approach to health and wellbeing

The HSCP is committed to partnership working and has a strong track record of delivering with our partners. So, when the pandemic began to impact upon people's lives across Renfrewshire, we had the infrastructure and relationships already in place to provide a quick, flexible response to address people's rapidly changing needs in this challenging period.

This approach has resulted in a variety of new or enhanced support for individuals. Some examples of these, which the HSCP continues to support or fund, are highlighted below.

"In many ways, the crisis has brought Strategic Planning Group members closer than ever; the relationships formed and developed during 2020 are strong. A recognition perhaps, that only in working together can we possibly tackle the aftermath of the pandemic, because we need one another".

Karen McIntyre, Engage Renfrewshire, Co-chair of the Strategic Planning Group

COVID Assessment Centre (CAC)	The CAC ensures that COVID-19 symptomatic people can be cared for within the community, while also ensuring hospital and GP capacity is used for those with the most serious illnesses.
'Hear for you' helpline	'Hear For You' is a free phone service, managed by RAMH, and designed to provide support for anyone who wants to talk about their feelings around the practical, emotional and financial impact that COVID-19 has had on their lives.
Befriending Support	Befriending gives people who may be lonely or socially isolated the opportunity to talk to someone in person or by phone. Some of our partners, such as ROAR and Active Communities, have volunteers who have been carrying out this vital role during the pandemic.
Care Homes - oversight Group	Supporting the Multi-Disciplinary Team to strengthen and enhance professional clinical and care oversight of care homes and care at home services across Renfrewshire.
Neighbourhood Hubs	The Hubs recruited local volunteers to carry out a range of tasks for people who had to shield or self-isolate. This included delivering food packages, befriending, delivering medicines, and dog walking.
Renfrewshire Bereavement Network	A funded collaboration, led by Accord Hospice, the Bereavement Network provides support to people experiencing loss or dealing with grief by offering access to the most appropriate advice, guidance and counselling from a single point of access.

Delivering in Partnership

Working with our Partners to deliver our objectives

Building upon the strong partnership working ethos set out on previous pages, this Strategic Plan sets out the objectives and priorities of Renfrewshire IJB and HSCP. When making challenging decisions we are committed to acting on the experience of people and communities and our partners. We aim to ensure equality of access and involvement.

We also recognise that we are not always best placed to deliver all forms of support ourselves, with our communities, third sector and other voluntary organisations being crucial in supporting people, particularly in ways which can prevent more complex needs arising. We work with:

- Our Strategic Planning Group and Voluntary Sector Group partners to improve health and wellbeing.
- NHS GGC and partner HSCPs to tackle complex issues.
- Community Planning partners to deliver local social and environmental priorities such as the Social Renewal Plan.
- Colleagues to keep people safe and to deliver joint plans such as the Children's Services Partnership Plan.
- Service users, families and unpaid carers to develop and improve services.
- Independent contractors in GP practices, pharmacies, dental practices and optometrists.

Delivering our Themes in partnership

The themes set out within this plan aim to reflect and build on the existing breadth of partnership working:

- We deliver on Renfrewshire's health and wellbeing priorities, supported by a range of funded projects, focusing on **prevention** and **community support.**
- We aim to empower people to exercise **choice, control and flexibility** over the support they receive at all stages of life.
- We **keep people safe and enable access to appropriate specialist services** in the right place at the right time through our delivery of Renfrewshire's Primary Care Improvement Plan, Adult and Child Protection arrangements and provision of specialist services such as Child and Adolescent Mental Health Services (CAMHS) and mental health support.
- We work with all our partners to determine the **best use of resources**, including thinking differently as to who is best placed to deliver.

"When you become a carer it's difficult to find a bit of 'me' time, which is so important. The **Carers' Passport scheme** has been a godsend for many carers across Renfrewshire. I have taken advantage by making time to access a gym a few times a week. This wouldn't otherwise have been possible for me and is making a real difference to my own mental and physical health."

Fiona Milne, Carers Representative, Renfrewshire IJB

Shaping services through people's voices and experience

Embedding lived and living experience in how we plan and deliver services

We are committed to listening to the voices of people with lived and living experience at every stage of the development and delivery of our services. Their ideas and insight can help us to tailor services to ensure they meet the range of needs and challenges that people face every day.

We recognise though that while we have good examples of how we do this working with a number of our care groups, we have not progressed as far in some areas. This is a key area of focus in this Plan.

We will continue to learn from where we do this well, for example in the development of the CIRCLE Recovery Hub and through our implementation of peer support models to support people to recover from addictions or mental ill-health. We will also continue to work with our partners to identify opportunities to improve. This commitment is embedded in many of the priority activities outlined in this Plan.

"It's amazing. This place is a complete blank canvas and it's all about what the service users want to see. Being in recovery, we know that you can feel invisible, but CIRCLE aims to reiterate that our service users are here and they're contributing to society again."

CIRCLE (Continuing in Recovery Changes Lives Entirely) has been developed to provide enhanced recovery-focused and trauma-informed support to local people who are on a drug or alcohol recovery journey. CIRCLE will provide people with improved recovery opportunities and improved links to and from other related services, ensuring individuals feel sufficiently supported throughout their journey. This will increase opportunities for people to have more independence and choice on how they manage their own recovery.

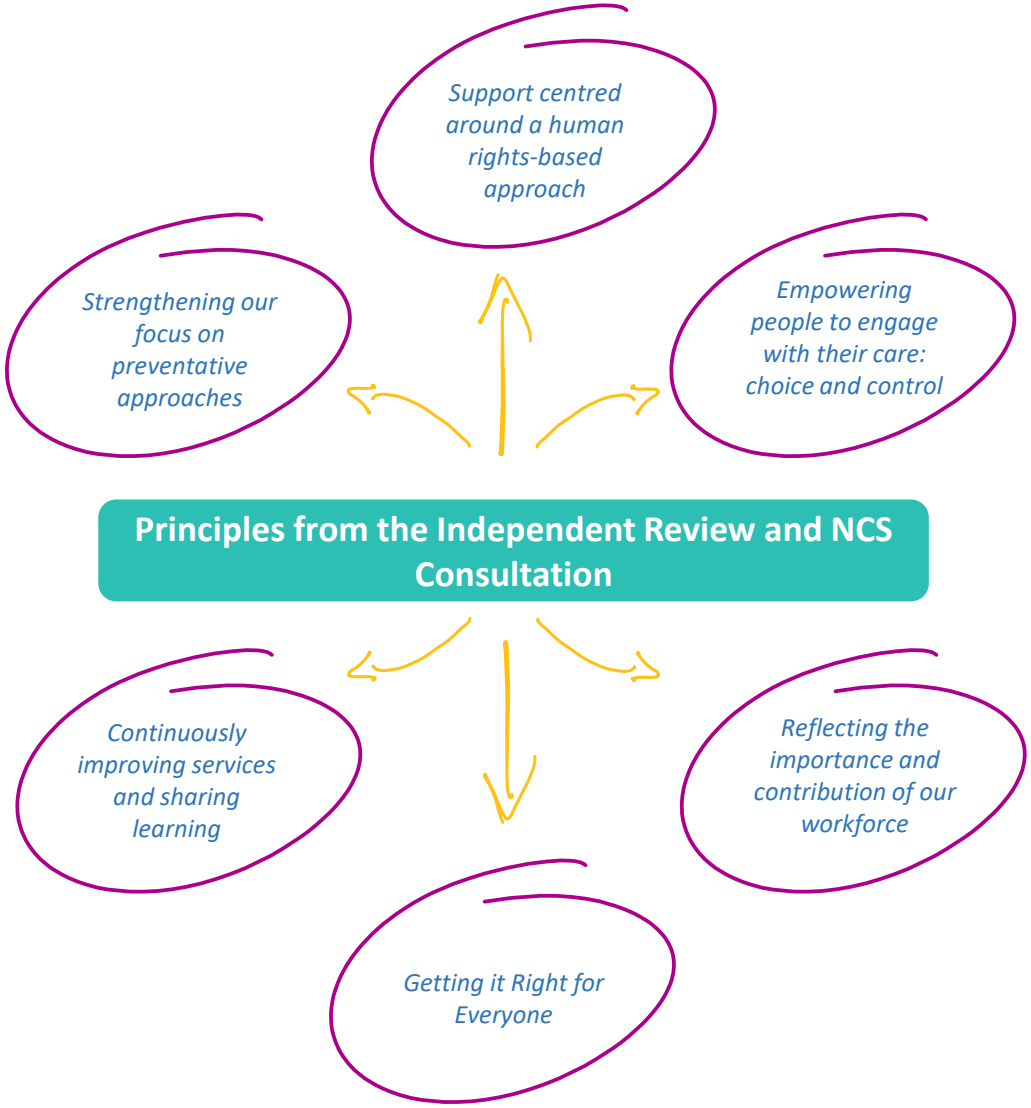
The Strategic Context

The Independent Review of Adult Social Care and the National Care Service (NCS)

The COVID-19 pandemic has shown the incredible strengths of community health and social care (highlighted on page 15), but also the real challenges that face the sector. The Independent Review of Adult Social Care, and the subsequent consultation on proposals to create a National Care Service, were created in response to the pandemic to consider how social care in Scotland can be further developed.

The National Care Service consultation, launched in August 2021, set out proposals for a National Care Service which built upon the recommendations of the Independent Review. These proposals are wide ranging and may lead to significant structural change within the sector over coming years. The extent and nature of this is currently unclear. This means there is a high level of uncertainty over the future structure of health and social care in Scotland at this time. Our Strategic Plan does not aim to address this.

However, the Independent Review and Consultation also set out broad principles for the future of health and social care which in our view all stakeholders will support and wish to progress. We have sought to include these throughout our Plan.



Focusing on equalities throughout our Plan...

During the last three years, we have demonstrated our commitment to addressing discrimination and delivering services that are fair and equitable to all. Our commitment to ensuring equality continues to be central to this Strategic Plan.

Focusing on equalities throughout our Plan

Enabling everyone to have equal access to health and social care

During the last three years, Renfrewshire HSCP has demonstrated our commitment to addressing discrimination and delivering services that are fair and equitable to all, in meeting our responsibilities as required by the Equality Act 2010 and the Equality Act (Specific Duties) (Scotland) Regulations 2012. Our commitment to ensuring equality continues to be central to this Strategic Plan.

Protected characteristics

We have outlined actions throughout this Plan to help us deliver on our 2020-2024 Equality Action Plan. We will:

- Build Carer friendly communities and increase the number of carers being identified.
- Work towards the LGBT Youth Scotland Charter of Foundations Award and become a champion of LGBT inclusion through development of an LGBTQ+ charter.
- Continue to co-fund a post to establish an integration network forum (IN-Ren), to co-ordinate and promote partnership across support, resources and services available to people from BAME communities.
- Improve the experience of people with physical disabilities and those with sensory impairments through our Independent Living Care Group.
- Continue to deliver training for staff and partners to raise awareness of Equality and Diversity and Unconscious Bias. Our IJB, SPG and Senior Management Team have already undertaken this Unconscious Bias training.
- Continue to tackle stigma in all its forms.

"The information you shared with our participants will go a long way to encourage improving mental health and wellbeing activities among ethnic minority communities but will be highly appreciated if more resources are provided to support our work."

Chinenye Anameje from Pachedu

Our Strategic Themes and Health and Wellbeing Priorities

"If care is to be person-centred, then what it looks like will depend on the needs, circumstances and preferences of the individual receiving care. What is important to one person in their health care may be unnecessary, or even undesirable, to another. It may also change over time, as the individual's needs change"

Health Foundation, 2016

The development of our themes

Working with Care Planning Groups to determine priorities

The Role of Care Planning Groups in defining our priorities

Our five key themes represent a different approach from our 2019-22 Plan, which was structured around each care group. While this Plan does not focus on individual care groups, our themes have been agreed with refreshed Care Planning Groups and our priorities have been identified through engagement and discussion with them. We have also engaged with a range of partnership forums to ensure that joint priorities have also been captured.

In addition to supporting the definition of the priorities described in this Plan, our Care Planning Groups will also support the ongoing delivery and monitoring of achievement of these priorities within our services over the lifetime of our Plan.

Each group has also developed an action plan for Year 1 (2022/23) to set out activities that will be progressed within services. These action plans will be published alongside the final Strategic Plan in March 2022.

Through our Care Planning Groups and planning with partners we will ensure we deliver the priorities set out within this Plan

Our Care Planning Groups (HSCP-led)

- Learning Disabilities
- Autism
- Older People
- Carers Strategy Group
- Independent Living
- Palliative Care Strategy Group
- Mental Health & Wellbeing

Our Partnership Planning Groups

- Primary Care
- Adult and Child Protection Committees
- ADP and Alcohol and Drugs Commission
- Community Planning Partnership
- NHS GGC Mental Health Steering Group
- Integrated Children's Partnership
- NHS GGC Unscheduled Care Group
- Future Paisley

Improving outcomes in partnership: C&YP Mental Health

Working with partners to support children in Renfrewshire

In Renfrewshire a range of services support children, young people, families and carers in relation to children and young people's mental health and wellbeing. We work collaboratively with partners to deliver and provide care at the right place at the right time, and enable children and young people to access support within their community:

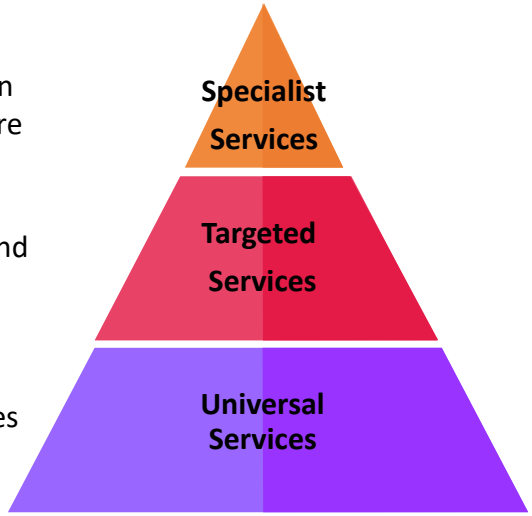
Renfrewshire Integrated Children's Service planning partnership, including third sector organisations, to support the development of the REN 10 service.

Renfrewshire Council and NHS GGC to take forward The Promise, ensuring our care experienced young people are listened to and receive the best possible support.

Renfrewshire Council Education Services to embed the School-based Counselling Service, and with **Third Sector organisations** to develop evidence-based interventions for children and young people.

Renfrewshire HSCP provides a range of services including:

- **Specialist**: Our CAMHS team, a tier 3 specialist service, works to ensure that children and young people up to age 18 with moderate to severe mental health difficulties are identified and have access to appropriate assessment, interventions and treatment.
- **Targeted**: Introducing the school nursing mental health and wellbeing pathway to quickly identify children experiencing poor mental wellbeing, offering assessment and evidence-based interventions.
- **Universal / Targeted**: Health Visiting teams promote secure attachments to ensure that children grow up in a close and loving environment.
- **Universal**: Health Improvement work with third sector partners who support families in the Perinatal period, and with Early Years establishments to deliver protective messages.



Our priority for the next three years is to improve children and young people's experience of services by:

- *Investing in the expansion of the multidisciplinary CAMHS team*
- *Expanding and refocusing the school nursing team*
- *Working with partners to support the development of evidence-based tier 2 services such as REN 10 and School Counselling*
- *Developing a Young Persons' Mental Wellbeing Service as a test of change*

Improving outcomes in partnership: Alcohol & Drug Recovery

How services are working together as part of the Alcohol and Drug Commission

Purpose of the Alcohol and Drug Commission

Renfrewshire, like many other areas, has continued to experience a range of issues in relation to alcohol and drugs. Driven by concerns about the levels of harm being experienced by local people, partners established an independent Commission in 2019 to assess the true impact of alcohol and drugs in Renfrewshire and to take the opportunity to support local people and improve outcomes.

Over **300** local people, families, frontline staff and organisations were consulted during the Commission.

"BTHA, Renfrew Project service users and staff were delighted to be asked to be part of this consultation, this allowed us as a local service to be heard and our service users were supported to share their very honest opinions and lived experiences."

Service Manager. Blue Triangle Housing Association

We are working with the Alcohol and Drugs Programme Board to support delivery of some of the Commission's recommendations, including:

- Developing a programme to ensure services in Renfrewshire are **trauma informed and responsive**.
- Further developing a peer support model to ensure **recovery and lived experience** is valued in Renfrewshire.
- Recruiting a partnership officer to **change alcohol policy.**
- An independent **review of existing family support provision** to identify gaps in support for families of people in crisis.
- Aiming to develop **wrap around support for people with complex needs** who potentially need support from different services and organisations.
- Developing a **Language Matters Initiative** to help challenge preconceptions and stigma around alcohol and drug use.

There were 67 drug-related deaths in Renfrewshire during 2020, this is the highest number in a decade and an increase of 49% compared to 2019. These, and recent alcohol-related death statistics, make clear the critical importance of the continued delivery of the Commission's recommendations. This is a priority for all Community Planning Partners.

Improving outcomes in partnership: Care Homes

A multi-disciplinary approach to safeguarding residents and staff

Purpose of the Clinical and Care Oversight Group

The Renfrewshire Clinical and Care Oversight Group was established at the beginning of the pandemic to support the newly established Multi-disciplinary Team (MDT) to strengthen and enhance professional clinical and care oversight of **care homes** and **care at home services.**

This approach builds upon existing good practice, and brings together colleagues from the HSCP, Public Health and the Care Inspectorate. Residents' wellbeing is our primary focus, and this way of working enables faster access to specialist support from a range of sources, such as the HSCP Clinical Director and Senior Clinician, HSCP Chief Nurse, HSCP Contracts and Commissioning Manager, Service Planning and Policy Manager, Chief Social Work Officer and the Chief Executive's Service.

It's great to know we can call and ask for advice. The direction is good and is developing into much more of a team involvement - encouraging for all staff and residents.

Independent Renfrewshire Care Home provider feedback

Building upon success to help shape the future

New collaborative forums created during the pandemic, such as the care home peer group which provides a forum for clinical and care advice and support to all registered homes in Renfrewshire, have brought additional value and we are considering how these may be continued in the long term.

We also recognise the value of investing in our care homes nursing team who have continued to deliver great results, despite being subject to significant pressure and increasing demand. Over the last year, Renfrewshire has funded an additional three Care Home Liaison Nurses and four trainee Advanced Nurse Practitioners to help support the delivery of care within Renfrewshire care homes.

This investment will be enhanced by NHS GGC's Multi-Disciplinary 'Care Homes Collaborative' teams, which will provide access to a range of specialist support for Care Homes, including dietetics and tissue viability.

The HSCP are also strengthening Partnership working with Independent Sector providers through a three-year commitment to support a dedicated Scottish Care, Independent Lead post. This will help us ensure equity of information, shared vision, learning and representation to help achieve a mixed provision of care that is fit for purpose.

Sustainable Futures…

Our aim is to work collaboratively across sectors to deliver integrated services and maximise the impact of our people and resources.

Sustainable Futures

Effective Use of Renfrewshire's Resources

Sustainable futures

What do we mean by effective use of Renfrewshire's resources?

As we have outlined in previous Strategic Plans, the medium-term financial outlook for public services continues to be very challenging. Increasing demands such as an ageing population place greater pressure on the Partnership's available budgets and people. COVID has also significantly impacted on our staff and unpaid carers and we expect demand to increase throughout recovery.

We need to ensure that the services we provide are financially and environmentally sustainable and provide value for money. This will require us to make difficult decisions to ensure that resources are effectively targeted.

Further transformation of our services will be essential. This will consider how services are delivered and how our workforce is developed and supported to deliver in changing circumstances. There is also an opportunity to consider how Renfrewshire's resources, as a whole, can contribute to improving outcomes, and partnership working with providers and public and third sector partners will be an essential strand of the Partnership's approach to leading the delivery of health and social care in Renfrewshire.

"We recognise the financial sustainability challenges of the pre-COVID health and care system. We will design a new sustainable system, focused on reducing inequality and improving health and wellbeing outcomes, and sustainable communities."

Quote from the NHS Recovery Plan, 2021

The outcome we want to achieve:

We maximise the impact of our people and resources by working collaboratively across sectors to deliver integrated services.

Key Challenges

- Remobilising services whilst maintaining flexibility and supporting staff with their health and wellbeing.
- Ongoing financial and demand pressures meaning savings continue to be required.
- Recruitment and retention challenges, including a shortage of care workers and specialist skills nationally, continues to stretch our workforce.
- The HSCP's proposed transformation programme was paused due to the pandemic – the need for service redesign remains essential.
- Quantifying the full extent of health and social care support provided across Renfrewshire as part of efforts to utilise our combined resources.
- Shifting the balance of care and investment in prevention and early intervention needs to happen alongside ongoing service provision.

