

Notice of Meeting and Agenda Leadership Board

Date	Time	Venue
Wednesday, 17 February 2016	13:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM
Head of Corporate Governance

Membership

Councillor Lorraine Cameron: Councillor Eddie Devine: Councillor Roy Glen: Councillor Jim Harte: Councillor Jacqueline Henry: Councillor Terry Kelly: Councillor Brian Lawson: Councillor Kenny MacLaren: Councillor Mags MacLaren: Councillor Eileen McCartin: Councillor Iain McMillan: Councillor Bill Perrie: Councillor Tommy Williams:

Councillor Mark Macmillan (Convener): Councillor Michael Holmes (Depute Convener)

Further Information

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

A copy of the agenda and reports for this meeting will be available for inspection prior to the meeting at the Customer Service Centre, Renfrewshire House, Cotton Street, Paisley and online at www.renfrewshire.cmis.uk.com/renfrewshire/CouncilandBoards.aspx

For further information, please either email democratic-services@renfrewshire.gov.uk or telephone 0141 618 7112.

Members of the Press and Public

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

Items of business

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.

- | | | |
|-------------|--|----------------|
| 1 | Scottish Government Draft Budget 2016/17 and Local Government Finance Settlement 2016/17 | 5 - 12 |
| | Report by Director of Finance & Resources. | |
| 2 | Integration of Health & Social Care Services in Renfrewshire - Council Response to the Draft Strategic Plan | 13 - 18 |
| | Report by Chief Executive. | |
| 3 | Renfrewshire Community Justice Transitions Plan 2016/17 | 19 - 38 |
| | Report by Director of Children's Services. | |
| 4(a) | Tackling Poverty Update | 39 - 46 |
| | Report by Chief Executive. | |
| 4(b) | Tackling Poverty Programme - Literacy Development Programme | 47 - 54 |
| | Report and presentation by Director of Children's Services. | |
| 5 | Review of Governance Arrangements for Public Protection in Renfrewshire | 55 - 62 |
| | Report by Chief Executive. | |
| 6 | Strategic Partnership Agreement between Renfrewshire Council and the University of the West of Scotland | 63 - 76 |
| | Report by Chief Executive. | |

7	Paisley Central Library Consultation Report	77 - 82
	Report by Chief Executive.	
8	Draft Cultural Strategy for Renfrewshire	83 - 108
	Report by Chief Executive.	
9	The Glasgow Bin Lorry Crash - Recommendations from Fatal Accident Inquiry	109 - 118
	Report by Directors of Community Resources and Finance & Resources.	

To: Leadership Board

On: 17th February 2016

Report by: Director of Finance & Resources

Heading: Scottish Government Draft Budget 2016/17 and Local Government Finance Settlement 2016/17

1. Summary

- 1.1 On the 16th December 2015 the Scottish Government published their draft budget for 2016/17 which will be subject to parliamentary approval towards the end of February. At the same time, the Scottish Government published the draft local government finance settlement, which sets out the provisional revenue and capital grant allocations for local government across Scotland. In a similar vein, the local government settlement is at this stage draft and is subject to parliamentary approval towards the end of February.
- 1.2 At the Council meeting on the 17th December, an initial verbal update was provided to members on the headline information presented in the Scottish Government's announcements and a subsequent written briefing provided to all elected members prior to Christmas.
- 1.3 Since that time, a number of issues have progressed and in this context, this report provides a formal update on the current position for the Board and the impact on the Council's financial outlook.

2. Recommendations

- 2.1 Members are asked to note the content of the report and that the Leader of the Council has written to the Deputy First Minister on the 9th February indicating an in principle agreement to the offer presented as part of the local government finance settlement subject formal approval by full Council.

3. Scottish Government Budget

- 3.1 Based on the published budget information, the total Scottish public sector spending for 2016/17 is set at £37,133.5 million representing a £187.8 million (0.5%) cash decrease across the total Scottish budget. This net decrease includes a decrease in total revenue spend of £147.7 million (0.5%), an increase in the capital budget of £54.8 million (1.6%) from the 2015/16 figures and a decrease in Annual Managed Expenditure (AME - principally pensions costs and non-domestic rates income) of £94.9 million (1.4%).
- 3.2 The budget figures for 2016/17 reflect use of budget flexibility mechanisms available to the Scottish Government between financial years and the intention of the Scottish Government to utilise the maximum capital borrowing powers available through the Scotland Act 2012 to support £316 million of Scottish Government borrowing.
- 3.3 In addition, the 2016/17 budget includes for the first time, the impact of proposals on the Scottish Rate of Income Tax (SRIT). This represents the third and final tax power being devolved under the Scotland Act 2012 and follows on from 2015/16 which included for the first time both the Land and Building Transaction tax (LBTT) and Scottish Landfill Tax (SLT).
- 3.4 As part of the draft budget the Scottish Government have proposed to set the SRIT at 10% maintaining parity with overall tax rates operating in the rest of the UK. The forecast level of receipts from this rate has been set at £4,900 million, for which a corresponding adjustment is to be made to the Scottish Block settlement from the UK Government. In terms of the LBTT, there is no change to the core rates, however similar to the UK Government, the Scottish Government propose to introduce a LBTT supplement of 3% on all purchases of buy to let or second homes above £40,000. Taken together it is forecast that the LBTT will raise £538 million in 2016/17, of which £23 million is linked to the new supplement and which compares to the £441 million budgeted in 2015/16. For the SLT it is estimated that £133 million will be raised in 2016/17 in comparison to the budgeted £117 million in 2015/16.
- 3.5 Similar to previous years there is cash growth directed to prioritised areas of the Scottish Government budget in contrast to the cash reduction applied to the local government budget in 2016/17. The overall Health Portfolio will benefit from a cash increase of almost £689 million (5.7% cash increase) of which approximately £397 million (3.3% cash increase) relates to the revenue budget and £292 million (144% cash increase) relates to capital resources. Within this overall increase across the portfolio, £476 million (5.5% cash increase) relates to territorial health boards of which the Scottish Government have indicated that £250 million relates to an intended investment in Social Care and which is expanded on in more detail in paragraph 3.9 below.
- 3.6 In addition to the protection provided to the Health budget, £17.6 million of cash growth (1.7%) has provided real terms protection to the revenue budget

of Police Scotland and cash protection has been provided to the revenue budget supporting Higher and Further Education.

- 3.7 By contrast the local government portfolio budget has reduced materially in cash terms as summarised in the table below.

	2015-16 £ms	2016-17 £ms	Change £ms	%
Revenue Support Grant	7,096	6,777 -	319	-4.5%
Non Domestic Rates	2,800	2,769 -	31	-1.1%
Total Revenue	9,896	9,546 -	350	-3.5%
Capital Grant	861	607 -	254	-29.5%
Total LG Support	10,757	10,153 -	604	-5.6%

- 3.8 The Deputy First Minister (DFM) has written, most recently on the 27th January, to Council Leaders confirming the set of conditions which accompany the provisional funding allocation for local government. Following on from that letter, a number of areas of uncertainty remained following which clarifications were sought from the DFM. The following outlines the key terms of the offer from the Government based on the 27th January letter and subsequent clarifications that were provided by the DFM on the 4th February:

- The measures set out in the settlement offer, linked to a continuation of the council tax freeze, maintenance of teacher numbers and places for probationers and lastly investment in social care, must be viewed as a package and that in order to access all of the funding councils must agree to deliver all of the measures.
- Council Leaders who intend to take up the offer and agree to the full package of measures were asked to respond to the Deputy First Minister by Tuesday 9th February setting out their position. The Council Leader has written to the Deputy First Minister by the deadline date indicating an in principle agreement to the offer presented as part of the local government finance settlement, subject to formal approval by full Council and asking the Deputy First Minister to note a number of factors relating to the commitment associated with the Living Wage.
- Any council that does not sign up to the full package of conditions and measures will not receive their share of £408 million, made up of integration funding for social care (£250m), support for teachers (£88m) and council tax freeze support (£70m). For Renfrewshire this total funding package equates to an estimated £13.8 million.
- The DFM has also confirmed that in the event a council that signs up to the package then subsequently fails to deliver on any of the specific commitments on social care spend, including delivery of the £8.25 per hour living wage to care staff, national teacher targets, or council tax levels then the Government have reserved its position to apply individual sanctions for

authorities. In such circumstances steps will be taken to remove access to or recover some or all of the additional funding support earmarked to deliver the specific measure or measures. If it proves necessary to apply a sanction then the Government have indicated that this will be applied in a proportionate manner to the scale of the failure.