Sustainable Futures: Some Examples

Effective Use of Renfrewshire's Resources

Sustainable futures

RLDS: Using Digital to stay in touch during COVID

Amidst the challenges of the pandemic, Renfrewshire Learning Disabilities Service (RLDS) worked hard to find alternative ways to connect with and support people.

Through crisis we identified an opportunity and worked collectively across the service to find ways to digitally include and engage with as many individuals as possible, source equipment, upskill / develop and most importantly build real and meaningful content.

Staff, supported by people and carers, came together to develop this new approach and the online groups and support have been highly valued. A video created to showcase the changes made can be found online.

Community In-Reach Service

The Community In-Reach service aims to prevent unnecessary admissions and re-admissions to hospital.

The service supported an individual with a diagnosis of Bi-Polar Effective Disorder following admission to hospital. Over the course of several discussions, a therapeutic relationship was established, and the individual was supported to agree a comprehensive package of care to help sustain a safe and supported discharge plan. With consent, the individual's referrals were implemented, and family were kept in regular contact.

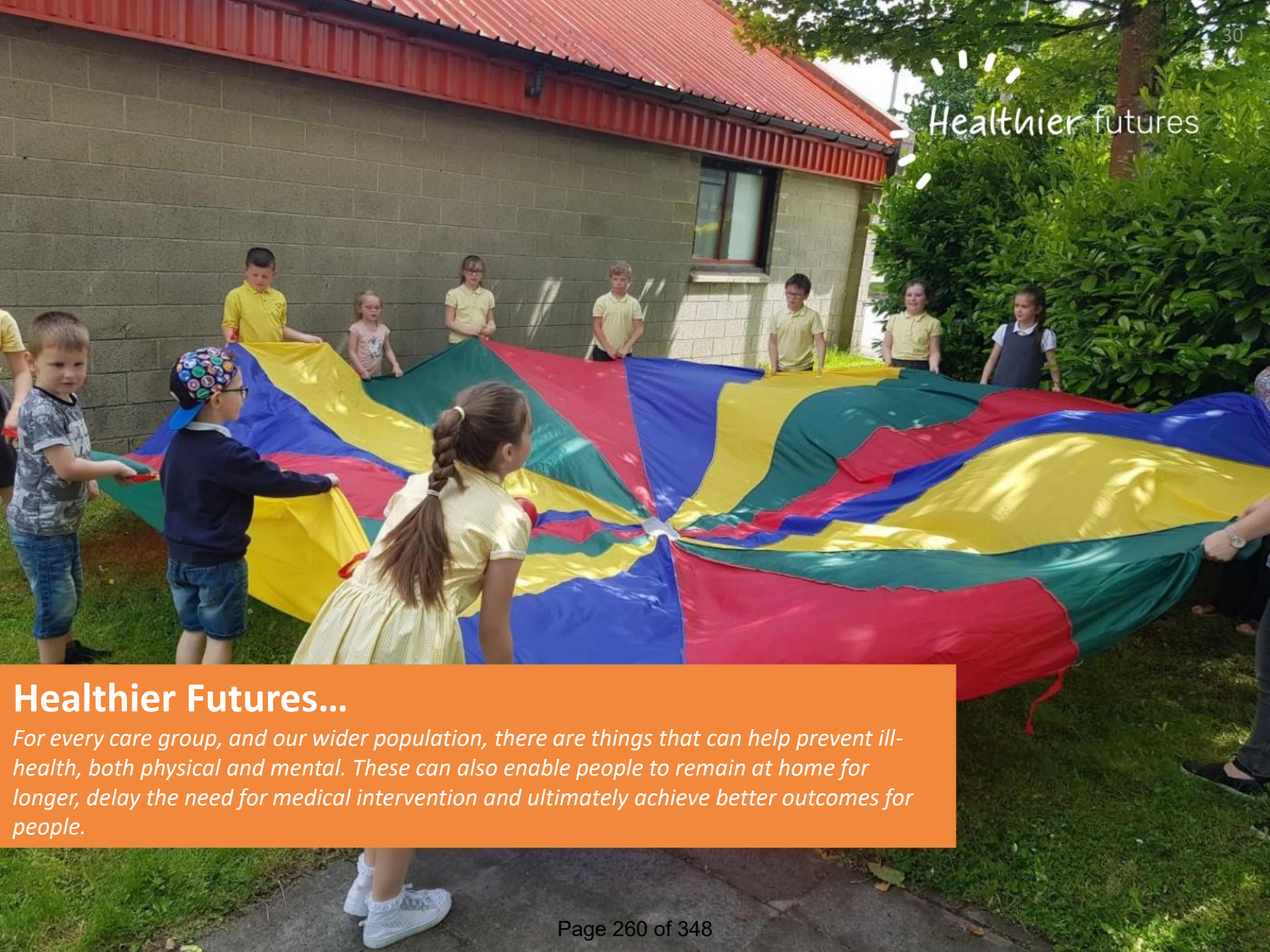
The individual has since benefited from the longest period where readmission has not been required due to the coordinated discharge planning.

Sustainable Futures

Priority Activities

Sustainable futures

Reference	Description	National Outcomes
EURR.1 New initiative	Prioritise recovery from COVID and develop the HSCP's transformation programme to reflect (i) the impact of the pandemic; (ii) the themes and priorities set out in this Plan; and (iii) the requirements for a National Care Service when confirmed. This will link with any future programme of work for the National Centre for Sustainable Development.	• All outcomes
EURR.2 New initiative	Undertake an assessment of existing HSCP spend to assess allocation of resources under each of the other four supporting themes, to support the scoping and focus of the HSCP's transformation programme to influence this in future.	• Outcome 9
EURR.3 Building on existing practice	Work with partners, providers and the third sector to gather available data on health and social care demand and provision in Renfrewshire and develop a refreshed Market Facilitation Plan.	• Outcome 2 • Outcome 4 • Outcome 5 • Outcome 9
EURR.4 New initiative	Develop a Climate Change (Net Zero) action plan for HSCP services to reflect and support Renfrewshire Council's Plan for Net Zero, working with the Council's Climate Change Sub-committee, and taking into account the Scottish Government's commitments in the 2021-22 Programme for Government.	• Outcome 9
EURR.5 Building on existing practice	Further develop how the HSCP works in partnership with the third sector, partners and providers, building on the positive developments achieved during COVID. We will embed coproduction in service design to ensure Renfrewshire's resources are structured around supporting people in the most meaningful way to them.	• All outcomes
EURR.6 Building on existing practice	Work with our partners to deliver joint strategic objectives and plans, including (but not limited to) Moving Forward Together, Renfrewshire's Social Renewal Plan, and the Children's Integrated Partnership Plan.	• Outcome 9



Healthier Futures…

For every care group, and our wider population, there are things that can help prevent ill-health, both physical and mental. These can also enable people to remain at home for longer, delay the need for medical intervention and ultimately achieve better outcomes for people.

Healthier Futures

Prevention and Early Intervention

Healthier futures

What do we mean by Prevention and Early Intervention?

For every care group, and our wider population, there are things that can help prevent ill-health, both physical and mental, enable people to remain at home for longer, delay the need for medical intervention and ultimately achieve better outcomes for people. However, preventative factors can be challenged by deep-rooted inequalities which impact on the health and wellbeing of our local residents.

Early interventions can include providing people with information about services and resources in their local areas, promoting active and healthy lifestyles and providing training on specific topics. We can also look to intervene at the earliest stages in life to support our children to have the best start possible.

Community-led support and joint working with our partners, the third sector and community groups is vital to tackling these challenges, as well as encouraging people to ask for help or advice at an early stage before they feel they are at crisis point. If we intervene early we can build on the breadth of skills and experience of people in Renfrewshire to create capacity within our communities and help people maintain their health and independence.

"Social Care should be a springboard not a safety net"

Quote from the Independent Review of Adult Social Care

The outcome we want to achieve:

People experience reduced inequalities and improved health and wellbeing through early action and prevention of more complex need.

Key Challenges

- Whilst the importance of prevention and early intervention is fully recognised, it can sometimes be difficult to measure the impact of prevention when it causes something *not* to happen.
- Many benefits of preventative and early intervention activity are more likely to be visible in the medium- to long-term. They need to be delivered alongside actions which meet short-term priorities.
- Moving towards a preventative focus requires changes to the HSCP's existing models of care.
- Tackling deep-rooted health inequalities is complex, and can only be effectively achieved through partnership-working over a long period. In addition, Renfrewshire has high levels of health inequality, as is set out in the demographics section of this plan.

Healthier Futures: Some Examples

Prevention and Early Intervention

Healthier futures

Falls Prevention

'80andUp' is a new funded project in Renfrewshire, including ROAR (Reaching Older Adults in Renfrewshire), HSCP and GP practices. It aims to help the active elderly from falling and uses evidence-based advice and exercises to prevent falls.

Between December 2020 and March 2021, 81 patients who were 80 or older, consented to take part in this initiative. Early feedback has been positive and suggests that with help from ROAR, it has allowed them to walk more and walk with more confidence. Evidence suggests this simple intervention will reduce falls and fractures, preventing hospital admissions as well as improving quality of life for those taking part.

"I fell in the shower while on holiday and if I had not received the training from ROAR on how to get myself back up I dread to think what would have happened. I remembered all the trainer had told us and eventually managed to get back on my feet. I'm so thankful I had done the training!"

***Betty, 75**, commenting on Falls training provide by ROAR.*

Perinatal work – Home Start

Home Start Renfrewshire received funding from the HSCP to develop a programme which offers parents who have, or are at risk of developing, perinatal mental ill health, the chance to take part in a peer support and parenting support model which also offers active 'hand-holding' for parents who need to access specialist counselling. The parenting support programme element increases attachment between parents and child.

The HSCP Health Improvement Team have devised a package of support for the Home Start team ranging from provision of health resources to sourcing and delivering robust training when gaps or areas for development have been identified, such as delivery of the Understanding Dads Perinatal Mental Health Training (Fathers Network/NHS GGC).

Healthier Futures

Priority Activities

Healthier futures

Reference	Description	National Outcomes
P&EI.1 New initiative	Implement a local Strategic Group for suicide prevention and collaboratively develop a Renfrewshire suicide prevention strategy, which should reflect the priorities set out in the new Suicide Prevention Strategy for Scotland (in development).	• Outcome 1 • Outcome 4 • Outcome 5 • Outcome 7
P&EI.2 Building on existing practice	Work collaboratively with individuals and families with lived and living experience, as well as frontline workers and partners, to tackle stigma through training and awareness raising (for example around mental health, alcohol and drug use), and encourage early engagement with services and support recovery.	• Outcome 1 • Outcome 3 • Outcome 4 • Outcome 5 • Outcome 7
P&EI.3 Building on existing practice	Work with partners to review existing information and advice sources for people in Renfrewshire, such as ALISS (A Local Information System for Scotland) to ensure that information on local and national support is available to people when they need it and in the format they need.	• Outcome 1 • Outcome 2 • Outcome 6 • Outcome 9
P&EI.4 Building on existing practice	Continue to work with partners to support young people and contribute to the Scottish Government's mission to end child poverty, through (i) supporting delivery of income-based targets within the Child Poverty (Scotland) Act; (ii) delivering Local Child Poverty Action Report actions; (iii) continuing to support Renfrewshire's Tackling Poverty Programme and; (iv) supporting the delivery of actions to be identified in the Tackling Child Poverty Delivery Plan 2022-26.	• Outcome 5 • Outcome 9
P&EI.5 New initiative	Work with Renfrewshire Council and third sector partners to deliver the Whole Family Support Framework 2021, and to meet the priorities identified in The Promise Scotland Plan.	• Outcome 1 • Outcome 4 • Outcome 6 • Outcome 7

Healthier Futures

Priority Activities

Healthier futures

Reference	Description	National Outcomes
P&EI.6 Building on existing practice	Work with partners within the ADP to prevent alcohol & drug related deaths across Renfrewshire through the ongoing development and implementation of the Drugs Deaths Prevention Action Plan.	• Outcome 1 • Outcome 4 • Outcome 5
P&EI.7 Building on existing practice	We will continue to work collaboratively with partners to further develop our joint approach to frailty and falls prevention pathways within communities and acute settings, aiming to maintain/improve health and wellbeing while avoiding harm from frailty. A key focus will be in ensuring that service users have access to support and good quality information about falls and physical activity and promoting the support available in key locations across Renfrewshire.	• Outcome 2
P&EI.8 New initiative	We will work with Renfrewshire Leisure and the Carers Centre to provide carers with better access to leisure and cultural opportunities to improve their health and well-being. We will engage with carers to understand the barriers to accessing leisure and culture and work to overcome them.	• Outcome 6
P&EI.9 New initiative	Our new Sexual Health Planning Group will co-ordinate efforts to address teenage pregnancy and STI rates in Renfrewshire and to undertake a range of work focussed on helping children and young people have positive, healthy and mutually respectful relationships. This includes continued delivery of: (i) the Early Protective Messages (EPM) programme in early years settings; and (ii) the Mentors in Violence Prevention (MVP) programme to staff supporting young people.	• Outcome 4 • Outcome 5
P&EI.10 Building on existing practice	Through our CAHSC (Culture, Arts, Health and Social Care) coordinator, we will lead work with colleagues and partners involved in the Future Paisley programme through the CAHSC group to develop a range of arts and culture-based activities in a variety of settings to improve health and wellbeing.	• Outcome 1 • Outcome 4 • Outcome 5 • Outcome 6
P&EI.11 Building on existing practice	As part of Renfrewshire's ongoing commitment to tackling Gender Based Violence, the HSCP will ensure that Sensitive Routine Enquiry is embedded in key HSCP services (or settings).	• Outcome 3 • Outcome 7

Connected Futures…

Supporting people to manage long-term conditions - including both physical and mental health - and enabling them to live as independently as possible, for as long as possible, is central to how we provide care and support.

Connected Futures

Community Support

Connected futures

What do we mean by Community Support?

Supporting people to manage long-term conditions, including both physical and mental health, and enabling them to live as independently as possible for as long as possible is central to how we provide care and support.

A vibrant community-led approach to supporting people, alongside the services provided by the HSCP, can make a significant contribution to prevention and early intervention and improve the health and wellbeing of our citizens. Where people have long-term conditions or are recovering from more intensive health and care interventions, the provision of support focusing on individuals' strengths and abilities within a community setting can lead to better outcomes. The benefits of community-led support have also been clear throughout the COVID-19 response.

As we move through recovery and further transformation of our services, the HSCP will work with partners to further strengthen the thriving ecosystem of advice, support and care already provided in our local communities.

"We must shift beyond the mindset of existing systems and services to embrace individual and community capacities, and collaborative opportunities to enable innovative support mechanisms"

Quote from the Independent Review of Adult Social Care

The outcome we want to achieve:

People are supported to recover and manage disabilities or long-term conditions in their communities and to stay in their own homes or a homely setting.

Key Challenges

- People, families and carers can find it difficult to access information about services and support available to them in the community and from the HSCP, and to know what questions to ask.
- Ensuring all parts of the health and care system, (e.g. HSCP services, primary care and the third sector) are fully aware of community support available.
- Support to carers is a key element of community support however carers don't always recognise themselves as such, and the HSCP may not be able to identify everyone with caring responsibilities.
- Ensuring people have access to suitable accommodation (working with our partners) which enables them to live as independently as possible.

Connected Futures: Some Examples

Community Support

Connected futures

Social Prescribing

We have commissioned 'We Are With You' to place a Community Link Worker in every Renfrewshire GP practice. These workers support people who might otherwise visit their GP with non-medical issues such as loneliness, isolation or financial worries. They do this by delivering 1-1 supportive sessions and / or signposting people to an appropriate activity or service to meet their specific needs. This relieves some of the pressure on GPs and means that people with non-medical issues can access help in a more holistic way.

"The creation and enjoyment of the arts helps promote holistic wellness and can be a motivating factor in recovery. Including the arts in healthcare delivery has been shown to increase positive clinical outcomes for patients while also supporting other stakeholders, including healthcare providers, the patient's loved ones and the wider community."

World Health Organisation

Culture, Arts, Health and Social Care

The Culture, Arts, Health and Social Care (CAHSC) Group was established during the City of Culture bid process, recognising the positive impact that arts and culture can have on health and wellbeing. Part of the Future Paisley programme, the group co-ordinates a range of activities, from the Renfrewshire strand of the Scottish Mental Health Arts Festival to arts in hospitals initiatives. Over the next 2 years the group aims to increase the range of arts and culture-based opportunities in health and care settings, and for people at risk of health inequalities, and the Mental Health Arts Festival will be further developed to reach even more people.

Connected Futures

Priority Activities

Connected futures

Reference	Description	National Outcomes
CS.1 Building on existing practice	Development and implementation of a Renfrewshire Dementia Strategy, reflecting the objectives and priorities of the National Dementia Strategy (which is expected to be published soon).	• Outcome 2 • Outcome 3 • Outcome 6
CS.2 Building on existing practice	Support people to live well by strengthening links between community resources and primary care, through testing and evaluation of new roles in several GP practices (Mental Health and Wellbeing Workers and Welfare Rights Workers) and maximising the impact of Community Link Workers.	• Outcome 1 • Outcome 2 • Outcome 4 • Outcome 5
CS.3 New initiative	We will build carer friendly communities across Renfrewshire so that carers can access the support they need to continue to care. We will increase the number of carers being identified by a wide-reaching carer awareness and pathway development programme with our services, acute and community health partners, the voluntary sector and in the community, and run campaigns targeting communities of carers less well known to us.	• Outcome 6
CS.4 Building on existing practice	We will work with our housing partners to deliver the commitments in our Housing Contribution Statement with the aim of supporting people to access the right home and to live longer healthy lives in their own community.	• Outcome 1 • Outcome 2 • Outcome 4 • Outcome 5
CS.5 Building on existing practice	Embed the Recovery Orientated System of Care (ROSC) in Alcohol and Drug Recovery Services (ADRS) to promote individuals' recovery through access to, and benefit from, effective, integrated person-centred support. This includes delivery of the new Mental Health and Addictions Recovery Hub (CIRCLE) and increasing Peer Support Worker capacity.	• Outcome 1 • Outcome 3 • Outcome 4 • Outcome 5
CS.6 New initiative	We will work with our partners to help children and young people and their families get appropriate and timely support to improve their mental wellbeing through a multi-agency community-based family support service.	• Outcome 4 • Outcome 5 • Outcome 6

Enabled Futures…

At different times we will all need to access specialist support to help us recover from illness, to manage long-term conditions, and to keep us safe. This could include access to primary care services, support with our mental health, or support to recover from alcohol or drug-related addictions. Helping people to get back on their feet and supported at home and in their community is essential.

Enabled Futures

Clinically Safe and Specialist Services

Enabled futures

What do we mean by clinically safe and specialist services?

Our themes rightly focus on providing support within our communities to help prevent more intensive and specialist support where possible. However, at different times we will all need to access this specialist support to help us recover from illness, to manage long-term conditions, and to keep us safe. This could include access to primary care services, support with our mental health, or support to recover from alcohol or drug-related addictions.

We will help people to access appropriate specialist support in the most suitable setting. This could be in a hospital, but we are focused on shifting the balance of care and preferably people will be able to access such support in our communities. Care will be provided as close to home as possible and should help avoid unnecessary attendance and admissions to hospital. We will also continuously improve service quality, supported by Clinical and Care Governance.

In doing so, we also want to ensure that we do not over-medicalise the treatment and care we provide for people. Working with partners, we will build on individuals' strengths, skills and abilities to aid their recovery.

"Keep no patient in hospital a day longer than is absolutely necessary. The patient may have to recover not only from illness or injury but from hospital"

Florence Nightingale, 1878

The outcome we want to achieve:

Our services are clinically safe and people have access to the appropriate specialist support to aid them in their recovery.

Key Challenges

- Wait times across services have increased as a result of the pandemic and demand increasing following the easing of restrictions. We expect that some people will need more intensive support.
- Maintaining low levels of delayed discharges within a pressurised system.
- Primary Care services are facing unprecedented levels of demand with a significant increase in mental health problems and people suffering deterioration in chronic diseases because of the impact of COVID-19.
- Tackling all forms of stigma around accessing specialist services.
- Specialist skills across services, including but not limited to Primary Care, CAMHS, Psychotherapies and Mental Health, are in short supply nationally.
- Expectations of what specialist services provide can differ from clinical opinion and the aim of preventing over-medicalisation.

Enabled Futures: Some Examples

Clinically Safe and Specialist Services

Enabled futures

Mental Health Assessment Units (MHAUs)

MHAUs are a specialist service which provide assessment, diagnosis and management to patients who are in Mental Health crisis or distress and would have sought assistance at an Emergency Department or via Police Scotland and the Scottish Ambulance Service. MHAUs offer a single point of access for emergency mental health assessment 24/7.

Standardised care pathways have been agreed with Acute Hospitals to reduce footfall within Emergency Departments due to the impact of the pandemic. This has reduced the number of people who need to attend the Royal Alexandra Hospital Emergency Department.