3.9 Further details in relation to each of the specified conditions are outlined below:

- £70 million of the revenue funding is conditional upon a continuation of the council tax freeze (Renfrewshire's share is £2.327 million).
- Maintaining the pupil teacher numbers at 2015 levels **nationally** and securing places for all probationers who require one under the teacher induction scheme. In terms of the pupil teacher ratio, the condition is that the pupil-teacher ratio should be maintained at the same level as 2015; a national target of 13.7. If however, the pupil teacher ratio is not maintained nationally then the Scottish Government reserves its position on individual sanctions for authorities' whose pupil teacher ratio rises and steps will be taken to recover proportionate shares of the £88 million which is being provided for the teacher and probationer commitments in 2016-17. The full distribution of all of this funding has not yet been made as part of the draft finance settlement but in line with previous years this is likely to amount to approximately £2.7 million for Renfrewshire Council.
- In terms of Social Care funding within the Health Budget, the DFM has set out that:
 - £125 million of this £250 million is to be directed to support additional spend on expanding social care to manage increased demand and demographic growth and making progress on charging thresholds for all non residential services to address poverty by increasing the charging buffer from the existing 16% level to 25%.
 - The remaining £125 million is intended to support cost pressures including the aspiration to pay all adult Social Care workers the living wage of £8.25 per hour, including care workers employed by external providers in the 3rd and independent sector who provide commissioned services to local authorities.
 - The Government have assumed that as part of delivering a living wage that the independent and third sector providers will meet a share of the associated costs and which has been verbally confirmed by the DFM as being 25%. The Government have also confirmed that although they have calculated estimates at a national level of achieving this position, no calculations have been made of resources required to deliver this at a local council level.
 - In this context the Scottish Government in a clarification response confirmed that achievement of the Living wage in this sector would be

a shared endeavour between the Scottish Government, Councils and providers.

- In recognition of the need for preparatory work to deliver living wage arrangements with providers an implementation date from 1 October 2016 has been outlined.
- As part of this particular condition and in recognition that the associated funding will reside within respective Health Board budgets, there will be a requirement to establish arrangements that will support the flow of this funding from the health budget to council budgets to support local authority social care budgets and delivery of the living wage commitment.
- Overall, Renfrewshire share of this £250 million of funding has been confirmed at £8.779 million.

3.10 Notwithstanding the unusual funding architecture associated with the £250 million of social care funding, the cash reduction in the revenue resources represents the most significant direct reduction suffered by the local government portfolio budget since the contraction in resources started in 2011/12.

3.11 The Scottish Government have not provided any material details of spending plans beyond 2016/17 on the basis of the late timing of the UK Government's Comprehensive Spending Review announcement in November coupled with the backdrop of uncertainty linked to the ongoing discussions between the Scottish and UK governments on the fiscal framework that will underpin the future Scottish Block settlements from the UK as part of the Scotland Bill 2015.

3.12 In this context the Scottish Government have provided some high level figures at an overall budget level but with no detail provided at portfolio level. In broad terms, the outlook for revenue resources presents very shallow growth in cash terms, averaging around 0.5% per year up to 2019/20. By contrast, capital resources are expected to increase by an average equivalent rate of around 4% per annum. In addition, the Scottish Government have also set out some broad themes and priorities that they expect to drive the spending review for future years should they continue in government. Most significantly this includes a commitment to maintain real terms protection for both front line NHS and Police services in each year of the spending review period, a commitment to support digital transformation and a commitment to almost double the level of free early years nursery hours over the course of the next parliament. In addition and specific to the local government budget, the Government have also stated priorities to the reform of local taxation in light of the recently published report from the Commission on Local Tax Reform and to review the system of Non Domestic Rates.

3.13 Notwithstanding changes that may yet be made to these high level budget plans by the incoming government in the next parliamentary period, this medium term outlook for public finances in Scotland, coupled with the stated

commitments to protect major areas of the budget in real terms, would present an extremely challenging financial context for local government and an expectation of a further cash terms contraction in budgets over the medium term. Uncertainty will remain over the scale of the reduction however similar to 2016/17 this is likely to continue to be at a material level year on year that will drive a need for further significant and sustained savings across the local government sector to achieve balanced budgets.

4. Local Government Finance Settlement 2016/17

- 4.1 The Local Government Finance Circular 7/2015 was issued to Councils on 16th December 2015, providing details of the provisional revenue and capital funding allocations for 2016/17 ahead of the Local Government Finance (Scotland) Order 2016 which is due to be debated by the Scottish Parliament towards the end of February. Since that time subsequently identified errors in the distribution process have been corrected by the Government in relation to both the revenue and the capital settlement.

Revenue Budget

- 4.2 Subject to parliamentary approval, the settlement has confirmed headline revenue grant funding for the Council for 2016/17 of £300.429 million. Included as part of this settlement offer is grant conditional upon agreement to the continuation of the council tax freeze (£2.327 million) and the maintenance of the pupil teacher ratio and probationer places (£2.8 million).
- 4.3 The following summarises the key headlines in the context of the provisional Revenue Grant position confirmed in the settlement:
- The Grant Floor (the maximum grant reduction applied to an individual council) has been set by the Deputy First Minister at a reduction of 4.5%.
 - After the workings of the floor mechanism, Renfrewshire Council is on the floor at a 4.5% reduction along with 13 other councils.
 - In the context of the grant included within the floor mechanism, the cut in grant ranges from 4.5% for the 14 councils on the grant floor, to a cut of 1.45% for Aberdeenshire with the all Scotland position being a cut of 3.9%
 - After taking account of changes in the grant funding that is distributed outwith the floor mechanism and adjusting to a like for like comparison basis, the overall cash cut for the Council from 2015/16 is 3.4% against a 3.5% cut across local government in Scotland. The Council's share of the overall settlement has increased very marginally from 3.14% in 2015/16 to 3.17% in 2016/17.
- 4.4 The Council's budget strategy for 2016/17 – 2017/18 was framed on an assumed grant reduction of 5% over two years, split at 2% and 3%

respectively. The provisional 3.4% reduction is in excess of the assumption made for 2016/17 and at present although the 2017/18 figures will not be confirmed until some point during 2016, there is little to suggest that a 3% reduction assumed for 2017/18 is an unreasonable planning assumption in the medium term context set out in the Scottish Government's budget. Moving the assumed grant reduction to 6.4% over the two years adds approximately £4.2 million of additional cost pressure into the Council's budget strategy. The impact of this outcome in grant for the Council in 2016/17 and projected position in 2017/18 will be outlined in detail in the report to the Council's budget meeting as part of the presentation of the overall budget position.

- 4.5 In addition to the direct revenue grant provided to the Council, 2016/17 will see the added complexity of an element of social care funding, confirmed as £8.779 million for Renfrewshire, provided via the health budget and IJB arrangements. Although this funding is to be directed to fund new cost burdens such as delivering the living wage across the provision of social care, an element is likely to be available to support wider budget pressures in social care and is expected to provide benefit to the Council's budget position in 2016/17. Details in this respect are being progressed and finalised in partnership with the Chief Officer of the IJB.
- 4.6 On capital, the financial settlement has confirmed that the provisional capital grant to be paid to the Council in 2016/17 will be £12.672 million – a reduction in paid grant of approximately 35% from 2015/16, against a 29.5% cut across local government in Scotland. In addition, £3.199m of grant has been confirmed, but will not be paid to the Council in 2016/17 but has been re-profiled to be paid in the next settlement – across Scotland this re-profiled amount totals £150m. Taken together and notwithstanding the deferred payment proposals, the total capital grant confirmed for the Council is £15.871m, approximately 19% less than 2015/16.
- 4.7 The settlement also confirmed the Non Domestic Rate (NDR) poundage rate, which has been provisionally set at 48.4p – an increase of 0.4p or approximately 0.8%. By contrast, the Large Business Supplement has been doubled from 1.3p to 2.6p. For premises that qualify for the large business supplement this will result in an overall net increase of over 3.4% and which will impact on a large number of the Council's larger facilities creating a budget impact of approximately £0.200 million.

Implications of this report

1. Financial Implications

The outcome of the Scottish Government draft budget and provisional local government finance settlement represents a poorer outcome than was anticipated in the Council's budget strategy for 2016/17. The impact of the grant position, in the context of the wide range of variables that influence the Council's financial position will be outlined in detail in the report presented to the Council meeting which will consider the 2016/17 budget.

2. HR and Organisational Development Implications

As previously reported to the Council, the anticipated medium term reduction in resources available to deliver services will require the Council to continue to review and assess the shape and size of the workforce as part of modernising services and delivering significant and sustained budget savings.

3. Community Plan/Council Plan Implications

The Council's financial planning takes full account of the objectives outlined in the Community Plan and Council Plan.

4. Legal Implications – n/a

5. Property/Assets Implications – n/a

6. Information Technology Implications – na/

7. Equality & Human Rights - No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report.

8. Health & Safety - None

9. Procurement – There are no procurement issues arising from the information detailed within the report.

10. Risk – the Council's financial planning arrangements remain a key measure to manage and mitigate financial risk across the organisation and ensure the Council maintains a medium term perspective to its financial decision making as part of managing financial risk and ensuring the Council remains financial stable in the short term and financial sustainable over the medium to longer term.

11. Privacy Impact – None.

Author: Alan Russell, *Director of Finance and Resources (ext 7364)*

To: Leadership Board

On: 17 February 2016

Report by: Chief Executive

**Heading: Integration of Health and Social Care Services in
Renfrewshire - Council response to the draft Strategic Plan**

1. Summary

- 1.1. The Public Bodies (Joint Working) (Scotland) Act 2014 puts in place the framework for the formal integration of health and social care services from 1 April 2016, and has significant implications for the future financial and operational governance and delivery arrangements of local services for adult health and social care, children's health services, and elements of Acute Services.
- 1.2. The main implications of the legislation were set out in reports to Council on 19 December 2013, 9 October 2014, 26 February 2015 and 19 May 2015. Regular update reports are also provided at the Social Work, Health and Well-being Board, and at the Leadership Board.
- 1.3. The legislation places a duty on Integration Joint Boards (IJBs) to develop a Strategic Plan. The Strategic Plan is the document that will set out the arrangements for the carrying out of integration functions in the Renfrewshire area to meet the needs of the local population over the next 3 years and into the future. It is the formal approval of this Plan by the Integration Joint Board which triggers the delegation of adult social work services from the Council to the IJB from 1 April 2016. The draft Plan is attached at Appendix 1.
- 1.4. Work has progressed since the establishment of the IJB to support the development its Strategic Plan in line with the prescribed stages of the strategic planning process set out in the legislation. This includes the setting up of , and engagement with, the Strategic Planning Group, the consideration of appropriate locality arrangements, and also wider communication and engagement. The final stage in the process prior to the finalisation of the Plan is the formal consultation period from 18 January to 3 February 2016. The Council an extension to 17 February to take into account the timing of the

Leadership Board. This report sets out the Council's response to the formal consultation on the draft Strategic Plan for consideration by elected members.

- 1.5. The final Strategic Plan will contain two further Statements which are currently being finalised, and which do not form part of the current consultation. These are the Housing Contribution Statement and the Financial Plan. The former will evidence the key contribution of appropriate housing to health and well-being. The latter will detail the budgets for 2016/17 which will be transferred by the NHS and the Council to the IJB to meet the costs of delivering the services being delegated to it from 1 April 2016. The content of the Financial Plan will be scrutinised as part of a due diligence process which will seek to ensure that there is clarity around the detail of the budgets being transferred and a mutual understanding of the efficiency and other assumptions which underpin them. The outcome of this due diligence process will be the subject of a separate report to elected members prior to 31 March 2016.

2. Recommendations

Members are asked to:

- 2.1. Note the content of the Integration Joint Board's draft Strategic Plan
- 2.2. Agree the Council's response to the formal consultation on the draft Strategic Plan as set out in this report.
- 2.3. Note that a separate report on the outcome of the financial due diligence process will be submitted for consideration by elected members prior to 31 March 2016.

3. Background

- 3.1. The Public Bodies (Joint Working) (Scotland) Act 2014 puts in place the framework for the formal integration of health and social care services from April 2015, and has significant implications for the governance and delivery arrangements of adult health and social care services in Renfrewshire.
- 3.2. The main implications of the legislation have been set out in previous reports to Council, to the Leadership Board and to the Social Work, Health and Well-being Board. These include the legislative requirement to produce a Strategic Plan setting out the arrangements for carrying out the integration functions in the Renfrewshire area to meet the needs of the local population over the next 3 years and into the future. The first Strategic Plan must be prepared for approval by the Integration Joint Board (IJB) in order to allow functions to be delegated to it from April 2016.
- 3.3. The Strategic Planning Group (SPG) was formally established at the first meeting of the Integration Joint Board (IJB) on 18 September 2015, and includes the full range of stakeholder and professional groups prescribed in the legislation.

- 3.4. Since that date the SPG has met on four occasions, on 23 September, 22 October, 27 November, and 28 January, with the final meeting of 2015/16 planned for 22 March 2016. Through facilitated discussion the members have provided views and feedback on behalf of their stakeholder groups which has helped to shape the Plan.
 - 3.5. As the final stage in the engagement process a wide formal consultation was undertaken over the period from 18 January to 2 February 2016. This report sets out the proposed Council response to the consultation for consideration by elected members.
 - 3.6. The final Strategic Plan will contain two further statements which are currently being finalised, and which do not form part of the current consultation. These are the Housing Contribution Statement and the Financial Plan. The former will evidence the key contribution of appropriate housing to health and well-being. The latter will detail the budgets for 2016/17 which will be transferred by the NHS and the Council to the IJB to meet the costs of delivering the services being delegated to it from 1 April 2016.
-

4. Comments on the Content of the Plan

Structure and Context

- 4.1. It is recognised that there is always a balance to be struck between remaining concise and focussed, and providing a lot of contextual detail. In recognition of the wide readership of the Plan and the varying degrees of existing awareness of the background to and rationale for integrating health and social care services, it is considered that it would be beneficial to include more introductory information on why health and social care partnerships have been established, and what they are aiming to achieve, together with a high level overview within the body of the report on which services are being delegated.
- 4.2. Similarly, it would be helpful for the reader if the way in which the Plan was developed was outlined and the level of engagement by the SPG and all the other groups and individuals who have been consulted as part of the process, to demonstrate the extent of the consultative process.
- 4.3. Increasing demand for services against a background of restricted public finance makes a compelling case for change. To assist the reader in understanding the scale of the challenge and the need to change the ways services are delivered the Plan should provide clear evidence of the increasing impact of the incidence of dementia on the shape of services required into the future. Similarly the Plan should build on existing content by setting out the practical implications of the requirements of Adult Protection and Adults with Incapacity legislation and the steep growth in related demand for services.
- 4.4. The inclusion of case studies as part of the Plan is welcomed. As these are likely to be a key focus of interest to local people, consideration should be given to bringing all or summary elements of the case study material into the body of the report in order to give them more prominence.

- 4.5. The services provided in Renfrewshire are very high quality. It would be helpful to explain the scale and breadth of local services and how well they have been rated both in terms of inspection gradings and service user satisfaction levels. Similarly service improvements and developments could be more clearly outlined in the Plan so that the reader has a clearer sense of how services have been responding to the changing needs of local people, as a sound basis for further evolution and change.
- 4.6. There is a requirement in the legislation that services are planned with a locality focus. In the section on localities it would be helpful if the Plan explained that although there is reference to two main localities, there are many smaller localities within these which would be involved in key decisions affecting their local areas. The key role of GP's, and the working together of practices in local clusters outlined in the Plan is welcomed.
- 4.7. The role of independent and third sector providers in developing services which will meet the needs of local people is key and therefore requires close ongoing engagement and collaboration. The importance of this dialogue needs would be helpful to be specifically referenced in the Plan. Similarly, the work ongoing to build community capacity and partnership working would be beneficial as context and as an essential direction of travel.
- 4.8. The fundamental importance of appropriate housing in supporting people to live independently at home for as long as possible should be more clearly articulated in the Plan. It is acknowledged that the "Housing Contribution Statement" which requires to accompany the Plan is currently being finalised and will address this gap.
- 4.9. In terms of service context, the draft Plan should build on existing content to cover certain strategic agendas, particularly the recovery agenda in addiction services and the "equally safe" agenda in gender-based violence. The Tackling Poverty Agenda is a key priority in Renfrewshire and is already referenced in the action plan within the Plan. It may be helpful to the reader if the current areas of focus in addressing poverty issues were highlighted in terms of the link to health and well-being for local people; it is acknowledged that work to update the draft accordingly is already underway.
- 4.10. In recognition of the shift towards supporting people to live at home or in the community for as long as possible, it is important that appropriate palliative care services are in place, and this important area for service development should be set out in the report. In addition it may be appropriate to consider expanding the membership of the Strategic Planning Group to include a local hospice representative, given their key role.

Measuring and Monitoring Performance

- 4.11. The aims of integrating services are expressed in terms of the nine national outcomes and these detailed in the Plan. It is important that the performance measures relate back to the outcomes so that the Partnership will be able to demonstrate progress over time. This was also raised as a general point for consideration at a national level by Audit Scotland in their report on the preparations for Health and Social Care Integration.
- 4.12. Similarly, the Audit Scotland report also references the need for performance measures which will demonstrate the shift in the balance of care away from

bed-based provision in hospitals and care homes to supporting people to live safely in their own homes for as long as possible, with consequent shifts in resources. It is important that appropriate such measures are developed locally and monitored as a measure of success.

Interface with other Services

- 4.13. Although the Plan has a strong adult care focus, and this is appropriate as it lies at the core of the rationale for health and social care integration, it is essential that the existing effective links are maintained between adult health and social care services and those services not being delegated to the IJB, and that this is specifically referenced in the report. In particular this relates to links with criminal justice social work, community safety and wider public protection activity, and to those key links between the Council's Children's Services (social work and education), particularly with services around addictions and mental health services for children and young people, support for young carers and child protection.

5. Finalisation of the Strategic Plan

- 5.1. Officers will continue to work with colleagues across the Partnership to update the Plan in response to comments received from stakeholders through the wider consultation and engagement exercise.
- 5.2. The Plan will incorporate two additional essential elements i.e. the Housing Contribution Statement, and the detailed Financial Plan which underpins Strategic Plan. These are both currently in the process of being finalised. As indicated above, the detail of the Financial Plan will be the subject of a robust due diligence process, the outcome of which will be reported to elected members prior to 31 March 2016.
- 5.3. The final Strategic Plan will be submitted for approval to the Integration Joint Board at its meeting on 18 March 2016, prior to formal delegation of services from 1 April 2016.

Implications of this report

1. **Financial Implications** - The proposed model of integration through pooled budgets, will have significant implications for how the budgets and spend on the delegated services are monitored and governed. Due diligence on the budgets transferred to the IJB in terms of their adequacy to fund services in 2016/17 therefore needs to be robust to minimise financial risk.
2. **HR and Organisational Development Implications** – existing terms and conditions will remain in place as staff move into the new integrated arrangements.