Advanced Nurse Practitioners (ANP)

Our Advanced Nurse Practitioners (ANPs) work across multi-disciplinary teams and are clinical leaders who manage the complete clinical care of their patients. They aim to provide a person-centred approach to improve the patient's journey and experience, whilst moving work away from GPs.

Our ANPs have supported 75% of GPs so far in Renfrewshire and data between 2019 and March 2021 suggests 89% of consultations with ANPs were completed independently (i.e., did not require onward GP referral), contributing to avoidance of admission and unnecessary appointments where appropriate.

My Diabetes My Way

The local diabetes interface group aims to improve care for people with diabetes. The group promotes the use of My Diabetes My Way (MDMW) which gives people access to information to help them understand their diabetes, see their blood results and follow their blood pressure readings. Patients are also supported by Multi-Disciplinary Teams (MDTs) to access care in a seamless way, improving the care they receive.

Together, these support people to better control their diabetes with fewer complications. This leads to fewer admissions to hospital and longer and healthier lives.

Enabled Futures

Priority Activities

Enabled futures

Reference	Description	National Outcomes
CS&SS.1 New initiative	Focus on recovery of HSCP services, working jointly with partners to deliver the NHS Recovery Plan and local remobilisation plans for health and care services. Within this maintain focus on staff health and wellbeing, and recruitment and retention to support remobilisation (linking to our Workforce Plan 22-25)	• Outcome 7 • Outcome 8 • Outcome 9
CS&SS.2 New initiative	Continue to assess the pandemic's impact on demand for services and the complexity of need emerging, and shape services to respond (considering adult mental health, child development and prevalence of Long COVID).	• Outcome 9
CS&SS.3 Building on existing practice	Work with NHS GGC and the other HSCP partners to continue activity to reduce unnecessary attendance at A&E, reduce hospital admissions and lengths of stay in hospital. This includes working to implement (i) opportunities to shift the balance of care; and (ii) joint commissioning plans for Unscheduled Care. (Note: this draft plan does not include a defined target due to the complexities caused by the pandemic. This will be further assessed in advance of the publication of a final Plan)	• Outcome 1 • Outcome 2 • Outcome 3 • Outcome 4 • Outcome 9
CS&SS.4 New initiative	Work with partners in NHS GGC and other HSCPs to build on and further coordinate the positive developments achieved in reforming urgent care during the pandemic, including Mental Health Assessment Units, GP Out of Hours, Urgent Care Resource Hubs, COVID Assessment Centre and the flow navigation centre.	• Outcome 1 • Outcome 2 • Outcome 3 • Outcome 9
CS&SS.5 Building on existing practice	Continue to embed multidisciplinary team working across HSCP services to enhance person-centred care, including but not limited to (i) progression of Renfrewshire's Primary Care Improvement Plan objectives; and (ii) delivery of the Care Home Hub model developed during the COVID pandemic.	• Outcome 1 • Outcome 2 • Outcome 4 • Outcome 8 • Outcome 9

Enabled Futures

Priority Activities

Enabled futures

Reference	Description	National Outcomes
CS&SS.6 New initiative	Work with NHS GGC and HSCP partners within the board area to deliver the Strategic Pharmacy Framework with (i) an empowered pharmacy workforce enabled to work at the highest level of practice and (ii) enhanced public awareness of the community pharmacy options available to them.	• Outcome 1 • Outcome 4 • Outcome 7 • Outcome 8 • Outcome 9
CS&SS.7 Building on existing practice	Seek to minimise delayed discharges through the HSCP's programme of work to support prompt discharge from hospital, led by the Partnership's Delayed Discharge Strategic Group. Within this we will continue to support the aim of discharging people for assessment through Renfrewshire's Home First approach. (Note: this draft plan does not include a defined target due to the complexities caused by the pandemic. This will be further assessed in advance of the publication of a final Plan)	• Outcome 2 • Outcome 3 • Outcome 4 • Outcome 9
CS&SS.8 New initiative	Work in partnership with Renfrewshire Council's Children's Services to implement the National Neurodevelopmental Pathway.	• Outcome 1 • Outcome 4
CS&SS.9 New initiative	Currently over 1200 children and young people are engaged with Renfrewshire CAMHS service, and over 450 are waiting to begin treatment. We will improve patient experience of our services by reducing the waiting times for access to CAMHS. We will do this by investing in the expansion of the multidisciplinary team and streamlining patient pathways within CAMHS to identify and eliminate delays.	• Outcome 1 • Outcome 3 • Outcome 7 • Outcome 9
CS&SS.10 Building on existing practice	We will continue to modernise the nursing workforce to be fit for the future and maximise the contribution of nursing to shifting the balance of care to community and primary care settings at, or near, people's homes. This includes the continued development of Advanced Practice Roles across Mental Health, Addictions and Children's Services and we will evaluate emerging evidence to influence future delivery models.	• Outcome 1 • Outcome 2 • Outcome 8 • Outcome 9

Empowered Futures…

As we develop our services, we will ensure the support provided by the HSCP, and in communities, broadens the choice available for people to meet changing demand. Support will be built around individuals' needs and where appropriate, provide options which move beyond more traditional, often building-based, service models.

Empowered Futures

Choice, Control and Flexibility

Empowered futures

What do we mean by choice, control and flexibility?

Enabling people to exercise choice control and flexibility over the services they access, and when and where, has been at the heart of national policy for several years. It was embedded in the Social Care (Self-directed Support) (Scotland) Act 2013 and was a central theme within the Independent Review of Adult Social Care (and subsequent consultation).

Over the course of our previous Strategic Plans, Renfrewshire HSCP has supported increasing numbers of people to have control over their budget. We recognise, though, that we have further to go in improving the choice and flexibility available to people locally. As we develop our services we will ensure that the support provided by the HSCP and in communities broadens the choice available for people to meet changing demand. Support will be built around individuals' needs and where appropriate, provide options which move beyond more traditional, often building-based service models.

"A person-centred approach to social care support must be premised on ensuring citizens are able to fully exercise autonomy and choice in the supports available to them"

Quote from the Independent Review of Adult Social Care

The outcome we want to achieve:

People access the right care at the right time and place and are empowered to shape their support at every stage of life.

Key Challenges

- Maximising opportunities for patients, people who use services, families and carers to share their lived experience as part of a co-productive approach to service design.
- Congregate services remain highly valued by service users, families and carers however they do not meet the changing demands and choices of many people supported by the HSCP – this requires us to consider how to develop care to provide greater flexibility.
- Shaping services to enable greater choice, control and flexibility which reflects the broad range of needs and experiences of people who use services and carers can bring uncertainty and requires ongoing engagement and support for people to help them through the process.
- The transition from Children's Services to Adult Services can be difficult for young people and their families.

Empowered Futures: Some Examples

Choice, Control and Flexibility

Empowered futures

Autism Reference Group

We have been engaging with the autistic community in Renfrewshire to better understand their priorities and how we can work together to achieve the best outcomes for individuals. In our most recent 'in-person' event, the group worked together to develop a 'mind map' diagram as a basis for how we might work better together in future. We are encouraging additional work with the Autism Lived Experience Group to agree our strategy implementation plan.

Using SDS (Self-Directed Support) flexibly

Laura lives alone but is very sociable. She is a full-time wheelchair user. She normally enjoys attending Day Services, but this has not been possible during the pandemic. Her laptop was broken, and she was having difficulty using her mum's temperamental iPad, due to her tremors.

Laura chose to use SDS money to purchase a laptop with an adapted mouse and large screen. This allowed her to participate in zoom classes, calls and stay connected with her friends and family, as well as doing her online grocery shopping.

Empowered Futures

Priority Activities

Empowered futures

Reference	Description	National Outcomes
CC&F.1 New initiative	44% of adults with a learning disability attended day centres in 2019, compared with 18% across Scotland. We will co-produce modern models of care for older people, people with physical disabilities and people with learning disabilities to exercise choice, control and flexibility. This will include support options within our communities which, where appropriate for each person, enables a broader choice beyond congregate services and supports innovative use of our buildings.	• Outcome 2 • Outcome 3 • Outcome 4 • Outcome 6 • Outcome 9
CC&F.2 Building on existing practice	Develop the HSCP's approaches and mechanisms for supporting and enabling people with lived experience to contribute to the improvement of existing services and development of new forms of support.	• Outcome 3 • Outcome 4
CC&F.3 New initiative	Work with Renfrewshire Council to improve the experience of young people with autism or with a learning disability making the transition to adult services through review of existing pathways and information available for individuals and their families to exercise choice and control. These pathways will meet the specific educational, employment and housing needs of each individual.	• Outcome 4 • Outcome 5 • Outcome 6
CC&F.4 New initiative	Deliver a Renfrewshire autism action plan to improve opportunities and outcomes for people with autism, with an initial focus on practical community-based support around life skills, reducing social isolation, benefits, housing and employment.	• Outcome 4 • Outcome 5 • Outcome 6

Empowered Futures

Priority Activities

Empowered futures

Reference	Description	National Outcomes
CC&F.5 Building on existing practice	Continue to place Equalities at the heart of our activity to ensure our services are inclusive and provide equality of access to information, support and involvement for all children and adults.	• Outcome 3 • Outcome 4 • Outcome 5
CC&F.6 New initiative	We will develop an LGBTQ+ charter, continue to co-fund the IN-Ren Network Officer post hosted by our partner Engage, and deliver training for our staff.	• Outcome 3 • Outcome 4 • Outcome 5
CC&F.7 Building on existing practice	We will ensure that our services are fully accessible to people with a physical disability or sensory impairment by engaging and communicating in the most appropriate and effective way for individuals. This will include refreshing and building on our BSL (British Sign Language) action plan.	• Outcome 3 • Outcome 5
CC&F.8 Building on existing practice	Achieve year on year increases in our use of anticipatory care plans – supporting people to determine and control the care they receive to manage long-term conditions or where they are approaching the end of their life.	• Outcome 3 • Outcome 7
CC&F.9 Building on existing practice	Deliver Renfrewshire's Palliative Care and End of Life Care Strategy, revised following COVID, with a particular focus on (i) improving pathways between services, (ii) providing training and information for people to broaden understanding of palliative and end of life care and where it can be provided; and (iii) meeting the emotional support needs of families and carers following the pandemic.	• Outcome 3 • Outcome 6 • Outcome 7 • Outcome 8

Improving Health and Wellbeing in our Communities

Renfrewshire Strategic Planning Group's Health and Wellbeing Priorities

The Development of Health and Wellbeing Priorities for Renfrewshire

Renfrewshire HSCP has agreed with Community Planning partners that it will coordinate Renfrewshire's approach to improving health and wellbeing in our communities. In response, our Strategic Planning Group (SPG) has agreed six health and wellbeing priorities, which are described below. We also feature some examples of projects funded to deliver against these priorities on the following pages. These priorities support the delivery of the themes set out in this Strategic Plan and in particular align with the focus of the HSCP and our partners on prevention and early intervention and the development of support within our communities to improve the wellbeing of local citizens.

Healthy and Active Living
Making healthy choices easy choices by ensuring that being active and eating well are accessible, affordable, enjoyable and local. Building resilience and capacity within local communities in a scalable and sustainable way.

Place and Connectedness
Helping people feel connected to their communities and addressing loneliness and social isolation by raising awareness, promoting access to information and engaging with the most at risk through neighbourhood initiatives.

Mental Health
Addressing the low-level mental health issues that affect people on a daily basis by providing accessible information on, and developing, appropriate supports.

Inequalities
Reducing the health inequalities currently present in Renfrewshire and subsequently improving health outcomes in particularly affected groups e.g., BAME (Black and Minority Ethnic); people in lower socio-economic groups.

Early Years and Vulnerable Families
Developing support for children in their early years up to 5 years of age, or pre-school; and vulnerable families disadvantaged by adverse circumstances or inequalities that can lead to poorer health, developmental and educational outcomes.

Housing as a Health Issue
Recognising the importance that housing plays in people's health and wellbeing and working together to prevent homelessness, support older people, and recover from the COVID-19 pandemic.

Improving Health and Wellbeing in our Communities

Examples of some of our funded projects

Place and Connectedness

We are working alongside ROAR – Connections for Life to improve connectedness and reduce loneliness and isolation, focussing initially on the East End of Paisley. A community fun day took place in August 2021 to begin the conversation about what would help and a number of local groups and organisations are now involved in a Connectedness Network.

Mental Health

RAMH received funding from us to create information about what supports are available to people in a range of languages, and to circulate them in hard copy as well as digitally. This was in recognition of the fact that lots of people, particularly people from black and ethnic minority communities, often don't have access to online resources.

Renfrewshire Health & Social Care Partnership

Renfrewshire Mental Health and Wellbe
Support Services Contact Numbers

How you can get support

Each of the groups can put you in touch with more spec

RAMH | 0141 847 8900
Local organisation who can support mental health issues.

First Crisis Freephone | 0800 221 8929 or 0141 848 9090
9-8pm Mon-Fri and 5pm at weekends

Hear for You | Freephone 0800 221 8904
If you feel distressed or anxious 9-5 Mon-Fri

Renfrewshire Alcohol and Drug Partnership (ADP) | 0300 300
Partnership of local public and voluntary sector organisations
support local community with alcohol and drug issues

Pachedu Advice to Ethnic Minority Population | 07377937941
Provides a range of support, information and advice aimed at addr
mental health & other related issues.

Renfrewshire Women's Aid | 0141 561 7030
Provides advice, support, information and safe accommodation for
Children & Young People affected by domestic abuse.

ACCORD Hospice Bereavement Support | 0141 581
If you are experiencing loss or dealing with grief following the death of so

Renfrewshire Council

Please see over...

Renfrewshire Health & Social Care Partnership

شراكة رينفروشاير
للرعاية الصحية والاجتماعية

ارقام الاتصال بخدمة دعم الصحة النفسية والرفاهية التابعة الى رينفروشاير.

كيف يمكنكم الحصول على الدعم
يمكن لكل جهة ان توصلكم بفريق لبرونكم بالمساعدة المحددة .

راما | RAMH ٠١٤١٨٤٧٨٩٠٠
منظمة محلية يمكنها دعم قضايا الصحة النفسية.

التلفون المجاني للأزمات اليدانية
٠٨٠٠٢٢١٨٩٢٩ أو ٠١٤١٨٤٨٩٠٩٠ [التسعيرة الاعتيادية]
من ٩ صباحاً الى ٨ مساءً من الاثنين الى الجمعة والى ٥ مساءاً في ايام نهاية الاسبوع

تصفى لأجلك | التلفون المجاني ٠٨٠٠٢٢١٨٩٠٤
اذا كنت تشعر بالضيق أو القلق

شراكة رينفروشاير للكحول والمخدرات | ٠٣٠٠٣٠٠١١٩٩ [الخيار ٢]
شركة منظمات القطاع المحلي العام والتطوعي التي تدعم السكان المحليين بقضايا الكحول والمخدرات.

مشورة "باتشيدو" للاقليات العرقية من السكان | ٠٧٣٧٧٩٣٧٩٤١ أو ٠٧٤١٥٠٠٩٦٧٧
توفر المعلومات والدعم الواسع والاستشارة التي تهدف الى معالجة الحالة النفسية وغيرها من القضايا ذات الصلة.

إعانة النساء ٠١٤١٥٦١٧٠٣٠
تقدم المشورة والدعم والمعلومات والإقامة الآمنة للنساء والأطفال والشباب المتضررين من سوء المعاملة المنزلية.

اكورد هوسبس ٠١٤١٥٨١٢٠٠٠
لتقديم الدعم عند الفجيعة
اذا كنت تعاني من فقدان شخص قريب عليك أو تعاني من التعامل مع الحزن بعد الوفاة.

الرجاء الاطلاع على الصفحة التالية

Renfrewshire Council

Improving Health and Wellbeing in our Communities

Examples of some of our funded projects

Healthy and Active Living

Active Communities and Renfrewshire Leisure have been working together with a number of other local organisations to make healthy choices easy choices by ensuring that being active and eating well are accessible, affordable, enjoyable and local. They have trained local people to become community health champions and aim to develop a network of local tutors who can train people in the likes of physical activity, healthy eating and positive mental health.

Inequalities

We are providing funding to Renfrewshire's new Integration Network. 'IN-Ren', to enable the co-ordinator to focus on health inequalities. IN-Ren is a forum for people from minority ethnic backgrounds which will allow them to become more involved in all aspects of community planning. Our aim is to work with the Network to ensure more diversity in all of our groups so that we can address the significant inequalities that exist for people from minority ethnic communities.

we are all... Renfrewshire

Integration Network Renfrewshire

Improving Health and Wellbeing in our Communities

Examples of some of our funded projects

Children and Vulnerable Families

HOME START Renfrewshire and Inverclyde

Families Together is an HSCP funded projected, delivered by Home Start and other partners, to support families with the transitional experiences in early years to nursery and school. The focus is on families who have not previously engaged with pre-school establishments for many reasons, including lack of confidence and trust. Groups meet in a range of locations and provide face to face interaction and family time outwith the family home.

Future Focus

As well as continuing to build on and embed the work currently underway, we will also focus on the following over the next 3 years:

Priority	What we will do	National Outcomes
Housing as a Health issue	• Develop a peer led approach to prevent homelessness. • Work with housing colleagues across sectors to meet objectives outlined in the Housing Contribution Statement.	Outcome 2
Poverty	Work with Community Planning partners to alleviate the health issues caused by poverty	Outcome 5

The Role of Housing in improving Health and Wellbeing

Housing Contribution Summary

The role of Housing in improving health and wellbeing

Good housing is central to tackling some of the most pressing health challenges and plays a critical role in improving health, wellbeing and social care outcomes for people in Renfrewshire. Our aim is to ensure that people have access to the right home; one that is accessible, warm, safe, secure and affordable, in the right place, with the right support, to ensure that people live longer healthy lives in their own community.

Housing impacts all care groups and good housing will make a significant contribution to the successful delivery of this Plan. We have worked with partners to develop a Housing Contribution Statement which is available as a supporting document to this Plan. We provide a summary of the key points over the following pages.

This statement is the 'bridge' between strategic housing planning and this Strategic Plan. It identifies the contribution of the housing sector in meeting our outcomes. We also note that a focus on housing as a health issue and supporting people to live independently in their own home are woven throughout this Plan and these commitments should not be viewed in isolation but as a key element of delivering effective health and social care to the people of Renfrewshire.

"The right to an adequate standard of housing is inextricably linked to the right to the highest attainable standard of health. We can't have one without the other. The right to health is an inclusive right. This means that it is not just the health service that should meet these standards, everything that influences our health should be accessible, available, appropriate and high quality if we are to have a healthier Scotland"

Matt Lowther, Blog on Public Health Scotland website, 2019

Housing to 2040: National Strategy

In March 2021, the Scottish Government set out the first ever Long-term National Housing Strategy (LNHS), which set out a clear vision for housing and a supporting route map. This route map includes four key elements:

(i) More homes at the heart of great places.
(ii) Affordability and choice.
(iii) Affordable warmth and zero emissions homes.
(iv) Improving the quality of all homes.

The Role of Housing in improving Health and Wellbeing

Housing Contribution Summary: National Policy and Local Governance

Renfrewshire's Local Housing Strategy

The Local Housing Strategy (LHS) sets out the strategic approach of the Council and its partners in delivering high quality housing and housing related services across all tenures to meet identified need across Renfrewshire. The development and continuous review of the LHS is undertaken in consultation with key partners and stakeholders with local communities, housing associations and Renfrewshire's Health and Social Care Partnership all actively involved in the process.

The strategic priorities outlined in the LHS ensure that both provision and prevention with appropriate structures are in place to deliver the right support for people - be that through physical assets or having the right people in place to deliver support within our communities, supporting those at risk of homelessness and enabling people to live at home for longer as their needs change.

The diagram shows some of the national policy and local policy context drivers which influence the development of the LHS.

Our Supporting Governance

There are several elements of governance which support delivery of the Housing Contribution Statement and ensure clear alignment between all elements of local housing strategy:

- Our IJB and Strategic Planning Group
- Our Housing as a Health Issue subgroup
- The HSCP and Communities and Housing Liaison Group
- The Housing Providers' Forum
- The Renfrewshire Homelessness Partnership
- The Housing-led Regeneration Partnership Board

The Role of Housing in Improving Health and Wellbeing

Housing Contribution Summary

Theme – Housing as a Health Issue

There is a fundamental relationship between housing, health and wellbeing and it is widely accepted that health is largely shaped by factors beyond access to health care. The factors that influence health – the social determinants of health – include housing and are connected intricately to the other determinants, for example employment, education and income.

To improve health and wellbeing and tackle health inequalities everyone should have access to a warm, dry, safe, affordable home which meets their needs. We recognise that health can influence housing through condition, overcrowding, security of tenure and matching people's housing needs.

The HSCP helps fund Linstone Housing Association's Housing and Health Hub, which has the main objective of supporting people who frequently attend their GP to discuss complex, non-medical housing issues. It aims to alleviate pressure on GPs and reduce the number of appointments made with them about housing issues.