3. **Community Plan/Council Plan Implications** – Integrated service arrangements will require to link effectively to community planning structures and to the local authority to ensure appropriate levels of oversight are maintained.
4. **Legal Implications** – Integrated service arrangements for adult health and social care services are being developed in accordance with the legislation and Renfrewshire's Integration Scheme.
5. **Property/Assets Implications** – Assets remain in the ownership of the parent organisations. Opportunities for further consolidation of the existing asset base may arise through new integrated service arrangements.
6. **Information Technology Implications** – appropriate data sharing agreements supported by IT systems are being finalised.
7. **Equality and Human Rights Implications**
The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health and Safety Implications** - none.
9. **Procurement Implications** — Integrated service arrangements will need to continue to be supported by flexible, yet robust procurement systems within the parent organisations.
10. **Risk Implications** – Risk management arrangements have been developed on an integrated basis.
11. **Privacy Impact** - none

List of Background Papers

Author: Anne McMillan, Head of Resources, 0141 618 6826
anne.mcmillan@renfrewshire.gcsx.gov.uk

To: Leadership Board

On: 17 February 2016

Report by: Director of Children's Services

Heading: Renfrewshire Community Justice Transitions Plan 2016/17

1. Summary

- 1.1. The Community Justice (Scotland) Bill was introduced to the Scottish Parliament on 7 May 2015, to take forward the legislative change needed to establish the new community justice model in Scotland.
- 1.2. The new model seeks to reduce reoffending through the co-ordinated responses of a range of defined agencies, including Local Authorities, to work with criminal justice service users. The local multi-agency partnership will be required to develop its own strategic plan and performance will be measured against a national quality assurance framework.
- 1.3. A number of community planning partners referred to in the Bill as statutory community justice partners will be responsible for working together to publish a community justice outcomes improvement plan from 2017 onwards. As such Community Planning Partnerships are to be central to the new community justice arrangements. These arrangements will commence on 1 April 2016 with a shadow year, with full responsibility from 1 April 2017 when Community Justice Authorities are disestablished. In the interim North Strathclyde Community Justice Authority will continue to submit their Area Plan progress reports to the Scottish Government.
- 1.4. Locally, community justice partners were required to prepare and submit a transition plan to the Scottish Government by the end of January 2016 covering the shadow year. In consultation with the Community Justice Steering Group the Renfrewshire Community Justice Transition Plan 2016/17 has been developed and is detailed in Appendix 1. This Plan was agreed at the Renfrewshire Community Planning Partnership Board on 9 December 2015 and was submitted to Scottish Government for the 31 January 2016 deadline.

- 1.5. No additional resources are being provided to fund interventions, although transition funding of £50,000 to 31 March 2018 is available to develop the new arrangements.
-

2. Recommendations

- 2.1. The Leadership Board is asked to note the Renfrewshire Transitions Plan 2016/17 as detailed in Appendix 1.
-

3. Background

- 3.1. On 7th May 2015, the Community Justice (Scotland) Bill was introduced to the Scottish Parliament, to take forward the legislative change needed to establish the new community justice model in Scotland. This builds on the Scottish Government's response to the Future Model for Community Justice in Scotland Consultation, published on 15th December 2014.
- 3.2. The Bill provides the legislative framework for the proposed changes to the community justice arrangements in Scotland, as follows:
- Community Planning Partnerships (CPPs) are to be central to the new arrangements: the focus will be on delivering community solutions to the issues of reducing re-offending and offender management.
 - Statutory Community Justice Partners will assume responsibility under the new model from 1 April 2016, with full responsibility being conferred from 1 April 2017. Community Justice Authorities (CJAs) will be formally disestablished on 31 March 2017. Statutory Community Justice Partners include Local Authorities; Health Boards; Police Scotland; Scottish Fire and Rescue Service (SFRS); Skills Development Scotland; Integration Joint Boards (IJBs); the Scottish Courts and Tribunals Service; and Scottish Ministers (in practice, the Scottish Prison Service). However, Local community justice partnerships may choose to include, by agreement, non-statutory Community Justice Partners in their partnership and planning process. This would allow the inclusion of the Third Sector, Housing Associations and other community bodies.
 - A transition plan for the shadow year was submitted to Scottish Government in January 2016 as requested. In the future, community justice partners will be required to prepare and publish a local plan to deliver improved outcomes for community justice in their area and to report annually on progress.
- 3.3. In preparing the community justice outcomes improvement plan, the statutory Community Justice Partners must have regard to:
- the National Outcomes, Performance and Improvement Framework
 - the National Strategy for Community Justice

- any local outcomes improvement plan produced by the CPP under the Community Empowerment (Scotland) Act 2015 currently in force for the Local Authority area
 - local needs and circumstances
- 3.4. The national body, Community Justice Scotland, will be established in the latter part of 2016/17. The emphasis is on a non-hierarchical, mutually supportive relationship between Community Justice Scotland and local areas. Notwithstanding this, the new national body will have an assurance function. This body will be tasked with setting the vision for community justice and reducing reoffending in Scotland. There will also be a communication function, championing community justice services in an effort to raise their profile and highlight their contribution.
- 3.5. The Scottish Government will develop a national framework for outcomes, performance and improvement, jointly with key partners and stakeholders. It is against this framework that community justice partners will be expected to plan and report.
- 3.6. Following consultation with stakeholders, the Scottish Government released details of what should be included within the transition plan:
- How CPPs plan to build links with and between community justice partners
 - How CPPs plan to involve the Third Sector, service users, people with convictions, and communities in their local arrangements, planning and delivery in 2016/17
 - How CPPs intend to work with CJAs to ensure that community justice issues that are led on by CJAs are picked up, where appropriate, by the relevant CPPs in 2016/17
 - Looking to 2016/17 and beyond, what the local governance arrangements will be for:
 - community justice, including accountability lines
 - which organisations and individuals will be involved across the statutory, non-statutory and community sectors
 - how community justice arrangements will link into the wider CPP
 - how links will be made from broader community planning themes to the community justice agenda and vice versa;
 - How partner resources will be leveraged to support change and innovation locally, making the most effective use of transition funding.
- 3.7. In order to meet the requirements of the Bill the Renfrewshire Community Justice Steering Group was established in June 2015 and together developed the Transition Plan for the shadow year 2016/17. It was agreed by the Renfrewshire Community Planning Partnership Board on 9 December 2015 the plan was submitted to Scottish Government by the 31 January 2016 deadline.

- 3.8. Following submission of the Transition Plan the initial tasks for the Community Justice Steering Group will include:
- Completion of the Community Justice Steering Group Memorandum of Understanding
 - Delivering a community justice awareness raising session
 - Consider the National Strategy and Performance Framework when they are published enabling us to review the strategy against local priorities and identify any work required to facilitate reporting against the performance framework.
 - Undertake a strategic needs assessment to inform future planning.
 - Identify timescales for submission of the first Renfrewshire strategic plan.
 - Continue to work closely with the North Strathclyde Community Justice Authority to reflect ongoing actions.
- 3.9. The new model of community justice seeks to harness the resources of agencies and organisations within Renfrewshire which provide services to those involved in criminal justice, with the aim of addressing reoffending. Thus no additional resources are being provided within the new model for interventions with service users. However £50,000 per annum is available until 31 March 2018 to support the transition to the new model of working. A Lead Officer Community Justice post has been appointed to and a start date agreed. Within the new arrangements grant funding for criminal justice social work will no longer be through the Community Justice Authorities but will be allocated directly to the local authority from April 2017.
- 3.10. The new model recognises the importance of the views of the 3rd sector, service users, people with convictions and communities in reducing reoffending, thus the Bill requires Community Justice Partners to consider which community bodies are able to contribute to the preparation of the plan and make all reasonable efforts to secure participation. Membership of the Transition group therefore includes Engage Renfrewshire and the Criminal Justice Voluntary Sector Forum.
-

Implications of this report

1. Financial Implications

£50,000 per annum is being made available until 31 March 2018 to support local authorities in the transition from Community Justice Authorities to Community Planning Partnerships. This is being used to appoint a 22.5 hour Lead Officer Community Justice post, the government has advised that funding from 2018 would remain under consideration. £50,000 per annum is also being made available to the 3rd Sector Community Justice Forum to consider how such organisations can best be represented within CPPs.

2. HR and Organisational Development Implications

None.

3. Community Plan/Council Plan Implications

Safer and Stronger:

A priority for the Safer and Stronger Thematic Board is to reduce re-offending and as such it has been agreed that this board will have overall responsibility for ensuring the smooth transition of Community Justice into the Community Planning Partnership. In addition, the Board will also have responsibility for the development, delivery and scrutiny of the Renfrewshire Community Justice Local Improvement Plan.

The role of the Community Justice Steering Group is to support the Safer and Stronger thematic board in ensuring that all partners work together to ensure the smooth transition of community justice to community planning and in the development and delivery of the Community Justice Local Improvement Plan.

4. Legal Implications

Under the Community Justice Act Renfrewshire Council will be one of the statutory community justice partners with responsibilities as detailed in the Bill.

5. Property/Assets Implications

None.