What we know:

It is important to ensure that there is an increased supply of affordable housing which is made available to meet identified housing need

Low-income households are more likely to be impacted by fuel poverty

Living in cold and damp homes is associated with higher mortality rates and cold-related ill health

A proportion of people experiencing homelessness have poor health outcomes which may cause premature mortality

Place-based approaches can improve the quality of homes and neighbourhoods and support the health and wellbeing of communities

The Role of Housing in Improving Health and Wellbeing

Housing Contribution Summary

Theme: housing as a health issue

Tackling deep-rooted health inequalities in our most deprived communities
Tackling fuel poverty
Supporting Renfrewshire's ambition to be net zero by 2030
Support the implementation of the recommendations from Renfrewshire's Alcohol and Drugs Commission
Provision of appropriate services and accommodation for homeless clients with complex needs

Reference	Description	National Outcomes
HCS 001	Support the development of the Council's innovative Regeneration and Renewal Programme to: • Deliver social housing new build that aims to meet Renfrewshire's climate change commitments, through delivering homes that are sustainable for tenants and the environment. Thus, removing poor energy efficiency as a driver for fuel poverty. • Develop and implement a multi-disciplinary approach to neighbourhood renewal plans and investing in our communities.	National Outcome 1. People are able to look after and improve their own health and wellbeing and live in good health for longer.
HCS 002	Support the delivery of energy improvements to existing housing stock.	
HCS 003	Building on the rapid rehousing approach to ensure access to specialist services is readily available via robust pathways for homeless people with complex needs, including mental health and harmful alcohol and/or drugs use.	
HCS 004	Continue to strengthen our approach to prevention and repeat homelessness by providing holistic wraparound support to households in Renfrewshire, regardless of tenure, whose life is being affected by alcohol and or drugs. This will be enhanced by the fuller programme of work which has been developed in response to the recommendations of independent Alcohol and Drugs Commission.	
HCS 005	Developing an integrated approach to housing advice across Renfrewshire building on existing offerings from the Council and the Linstone Housing Hub funded by the HSCP.	
HCS 006	Develop an appropriate percentage wheelchair target for all new build wheelchair accessible housing provision across all tenures as required by the Scottish Government.	

The Role of Housing in Improving Health and Wellbeing

Housing Contribution Summary

Theme: Supporting People to live independently at home

We will support people to live independently in a home of their own that meets their needs. In order to achieve this, we will ensure that person centred services are provided at the point of when required.

We will continue to focus on prevention, early intervention, and enablement which will include the provision of adaptations and technology enabled care.

We will also continue to provide lower-level preventative services which will keep the home hazard free and enable people to maintain their independence and remain in their homes comfortably, safely and securely.

What we know…

The number of people in the 65 to 74 year old age group will increase by 20% and the proportion of those aged 75 years and over is expected to increase by 21%

Poor accessibility puts disabled people and older people at risk of injury, stress and isolation

People with learning disabilities are sometimes living outwith their local authority area in institutional settings that may impact negatively on quality of life and outcomes for them and their families

A 2018 report by the Equality and Human Rights Commission on housing issues affecting disabled people highlighted that in Scotland:

61,000 people need adaptations to their home

approximetley **1%** of housing is fully accessible for wheelchair users.

10,000 disabled people are on housing waiting lists

The Role of Housing in Improving Health and Wellbeing

Housing Contribution Summary

Theme: Supporting people to live independently at home

Meeting the housing needs of a growing older population including:
Provision of accessible housing that meets the needs of people with a physical disability
Provision of supported housing that meets the needs of people with a Learning disability
Provision of appropriate accommodation and support for long term Mental health inpatients.

We will achieve this by providing:

- Appropriate and affordable housing to meet their needs.
- Lower-level preventative services, including aids and adaptations.
- Support homeowners who no longer can afford upkeep and maintenance.

Reference	Description	National Outcomes
HCS 007	Across all care groups, build on our existing intelligence and assess future demand for specialist accommodation in light of the COVID-19 pandemic and the Scottish Government's proposal to introduce a new Accessible Standard 2025/26.	National Outcome 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.
HCS 008	Ensure the transition pathway for young people with a learning disability includes early engagement with them and their carers regarding supported living requirements.	
HCS 009	Developing pathways for long-term mental health inpatients to be discharged from hospital to appropriate supported accommodation.	
HCS 010	Increase our capability for technology enabled care and undertake an analogue to digital transition programme for community/ group alarms.	
HCS 011	Work in partnership with care providers to undertake joint recruitment drives to ensure we can have the capability to meet future service needs and demands.	
HCS 012	Build upon our existing work to develop models of creative and innovative supported living opportunities for people with learning disabilities of all ages, which ensures anticipatory care planning with a focus on the needs of older carers.	

"My life before WRAP service wasn't a life, I didn't want to be alive. It has been a life saver. I've been with WRAP for over a year, when helps been needed. I've had help with going shopping, keeping doctor's appointments, linking in with a psychiatrist, and just making me feel wanted.

If I didn't have help from WRAP I'd be dead…I've got some confidence now because of the help, and I go to college.

My life now is getting much better thanks to WRAP…and I now get other help from my Community Psychiatric Nurse and the Charleston Centre. I have loved the support…so thank you very much…10/10!"

WRAP (Working to Reconnect and Achieve Potential)

Established in 2019 in partnership with Blue Triangle Housing Association, WRAP is a short-term, flexible, wraparound Housing Support service for those who are homeless and ready to engage with support. It provides a person-centred approach to help people resettle into the community, sustain their tenancy, and achieve their own outcomes. ***During COVID – WRAP service users were included in the distribution of donation bags and toiletries by our Housing Support Officers****.*

Our 'enabling' plans and strategies

We have a range of critical enabling policies and plans which provide the foundations for us as an organisation to deliver on our objectives and priorities. They inform our Strategic Plan and also help us to deliver on our priorities.

Central to this is workforce planning because our staff are our greatest asset, and we are committed to supporting them through access to development opportunities and empowering individuals to maximise the contribution they are able to make.

Enabling Successful Delivery of this Plan: Our 'enablers'

Common foundations which help us to deliver our Plan

As our 'Plan on a Page' sets out, the HSCP has identified several key 'enablers', which are those areas of activity which apply across all of the services provided and activity undertaken by the Partnership. These enablers inform this Strategic Plan and are the foundations which ensure that we are equipped as an organisation to deliver on our objectives and priorities. We set out below why they are important for us. They cover how:

- we support and develop our workforce;
- we use technology and our property to deliver effective services;
- we communicate about our services; and
- we continue to ensure the quality and safety of the care we provide.

Workforce and Organisational Development

Supporting our workforce beyond the pandemic is critical to our success. Alongside this we need to ensure that we address emerging working challenges such as recruitment and retention whilst providing access to development opportunities and empowering our staff to maximise the contribution they are able to make.

Property

The HSCP utilises a broad property portfolio which is collectively owned or leased by NHS GGC and Renfrewshire Council. We work with our partners to ensure our buildings match our needs and that our use reflects changes in ways of working due to COVID.

Digital and Data

Digital technology has been a crucial element of our pandemic response. It provides us with the opportunity, where appropriate, to broaden how people are informed about, and access, services. It can also help people to maintain their independence for longer.

Communication and Engagement

Communicating and engaging well is at the heart of providing effective services. Our approach, developed during the pandemic, gives us a range of tools for involving people in conversation around our services during this Plan. We will continue to develop our approach to involve communities and those with lived and living experience.

Clinical and Care Governance

Clinical and care governance is our system that ensures our care and outcomes are of a high standard for users of services. This governance does not exist in isolation but overlaps with our themes and other enablers.

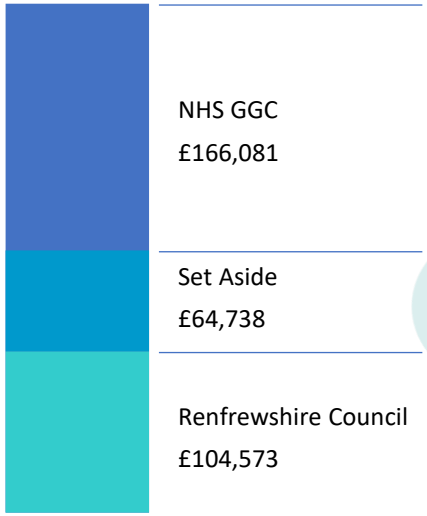
These common enablers are relevant throughout this Plan and will help us deliver our priorities. We provide further detail on some of our challenges and key priorities for these enablers in the appendix to the Plan.

The Financial Context

Medium-Term Financial Planning

Our Current Use of Resources

In 2020/21, the resources available to Renfrewshire IJB were as follows:



Resources available (£000s)

Total 2020/21 resources available (£000s):

£335,392

A Refreshed Financial Plan

The Medium Term Financial Plan 2020/21 – 2025/26 outlined the anticipated financial challenges and opportunities the Health and Social Care Partnership expected over that five-year period, and provided a framework which would support the HSCP to remain financially sustainable. It was designed to complement the HSCP's Strategic Plan, highlighting how the HSCP's financial planning principles would support the delivery of the IJB's strategic objectives and priorities.

The unforeseen events of the COVID-19 pandemic created considerable unanticipated financial pressures for the IJB and prompted a shift in the focus of the HSCP and our partners' activities. As noted previously in this Plan, the pandemic has accelerated the delivery of some of our objectives, made others increasingly important, and lowered the priority of some of our previously agreed actions. Alongside the development of this Strategic Plan, it is consequently necessary to update our supporting Medium Term Financial Plan.

The new Medium Term Financial Plan 2022/23 – 2025/26 reflects the impact of COVID-19 and other emerging issues facing the HSCP. The Plan is intended to outline, in broad terms, the specific service and funding issues over the next three-year period and how the IJB will fund its priorities and ensure financial sustainability and resilience can be achieved. The IJB's financial planning arrangements remain subject to active review, to enable us to continue to plan for a range of potential outcomes and scenarios. This helps us to manage emerging financial risks and challenges and the likely impact these could have on the financial sustainability of the IJB.

The Financial Context

Medium-Term Financial Planning

National Context & Planning Uncertainties

As with this Plan, the Medium Term Financial Plan (MTFP) must be cognisant of, and responsive to, the national context. This includes both considerations around policy and the public health emergency caused by the COVID-19 pandemic. The impact of such issues on our ability to deliver services, how we deliver them, and on the budgets available with which to fund those services, has been acutely felt over the past 18 months and shows little sign of abating.

Examples of these contextual factors include, but are not limited to:

COVID-19 & NHS Recovery

The pandemic has had far-reaching consequences for Scotland's public services and finances, and it will continue to have an impact in the future. The Scottish Government's NHS Recovery Plan, published in August 2021, states its intention to increase NHS capacity by at least 10% in order to address the backlog in care and meet ongoing healthcare needs. The Plan identifies required investment of more than £1 billion to deliver improvements over the next five years, and sustainable services for the future.

National Care Service

As previously covered, the result of the consultation on the establishment of a National Care Service in Scotland may lead to significant structural change in the sector. Whilst such change is not expected imminently, the Medium Term Financial Plan will ensure that resources are targeted at the delivery of the priorities of the Strategic Plan and the principles set out in the Independent Review.

Supply Chain and workforce challenges

The impact of BREXIT on the health and social care sector continues to emerge. Supply chain issues are being experienced nationally and globally, and the health and care sector continue to face shortages across the workforce in key services. These issues are dovetailing with the impacts of the pandemic, compounding already challenging circumstances. The MTFP will consider how the IJB's resources can be best targeted to help mitigate against these challenges and reduce their impact where possible.

Other Challenges

The examples highlighted within the national context are not exhaustive. The complexities here also extend, but are not limited to, the planning uncertainties facing the IJB in terms of national environmental policy and the commitment that Scotland will be a net-zero carbon emissions society by 2045.

The Scottish Government's Programme for Government also states the intention to hold a new independence referendum in the first half of the parliamentary term should the COVID crisis have passed.

The Financial Context

Medium-Term Financial Planning

Local Context

The local context also remains very uncertain. Health inequalities, made more challenging and exacerbated by the pandemic, are expected to continue to increase demand on health and social care services in Renfrewshire. The full extent of this is still be determined however, evidence suggests that demand for mental health support in particular will rise, along with the potential impacts of Long COVID. Our local response to these issues will require a targeted approach.

In addition, Renfrewshire Council's target to be carbon neutral by 2030 will require ongoing consideration of how the HSCP's investment in goods and services in the future can contribute to delivery of these targets.

Ongoing Financial Challenges

The Scottish Government has advised they will publish the 2022-23 Scottish Budget and the Medium Term Financial Strategy on Thursday 9 December 2021. Whilst the Scottish Government Budget settlement for 2021/22 was for one year only, it is hoped that from 2022/23 there will be a return to multi-year budget settlements. This will improve certainty for future medium term financial planning and will give clarity to our funding partners, in turn helping to inform our own medium term plans. (To be updated in final draft of the Strategic Plan.)

Even with the commitment of the Scottish Government to increase spend in health and social care, we anticipate the financial challenge to the IJB to deliver a balanced budget over the next three-year period will be considerable. Future pay settlements, inflation and contractual commitments, and rising prescribing costs are expected to continue to add to the challenge facing the IJB in the medium term.

The IJB's refreshed Risk Framework will help to identify and mitigate risks to the delivery of the MTFP and the reshaping of our transformation programme will help to meet this challenge. However, a significant budget gap is still expected.

Recognising this challenge, the HSCP's Senior Management Team has implemented a rolling process to enable the identification of savings opportunities which can contribute to the ongoing sustainability of the IJB's financial position and ensure the continued delivery of best value.

Each savings opportunity is subject to rigorous assessment of possible risks and expected impact to ensure that these are appropriately managed. Where appropriate, equality impact assessments (EQIAs) are also carried out to determine and manage any potential unintended negative impact on the different groups of citizens covered under the Equality Act 2010.

Our Market Facilitation Plan

Setting out our principles for future commissioning

The Current Context for Market Facilitation

The development of Market Facilitation Plans or Statements is a requirement under the Public Bodies (Joint Working) (Scotland) Act 2014. These plans aim to inform, influence and adapt service delivery to ensure that the right services are available at the right time.

Renfrewshire HSCP published a Market Facilitation Plan in 2019. This Plan set out the key drivers which would shape local health and social care services, the HSCP's priorities and how we would focus our activity to deliver them, and the interdependencies with our financial plans.

The direction of travel that we have set out in this Strategic Plan, described through our guiding principles, our strategic themes and health and wellbeing priorities, represent in many ways a progression of the objectives we set out in our 2019 Market Facilitation Plan. This Plan can help our third sector and providers consider how their services can develop to support the HSCP.

Many of the challenges we face now and will face in the future, which will shape how services need to be provided, remain the same. However, we also recognise that this Strategic Plan has been developed at a time of uncertainty arising from the impact of COVID, and the further detail which is arising from the Independent Review of Adult Social Care and the consultation on the establishment of a National Care Service. Taking this into consideration, we do not think that it is appropriate to set out a revised Market Facilitation Plan at this time.

We will take the opportunity to evaluate the impact of the pandemic on the nature of demand for our services and will use this to inform the development of an updated plan during 2022/23.

The Role of the Strategic Commissioning Process in shaping the future of our services

Strategic Commissioning is a core component of the HSCP's approach to understanding how the needs of our population is changing, and how health and social care services in Renfrewshire need to respond, and the process we follow is set out on the following page. We recognise that this process cannot be carried out in isolation but must be delivered collaboratively. We are also committed to delivering commissioning effectively and have created an expanded commissioning team to support our work.

Consideration of current approaches to commissioning has been a key strand of the Independent Review of Adult Social Care. The HSCP is highly supportive of identifying ways to improve how we commission and will work to adopt agreed recommendations.

Market Facilitation Principles

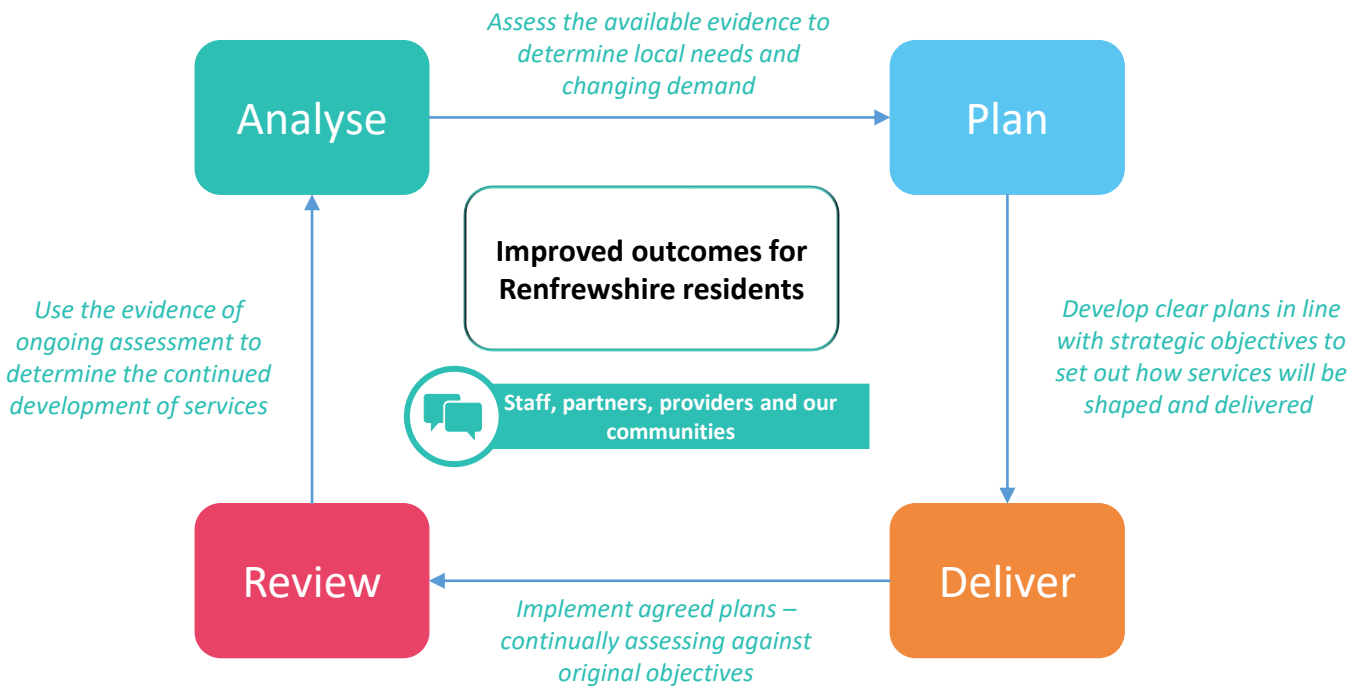
In summary, our future Market Facilitation Plan will reflect:

- Available data on projected drivers of demand
- The importance of collaboration and co-production in market shaping
- Our themes, with a focus on investing in 'Healthier Futures' and 'Connected Futures'
- Our financial plan and continued financial constraints

Our Market Facilitation Plan

The Strategic Commissioning Process

The Market Facilitation Plan is a core element of the strategic commissioning cycle set out below. This is how the HSCP, with partners, considers the current and future needs of our population, and links investment to our priorities. Each step of this plan requires input from a range of stakeholders within the HSCP, our partners and providers.



Lead Partnership Responsibility

Services hosted by Renfrewshire HSCP

Podiatry

Renfrewshire HSCP is responsible for the strategic planning and operational budget of all issues relating to Podiatry across the six Health and Social Care Partnerships within NHS GGC. Podiatrists are health care specialists in treating problems affecting the feet and lower limb. They also play a key role in keeping people mobile and active, relieving chronic pain and treating acute infections.

NHS Greater Glasgow and Clyde employs approximately 180 podiatrists (excluding vacancies) in around 60 clinical locations spread across the six Health and Social Care Partnerships.

The Podiatry Service currently (Nov 2021) provides care to around 22,000 patients across the NHSGGC Board area

Key priorities for the Podiatry service include:

- Supporting person-centred care through development of feedback mechanisms.
- Delivering a new virtual patient management approach.
- Delivering efficient and value management through service analytics and quality, and ensuring the right shape for the team
- Reducing the incidence of avoidable pressure damage by 20% by December 2022.

Primary Care Support

Primary Care Support (PCS) is also hosted by Renfrewshire HSCP. The team works across NHS GGC to support GP and Community Optometry primary care contractors. This includes managing contracts and payments, any changes to practices, linking with eHealth and Premises on support to contractors, and working with HSCPs on future planning and the Primary Care Improvement Plans.

The PCS team works with over 1300 GPs and over 700 Optometrists and their staff, across 234 GP Practices and 181 Optometry practices.

Priorities for the period 2022-25 include:

- Supporting COVID recovery
- Implementation of significant new national IT systems
- Ongoing support to practices with Transforming Nursing Roles and General Practice Nurse and Advanced Nurse Practitioner development.
- Supporting GP Clusters and Quality Improvement.
- Improving data on outcomes, workforce and activity
- Continued redesign across the six Primary Care Improvement Plans and implementing current and future national GP contract changes.
- Further development of shared care and interface approaches between Community Optometry and Ophthalmology.

Monitoring and evaluating our progress

Measuring the impact of our Plan

Measuring the impact of our Strategic Plan

We manage our performance using our Strategic Plan, Service Action Plans and Performance Indicators (PIs) to ensure we complete the tasks we have committed to, within the given time. This enables us to monitor our performance in an effective and transparent way. Having clear targets makes it easier to hold us accountable.

Our Performance Management Framework concentrates specifically on our Strategic Plan, which is supported by Service Action Plans. These are used by Service Managers as part of the day-to-day management of our services and set out what each service aims to develop over the coming year and the performance targets it strives to meet.

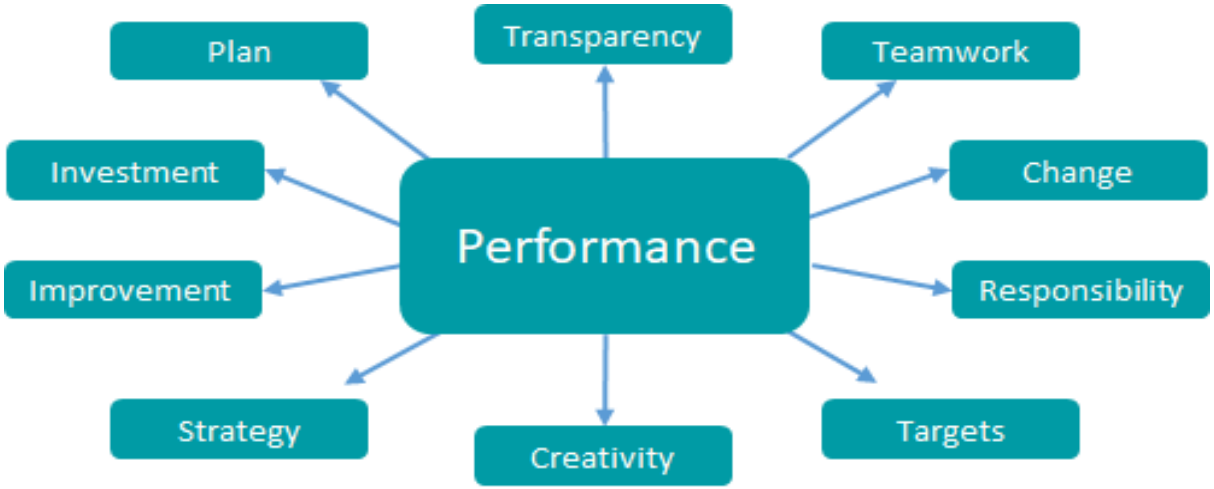
The HSCP has created Care Planning Group Forums to develop the priorities for this Strategic Plan and to provide a consistent approach across all service areas.

Monitoring and reporting our performance

Our approach to performance monitoring considers the aspects set out in the diagram below. Performance is presented at all Integration Joint Board meetings and our Annual Performance Reports are published each year at the end of July. These reports look back on each financial year, reflecting Renfrewshire HSCP's performance against agreed local and national performance indicators and in delivering the commitments set out within the IJB's Strategic Plan.

As can be seen throughout this Plan, we have aligned our priorities with the National Health and Wellbeing outcomes to ensure a clear link to national policy.

In addition, performance dashboards will be implemented to support each Care Planning Group monitor progress using relevant indicators from the IJB Performance Scorecard.



Appendices

Further detail to support our Plan

Further Detail on Our 'Enablers'

Common challenges and key priorities

We set out in our Plan the key enablers that we need to focus on as an organisation to help us continuously improve and deliver on our priority actions. We face a range of common challenges in delivering these enablers, which are set out on this and the following page. We have also identified key priorities which we will take forward during the lifetime of this Plan.

	Common Challenges	Our key priorities
Workforce and Organisational Development	• Ongoing recruitment and retention challenges in several services (Care at Home, District Nursing, CAMHS, Psychotherapies) • Our Staff are exhausted due to demands of the pandemic on our services • Our workforce is ageing, a challenge faced nationally	• **W&OD.1:** Providing ongoing support to maintain staff health and wellbeing • **W&OD.2:** Working with partners to address common recruitment challenges (e.g., CAMHS) and develop innovative solutions • **W&OD.3:** Shaping our workforce through the HSCP's Workforce Plan 2022-25 (and supporting service plans)
Digital & Data	• The HSCP's technology infrastructure is provided by our partner organisations and our systems are not all fully integrated. Our partners also maintain separate digital strategies and governance • Digital technology is not appropriate in all circumstances – it must be part of a mixed approach to service provision • Maximising our use of data to inform service development.	• **DIG.1:** Completing finance phase of ECLIPSE implementation • **DIG.2:** Progressing the Digital to Analogue telecare switchover • **DIG.3:** Building on success of digital tools used during COVID e.g., Near Me to support services where appropriate • **DIG.4:** Implementing a Data Quality Management Framework to continuously improve practice and performance • **DIG.5:** Integrating EMIS and ECLIPSE
Property	• Shaping our estate to reflect the changes and impact of COVID will take time • Creating a coherent property strategy across the NHS and Council estate is inherently complex	• **PROP.1:** Delivering our PCIP Community Treatment and Care (CTAC) commitment to provide treatment rooms across Renfrewshire • **PROP.2:** Embedding appropriate hybrid working arrangements for our staff • **PROP.3:** With partners, developing strategic objectives for the HSCP's use of property

Further Detail on Our 'Enablers'

Common challenges and key priorities

	Common Challenges	Our key priorities
Communication and Engagement	• Communicating digitally where face to face is not possible extends our reach but does not meet everyone's needs • Every individual and group will have communication preferences which can differ from others	• **C&E.1:** Refreshing and implementing our Communication and Engagement Strategy • **C&E.2:** Develop robust awareness campaigns to support regular signposting of residents to local and national services and resources, as a preventative approach and to support people in times of crisis. • **C&E.3:** Embedding 'Planning with People' guidance in service design activity • **C&E.4:** Refreshing the HSCP's website as part of activity to implement Renfrewshire Council's Digital Strategy
Clinical and Care Governance	• Service capacity and increasing demand as we move through and out of the pandemic • Recruitment and retention (as noted under workforce) which is required to continuously improve the quality of care	• **C&CG.1:** Enhancing our processes for sharing lessons learned from complaints received to inform service improvement • **C&CG.2:** Develop our mechanisms for understanding patient and service user experience to improve services

Renfrewshire Council

To: **Leadership Board**

On: **December 1st, 2021**

Report by: **Chief Executive**

Heading: **Future Paisley Update**

1. Summary

1.1 This report provides a 12-month progress update on delivery of the Future Paisley programme, following the confirmation of new management arrangements at Leadership Board in December 2020 when it was agreed the cultural regeneration team and programme of work under Future Paisley would led by the Head of Marketing and Communications, with the cultural lead sitting with the Chief Executive of Renfrewshire Leisure.

1.2 The report updates Members on priority areas of work during 2021 reflecting the demands of a post-pandemic context and Renfrewshire's social and economic recovery. This has included the revision of Future Paisley's step changes and strategic outcomes, administration of crisis funding for Renfrewshire's cultural sector, new project development and the reprofiling to March 2024, agreed by the Future Paisley Partnership Board in June 2021.

2. Recommendation

2.1 Members are asked to note priority areas of work, including the revision of Future Paisley Step Changes, and programme progress at Appendix 1. An annual update report will be brought back to Leadership Board each December, with the next report due in December 2022.

3. Background

3.1 Future Paisley is a wide-ranging programme of events, activity and investment using Paisley's unique and internationally significant cultural stories to transform its future. The programme, funded by Renfrewshire Council, working with Renfrewshire Leisure and a range of partners and communities, uses culture and creativity to achieve long lasting social and economic change. A journey that began with Paisley: The Untold Story, led to Paisley becoming the first town to be shortlisted for UK City of Culture, and is now supporting the Paisley Vision 2030, a blueprint for town centres everywhere.

3.2 The programme supports a cultural workforce working collaboratively across Renfrewshire Council and Renfrewshire Leisure, and a network of local and national partners. Future Paisley supports whole system change, delivering both short term and generational benefits, and has two inter-connected roles:

- Influencing and embedding culture through partnership, Policy development, service design and professional practice, working in an integrated, collaborative way to maximise the impact of cultural regeneration on communities across Renfrewshire.
- Funding targeted cultural interventions and maximising our impact to 2024, ensuring projects delivered are sustainable and create progression routes for communities, individuals and local organisations.

3.3 For Future Paisley the impact of Covid19 meant a significant change to programme resource and delivery, with most activity planned for 2020 and 2021 postponed or significantly adapted. An immediate priority was to understand the challenges facing Renfrewshire's local cultural sector and to provide ongoing sector support, including recovery funding. This involved quickly adapting partnerships, renegotiating timetables for national funding, adapting to digital events and activity - enabling individuals, local groups and communities to remain connected, and revisiting programme step changes and outcomes to ensure Future Paisley could play a key role in Renfrewshire's economic and social recovery.

Future Paisley Priorities

4. Sector support and recovery funding

4.1 Like all sectors, the creative and cultural sector in Renfrewshire has been greatly impacted by Covid19 and prolonged periods of restrictions. The organisations which have felt the greatest direct impact on their income are those which have a participation model, and/or are dependent on ticketed income. Several individual practitioners and organisations successfully adapted their offer to an online model, and while imaginative solutions were found to connect with audiences and maintain profile, significant challenges were and are being experienced because of prolonged restrictions.

4.2 To support Renfrewshire's cultural sector to adapt to the impact of Covid-19, Future Paisley developed and launched Renfrewshire's Cultural Recovery and Renewal Fund (RCRRF). This followed agreement by Leadership Board in September 2020 to redirect the Culture Heritage and Events Fund (CHEF) to offer swift support to Renfrewshire's culture

sector at a time of crisis. £200,000 previously allocated to the extension of CHEF was re-purposed into RCRRF, with further work taken forward to develop the fund's eligibility and assessment criteria.

4.3 RCRRF was developed into three grant programmes, administered in early 2021 - Artist Development Grants, the Town Centre and Neighbourhoods Creative Installations grant programme and the Cultural Organisations Support grant programme. Delivery was co-ordinated through the Cultural Funding Steering Group, bringing together key officers from Renfrewshire Council and Renfrewshire Leisure, with award recommendations agreed by a review panel (including Elected Member representation). Independent evaluation of the funding programme is underway with a final report on impact due in early 2022.

- Artist Development Grants – supporting freelance artists to continue their practice at a time when livelihoods were at risk. Applicants were able to apply for a maximum award of £3,000. 33 applications were received, and 23 grants were awarded. 13 projects have been delivered and publicised, with 10 projects still underway.

- Town Centre and Neighbourhood Creative Installations grant programme - supporting local artists to animate spaces across Renfrewshire such as retail units, and in town centres and neighbourhoods. Awards are enabling artists to create and install artistic interventions that add value to civic and outdoor spaces. Applicants were able to apply for a maximum award of £5,000. 14 applications were received, and 9 grants were awarded. 5 projects have been completed and supported by PR and 4 are underway.

- Cultural Organisations Support grant programme - for not-for-profit cultural organisations ineligible to apply for the Renfrewshire Coronavirus Business Support Fund and facing significant threat. Applicants were able to apply for a maximum award of £20,000, for organisational development activity to take place between March 2021 to March 2022. 14 applications were received, with 10 organisations receiving funding. Projects are ongoing, supported by lead officers from Renfrewshire Council and Renfrewshire Leisure.

4.4 In addition to the crisis funding in place, delivery of Future Paisley's Culture, Heritage and Events Fund (CHEF) continues, with dedicated support provided to recipients by Renfrewshire Leisure's Arts Team during prolonged Covid19 restrictions to help re-shape projects. CHEF has 21 projects still underway, some delayed due to Covid19 but due to complete by end of March 2022. The Cultural Organisation Development Fund (CODF) has 5 projects still underway and due to complete in 2022/23.

4.5 Feedback and evaluation of Future Paisley's funding programmes is being used to shape the development of a new fund, due to be launched in spring 2022, aligned to Renfrewshire's Cultural Strategy.

4.6 In addition to financial support, ongoing sector support is in place to help connect and strengthen the cultural sector, made possible through Future Paisley funding:

- Creative Sector Meet Ups - Renfrewshire Leisure facilitated meetups (theatre, writing, visual arts, film, music) creates space for Renfrewshire-based creatives to make

connections, collaborate and learn. Regular Meet Ups have been running via Teams through 2021, attended by 114 artists.

- Delivery of VACMA funding (Creative Scotland) - marketed though Renfrewshire Leisure and Renfrewshire Council channels and networks and administered by Renfrewshire Leisure. The most recent round closed on October 26, with a further round due to close on February 11, 2022. 27 Renfrewshire-based freelance artists have received awards of up to £2,000 to support professional development.

- Renfrewshire Leisure Arts Team sector workshops – a programme of cultural sector development workshops ran in August and September, informed by Arts Connection, with delivery partners The Byre Theatre, Queen Margaret University and West of Scotland Regional Equality Council.

Date	Workshop Topic	Attendees
August 18	Marketing	17
August 26	Race Equality	7
August 27	Business Planning	9
September 6	Board Governance	5
September 6	Evaluation	11
September 14	Applying for Funding	14
September 15	Project Management	9
September 17	Community Engagement	10
September 20	Social Media	17

- Arts Connection is a new collective of arts organisations in receipt of Cultural Organisations Development Funding. Current membership includes Outspoken Arts, PACE Youth Theatre, Paisley Opera, Star Project, CREATE, Right2Dance and Erskine Arts. Working through the pandemic, Future Paisley funding has supported a range of training and development workshops to support members collectively and individually, with ongoing engagement through Renfrewshire Leisure's Arts Team.

- Future Paisley is supporting the relocation of Sculpture House Collective, a collective of three Glasgow-based artists relocating their studios to Paisley who have ambitious plans to develop studio space for local artists and creative space for local communities. The first phase of support will enable the development of a long-term fundraising strategy and will leverage additional benefits through artist and resident activity.

4.7 The refresh of Renfrewshire's Cultural Strategy led by Renfrewshire Leisure will take account of the pace of recovery and the need to reconnect and explore new opportunities as a creative and cultural sector.

5. Future Paisley step change review

5.1 At the onset of Renfrewshire's recovery planning, the Future Paisley Partnership recognised the need to align Future Paisley activity to Renfrewshire's social renewal and economic recovery plans, better linking culture to recovery and to the big issues – Placeshaping, community wellbeing, mental health and climate change. This has meant a fundamental review of the programme, including the original step changes and strategic outcomes and the resetting the Future Paisley Programme to end in financial year 2023/24 – aligning more closely with the delivery of the cultural infrastructure programme and taking the reopening of new cultural venues and the established council events programme as its anchor points

5.2 Work to review the programme's step changes concluded in June 2021 with workshops involving delivery partners, programme leads, cultural practitioners and representatives of Culture, Arts, Health and Social Care group (CAHSC) and Cultural Regeneration Engagement Workstream (CREW).

5.3 Feedback and insights from the facilitated workshops and emerging recovery planning informed a fresh look at each of the programme's 6 step changes, with revisions made to 3 and a reduction to 5 step changes, and new strategic outcomes across all step changes. The review included:

- Testing the relevance and reality of step changes post-pandemic and integrating with existing and emerging strategy driving Renfrewshire's social, economic and green recovery.
- Extending beyond Paisley's boundaries.
- Revising deficit-based language.
- Ensuring the alignment of step changes, outcomes, programme and resources, and identifying indicators (to evidence Future Paisley contribution and the impact attributed to our intervention).
- Removing silos and demonstrate connectedness of step changes.
- Creating sustainability beyond 2024.

5.4 The revised step changes and strategic outcome were approved by the Future Paisley Partnership Board in June 2021 (see table below). Underpinning this framework, is a far-reaching programme of activity – existing, new and revised projects and events, that will benefit marginalised groups and those disproportionately impacted by the Covid19 pandemic, strengthen our cultural and creative sectors and develop clear pipelines from cultural participation to improved learning, skills development and economic activity. An overview of activity delivered in 2021 is available in **Appendix 1** and a showreel of projects is also available for Members to view.

Original Step Change	Revised Step Change	Revised strategic outcomes
Radically change Paisley's image and reputation in Scotland, the UK and internationally	Radically change Paisley's image and reputation in Scotland, the UK and internationally	• A positive media narrative for Paisley • Increased numbers of people visit Renfrewshire's attractions and events • National and international peer recognition of Renfrewshire's cultural regeneration approach
Lift Paisley's communities out of poverty	Raise prosperity and increase wellbeing in our communities	• Enhanced mental health and reduced loneliness in our communities • Children and young people thrive though everyday access to arts and culture • Marginalised groups build confidence and transferable work skills through cultural participation
Paisley will be recognised for its cultural excellence	Paisley will be recognised for its cultural innovation	• Renfrewshire has a thriving, resilient and diverse cultural sector • Professional original work is produced and shown in Paisley to critical acclaim • Renfrewshire residents have access to high quality cultural experiences at all life stages • Innovation in Paisley's flagship venues leads to wider engagement by local and national audiences (Paisley Museum, Town Hall, Paisley Arts Centre, Library)
Transform Paisley into a vibrant cultural town centre	Transform Paisley into a vibrant cultural town centre	• Nationally significant cultural venues and attractions open in Paisley town centre • Paisley's town centre is revitalised through improvements to the public realm

		• Paisley town centre is animated by cultural production and participation
Grow a significant new dimension to Paisley's economy (creative industries, digital and cultural tourism).	Develop a sustainable and resilient creative economy in Renfrewshire	• Organisations and sole traders working in Renfrewshire's creative economy develop sustainable and resilient business models • Pathways into employment and progression routes in Renfrewshire's tourism, cultural and creative sectors are established • More people are employed in tourism and the cultural and creative sector as Renfrewshire recovers from the pandemic.
*Establish Paisley as a centre of excellence for cultural regeneration through leadership, partnership, participation and collaboration.	Incorporated as an outcome within Step Change 1 - *National and international peer recognition of Renfrewshire's cultural regeneration approach*	

6. New project development

6.1 A key task following the step changes review has been to align strategic outcomes, programme and resources and identify any gaps in programme impacting on achieving targets. A particular gap was identified in activity contributing to Step Change 2 and its 3 strategic outcomes, especially around activity targeting children and young people, and groups in society who face the most significant barriers to cultural participation, exacerbated further because of the pandemic. There was also a desire to strengthen Step Change 3, strategic outcome 3 '*Renfrewshire residents have access to high quality cultural experiences at all life stages'.*

6.2 In response, Future Paisley investment will support three new projects beginning in 2022, which will strategically build capacity and embed our cultural regeneration approach within early years settings and schools, with young carers, care experienced children and young people and across health and social care. This is designed to significantly increase cultural participation for children and their families, create bespoke, funded opportunities for care experienced children and young people and to improve health and social outcomes, particularly amongst marginalised groups. The partnership approach – combining resource across Renfrewshire Council, Renfrewshire Leisure and Renfrewshire Health and Social Care Partnership will focus on building the system together, so that practice is mainstreamed at a strategic and operational level beyond the Future Paisley funded period to April 2024.

6.21 The Promise: Cultural and Arts Engagement led by Renfrewshire Council

Future Paisley will support a new Arts and Cultural Engagement project, strategically connected to the council's role as a corporate parent and supporting Renfrewshire's delivery of The Promise Scotland – the response to the Independent Care Review. The project will involve a dedicated co-ordinator working in partnership to build social and cultural capital amongst local care experience young people and young carers, by involving them in arts and cultural activities identified through co-production, improving outcomes for these disadvantaged and marginalised children and young people. The project will work with local and national cultural organisations and through a variety of external funding sources, to fund scholarships, placements, memberships, and training. The objectives of the project are to:

- Increase levels of participation of care experienced young people and young carers in arts and cultural activities on a regular basis.
- As corporate parents take a rights-based approach to ensuring young people in our care, and young carers, can access their cultural entitlement (in alignment with Article 31 (the right to take part in a wide range of cultural and artistic activities), Article 12 (respect for views of the child) and Article 13 (freedom of expression) of the UN Convention of the Rights of the Child).
- Ensure cultural activities are of a high quality and meet individual young people's needs, preferences and aspirations.
- Develop and provide access to new arts and cultural activities that broaden participants' horizons, raise their aspirations and enhance their mental wellbeing in the context of pandemic recovery.
- Build progression routes and pathways that will enable children and young people to grow their talents and build transferable skills.
- Ensure care experienced children and young people and young carers have greater 'ownership' of the arts and culture locally.
- Explore new ways for children and young people to engage with their corporate parents and to share their views, experiences and aspirations.
- Support children and young people to and express their 'voice' through creative activities, influencing local and national policy and practice around care experience and young carer issues, improving services locally and nationally.