6. Information Technology Implications

None.

7. Equality and Human Rights Implications

- (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 and Safety Implications

None.

9. Procurement Implications

None.

10. Risk Implications

None.

11. Privacy Impact

None.

List of Background Papers –

(a) none

Children's Services

Author: Dorothy Hawthorn, Head of Childcare and Criminal Justice, Childrens' Services, 0141 618 6827



Renfrewshire Community Justice Transition Plan 2016/17



**Renfrewshire
Health & Social Care Partnership**



Content

1. Context
2. Governance arrangements
3. Building links with and between community justice partners
4. Involving the Third Sector, service users, people with convictions and communities
5. Working with North Strathclyde Community Justice
6. Partnership resources
7. Next Steps

1. Context

National

On 7th May 2015, the Community Justice (Scotland) Bill was introduced to the Scottish Parliament, to take forward the legislative change needed to establish the new community justice model in Scotland. This builds on the Scottish Government's response to the Future Model for Community Justice in Scotland Consultation, published on 15th December 2014.

Under the new model, the Community Justice Authorities (CJAs) will be disestablished on 31 March 2017 and new community justice arrangements will be put in place at both a national and a local level. Renfrewshire Community Planning Partnership recognises that they are at the heart of local strategic planning and delivery in the new model and Statutory Community Justice Partners will assume responsibility under the new model from 1 April 2016, with full responsibility being conferred from 1 April 2017.

A duty has also been placed on statutory partners to co-operate with each other in carrying out and planning activities, delivering and reporting on outcomes for community justice in Renfrewshire. The statutory community justice partners are:

- Local Authorities;
- Health Boards;
- Police Scotland;
- Scottish Fire and Rescue Service (SFRS);
- Skills Development Scotland;
- Integration Joint Boards (IJBs);
- the Scottish Courts and Tribunals Service; and
- Scottish Ministers (in practice, the Scottish Prison Service).

Although we recognise that other non-statutory partners also play a critical role in supporting us to achieve our outcomes including the third sector and Alcohol and Drugs Partnership etc it will also be important to ensure strong links with children and adult protections committees.

The Scottish Government requested that all Community Planning Partnerships submit a transition plan covering the shadow year by 31 January 2016, to lay the foundation for future planning. Following this community justice partners are required to prepare and publish a local plan to deliver improved outcomes for community justice in their area and to report annually on their assessment as to what has been achieved. This plan will be submitted to the national body, Community Justice Scotland when established.

Local

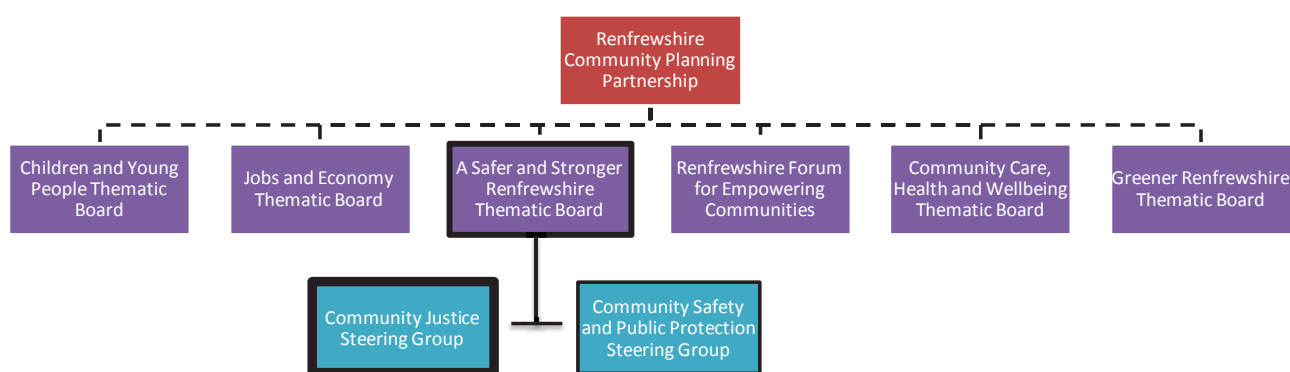
Reducing offending is a key priority for Renfrewshire Community Planning Partnership and the focus on community justice plans will enhance the Community Plan/Single Outcome Agreement.

The new arrangements provides the impetus to review our current strategic planning arrangements and the visibility of offenders as a key group that impact on partners activities including tackling poverty, employability and reducing alcohol and drug misuse.

2. Governance arrangements

Renfrewshire Community Planning Partnership is well placed to support the transition of the new model of community justice and take steps to ensure the future planning, delivery and monitoring of services by community justice partners is in place by April 2017. It is noted that not all of the community justice partners are part of the CPP arrangements and governance arrangements will need to be more fully explored during the transition year as will links with other groups such as the Criminal Justice Board.

The diagram below provides an overview of the governance arrangement for Community Justice in Renfrewshire.



Strategic oversight for Renfrewshire Community Planning Partnership is provided by the Renfrewshire Community Planning Partnership Board. This board consists of senior political leaders, chairs of partner boards and chief executives or equivalent of partner agencies and organisations.

Our positive vision for change is driven by partners through the following six thematic boards:

- Children and young people
- Jobs and the economy
- Community care, health and wellbeing
- A safer and stronger Renfrewshire
- A greener Renfrewshire
- Forum for Empowering our communities

These boards, with the exception of the Forum for Empowering Communities, are chaired by an elected member and consist of senior officers across the Community Planning Partnership and representation from our Third Sector Interface and voluntary organisations.

The Safer and Stronger Thematic Board's vision is that:

'Renfrewshire is known as a safe and tolerant place where residents and visitors enjoy a high level of personal safety and public protection and are free from crime. A culture of fairness, respect and equality exists and vulnerable children and adults are well looked after and protected'

A priority for the Safer and Stronger Thematic Board is to reduce re-offending and as such it has been agreed that this board will have overall responsibility for ensuring the smooth transition of community justice into the Community Planning Partnership. In addition, the Board

will also have responsibility for the development, delivery and scrutiny of the Renfrewshire Community Justice Local Improvement Plan.

The role of the Community Justice Steering Group is to support the Safer and Stronger thematic board in ensuring that all partners work together to ensure the smooth transition of community justice to community planning and in the development and delivery of the Community Justice Local Improvement Plan. Membership of the group includes:

- Renfrewshire Council, Children's Services
- Renfrewshire Council, Chief Executive's Service/Renfrewshire Community Planning Partnership
- Police Scotland
- Scottish Fire and Rescue
- Scottish Courts and Tribunals
- Scottish Prison Service
- Skills Development Scotland
- Renfrewshire Health and Social Care Partnership
- Engage Renfrewshire (TSI)
- Criminal Justice Voluntary Sector Forum
- Victim Support
- The Wise Group
- Apex Scotland
- North Strathclyde Community Justice Authority

The steering group will have responsibility for monitoring and reporting on the outcomes and actions contained within the Community Justice Local Improvement Plan and reporting this to the Safer and Stronger Thematic Board six monthly.

The Steering Group will maintain the well established links with the Community Safety and Public Protection Steering Group. This is a strategic, Head of Service level group working as directed by the Safer and Stronger Thematic Board, the Council and the Community Protection Chief Officers Group to ensure plans, services and outcomes are in place to provide support to vulnerable people, keeping them free from abuse and neglect, respected and nurtured and valuing their human rights, equality and diversity. In addition to developing projects and programmes to prevent and address violence and anti-social behaviour and to address risks of exploitation of vulnerable people and communities it has a specific role to deliver strategic oversight and planning for key legislative and environmental changes, including the development of the future model for community justice in Scotland and progressing the first plan for community justice.

3. Build links with and between community justice partners

Renfrewshire Community Planning Partnership will be the vehicle for local partnership planning and collaboration with an emphasis placed upon collective responsibility through the Community Justice Steering Group which sits underneath the Safer and Stronger Thematic

Board. However, each statutory community justice partner remain individually accountable partners.

In June 2015, the Community Planning Partnership established the Community Justice Steering Group. The initial task of the group was to develop the necessary transitional arrangements to meet the requirements of the Community Justice Bill. The steering group meets on a quarterly basis and is hosted by the Council and arranged by the Head of Service Childcare and Criminal Justice. Currently the group is developing a Memorandum of Understanding.

The Community Planning Partnership will continue to engage closely with the North Strathclyde Community Justice Authority until it is disestablished to ensure that the knowledge and experience is fully utilised and transferred. The CJA Chief Officer will play a key role in the Steering Group throughout the transition period. We will ensure that relevant CJA priorities and actions are transferred to the Renfrewshire plan as appropriate.

Under the proposed new arrangements the Scottish Prison Service (SPS) will continue to engage with partners with an interest in Community Justice at a national and local level. SPS will do so in a way that balances constructive engagement to support local working, with coherent delivery of its national obligations and objectives.

SPS recognise that for the vast majority of those that have offended, prison is not the “end point” in the system. There is a role for community justice as an alternative to custody and a strong role for community justice in supporting people on return from custody to be rehabilitated citizens. SPS is supportive of the strong and integrated relationship between prisons and the wider community that the new legislation is designed to enable.