6.22 Cultural Champions, led by Renfrewshire Leisure.

Future Paisley will support the establishment of a new Cultural Champions scheme for children, families, early years settings and primary schools, strategically aligning with Education Scotland/Creative Scotland's existing Creative Learning Network activity already underway in Renfrewshire. Cultural Champions will deliver children's cultural entitlement, by connecting children, families, early years settings and primary schools across Renfrewshire with an accessible and co-ordinated cultural offer that they are able to influence and design. A Network Co-ordinator post embedded in Renfrewshire Leisure's Creative Learning Team, will work in partnership with Children's Services and the cultural sector in Renfrewshire and beyond. This will include developing,

packaging and co-ordinating access to a high-quality cultural offer for schools and nurseries, supported by Cultural Champions within each primary school and early years establishment. This will bring greater awareness of gaps and accessibility issues, which can be rectified through future programming and development work. The Network Co-ordinator will also share knowledge with other Future Paisley-supported initiatives to connect target groups to an accessible cultural offer (such as work led by CAHSC to increase access to the arts and culture for older people, disabled adults, and social prescribing patients to improve health outcomes). The project objectives are to:

- Remove barriers and create equitable access to the arts, heritage and culture for settings and schools, children and families in Renfrewshire.
- Raise school/nursery staff and families' awareness of cultural opportunities in the area for them and their children, growing participation across Renfrewshire, by packaging a universal cultural offer.
- Strategically connect and build upon existing and developing creative and cultural education across Renfrewshire Council, Renfrewshire Leisure and beyond, to create a high quality, accessible cultural offer.
- Enhance children's wellbeing through cultural participation, as communities and schools recover from the Covid-19 pandemic
- Build a culture of family engagement in (cultural) education and learning from early years onwards, that would continue as children progress through primary and eventually secondary education

6.23 Culture, Arts, Health and Social Care (CAHSC) led by Renfrewshire Health and Social Care Partnership

The Culture, Arts, Health and Social Care (CAHSC) group was established during the City of Culture bid process, recognising the positive impact that arts and culture can have on health and wellbeing. The group is Chaired by Renfrewshire HSCP and membership is drawn from the NHS, Engage Renfrewshire, RAMH and community experts as well as Renfrewshire Council and Renfrewshire Leisure. Future Paisley will fund a CAHSC co-ordinator to work with member organisations to embed arts and culture within health and social care and remove barriers to participation in high quality arts and cultural activities for vulnerable and marginalised groups. This will include co-ordination and continued professional development of a Social and Cultural Prescribing Network in Renfrewshire and support for Renfrewshire's Scottish Mental Health Arts Festival. Future Paisley will also support 2 new accessibility funds, administered through CAHSC; an open access fund for community-led activity to remove barriers to participation in the arts and culture for target groups (e.g people with learning disabilities and autism, people with physical disabilities, people who use drugs and alcohol and people living in areas affected by health inequalities) and; a strategic fund to help selected organisations and constituted groups to increase accessibility (e.g. through staff training and awareness raising of disabilities or small-scale interventions necessary to widen inclusion in existing cultural activities). The project objectives are to:

- Build capacity within health and social care settings to deliver cultural activity

- Increase the number of people accessing arts and cultural activities to improve their health and wellbeing
- Develop opportunities for local artists and creative groups/organisations to be involved in health and wellbeing related work
- Develop employability/entrepreneurial aspects of being involved in arts and culture
- Further develop and co-ordinate the Renfrewshire strand of the Scottish Mental Health Arts Festival (SMHAF)
- Build a sustainable Social and Cultural Prescribing Network for Renfrewshire.
- Increase Renfrewshire's contribution to ALISS (A Local Information System for Scotland) making cultural activities easy to find online for those engaged in social prescribing

6.3 In addition to the development of the new projects above, 2 strategic partnerships have been extended to April 2024 – Glasgow School of Art and Castlehead High (Castlehead School of Creativity), and the Centre for Culture Sport and Events (CCSE) - a partnership between Renfrewshire Council and the University of the West of Scotland (UWS).

7. Programme reporting, profile and awareness

7.1 Following engagement with partners, meetings of the Future Paisley Partnership will be refreshed and revised for 2022 - 2024. This will provide increased networking opportunities for partners, engagement with cultural regeneration projects and peers across Scotland, and the sharing of best practice. The revised format will reduce meetings of the Partnership meetings to two per year with greater opportunity for peer visits and will include integration and attendance at the CCSE/Future Paisley annual symposium which takes place in June. In addition, an annual update report will be prepared for Partners on programme progress. An annual update on programme progress will also be reported to Elected Members each December.

7.2 Events and activity delivered through Future Paisley, including activity resulting from Future Paisley funding programmes, are promoted by the council's communications team on an ongoing basis and through Renfrewshire Leisure, and a Future Paisley toolkit has been developed to ensure consistency of brand and messaging. Artists, groups and organisations in receipt of Future Paisley funding are provided with guidelines as part of their funding arrangements, that require them to credit Future Paisley in all publicity. 8

7.3 The Future Paisley Exhibition, which will open in mid-December, hosted in the Piazza Shopping Centre, will raise awareness and the profile of Future Paisley locally, nationally and internationally and will contribute directly to Step Change 1, strategic outcome 3 *'National and international peer recognition of Renfrewshire's cultural regeneration approach'*. The Exhibition, curated and designed by Lateral North and Renfrewshire Council, tells the story of Paisley's distinct approach to cultural regeneration. It has been designed to speak to several audiences - local people, industry peers and future partners, and will focus on engaging and inspiring young people and communities to co-design Paisley's future and create spaces to live and work that reflect their values. The Exhibition will promote national and international debate and discussion, positioning Paisley as an exemplar in town centre regeneration. It will also support strategic work in the town's neighbourhoods, housing areas and parks, including

the Ferguslie Park Vision Framework, demonstrating how major investment programmes are connected and shaped by local people to deliver a place for a good life. The exhibition will run to March, initially targeting community groups and young people, and will include a 3D digital exhibition experience to ensure maximum accessibility. This will be followed by a national launch in January 2022, through a series of 'Grand Conversaziones' (a mix of digital and live events), targeted towards professional, academics, 'urbanists' and heritage colleagues. This is expected to have national and international reach. A programme of community and schools' engagement will support the exhibition to ask people – with a specific focus on community groups and young people, to consider society's greatest challenges and opportunities. The engagement programme has been designed in collaboration with community networks and with CREW.

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8. Recommendation

8.1 Members are asked to note priority areas of work, including the revision of Future Paisley Step Changes, and programme progress at Appendix 1. An annual update report will be brought back to Leadership Board each December, with the next report due in December 2022.

Implications of the Report

1. **Financial** – none

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

3. **Community/Council Planning –** Council Plan, Outcome 1: Reshaping our place, our economy and our future (*delivering significant programmes of economic and cultural regeneration which will transform Renfrewshire and its prospects/ promoting Renfrewshire as a place to live, work in and visit/achieving recognition for local cultural excellence*)

4. **Legal** – none

5. **Property/Assets** – none

6. **Information Technology** – none

7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report

8. **Health & Safety** – none

9. **Procurement** – none

10. **Risk** – none

11. **Privacy Impact** – none

12. **Cosla Policy Position** –not applicable

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2021 Future Paisley project delivery

PROJECT NAME	DESCRIPTION	PROGRESS UPDATE
Art Boss	Art Boss develops skills in care experienced young people, young carers and young people and improves their mental health and wellbeing. The project provides opportunities for the group to work with cultural practitioners and to design and programme cultural events, works and activities for their peers. It is overseen by the CAHSC group.	The Art Bossers/young producers are developing skills in arts production and gaining experience of working within the creative industries. In 2021 the programme delivered a busy schedule of summer of workshops and team building days. Highlights included: • Visiting cultural spaces in Paisley including artspace37 and reviewing exhibitions • A co-production session to shape future exhibitions of the new museum • Continued to work on Bronze Arts Award - completed and awaiting accessor • Production of a new walking app to charts Paisley's Music History. The Art Bossers launched the app at a special event as part of the Spree Festival in October. The Spree Art Boss: Paisley's Music Tour - The Spree Art Boss continues to expand and develop, with another Art Boss group planning to launch in early 2023. Formal qualifications and a pipeline to further education is being developed.
Artists and Residents programme	A three-year programme in Foxbar, Glenburn, Gallowhill and East Paisley bringing artists and local people together to transform engagement about community needs and Placeshaping. The programme support communities to co-produce artistic interventions and help make change happen. The programme aims also to improve community and individual well-being and build links between Renfrewshire communities and our new cultural venues.	Paused in 2020 and in early 2021 due to Covid restrictions, with planning activity now underway, linking to strategic engagement priorities e.g. Housing Investment Strategy
Black History Month cultural programme	The Ethnic Communities Cultural Steering Group, established by Future Paisley, work collaboratively throughout the year to co-produce, programme and curate work to celebrate Black History Month. The steering group includes partners from Pachedu, School of African	The Cultural Programme was delivered October, hosted across Ren TV, Jambo Radio and social media platforms. Promotion was supported by CRER (The Coalition for Racial Equality and Rights), Mill Magazine and various local and national press outlets. The programme included:

	Cultures, Inspiring Families, Jambo Radio, Action For Culture and Ethics, Kairos+, University of the West of Scotland, Engage Renfrewshire, Sewing2gether All Nations in collaboration with Renfrewshire Leisure.	• Online and OnAir Cultural conversations • Sunday Continental • Highlights from Pen Pals (connecting 6- to 11-year-olds through Renfrewshire's School of African Cultures and migrant communities). • The launch of Frederick Douglas walking tour in Paisley • Library book displays and author promotion • A new podcast series by UWS focusing on the power of stories and storytelling to disrupt stereotypes to advance equality. Based on a 'Human Library' approach focusing on the theme 'Proud to Be'. • Promoting partner programme: Kairos Women+, who produced a Kairos Chronicle Black History Month Special in October 2021 with articles celebrating black lives in Renfrewshire and beyond.
Castlehead School of Creativity	Castlehead School of Creativity (CSC) is a partnership between Castlehead High and Glasgow School of Art to embed studio based creative teaching and learning across a range of disciplines to help to unlock potential, encourage innovative thinking, increase attainment and to develop skills needed to thrive both in the world of work and in broader society. The project aims are to • Raise attainment through studio-based pedagogy across and within the school curriculum. • Encourage creativity in all young people to support wellbeing, positive mental health and aspiration. • Open up opportunities for young people after secondary education to enable them to thrive in the world of work and to engage in society. • Be recognised as an accessible and equitable centre of excellence for creative education.	The impact of Covid19 on schools and learning has been particularly significant and this has severely disrupted delivery of the CSC programme. In 2021, we focused efforts on developing shared resources and digital materials for use by students across Renfrewshire to support their learning at home and enable development of portfolios. Resources were also created to support community groups. CSC provided significant input regarding SQA changes and informed major amendments to GSA admissions process – impacting nationally, to ensure no student was disadvantaged. A new Action Plan for CSC has been developed for roll out in 2022, with a programme of activity including engagement with teaching staff, the launch of Creativity Week and early identification of 2 new curriculum areas, extending work outside immediate creative disciplines.

2021 Future Paisley project delivery

The Centre for Culture, Sport and Events (CCSE	CCSE is collaboration between UWS and Renfrewshire Council that provides a space to undertake collaborative research and development work that has relevance locally for the Renfrewshire area, nationally and internationally. The Centre conducts research, development, consultancy and knowledge exchange aligned to four key themes: • Place-focused cultural regeneration • Arts, cultural diplomacy, and soft power • Sport, cultural events, and festivals • Media, communications, and digital cultures CCSE builds on UWS' expertise in these areas and its establishment ensures that research and evaluation are embedded in Paisley's approach to cultural regeneration – helping to deliver Future Paisley's step changes and strategic outcomes. The CCSE Steering Group includes academics and key partners from industry, NGO's and third sector partners including providing unrivalled knowledge and experience of working within the fields of art, culture, events, tourism and sport within Scotland and the UK and guides the direction of CCSE.	In 2021, CCSE has continued to support 3 doctoral students with fully funded studentships, whose research investigates different aspects of the Future Paisley programme and step changes: • Niclas Hell: Direct and indirect contribution of developing creative industries, cultural sector, and events as a core of Paisley's economy • Lan Pham: Poverty, Health and Action Research in Culture-led Regeneration • Conor Wilson: Culture, media, and the transformation of place impressions: Paisley's UK City of Culture bid CCSE continued its involvement in a wide range of research, consultancy and dissemination activities in fields of interest and continued to publish regular blogs (http://ccse.uws.ac.uk/blog/) on topics of contemporary interest, and foregrounding the effects of and responses to the pandemic within and across the local cultural sector. The CCSE's Annual Conference - Recovery, Repair & Renewal: The role of arts and culture in the future of urban places took place on 9th June 2021. Panellists included Louisa Mahon, Andrew Dixon (formerly of Creative Scotland) and Lynne Halfpenny (Edinburgh CC) alongside Regular Music's Mark Mackie, Visit Scotland's Marie Christie and colleagues from Renfrewshire and Glasgow: Pauline Allan, Jackie Sands, Siobhan Grey and Marie Collins.
Colouring Renfrewshire (Project Search)	A partnership with Glasgow Clyde College and Project Search Renfrewshire that develops employability skills in a creative setting and builds intergenerational relationships for young people with learning disabilities and autism (17	• 8 students took part in the 10-week project (5 weeks training plus 5 weeks delivering in care homes) to around 28 care home residents.

	and 26 years). The cohort participate in a series of facilitated workshops to prepare young people to deliver creative and reminiscence sessions to residents of Renfrewshire care homes. The sessions using the Colouring Renfrewshire colouring book (FP funded in 2020) as a tool to spark memories and discussion. Students research Renfrewshire's heritage and architecture, learn to ask questions and gain skills in listening and passing on information. The workshops aim to develop creative thinking to find solutions to potential challenges.	• The programme was adapted to meet Covid regulations and delivered via Teams or Zoom. • The project received positive and moving feedback from care home residents and support staff • 4 of the 8 students are currently in work placements and another one has gone on to a performance art course. • A second Colouring Renfrewshire launched in November and will the commission and production of a second colouring book, reminiscence workshops in care homes, with the book and project featured as part of Paisley Book Festival 2022.
Conversations with Installations	A community engagement and marketing project to link up and promote community engagement with installations funded by the Town Centre and Neighbourhood Creative Installation (TCNCI) grant programme.	• Creation of an Art Trail – collating information about each artist, images and descriptions of installations and a location map. • Interviews with artists discussing their installations and inspiration. • A photography competition encouraging visits to installations Craft Sheets created by artists with information on creating mini-installations • QR Code/Website to enable visitors to each installation to access resources and content
Cycle Arts Festival	The Cycle Arts Festival comprises a series of outdoor events taking place at designated outdoor performance areas along the Paisley to Lochwinnoch Cycle route. The programmed work was developed in two ways, either specifically commissioned for the event or bought in from nationally offered touring work and took place in August 2021.	The festival delivered 29 performances and over 600 attendances. <u>Commissioned work</u>: • Teen Safari Along the Dark Gravel Serpent by Alan McKendrick – a walking Theatre performance along the cycle route between Johnston to Kilbarchan. • 4 outdoor Craft Workshops by Remode • Sightlines by Kevin Cameron – a film installation at the Ice Cave at Parkhill Woods, Castle Semple.

		• Desire Lines by Jess Ramm – BMX stunt riders who paint use paint rolling out from their bike tyres. • The Lochwinnoch Whirligig by Greg Grant – sculpture in shallow waters in Lochwinnoch. • The Field Guide to Renfrewshire's Waterways by Feral Arts – a series of 5 artists boards with interactive story QR codes. <u>Touring work:</u> • Stories Just in case… by Clydebuilt Puppets children's puppetry and storytelling. • Story Wagon with Luke Winter, an interactive touring wagon installation enabling writing and storytelling. • Bard in the Yard – a one-man performance.
The Future Paisley Exhibition	An exhibition (physical and digital), looking at Paisley's past, present and future, taking place in unit 27-28 in the Piazza shopping centre, running for 3 months from mid Dec 2021 to early March 2022. The aim of the exhibition is to tell the story of how Paisley has developed and to engage audiences in alternative interpretations of the past and current changes and their impact and encouraging them to shape the future. The project will provide an open forum for collaborative conversations about the town's present and future. It will: • Promote the cultural infrastructure and public realm programme underway in Paisley • Support heritage and regeneration projects such as Paisley TH/CARS Phase 2 and the Great Place Scheme.	The Exhibition opens in December for local people, with a national launch in January 2021. Expected audience include local people, professionals with an interest in regeneration, place, architecture, design, culture, and community development, and organised groups from schools, communities, partners etc

2021 Future Paisley project delivery

	• Support strategic work in neighbourhoods, housing areas and parks, including the Ferguslie Park Vision Framework.	
Glen Cinema commemoration	Developed to mark the 90th anniversary of the Glen Cinema tragedy, the project included a 2019 memorial service (attended by 500) and lantern procession (150 attendees), and a permanent memorial in Paisley Town Centre to be delivered in 2021. • Enable local people, remaining survivors, families of survivors, to co-design a memorial service • Commission an artist/s to create a public artwork through socially engaged practice • Contribute to 'Future Paisley' by delivering a cultural project deeply connected to Paisley and its people.	• Commission for memorial awarded to artists Rachel Lowther and Kerry Stewart following tender process • Proposals developed through a research project with partners in Renfrewshire Leisure, The Secret Collection and Paisley Reference Library, and a series of community engagement workshops • Final artwork presented in early 2021 to the Glen Cinema Steering Group, Future Paisley Steering Group, local elected members and survivors and their extended families • The sculpture will be installed in Dunn Square in late Nov/early Dec 2021.
Great Place Scheme, Paisley and Renfrewshire; Developing a Cultural Destination	Building the capacity and resilience of community groups and organisations that deliver cultural programme. 78 organisations registered and supported, categorised as Digital Heritage/Heritage Interest/Green Space/Performance/Heritage Asset/Community.	• 78 organisations participating in the project • Support provided to organisations during the 2020 and 2021 though lockdowns and ongoing restrictions, with one-on-one support to apply for funding and access council services. • Development of COVID-19 impact report, outlining the heritage sector's resilience from the lockdown, commended by the National Lottery Heritage Fund for its analysis of the sector. • Delivery of online community heritage events • Co-production of new community heritage platform focusing on the stories of Renfrewshire places, events and culture • Delivery of local history education packs for schools – developed in partnership with RL Creative Learning Network. Packs contain lesson plans and activities covering Renfrewshire's textiles, food and famous families

2021 Future Paisley project delivery

		• Development of Renfrewsheritage.co.uk due to launch in January 2022.
Open Mind Summit	Open Mind Summit is an annual Summit exploring the role of creativity and culture in improving young people's wellbeing lead by Create Paisley. Launched in 2019 on World Mental Health Day (10 October) the sell-out event attracted over 100 like-minded individuals of all ages to be inspired, learn, collaborate and connect. In 2020 lockdown, the event moved online and examined how creativity can help children and young people to overcome isolation and loneliness. Over the last 2 years, the summit has hosted a diverse line-up of young people, artists, activists and influencers, national organisations, educators, researchers and more with keynotes from Darren McGarvey and Steven McLeish.	The Summit was hosted online on October 8, and explored Mental Health for All, with three keynote speakers exploring subthemes - Nature for All, Connections for All and Justice for All. The event comprised a morning panel discussion and a programme of workshops, and a community practice session. Partners include CAHSC, CCSE, Kibble, Engage Renfrewshire, PACE Youth Theatre, Renfrewshire Youth Work Network, Renfrewshire Council and Renfrewshire Leisure.
Paisley Book Festival – Radical New Futures	Delivered the second year of Paisley Book Festival, pivoting to a fully digital event. Festival theme – Radical New Futures. The event includes an adult programme, schools programme, a children and families programme and a series of workshops for community groups delivered by Imogen Stirling, Writer in Residence. Writers and performers included Douglas Stuart, Graeme Armstrong, Andrew O'Hagan, Janey Godley, Kirstin Innes, Outi Smith, Melanie Reid, Chris Brookmyre, Dr. Marisa Haetzman, Kirsty Logan, Malachy Tallack, Ross McKenzie, Alycia Pirmohamed , Yuval Zommer, Intan Paramaditha, Sarah Maria Griffin, Alex Gray, Brian Whittingham, Liz Lochhead, Karine Polwart.	Event delivered. • 54 events delivered • 8075 tickets booked • 19,000 views (as of March 23) • 1579 views – schools programme • 15 online writing workshops with 104 participants • Media coverage – 8 national papers, 5 local papers, BBC News website and BBC Radio Scotland's afternoon show. • Social – Facebook 2,248 followers, Twitter 2,357 followers, Instagram 1,372 followers
Paisley Halloween Festival presents Out of This World	Part-funded by EventScotland, Paisley Halloween Festival returned in 2021 with 'Out of this World' – an illuminated trail of installations and light displays centred on the River Cart that examined climate change and people's hopes for	• Event delivered 17,000 attendees. • Listed as top Halloween event in The National. • Digital Film released

	the future. The event featured an alien invasion, creatures from the deep and a constellation of stars. The festival's parade format was changed to meet covid19 restrictions and instead ran from Thursday 28 October until Monday 1 November from 5pm-10pm. The trail transformed the town centre into an immersive 'otherworldly' experience with a series of spectacular displays concentrated around Paisley Abbey, Town Hall, and the River Cart. The event was FREE to attend.	• Over 150 people took part in workshops to co-design content through question 'What are your hopes for the future of the planet?' • Young people from Kibble School, Our Lady of Peace and Lochwinnoch primary schools, community groups Renfrewshire Youth Voice and Renfrewshire Youth Services, volunteers Team Up to Clean Up, 33rd Gleniffer Scout Group and 21st Paisley St Mirin Scout Group Cubs and Beavers contributed to the festival. • Coverage included: Nationals – The National, The Metro, Sunday Mail, The Sun, The List, Glasgow Times digital and print and several pieces through The Herald. Locals – Daily Record online: https://www.dailyrecord.co.uk/in-your-area/renfrewshire/young-people-share-hopes-brighter-25276546, The Gazette online x2: https://www.the-gazette.co.uk/news/19666452.young-people-help-design-paisley-halloween-installation/The Gazette print, PDE print and Paisley.org
Paisley Museum PR and Marketing	There are two strands to the project: PR – deliver a national tactical PR plan to support the delivery of the Paisley Museum PR strategy (pre-launch 2020 and 2021). Marketing - development of a three-year marketing strategy and marketing proposition to support the launch of Paisley Museum and position it as a must-see attraction in the west of Scotland.	Marketing proposition and marketing strategy completed in early 2021 and agreed by Future Paisley Partnership Board, Renfrewshire Council CMT and Renfrewshire Leisure Board. PR has performed well due to national interest features. This included the main works contract which attracted national and trade PR, and the anniversary of 150th Paisley Museum and #ShowUsYourPaisley campaign which had UK-wide media reach. Opportunities to see or hear something positive about Paisley Museum are just over 7 million in 2021, equating to over 50 positive media articles, with a PR value of over £300,000.