The role of SPS in tackling reoffending and reducing the prison population is a key one. Work is already underway to help ensure that the transition between custody and community is as well integrated as it can be and SPS recently created the role of Throughcare Support Officers (TSOs) to assist in supporting this transition.

The SPS response to this transition process is in three parts:

- National strategy development. SPS continues to play an active role in the development of the national strategy and performance arrangements and the national transitions group;
- Strategic engagement. SPS is currently undertaking a mapping exercise of partnerships in an attempt to better understand the potential impact of reform; and
- SPS contribution to strategic planning. SPS is currently reviewing the data that we can make available to inform strategic intelligence assessments and the setting of local priorities as well as developing the SPS narrative for inclusion within local community justice plans.

SPS is currently developing the engagement and strategic planning work streams described above. SPS anticipates lead Governors in Charge (GICs) and Establishments being identified for each local partnership as part of this work.

Police Scotland has confirmed that there will be no change to existing arrangements arising from the transition. Police resources will be in place to continue supporting the development and delivery of community justice in Renfrewshire and they will retain the same level of commitment to manage those offenders currently under the Multi Agency Public Protection

Arrangements (MAPPA). Any changes to the resource requirement will be committed subject to local agreement and sign-off by the Divisional Commander for 'K' Division or a suitable delegated member of the senior management team based within 'K' Division.

Scottish Fire and Rescue have reaffirmed their commitment to supporting the Community Planning Partnership including any new arrangements that will be put in place in respect of the new model for community justice. The Local Senior Officer/Fire Commander from Renfrewshire has the legal capacity to approve any new local arrangements, which do not have implications nationally, and will continue to support the partnership.

The community justice partners recognise the key role that the new Integrated Joint Board (IJB) and Renfrewshire Health and Social Care Partnership (RHSCP) has in supporting adults with health and social care vulnerabilities that could contribute to an increased risk of offending. There is already a strong relationship between Renfrewshire's Community Justice Services and the Adult Services now delivered by the RHSCP. The Chief Social Work Officer is a member of the IJB and retains an oversight of and a responsibility for the delivery of Social Work's statutory functions by the RHSCP. The transition planning for both Health and Social Care Integration and the new community justice model will address the need for strong partnership working between the respective bodies.

The importance of obtaining and retaining a stable housing arrangement cannot be underestimated and Housing Services are also identified as a key partner. Renfrewshire's Housing strategy takes account of vulnerable groups and interfaces with Renfrewshire's Community Plan and Health and Social Care Commissioning Plans to ensure that a strategic approach is taken to developing housing options for all cohorts of the community.

Criminal Justice Social Work has well established links with key partners across services in Renfrewshire. The new planning arrangements will enhance existing good practice and joint working. It also provides the opportunity to focus on the prevention and early intervention agenda through the work being undertaken across Children's Services and the wider partnership to divert young people from the criminal justice system. To support young people who are coming into the system, arrangements are also being put in place to embed the Whole Systems approach which has been independently evaluated as effectively supporting young people.

In preparation of the transition plan, the Community Justice Steering Group members attended a half day development session on 30 September 2015 in Paisley Town Hall. All members participated fully in the session and their input is reflected within this plan.

In order to build a greater understanding of community justice and the implications of the new model, the Community Justice Steering Group will organise an awareness raising event early in 2016 for all stakeholders and interested parties.

The Steering Group will also undertake a Strategic Needs Assessment (SNA) where research, data and expert analysis will be reviewed to assess the challenges and opportunities facing Renfrewshire. This process will enable partners to receive expert input on current thinking about key community justice issues and to challenge our current ways of working. The SNA will

provide us with the opportunity to respond effectively to the national strategy and performance framework.

4. Third Sector, service users, people with convictions, and communities involvement

Third Sector

The Third Sector has been, and will continue to be, engaged and involved in delivering effective and efficient services for individuals. The sector has contributed positively to the delivery of outcomes for community justice at a local and national level. We will continue to engage and involve the Third Sector in the planning and delivery of services and improved outcomes for community justice.

As detailed in Section 2 our local Third Sector Interface, Engage Renfrewshire together with the national Criminal Justice Voluntary Sector Forum both have a key role to play and are represented on the Community Justice Steering Group.

Engage Renfrewshire will provide the expertise to enable the partnership to make links to the appropriate voluntary and community groups who are likely to already provide services to this service group, albeit not specifically targeted, and act as a gateway to volunteering, employment opportunities and access to services.

At a national level the Criminal Justice Voluntary Sector Forum will ensure that third sector organisations who specifically represent criminal justice interests such as national organisations will be sufficiently represented. Senior managers from specific organisations who provide services within Renfrewshire have also been invited to be members of the group.

The organisations represented by the CJVS Forum include:

- Aberlour Childcare Trust
- Access to Industry
- Action for Children
- Apex Scotland
- Barnardos' Scotland
- Canape
- Centrestage Communities
- Circle Scotland
- Cornerstone
- Cyrenians
- Families Outside
- Includem
- Mentor UK
- Paws for Progress
- Phoenix Futures Scotland
- Positive Prison? Positive Futures...
- Sacro
- Salvation Army
- Shelter Scotland
- Support in Mind Scotland
- The Richmond Fellowship Scotland
- Turning Point Scotland
- Up-to-Us
- Venture Trust
- The Wise Group

Service Users/People with convictions

Engagement with services users/those with convictions is an area that the Steering group is currently developing, the new arrangements gives partners the opportunity to develop a co-production approach. It is recognised that partners have engagement with people with convictions in a variety of settings, however the opportunity to ask views and then use this to develop and deliver services can be maximised going forward.

Communities

As a partnership we will engage with our communities in the planning and delivery of services and outcomes for community justice. We will ensure that groups and individuals have the opportunity to share their views and play a greater role within community justice. Our communities are already well engaged with the delivery of services supported by Community Payback Orders and we will adopt a similar approach to work with our communities to raise awareness of community justice and identify projects/initiatives where they would welcome restorative/community justice services.

Victim Support will play a key role in enabling us to take account of the views of victims of offenders and their engagement will be crucial.

In early 2016 we will develop a Communications Plan which will ensure that as a partnership we maintain effective communication with our stakeholders. However, we will continue to use our traditional methods of communication and engagement including: Renfrewshire Public Services Panel, Local Area Committees, Community Planning events, Police Scotland and other partners' consultation. We will also ensure that the necessary information is communicated to our local communities via a variety of methods including websites, social media, e-bulletins, the Renfrewshire Magazine etc.

5. Working with North Strathclyde Community Justice Authority

To ensure that the knowledge and experience of North Strathclyde CJA is fully utilised we continue to have ongoing dialogue regarding the services that are in place, boards, forums where they are represented to ensure that where possible we take forward the progress that is being made locally. North Strathclyde Community Justice Authority will continue to play an active role with CJA Chief Officer representation on the Community Justice Steering Group until the organisation is disestablished.

6. Partnership resources

The Scottish Government confirmed that Renfrewshire Community Planning Partnerships will receive £50,000 annually for three financial years commencing 2015/16 to support the preparation for the new model. The funding has been utilised in the creation of a Lead Officer Community Justice post (22.5 hours per week). This aligns community justice to other council bodies i.e. the Renfrewshire Child Protection and Adult Protection Committees and the Alcohol and Drug Partnership, ensuring there is a specified individual with knowledge of criminal and community justice.

Examples already exist where resources across a range of agencies are aligned to reduce reoffending as detailed below.

Public Social Partnership (PSP)

Public Social Partnerships are formal partnerships between the public and third sectors which have been formed to co-design a service to meet an identified gap in service. There are 4 PSPs operating within Renfrewshire, PSP's are funded until 31 March 2017.

Low Moss PSP is integrated within HMP Low Moss and supports short-term male prisoners rehabilitate back into their communities after release. The service covers approximately 14 local authority areas with Renfrewshire being the second largest behind Glasgow, having had 118 prisoners supported on their return. The Families First project was invited to Low Moss prison to make links with individuals from Renfrewshire and to provide information and advice to prison staff regarding supporting the families of offenders. As a result of the visit the Families First project has reached out to support additional families. In return Families First has invited Prison Staff to the Families First open day. The Low Moss PSP is led by Turning Point Scotland.

New Routes PSP is a national mentoring service for short-term male prisoners up to 25 years of age. New Routes supports Renfrewshire prisoners following release from adult male prisons except HMP Low Moss – in practice mostly from HMPs Barlinnie, Greenock and Kilmarnock. New Routes PSP is lead by the Wise Group.

SHINE PSP is a national mentoring service for women both in custody and in the community with staff integrated within the Womens' Service at Backsneddon Street in Paisley. The service supports women leaving custody for up to 1 year in the community and also women who are at risk of breaching a community order. SHINE PSP is led by Sacro.

Moving Forward PSP is a throughcare service for young male prisoners under 21 years of age who are normally held in HMP YOI Polmont. The service covers 4 local authority areas including Renfrewshire and aims to mentor the young men into employment following their release from custody. Barnardos and Action for Children jointly lead this PSP.

The Womens' Community Justice Centre

The Womens' Community Justice Service was created through redesign of existing services, and a small amount of additional Scottish government funding. Aside from involvement of the Shine PSP within Renfrewshire the service also includes support from Turning Point Scotland Turnaround Service, a staff member from Women and Children First (Childrens' Services) which enables provision of groups for women but also means that women then engage with that service for additional needs. The Renfrewshire Alcohol and Drugs Partnership (Renfrewshire Health and Social Care Partnership) has recently agreed to fund an addictions post to enable additional capacity and smoother transition for women obtaining addictions and mental health support.

Adult Learning and Literacy

Working in Partnership with Polmont Young Offenders Institute, Renfrewshire's Adult Learning and Literacies Service offers a wide variety of free learning opportunities to young people who are about to be released from prison. The classes take place in local communities which helps offenders integrate/reintegrate.

National Involvement

Renfrewshire Council/Community Planning Partnership is also engaged in the development of national projects/initiatives as follows:

- A key challenge in the Prison Service is to provide equitable care and ensure timely access to Palliative Care services, within prison regimes. In order to address these challenges the **Palliative Care in Prisons Steering Group** has been established in which Renfrewshire Council plays a key role. Together with MacMillan Cancer Support, SPS and Social Work Scotland we will explore opportunities that the new model of community justice offers.
- The partnership is also one of the three pilot areas working on the **Penal Policy Improvement Project** to explore how partners can reduce the use of remand, maximise the use of community disposals by the court and reduce the negative impact on desistance from offending that short periods of imprisonment can cause.

7. Next Steps

The initial tasks for the Community Justice Steering Group will include:

- Completion of the Community Justice Steering Group Memorandum of Understanding
- Deliver a community justice awareness raising session
- Consider the National Strategy and Performance Framework when they are published
 - (a) Review national strategy against current local priorities of the partnership and
 - (b) Identify any work that will need done to facilitate us being able to report against the performance framework
- Following publication of the National Strategy and Performance framework the group will undertake a strategic needs assessment to inform future planning and delivery
- Identify the timescales for submission of our first Renfrewshire Strategic Plan to Community Justice Scotland
- Continue to work closely with North Strathclyde Community Justice Authority to ensure that any continuing actions are suitably reflected in the Renfrewshire plan

To: Leadership Board

On: 17 February 2016

Report by: Chief Executive

Heading: Tackling Poverty Update

1 Summary

1.1 Following the approval of Renfrewshire Council's Tackling Poverty Action Plan in June 2015, this report seeks approval for grant funding to progress two of the specific projects within the plan; the Joint Employability Programme and Credit Union Development.

- **Joint Employability Programme** - As part of the Renfrewshire Council's Tackling Poverty Action Plan, Council allocated £410,000 in June 2015 to deliver a Joint Employability Programme, which seeks to improve and join-up employability support for young people from low-income households. This report seeks grant funding to deliver five of the workstreams within this programme.
- **Credit Union Development** – Finance and Resources Policy Board approved a £500,000 Credit Union Development Fund in November 2013. The report also seeks approval for grant funding from this fund to support a wide range of Credit Union development activities, to increase Credit Union membership across Renfrewshire and increase the availability of ethical financial products.

1.2 A key principle of the Tackling Poverty Strategy and Action Plan is to address the stigma faced by people living in poverty. This report also seeks Board approval to sign up to the pledges within the Poverty Alliance's '**Stick Your Labels**' campaign which seeks to challenge myths and stereotypes and tackle poverty-related stigma.

2 Recommendations

2.1 It is recommended that the Board:

- Approve for £117,000 of grant funding to partners to deliver five of the workstreams within the Joint Employability Programme.
- Approve £175,989 of grant funding to partners to support a range of Credit Union Development opportunities
- Sign-up to the 'Stick Your Labels' campaign run by the Poverty Alliance

3 Joint Employability Programme

3.1 A key priority within Renfrewshire Council's Tackling Poverty Strategy is to "Close the attainment gap between children from low-income families and their better off peers".

3.2 Renfrewshire's Tackling Poverty Commission recommended in its report in March 2015 that the Community Planning Partnership should: "Build strong partnerships between education providers and local industry, to improve vocational pathways; to ensure provision of meaningful work experience; and ensure employers play a pivotal role in the skills development of young people and improve the level of recruitment directly from education"

3.3 In June 2015, Council approved its Tackling Poverty Action Plan. As part of this plan, Council allocated £410,000 to establish a joint team bringing together current employability practice across partners, and to develop initiatives to address gaps in provision that would address the Commission's recommendation.

3.4 A comprehensive Action Plan has been developed in partnership with West College Scotland, University of the West of Scotland, Skills Development Scotland, Renfrewshire Chamber of Commerce, Invest in Renfrewshire, Engage Renfrewshire and other agencies. Partners will play a central role in delivering the plan to address the disparity in outcomes for young people from low-income households.

3.5 It has been established that grant funding is the most appropriate mechanism for funding five of the workstreams within the Action Plan. These include:

- £43,000 to West College Scotland for a range of activities, including supporting the Parents in Partnership programme, and providing taster sessions and employability and personal

development course for Additional Support Needs and Behavioural, Social and Emotional Needs.

- £28,000 to University of the West of Scotland to provide taster sessions for S2 and S4 and a module for S5/6 students
- £22,000 to the Princes Trust to deliver their Achieve and Future Starts Programme, supporting schools with the development of alternative curriculum models
- £18,000 to the Chamber of Commerce for a Skills Ambassador Programme which would provide business mentoring in schools
- £6,000 to Engage Renfrewshire to provide supported volunteering and work experience opportunities targeted at young people with Additional Support Needs

4 Credit Union Development

- 4.1 A key priority within Renfrewshire Council's Tackling Poverty Strategy is to 'Prevent financial crisis and supporting low income families to make the most of their money.'
- 4.2 On 13 November 2013 the Finance and Resources Policy Board approved the direction of up to £500,000 of resources to support credit union development in Renfrewshire to tackle the rise in high cost lending and provide access to transactional banking services through the provision of more ethical and economic financial products and the promotion of saving and effective money management.
- 4.3 On 4 June 2014, The Leadership Board approved the allocation of £200,000 of this money to Renfrewshire Wide Credit Union and £27,000 to White Cart Credit Union, whilst the allocation of £22,000 to Glenburn Credit Union was also approved by the Finance and Resources Policy Board on 12 November 2014. Thus £249,000 of this money has been allocated.
- 4.4 The proposals for funding for the Credit Unions are designed to help build membership of credit unions as a whole across Renfrewshire, by improving access to credit unions and marketing them effectively, this will increase the number of residents able to access low cost credit and save small amounts. Furthermore, proposals will help residents cope with the income shock of funerals by developing loans and funeral plans to alleviate potential financial crisis. The Credit Unions also intend to expand their services into more primary schools to establish an early savings habit with pupils. Finally, the funding would be used to build the capacity of Renfrewshire Credit Unions and make them more sustainable, through funding training for staff, volunteers and Board members.

4.5 This report outlines the recommendation to commit a further £138,331 to four Credit Unions operating in Renfrewshire. This would include:

- £83,580 to Renfrewshire Wide Credit Union
- £22,152 to Gleniffer Credit Union (formerly Glenburn)
- £16,999 to White Cart Credit Union
- £15,600 to Johnstone Credit Union

4.6 The development activities that the funding would support include:

- Marketing Credit Unions in Renfrewshire:
 - supporting the development of a website for all 5 credit unions in Renfrewshire, lead by Renfrewshire Wide Credit Union.
 - Joint marketing campaigns which promote credit unions as an alternative to doorstep lenders and strategic campaigns relating to Christmas savings with part of the funding also being used to employ a marketing officer to work across all credit unions.
 - Funding for Gleniffer, Johnstone and White Cart Credit Unions to develop smartphone compatible websites and technology.
- Funeral poverty
 - Provision of funding to Gleniffer, White Cart and Renfrewshire Wide Credit Union to develop products which help with funeral costs, working alongside local funeral directors and organisations. Local advice services report growing enquiries from concerned families faced with funeral costs.
- Credit Union Development Officer
 - Engage Renfrewshire have requested funding to employ a development worker to work with local credit unions, with four of the five credit unions mainly staffed by volunteers. The funding will support credit unions by providing additional capacity to develop appropriate plans and strategies across the area.
- Part-time Schools Officer for White Cart
 - White Cart at present have a presence in four local schools and would like to expand this. They are seeking funding to recruit a temporary part-time Schools Officer to work with a further four schools in Paisley for a year to develop a credit union collection in the schools and works with teachers and parents to make this sustainable once the contract was up.

- Extension of Cash Cubs
 - RWCU are already working in Renfrewshire Primary Schools with their Cash Cubs campaign. Due to the positive feedback from the schools who have participated, there are a list of schools keen to begin Cash Cub collections. RWCU are requesting funding to extend the Cash Cubs to 20 schools through to March 2017.
- iSave S1 Credit Union Initiative
 - RWCU currently work with 10 secondary primary schools as part of the iSave Initiative. They are seeking funding to support the delivery of the iSave Project for a further 2 years to be used to: run the launch campaigns; carry out administration; and train young volunteers to take over the in school collections. They also propose to offer pupils work experience within the Credit Union or via the Saltire programme.
- Training and Development
 - Credit Unions must ensure that all volunteer Board Members are properly trained and can meet their responsibilities with regards to proper governance of the Credit Union. Gleniffer are seeking funding for Board Member training; White Cart is seeking funding for three places on the Chartered Banker Institute Certificate of Credit Union Principles and Practice; Renfrewshire Wide is seeking funding for Business Development and Risk Management Training for Board members and Senior staff.
- White Cart Credit Union
 - White Cart at present is running very old computer equipment which is no longer fit for purpose. A new server and associated hardware and software would allow them to offer new products such as a specific funeral loan, expand their funeral plan, reach out to other members of our community and thus will also help in their sustainability.
- Gleniffer Credit Union
 - Gleniffer is seeking funding for a part-time Development Officer post for 21 hours per week who will be able to attend local events to promote the Credit Union and thus attract more members and

volunteers and will assist with sustainability – which is their main issue at present.