2021 Future Paisley project delivery

Paisley Radicals	A joint commission with Renfrewshire Council events, THCARS2, Future Paisley and RL, and supported by University of the Third Age and the 1820 Society to celebrate and mark the 200th anniversary. Originally to be delivered as a public, site-specific, community drama performance in Paisley town centre, the delivery model was changed due to the Covid19 pandemic. Community engagement activities switched to online and a series of creative arts and heritage-based workshops were delivered digitally (a total of 107 hours). Additional online activities were offered as part of the digital programme of Sma Shot Day 2020. The project also made use of detailed research carried out by Paisley & District U3A and the 1820 Society were also consulted.	With the extension of the project due to Covid, the main output changed to a dramatized walking tour of Paisley - telling the story of the town's role in the 1820 Scottish insurrection, which people can download for free to a mobile device via the walking app GuidiGo. The finished tour was launched as part of the 2021 Sma' Shot Day programme. The dramatized tour is largely performed by professional actors and musicians from Renfrewshire. The tour includes illustrations by local designer Josef McFadden. The schools educational programme is completed and will roll out in schools in early 2022.
Performance Programme	Performance Programme has two strands, a children and families programme and programme for adults, delivered by Renfrewshire Leisure. The programme takes place mainly digitally, has continued to connection people throughout 2020 and 2021 and maintains and strengthens audience engagement during the refurbishment of Paisley Town Hall and Paisley Arts Centre. The programme features professional dance, film, music, puppetry, theatre and comedy and participative workshops and is delivered with local and national artists, partners and organisations.	In 2021 a far-reaching programme was delivered and featured new digital commissions and a creative learning series of workshops for adults, children, and families, and continued development of 'Stuck in the House' sessions for Ren TV – a platform for emerging musicians launched in lockdown. It also supported programming for the Cycle Arts Festival and community engagement. Key highlights include: • The Big Data Show • Sunday continental concerts: brunchtime boogie, shoogle in the hoose and shooglin' the school • Trash • PAC to the future • Ornamental • Happy beat workshops
Refugee Week (cultural programme)	Renfrewshire's Refugee Week Cultural Programme in June 2021 was curated by the Ethnic Communities Cultural	The digital programme included:

	Steering Group, on the theme 'Connection' and focused on community cohesion.	• Music and film by Musicians in Exile – Always On The Move, and explored how refugees created new music during lockdown • Sharing Food Experiences which brought people together food and poetry. • Ren TV storytelling session by playwright and poet Tawona Sithole, as part of Pachedu's Cultural Café. • Photography competition by UWS - 'We Cannot Walk Alone'. • The launch of Pen Pal Renfrewshire's cultural programme featured as part of the National Scottish Refugee Festival 2021.
Ren TV (short films)	The filming project was designed to create work for local film makers through Covid restrictions and increase their engagement with RenTV, develop new film content for RenTV, grow audience and stimulate a vibrant local film scene, and investigate what makes successful film/art content for a local audience.	• 4 local filmmakers were supported • 5 films were commissioned (4 through Creative Scotland's VRRF, reflecting local stories in documentary form and 1 by Renfrewshire Council) • The films were programmed as mini festivals - Renfrew on Film, Reel Life and Reeling Through the Years. • Films received over 18,000 views with 'A History of Paisley' achieving 5,000
Visitor Commissions	The project was established to develop robust visitor insights and data, including visitor numbers, visitor spend and engagement with local attractions. Visitor commissions were established to capture consistent visitor data sets that could be measured against markers and provide benchmarking for year-on-year developments. Data is received retrospectively. The two partners commissioned through Future Paisley were:	In 2021, the town centre survey was replaced by an online survey with a UK audience base to understand potential drivers and barriers to visitation, focusing of Paisley and three other sites across Scotland. This will provide both the starting point for more detailed exploration and will inform product development and marketing for major projects such as Paisley Museum Reimagined. The Moffat Centre commission has continued to allow for consistent benchmarking – including formal recognition of the

	- STR; ordinarily the Paisley Town Centre Visitor Survey - STR hotel occupancy statistics - The Moffat Centre (Glasgow Caledonian University); Scottish Visitor Attraction Monitor	impact of coronavirus and the subsequent road to recovery. Results for 2021 will be available in early 2022.
We Make Music (Renfrewshire Pilot)	The Music Education Partnership Group (MEPG) have secured funding from the Scottish Government to develop a Kitemark Framework which will recognise Music Education in Scottish Primary Schools. Renfrewshire has been chosen as the pilot Local Authority, working in partnership with Creative Scotland and Scottish Government. This includes identifying current levels of provision in schools and begin to develop a multi- stage kitemark framework. The MEPG officer will engage with local and national organisations to gain knowledge of existing Kitemark Frameworks used by schools and will spend time working with Primary Schools (and Learners) to inform the development of the Kitemark.	MEG Officer, funded by Scottish Government, was appointed to the project in late summer and the research phase is underway. Engagement with schools due to commence in early 2022.

To: **Leadership Board**

On: **1st December 2021**

Report by: **Chief Executive**

Heading: **Six Monthly Monitoring Report – Renfrewshire Leisure Limited**

1. Summary

1.1 On 28th April 2021, the Leadership Board approved Renfrewshire Leisure's annual business plan priorities and the arrangements in place to monitor the delivery of the plan. Core aspects of the monitoring arrangements are the monitoring meetings with Renfrewshire Leisure and the six-monthly progress reports submitted to the Leadership Board.

1.2 This report aims to provide the board with an update on the performance of Renfrewshire Leisure: to provide a summary of the environment in which the organisation is operating within and to highlight key achievements over the last six months.

1.3 The Head of Policy and Commissioning is the Council officer nominated to monitor Renfrewshire Leisure and along with Head of Finance is an observer at Renfrewshire Leisure's Board meetings. The Head of Policy and Commissioning has met with senior officers from Renfrewshire Leisure to review performance on a quarterly basis.

1.4 Section 6 of this report contains a table with the national performance indicator data for cultural and leisure services. The table separates digital engagement to show how the pandemic context is currently changing the balance of how people are interacting with Renfrewshire Leisure service areas.

2. Recommendations

2.1 It is recommended that the Leadership Board:

- Notes the progress being made by Renfrewshire Leisure in the delivery of the Business Plan for 2021/22 and the change in operating context for performance statistics.

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3. Background

3.1 The Services Agreement with Renfrewshire Leisure forms the basis of the funding arrangement and sets out the terms for Renfrewshire Leisure to deliver cultural, leisure and sport services within Renfrewshire. This specification:

- relates to the management of the cultural, leisure and sports services and facilities operated by Renfrewshire Leisure within the council area; and
- sets out expected standards, specifications, procedures and other requirements to be followed by Renfrewshire Leisure in the provision of cultural, leisure and sport services.

3.2 One of the terms in the Services Agreement is for the development of an annual Business Plan. Renfrewshire Leisure's Business Plan for 2021/22 was approved by the Leadership Board in April 2021. The Business Plan is closely aligned to the strategic priorities set out in the Renfrewshire Council Plan 2017-2022 and Renfrewshire Community Plan 2017-2027. The quarterly monitoring reports submitted to the Council have provided a review of financial, operational and customer related performance information which demonstrate Renfrewshire Leisure's delivery of services and its contribution to Council Plan priorities. Currently this performance information is reviewed whilst taking account of the deeply challenging operating context of the pandemic.

3.3 Through the course of the pandemic, Renfrewshire Leisure has maintained delivery through the adaptation of its service provision in line with Government guidance, revised health & safety protocols, and an altered financial position.

3.4 Since April, Renfrewshire Leisure has reopened services for in-person access at each stage of lockdown easing. It has opened all sites where possible and in line with safe operating procedures and continues to actively manage the safety of staff and public. It has expanded in-person services carefully, in line with customer feedback and safety measures, whilst also maintaining alternative means of access to services to provide choice and comfort for customers.

3.5 As facilities reopened, Renfrewshire Leisure's primary concern has been to ensure safety of staff and public using facilities and services, and this will remain its priority as it works to re-engage services and customers in line with any restrictions, government or sector guidance, whilst ensuring the charity remains viable for ongoing and future service delivery.

3.6 Prior to the pandemic Renfrewshire Leisure operated in a complex and challenging financial environment, carefully balancing the provision of community needs with the delivery of some of its services in a commercial setting. In 2019/20, the organisation returned to a small surplus position for the first time in a number of years. The journey to return to this position again, given the ongoing impact of the pandemic, is a key focus.

3.7 Renfrewshire Leisure continues to feel the impact of COVID-19 on its ability to earn income through 2021-22. Government support packages have stopped and it is working in line with the financial strategy agreed with the Council. Renfrewshire Leisure's business plan for 2021-22 set out the key priorities for the year ahead. The plan is based on the needs of stakeholders and outlines the activities to achieve its vision to improve the health, wellbeing and quality of life of Renfrewshire communities through accessible leisure, cultural and sporting activities. In 2021/22, the Business Plan's focus is on:

- Building health and wellbeing programmes across culture, leisure and sport services through effective pathways between programmes and services, creating a core social prescribing offer, focusing on the most socially isolated and inactive, in collaboration with partners.

- Progressing the development of our transformation programme in connection with the Council's Right for Renfrewshire programme, reviewing current operating models to ensure our culture, sport and leisure services play a meaningful, pivotal, yet sustainable, role for the health and wellbeing of local communities.

- Continually working to ensure delivery for Renfrewshire by looking for ways in which to transform outcomes by being open to delivering services in new ways.

- Continuing to transform the charity's business model to be sustainable and high performing by building on the initiative, drive and professional development of staff, and in partnership with the Council and other stakeholders, action the key recommendations from review work undertaken 2019-20 and 2021.

- Effectively partnering with the Council on the cultural infrastructure programme and Future Paisley, enhancing Renfrewshire's key attractions for local residents whilst placing them on a national and international stage to encourage direct and indirect benefit to communities through the provision of ambitious new services and related inward investment.

4. Six-month Progress Report

4.1 At the mid-year review point, Renfrewshire Leisure is making good progress against its business plan for 2021/22. Key pieces of work, such as the transformation programme, are substantial and will develop into further actions for its business plan in 2022/23 in line with the new business strategy. However, the charity continues to operate in a challenging environment, managing the demands of the pandemic through the necessity to adapt provision of services as well as ongoing requirements to deliver Renfrewshire's vaccination centres.

4.2 At the same time, the charity is driving forward a substantial transformation programme to address previously documented historic issues as well as readiness to operate the cultural infrastructure projects, whilst building pathways to sustainability.

4.3 At the start of the financial year, the charity was operating within Scottish Government Level four restrictions which required most services and facilities to remain closed. The gradual easing of restrictions to Level three from 26th April, moving to Level two from 17th May and then to Level 0 from 19th July, allows further services to resume and more facilities to re-open. The charity is operating in a dynamic environment and needs to remain alert to changes in lockdown restrictions, customer demand, income levels and spend pressures arising throughout the year.

Financial support arrangements are in place with the Council for 2021/22 and the charity will necessarily need to remain agile in adapting to the changes and proactive in addressing financial challenges as they arise.

4.4 This transitional period as services re-open and expand is being managed to ensure that the operating model complies with government guidelines and operational safety requirements, it broadly meets customer requirements and remains affordable. Similar to other trusts across the country, leisure membership levels to the end of September are showing some recovery but remain below pre-Covid levels. Direct debit leisure membership income is down but six month/annual membership income is higher than expected. Swimming membership levels are also higher than target, reflecting the increase in popularity experienced since re-opening.

4.5 The assumptions built into the financial model for the 2021/22 budget remain broadly valid at the end of quarter two, reflecting the ending of the Job Retention Scheme, easing of lockdown restrictions and lower income levels, due to the restrictions and anticipated drop in customer confidence. As in 2020, a letter of comfort will be provided by the Council for the charity's external auditors enabling Renfrewshire Leisure to maintain its status as a going concern. The charity's financial statements for the year ending 31 March 2021 have been approved by the external auditors.

4.6 The outlook for the charity will remain challenging into the medium term, due to inflationary supply cost and pay pressures; reduced income and an extended period of recovery to regain customer confidence, customer numbers and income; loss of Government support measures; and ongoing COVID-19 safety measures and restrictions in service delivery arrangements.

5. Key achievements

5.1 Library and digital services:

5.1.1 All 12 of Renfrewshire's public libraries were re-opened simultaneously, and over the past six months opening hours and service levels have gradually increased, whilst still maintaining access to online services, click and collect, friendship calls, online digital support, and the new home delivery service.

5.1.2 The Home Delivery service operates Renfrewshire-wide for everyone over the age of 70, anyone with a disability or health condition which limits their ability to access libraries, and to families with school-age children. The home delivery service was a new, additional service initiated during lockdown in recognition that, for many people, visiting in-person was still not possible, or preferable, and this remains the case. The first six months' figures indicate that this type of service has almost double the reach of the traditional mobile library model.

5.1.3 In public libraries Renfrewshire Leisure has continued to increase opening hours, reintroducing Bookbug sessions and other community support time, and increased access to pc terminals. In School libraries it has increased pupil browsing and participatory activities in both High school libraries and Primary School settings, with the outreach librarian providing on-site support to primary schools. The Skoobmobile is delivering a programme of school and community visits, working with Head Teachers and Education Services to ensure integration into school operations.

5.2 Leisure:

5.2.1 Following the re-opening of leisure facilities from 26th April Renfrewshire Leisure has experienced a significant shift in activity participation trends. Pre-pandemic, leisure swimming activity was experiencing year on year decline whilst gym and studio- based exercise participants were consistent. Since April 2021, there has been a significant increase in the number of leisure swimming participation, reflecting a 31% increase in comparison to the first re-opening of leisure services in September 2020.

5.2.2 The positive shift in swimming uptake reflects an increase in family swim activity of over 300% accounting for 29% of the total number of swimmers. The Learn To Swim Programme has recovered to 68% of pre-pandemic participation levels accounting for c.2.2k attendances weekly.

5.2.3 Gym usage continues to recover slowly with -32% of pre-pandemic membership base, which is in line with the experience of other local leisure trusts and local authorities. Factors impacting on this loss include at home workouts due to the move to home working and online content use. Studio exercise participation is also down by 54% due to similar factors. In contrast, Renfrewshire Leisure's Vitality and Easy Exercise classes have experienced very positive recovery levels.

5.3 Renfrew Victory Baths – Centenary Celebrations 19th-26th September:

5.3.1 Following work undertaken to improve the overall presentation of the Victory Baths facility, Renfrewshire Leisure launched a week of celebrations in collaboration in partnership with Renfrew Community Development Trust. Launching the event on Sunday 19th September, it offered swimming access for 100p resulting in a 40% increase in session footfall. The opportunity to have a nostalgic guided tour of the venue and centenary exhibition brought 121 tour bookings throughout the week of the celebrations. Celebrations concluded with the screening of a specially commissioned film in Robertson Park.

5.4 Summer Camps:

5.4.1 Renfrewshire Leisure's Sport Services delivered the summer camps at On-x, Johnstone Sports hub and Park Mains. The camps ran for the 7 weeks of the summer holidays and had a total of 4,599 attendances. The camps offered a variety of sporting opportunities and were also supported by Renfrewshire Leisure's Libraries through the Skoobmobile. In addition, Sport Services also offered both football and dance sport-specific camps over a 2-week period with 1,080 attendances.

5.5 Get in To Summer:

5.5.1 Sport Services were awarded additional £44,776 external funding from Sport Scotland to allow for additional summer activities to be offered free of charge throughout Renfrewshire. This funding allowed for an additional 78 activity sessions to be offered over the 7 weeks of summer. Some of these sessions included outdoor activities such as archery, football, multi-sport, dance, colour runs and disability sport sessions. Approximately 1750 attendances were recorded This funding also allowed for 11 local clubs to receive £500 to grow memberships and support residents of Renfrewshire to engage with community sport. These clubs were Storm Gymnastics, Twist and Hit, Castle Semple Sailing Club, Kelburne Hockey Club, Paisley Barbell Club, Glenvale FC, Basketball Paisley, Evro Pro Football, Kelburne Cricket Club, Langcraigs FC, Paisley Rugby Club.

5.6 Young leaders:

5.6.1 Over the past two years Renfrewshire Leisure's Active Schools have supported pupils from Mary Russell and Riverbrae to engage with the Renfrewshire School of Sport Education young leader's programme by addressing a number of barriers. In the 20/21 cohort of Renfrewshire School of Sporting Excellence, 2 pupils from Riverbrae school have graduated and have continued their sporting pathway to become paid deliverers within Renfrewshire Leisure. The success of this hard work has been recognised by the Scottish Disability Sport forum and in partnership with them, Renfrewshire Leisure's Active Schools will continue to improve the opportunities for all pupils to inspire others to take part in sport and physical activity.

5.7 Bikeability:

5.7.1 During June to August, Renfrewshire Leisure's Bikeability programme was delivered to 20 schools Level 1/2/3 on road training, several for the first time with support from Active Schools, RL Instructors and Bikeability Coordinator. During this period 1,018 pupils completed the Bikebility programme. Renfrewshire Leisure secured a further £8,500 to purchase a fleet of bikes to loan out to schools to assist in the delivery of the programme and support children who do not have access to a bike. Teacher training also continued with 27 teachers attending the 3 training courses run over the months of July/August. Refresher training also took place in August for 12 staff/helpers attending. Ralston Primary and Barsail Primary were also awarded Cycling Friendly Primary School status through Cycling Scotland.

5.8 Active Schools:

5.8.1 From mid-May, the Active schools team established an after-school programme of activities in a number of schools, increasing after the summer break and again following October break in line with school readiness. Schools were also offered the opportunity to engage in activity days where pupils were involved in a range of outdoor activities. Approx. 29 activity days were delivered which offered an opportunity for our volunteers to gain hands on experience. The feedback from the pupils and the school staff was very positive and plans are in place to offer the same next year.

5.9 Health & Wellbeing team:

5.9.1 Renfrewshire Leisure's Health and Wellbeing team including Macmillan and NHS funded programmes are continuing to deliver virtual provision for all new and existing users. Our virtual live classes have reached over 1700 attendances, since commencing. Classes are specifically designed for people living with medical conditions such as Parkinson's disease, MS, stroke, cardiac conditions, cancer, bone/joint/muscular conditions, cognitive impairments, and COPD. As restrictions eased, outdoor health and wellbeing classes and local community health walks have also become part of the offer. This year has seen the highest number of referrals since pandemic began, peaking at 350% increase. People can be referred via their health professional or can self-refer into the service. Clients can also access discounted membership options. Since its launch in January, the Health & Wellbeing membership has had 163 new signups.

5.9.2 Renfrewshire Leisure continues to work closely with Royal Alexandra Hospital (RAH) to offer community support through the pandemic. As non-urgent care continues, prehabilitation for surgical patients and rehabilitation for those experiencing long-

COVID symptoms are referred into its health and wellbeing services. It also continues to work closely with ICU physiotherapists to support those being discharged from the RAH having attended ICU due to severe COVID complications and requiring rehabilitation.

5.9.3 Renfrewshire Leisure received £33,750 to deliver two projects in partnership with Active Communities and Linstone Housing Association. Both projects are currently operational for a 10-month period. One project will provide permanent signage for two local walking routes, paired with an interactive map and exciting information of local points of interest. The other project aims to reduce inactivity amongst those at risk of developing severe COVID symptoms and delivering rehabilitation to those affected by COVID or long-COVID. Our 'RISE Project' (Reducing Inactivity and Supporting Engagement) has seen over 41 referrals, all experiencing financial hardship as a result of COVID and requiring support into physical activity opportunities.

5.10 Museums:

5.10.1 Site progress: The main contract is now underway with the contractor making progress on site working through the 78-week construction programme. Work to date includes scaffolding erection to both the main Museum building and the Oakshaw properties, preparatory roof work, internal down takings and asbestos removal. The tender process to appoint the exhibition fitout contractor is currently underway with the intention to appoint in February 2022.

5.10.2 Recruitment: Caroline Scott joined the PMR team in September as Project Design Coordinator to assist in the delivery phase of the design work, with a particular focus on the exhibition and graphics elements. Caroline held a similar role on other capital projects including the Burrell Project She has also worked on a range of live events including installations, parades and performances, frequently working with volunteers, in the UK and in Denmark, including contributing to the Sma' Shot parade

5.10.3 Conservation consultant, Lyndsay MacKinnon has joined the team and will carry out smaller scale treatments across a range of collection areas as well as train and upskill the internal team. She has already completed treatments to two of the sculptures in the collection. Lyndsay was previously the Conservation Officer for the decant of the collections from Whitehaugh.

5.10.4 Following the departure of Christine McLean, Dr Neil Ballantyne joins Renfrewshire Leisure as Museums and Collections Manager for Renfrewshire Museums. Neil joins us from Glasgow Museums where he has been the manager for Kelvingrove Museum & Art Gallery for the past thirteen years. Neil brings significant experience of delivering a service post-capital investment, maintaining funder relationships as well as managing the multiple demands of a major civic asset.

5.10.5 Conservation: Work is well under way to prepare the re-install in 2023. Conservation studio Egan, Matthews and Rose based in Dundee will begin treatment of works from the art collection in early November. Art handling company Constantine Ltd were appointed in summer 2021 to pack the 17 artworks ahead of their transport to the conservation studio. External funding of £66,500 from Museums Galleries Scotland, the Henry Moore Foundation and the Gordon Fraser Foundation has been awarded for the conservation of the shawls, works on paper and sculpture.

5.10.6 Documentation: The collections team have imported all available object records into Adlib. This includes: Archaeology, Archives, Arms & Armour, Numismatics, Transport, Science, Natural History and covers 33,000 objects, which equates to 4 years' worth of inventory records in 8 weeks.

5.11 Heritage:

5.11.1 Renfrewshire Museums has secured £25,909 funding from Museums Galleries Scotland's Covid-19 Development Fund for Heritage On Your Doorstep, a project to work with target audiences and communities to create digital online content.

5.11.2 Renfrewshire Museums is partnering with Jambo! Radio for Our Heritage, a National Lottery Heritage Fund project led by Jambo! Radio, to empower four trainees to become museum sector ambassadors. Jambo! Radio is the only radio station for people of African and Caribbean heritage in Scotland, serving Glasgow, Edinburgh, and Aberdeen. Based in Renfrewshire they make broadcast programmes in multiple languages that are commonly spoken by people of African and Caribbean heritage in Scotland. The trainees will be recruited from existing Jambo! Radio volunteers and will spend 18 months learning about the museum sector in Scotland, types of job roles within museums and the range of collections held within those museums.

5.12 Arts

5.12.1 The Arts Team have delivered a number of projects over the last six months including:

- The Cycle Arts Festival piloted an innovative approach to culture and wellbeing, animating a section of the cycle path from Johnstone to Lochwinnoch.
- The extensive digital programme funded through Creative Scotland's Performing Arts Venue Relief Fund concluded with nearly 40,000 views over nine months. Much of its strength lay in the cultural development work carried out with local artists, providing support at a challenging time and growing the cultural ecology.
- Project Search developed an innovative partnership with Clyde College to connect young students with learning difficulties with elderly residents in Hunterhill care home via a colouring book of local scenes.
- Following their Young Scot Award, the number of care-experienced young people benefitting from ArtBOSS has grown and during this period there were 103 attendances at workshops.
- Arts Connection – building on the Arts team support for Renfrewshire's cultural sector, in 2020, Vis-à-vis consultants began working with Renfrewshire Leisure and the seven CODF funded organisations. They are Renfrewshire's major cultural employers and responsible for contracting a significant number of local artists and creatives. The group has come together under the banner Arts Connection.
- Open Mind Summit development – a three-year partnership with CREATE to deliver an annual conference on young people, mental wellbeing and culture. This year's event was streamed live online on the 8th October 2021.

5.13 Social Prescribing:

5.13.1 Renfrewshire Leisure's new Social Prescribing Coordinator started at the end of August. The post is funded by Future Paisley on a part time basis for a one-year contract and is part of Renfrewshire Leisure's Health & Wellbeing Team. The role will expand the referral pathways into a variety of services making it easier for people to access support as well as championing the diversity of what's on offer for people

living in Renfrewshire who need support living with long term health conditions or dealing with loneliness and isolation, low mood and poor mental health.

5.13.2 Support for people who need help to access physical activity has been available for a number of years through our GP referral programme, but the range of services on offer from Renfrewshire Leisure has now more than doubled due to staff working collaboratively across sport, health, arts, libraries and culture teams.

5.14 HSCP and Children's Services partnership development:

5.14.1 Since the launch of Renfrewshire Leisure's new strategic outcomes earlier this financial year, it has engaged with colleagues from Renfrewshire's Health and Social Care Partnership and Children's Services on three workstreams to review how they can collaboratively address key health issues relating to: support for carers, mental health and recovery, and children's health inequalities. The first outcomes currently underway are a pilot Carers' Passport scheme, which is running for 12 weeks for referrals from HSCP teams and which be evaluated to inform a developed design; and working with the Council's team supporting The Promise, Renfrewshire Leisure is developing a secondment opportunity to embed skills between teams and working with the Council's psychology led team to provide alternative spaces for their work with vulnerable families.

5.15 Water safety working group:

5.15.1 Renfrewshire Leisure is working in partnership with the Council and other stakeholders including emergency services in building a water safety strategy in light of recent open water fatalities reported both locally and nationally. Renfrewshire Leisure have committed to practical interventions which include:

- Practical water survival awareness being re-introduced into our LTSP participants
- Re-introduction of Lifeguard rookies into school holiday activity programmes
- Emergency First aid /CPR / DEFIB training to 12-15yrs cohort within schools
- CPR / Defib awareness training to primary school cohort (p6-p7)
- Cold water exposure session – delivered by Sport Services staff

5.16 Job Retention Scheme close:

5.16.1 Prior to the cessation of the final phase of the Job Retention Scheme on 30th September 2021, employees were formally notified that they were no longer on flexible furlough and would return to their contracted hours. In the last few months of the scheme, the number of flexible furlough hours claimed reduced as the teams supported the mass vaccination programme and services and facilities gradually reopened in line with Government guidelines.

5.16.2 Over the last nineteen months, Renfrewshire Leisure has claimed over £3.1 million through the Job Retention Scheme, with the highest claim of over £300,000 occurring in June 2020 in the first phase of the scheme. The final claim of £11,329 for September 2021 was submitted to HMRC on 14th October 2021.

5.17 Cultural Infrastructure business planning:

5.17.1 Over the last few months, the operating models for the four cultural assets under construction have been developed to provide an attractive offer for visitors and tourism, to support the ambition outlined in the Future Paisley strategy of cultural led regeneration in the area. A business plan outlining the proposed operating models and the related financial implications for each venue is now at an advanced stage of development. This will need to remain subject to regular review in light of COVID and any potential impact on usage of facilities as a result over the longer term. The learning experience by Renfrewshire in terms of reopening facilities as restrictions have eased will also continue to inform the business plans for these specific facilities as well as Renfrewshire Leisure's organisational business plan

5.18 Transformation programme:

5.18.1 Renfrewshire Leisure's transformation programme addresses key historic and future challenges for the trust. Through this period Renfrewshire Leisure has been progressing an organisational redesign and concluding the refreshed brand identity informed by community needs through the pandemic and based on stakeholder research. This work will launch in the new year.

5.18.2 The significant change to the organisational design is to operate across functions, benefiting from expertise that can be applied throughout the organisation rather than discreet teams to maximise outcomes for communities and other key stakeholders, improve efficiencies of service delivery, and address current gaps in competencies for optimal service delivery. The organisational redesign work has assessed both historic and future cost and opportunities, benchmarking with other organisations, whilst the revised business strategy approved by its Board in March 2021, has been a critical guide.

5.19 **Mass Vaccination Centres**:

5.19.1 Renfrewshire Leisure has continued to work with Council partners to facilitate the Mass Vaccination Centres within Johnstone Town Hall, Lagoon Leisure Centre and Renfrew Sports Centre. Leisure and venue teams have worked to map staff provision enabling the trust to facilitate the reopening of Leisure and Library facilities whilst continuing to service the vaccination programme. Following the rollout of the Covid vaccine to 12-15yrs, the Covid booster and Flu vaccine programmes, Renfrewshire Leisure teams are also supporting the addition of Tweedie Hall as Renfrewshire's fourth venue on behalf of the Council.

6. Performance Monitoring

6.1 Renfrewshire Leisure currently reports on approximately seventy operational performance indicators to meet the terms of the services agreement; five of which are reported nationally on behalf of the Council through the Local Government Benchmarking Framework.

6.2 Performance reports are provided quarterly to the Renfrewshire Leisure Monitoring Officer and Renfrewshire Leisure also participates in the Chief Executive's six-monthly performance review process. Renfrewshire Leisure's annual report for 2020/21 is available to access on their website.

6.3 The main cultural and leisure performance indicators for Renfrewshire Leisure are summarised in the table below:

Indicator	Q 1 & 2 2019/20		Q1 & 2 2020/21	Q1 & 2 2021/22
Number of attendances at indoor sports and leisure facilities excluding pools	410,472	Covid-19 pandemic – New operating context resulting in **total /severe /partial operating restrictions** in place	20,097	187,338
Number of online attendances to leisure services	N/A		6,842	3,886
Number of attendances at pools	226,910		6,101	68,441
Number of attendances outdoor facilities	46,322		10,130	58,258
Number of people engaged with Sport Services (online and offline)	145,185		66,052	273,596
Number of people engaged in Health & Wellbeing service	11,695		6,433	11, 356
Number of REN TV views	N/A		16,935	34,505
Number of visits to museums – digital & social stats	428,258		582,542	506,412
Number of visits and engagements with libraries (includes digital)	318,770		229,333	1,438,185
Number of books and e- books issued	196,003		41,372	119,460
Total engagements	1,783,615		985,837	2,701,437
% of adults satisfied with libraries	91%		N/A	N/A
% of adults satisfied with museums and galleries	89%		N/A	N/A

Note: The closure of Paisley Museum during 2019/20 is reflected in the figures reported above.

6.4 Performance Context:

6.4.1 Renfrewshire Leisure's current operating model means that typical comparisons of annual performance is not like for like from 20/21 onwards. It is therefore advisable to consider the performance of 21/22 as a new baseline, where digital engagements have significantly expanded the reach of the trust. As soon as policies, guidance and Renfrewshire Leisure's financial position is more stable, the trust aims to achieve pre pandemic levels of in-person attendance, therefore comparisons to pre pandemic levels are still useful for the organisation.

6.5 Notes/Commentary for 2020/21

6.5.1 All Renfrewshire Leisure's operational facilities were closed to the public on 18 March 2020. Renfrewshire Leisure was permitted to re-open some facilities gradually from May 2020 (golf) followed by libraries in July and all available leisure centres in September. However, operations were impeded by further lockdowns throughout Q3 followed by full closure again on the 26 December through the remainder of the financial year.

6.6 Notes/Commentary for 2021/22

6.6.1 Renfrewshire Leisure was permitted to re-open facilities on the 26 April 2021, however in line with Government guidelines and local restrictions, our operating models were limited by opening hours and the number of sessions available, as well as types of activity, for example not all pool activities returned at the same time e.g. Learn To Swim programme has only recently been able to restart.

Implications of the Report

1. **Financial** – as detailed in the report.

2. **HR & Organisational Development** – not applicable

3. **Community/Council Planning** –

- *Our Renfrewshire is thriving* – Our services recruits and trains volunteers and creates a pathway into employment;
- *Our Renfrewshire is well* – Our cultural, leisure and sport services and programmes help to maintain positive physical and mental health and well-being;
- *Our Renfrewshire is fair* – our services and programmes are accessible to all our citizens;
- *Reshaping our place, our economy and our future* – development and delivery of the cultural infrastructure investment programme supports the regeneration aspirations for the area;
- *Building strong, safe and resilient communities – Tackling inequality, ensuring opportunities for all* – our services and activities are accessible to all our citizens;
- *Creating a sustainable Renfrewshire for all to enjoy –our programmes build sustainability through volunteer and community development;*
- *Working together to improve outcomes* – partnership working to deliver shared outcomes remains a key priority in our company strategy.

4. **Legal** – not applicable

5. **Property/Assets** – not applicable

6. **Information Technology** – not applicable

7. Equality & Human Rights

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

8. **Health & Safety** – not applicable.

9. **Procurement** – not applicable.

10. **Risk** – not applicable.

11. **Privacy Impact** – not applicable.

12. **Cosla Policy Position** –not applicable.

13. **Climate Risk** – not applicable.

List of Background Papers

(a) n/a

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

Renfrewshire Council

To: **Leadership Board**

On: **1 December 2021**

Report by: **Director of Finance and Resources**

Heading: **The Regeneration of Paisley Town Centre – Paisley Museum Project**

1. Summary

1.1 The Paisley Heritage Asset Strategy, approved by the Council in January 2014, set out an ambitious vision for the social and economic regeneration of Paisley. The signature project is the redevelopment of Paisley Museum to create an international quality visitor destination. The Museum has significant potential to drive the economic and cultural vitality of the town

1.2 Council approved the finalised project proposal, scope and funding package prior to the full commencement of the project delivery in 2017.

1.3 This paper provides a progress update on the outcome of Historic Environment Scotland's (HES) funding decision which forms part of the approved funding strategy.

2. Recommendations

It is recommended that the Board:

2.1 Note that the Council's application to HES for a grant towards Paisley Museum Re-Imagined Project was successful and an award of up to £1,498,726 was made on 15 September 2021.

2.2 Note that HES grant terms and conditions required the legal contract accepting the grant to be signed by 15 November 2021 to be eligible, and as such the acceptance of the grant was signed on 15 November 2021

2.3 Homologate the acceptance of the grant award

2.4 Note acceptance of the grant means that the Council will now be permitted to make grant claims against the construction work retrospectively which began on 21 June 2021 and is scheduled for completion on 30 December 2022.

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3. Background

3.1 The Paisley Heritage Asset Strategy, approved by the Council in January 2014, set out an ambitious vision for the social and economic regeneration of Paisley. The signature project is the redevelopment of Paisley Museum to create an international quality visitor destination

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.

The planned outcomes for the project 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

The Museum scheme will include:

i. Repair and re-interpretation of all 4 buildings on the site (the Museum, the Observatory, Transit House and the Philosophical Society Building)
ii. A new build extension housing a reception area, café and shop
iii. Full upgrade to all existing galleries
iv. Physical access issues and circulation will be resolved ensuring the visitor experience is enjoyed by all visitors and meets their needs
v. Installation of new efficient mechanical and electrical plant systems
vi. Landscaped area to the west and rear of the Museum
vii. Satisfactory level of interactivity and interpretation of collections for visitors
viii. Collections completely redisplayed and reinterpreted throughout the museum, resulting in a 100% increase in the collections on display.

The Full Business Case (submitted as part of the National Lottery Heritage fund application in 2019) projects a minimum of 125,000 visits each year, a significant increase from the current low base of 36,500. The overall economic impact of the preferred option on Renfrewshire over 30 years is £79 million and will support 138 jobs through capital spending and 48.5 jobs per annum through revenue and visitor spending

3.2 Funding Strategy

Renfrewshire Council has committed £24.1m towards this project. 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.

As the board are aware, the project was looking to secure HES funding. The Council's application to HES for a grant towards Paisley Museum Re-Imagined Project was successful and an award of up to £1,498,726 was made on 15 September 2021. The HES grant terms and conditions required the legal contract accepting the grant to be signed by 15 November 2021. As such, in consultation with the Director or Finance, the Head of Corporate Governance and Programme Director - City Deal and Infrastructure it was agreed that given the timing for acceptance it was necessary to accept the award in advance of the date of this Board, and as such the acceptance of the grant was signed on 15 November 2021

Outlined below is a summary of the funding package as previously agreed with the Board with a current status update:

Funding Source	**Amount**	**Status**
Renfrewshire Council	£24.1m	Secured
Heritage Lottery Fund	£4.9m	Secured
Scottish Government	£2m	Secured
Historic Environment Scotland	£1.48m	Secured
Scottish Capital Grant Regeneration Fund	£4m	Secured
Fundraising (private and other grant donations)	£5m	Ongoing

Implications of the Report

1. **Financial**
   The financial commitment from the Council towards the £42 million proposals 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 & Organisational Development**
   There are significant recruitment requirements for the delivery phase of the project. The majority of project development and delivery posts (26.5 posts) have now been recruited.

3. **Community/Council Planning**

Children and Young People	- 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
Community Care, Health & Well-being	- 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
Empowering our Communities	- there will be new roles and opportunities for Museum Volunteers in the completed Museum and content will be developed in partnership with communities, ensuring that the museum has a strong community identity.
Greener	- the capital works will provide a significant opportunity to improve the efficiency of the buildings. The project takes cognisance of the Council's Carbon Management Plan and has produced an Environmental Design and Building Services Strategy
Jobs and the Economy	- the project will significantly support the objectives to develop Renfrewshire a thriving

		place, supporting local places, businesses and communities.
Safer and Stronger	-	the project aims to deliver one of the most accessible Museums in the country and run significant programmes to reach audiences irrespective of age or physical, health or financial position

4. **Legal** None

5. **Property/Assets**
The project significantly extends and refurbishes Paisley Museum. Future running and maintenance costs have been developed as part of 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 has been identified and scoped during the design phases of the project. 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. (Report author to arrange this).

8. **Health & Safety**
None at this stage of project development

9. **Procurement**
All commissions will be procured through the appropriate procedures set out in the Council's Standing Orders Relating to Contracts. The Services of the Central Procurement Unit have been engaged for the appointment of contracts during the development and delivery phases of the project.

10. **Risk**
The programme actively monitors key risks and issues associated with delivery in accordance with the Council's Project Management Framework and reported to City Deal and Infrastructure Board on a monthly basis.

11. **Privacy Impact** –
None

12. **COSLA Policy Position** – None

13. **Climate Risk** – None

List of Background Papers

a) *Report to Economy and Jobs Policy Board, 29 January 2014, Paisley Heritage Asset Strategy*
b) *Report to Economy and Jobs Policy Board, 11 November 2015, Regeneration of Paisley Town Centre - Paisley Museum*
c) *Report to Leadership Board, 8 June 2016, The Regeneration of Paisley Town Centre – Paisley Museum Project*
d) *The Paisley Museum : Vision and Masterplan,and Outline Business Case prepared by Metaphor and BOP Consulting.*
e) *Report to Leadership Board, 30 November 2016, The Regeneration of Paisley Town Centre – Paisley Museum Project*
f) *Paisley Museum Re-Imagined Full Business Case (NLHF) 31 August 2019*

Author:
Email:

COURSE REQUEST

REQUEST FOR ATTENDANCE AT CONFERENCES/SEMINARS

Conference Details:

Managing Conflict - 14.00 – 16.00 - 13th December

Organisation/Body: Local Government Information Unit

Venue: Online

It is proposed that this session is made available for all Councillors.

Brief Description of Content for Elected Members –

This session has been developed for Councillors to help manage conflict. The session will provide delegates with some ideas on how to defuse challenging situations. The session is complemented by the "Personal Safety" programme, which focuses on tips and techniques for Councillors to improve their personal safety.

Cost per person: £75.00