- 4.7 Engage Renfrewshire have also requested £37,658 to fund a Development Officer to work with the Renfrewshire Credit Unions for one year to develop strategies to make them more sustainable in the long term.

5 'Stick Your Labels' Campaign

- 5.1 The 'Stick Your Labels' campaign is run by the Poverty Alliance, a national network of individuals and organisations working together to combat poverty. The aim of the campaign since then has been to highlight the negative impact of attitudes around poverty.
- 5.2 Renfrewshire has already demonstrated a strong commitment to this issue by setting up Renfrewshire's Tackling Poverty Commission, which made a number of recommendations on how organisations should work based on the powerful testimony of Renfrewshire citizens. The first of these principles is 'Addressing Stigma', and in particular focuses on the importance of making sure that all staff know that tackling poverty is part of their job (especially on the front line) and understanding how the stigma of poverty affects how people access services.
- 5.3 The Stick Your Labels campaign requires the Council to make three key pledges:
- Poverty is not inevitable: it is a problem of political choices, it is neither natural nor acceptable. We all have a role to play in addressing poverty: We will set out our contribution to tackling poverty in Scotland.
 - Attitudes matter: How we talk about poverty and how we portray it can stigmatise and harm people: We will never use language that may stigmatise people experiencing poverty.
 - Actions change attitudes: To change beliefs about poverty requires action across our whole society: We will develop actions that help address negative attitudes towards people experiencing poverty.
- 5.4 The work of Renfrewshire's Tackling Poverty Commission and the Council's response to the Commission's recommendation already shows significant progress towards these three key pledges,

particularly around setting out the Council's commitment and contribution to tackling poverty.

- 5.5 One of the key projects approved within the Tackling Poverty Action Plan is to run a Stigma Campaign. This project is currently underway and focuses on the Customer Service Centre, with frontline Customer Service Officers playing a key role in the design and delivery of the project. Star Project, a local third sector organisation, are also involved in the design of this project, following on from their significant contribution to the work of the Renfrewshire Tackling Poverty Commission around stigma and attitudes.
- 5.6 As part of the Council's commitment to the 'Stick Your Labels' campaign, the Council will discuss the opportunity for our Community Planning Partners to sign up to the campaign to strengthen the commitment to tackling stigma across Renfrewshire.
-

Implications of the Report

1. **Financial** – The grant funding requested would be met within the existing approved budget for the Tackling Poverty Action Plan approved in June 2015, and the Credit Union Development Fund approved by Finance and Resources Policy Board.
2. **HR & Organisational Development** – No implications.
3. **Community Planning** – Tackling Poverty is a key priority of the CPP and the content of the Tackling Poverty Action Plan is owned by the Community Planning Partnership. The Joint Employability Programme funding is directly provided to a number of key Community Planning partners and therefore supports a Community Planning approach. The provision of Credit Union Development also supports Community Planning aims and objectives.
4. **Legal** – No implications
5. **Property/Assets** – No implications.
6. **Information Technology** – No implications.
7. **Equality & Human Rights** – It is anticipated that the proposal will have a positive impact on Equality and Human Rights considering the overrepresentation on equality groups within low-income households.

8. **Health & Safety** – The Health and Safety implications of each project within the programme and where risks are identified, appropriate steps will be included within the implementation plan to mitigate these.
 9. **Procurement** – There are other procurement activities within the wider Joint Employability Programme but this report only directly relates to the five projects which require grant funding.
 10. **Risk** - These will be managed through the Strategy's management and governance arrangements.
 11. **Privacy Impact** – No implications.
-

Author:

Annabelle Armstrong-Walter, Strategic Lead Officer (Tackling Poverty)
01416185968

To: Leadership Board

On: 17 February 2016

Report by: Director of Children's Services

Heading: Tackling Poverty Strategy - Literacy Development Programme

1. Summary

- 1.1. A Tackling Poverty Commission was set up by Renfrewshire Council to look at evidence around causes and impacts of poverty, and particularly child poverty. Sixteen Commissioners from different backgrounds were represented on the committee. The committee made recommendations to Council and Community Planning Partners in early 2015.
 - 1.2. Renfrewshire Council is working in partnership with Strathclyde University to deliver a range of training programmes involving head teachers and class teachers across primary and secondary schools. The programme is an evidence based, high quality professional learning opportunity to enhance the knowledge and skills of our teachers in teaching a broad range of literacy skills. The programme will build capacity across the service in addressing closing the educational attainment gap between children from low income families and their better off peers. The programme will offer Masters level credits for those teachers who wish to pursue their interests further in this area as part of career long professional learning.
 - 1.3. Strathclyde University will carry out ongoing evaluation and provide a final report on the programme. This will involve collection of data, interviews with staff and recommendations will be made to inform next steps for the programme.
 - 1.4. Very good progress has been made in the implementation of the programme and in the engagement of head teachers and class teachers across Renfrewshire. Early evaluations are positive and have identified next steps in developing the programme further.
-

2. Recommendations

- 2.1. The Leadership Board is asked to note:

- Renfrewshire Council's Children's Services' progress to date in the implementation of the Literacy Development Programme.
 - the allocation of £990,000 provided by the Council (from the £6 million tackling poverty fund) to support closing the educational attainment gap across Renfrewshire.
 - the positive impact from initial evaluations and next steps for development.
-

3. Background

- 3.1. We know that the distribution of poverty is widely spread across Renfrewshire and it is not only an issue for high poverty areas but is an issue that needs to be owned and addressed by every school and every teacher. Our approach to this training is such that we are training every head teacher from our primary/secondary schools and a significant number of class teachers. This will ensure that within every primary school there will be a level of knowledge and understanding in how to improve children's attainment in reading. This will be a step in the right direction in closing the poverty attainment gap.
- 3.2. A number of workstreams in partnership with Strathclyde University are being implemented in response to the recommendations of the tackling poverty commission:
- **Workstream 1 – The Literacy Clinic**
This involves the training of 49 head teachers and class teachers across all primary schools. This includes a 10 week programme on developing skills in analysis and use of data, diagnostic testing of reading, running reading records, use of observation tools in the teaching of reading, use of literacy language and raising awareness of intervention programmes that work. Teachers will work in collaborative groups facilitated by university staff to identify appropriate interventions to support children facing barriers to reading;
 - **Workstream 2 – Broad Rich Curriculum**
This work stream will involve 6 primary schools identified from the literacy clinics. This does not involve head teacher training. Two class teachers (P4-7) will be released from the same school to attend training sessions delivered by university colleagues. This training will provide opportunities for teachers to reflect and develop their current teaching approaches to focus on the environment and experiences required to support the development of literacy in particular with reading. This will involve analysis of data, interventions and devising a bank of lesson plans that will support teachers;
 - **Workstream 3 – Fresh start into S1**
This work will focus on the smooth transition from P7 into S1. An advisory group from Strathclyde University will work with senior leaders in secondary schools. Pupil attitudes and engagement will be measured and interventions used to support groups of identified pupils; and

- Workstream 4 – Literacy across subject disciplines
The ‘disciplinary learning’ approach to literacy is based on recognising the need for secondary (and upper primary teachers) to teach literacy skills that are specific to particular disciplines. To be truly literate, older pupils must understand the reading mind-sets, behaviours and specialised language conventions (text structures, syntax, vocabulary) that apply to specific disciplines. The approach also recognises that the ‘literacy’ requirement varies from subject to subject, and that the development of these required skills is the responsibility of those specific curricular areas.

3.3. The success measures within the programme include:

- successful training in coaching models and evidence collection;
- establishment of cross – school communities of practice;
- reflective and confident practitioners in the teaching of reading;
- successful training in whole-class coaching models and genre pedagogies;
- analysis of curriculum requirements and fit with genre pedagogies;
- development and trialling of materials;
- analysis of individual and vulnerable groups; and
- increased pupil attainment in reading.

3.4. This literacy development programme sits very well with other ongoing activities in our schools e.g Families first, Families and schools together project (FAST), PATHS (Promoting Alternative Thinking Skills) and School Improvement Partnership Programme in partnership with West Dunbartonshire.

4. Progress to Date and Impact on Staff

4.1. Workstream 1. The Literacy Clinic
34 primary schools have participated in the programme and are currently engaged in the literacy clinic. This has been well received. 15 schools are scheduled to begin the programme in mid February 2016. This is two months behind schedule due to supply staff difficulties. This will not affect the projects’ reach but may affect timelines for impact.

Data

30 participating head teachers have been interviewed about the programme. Interviews lasted 30-90 mins and covered:

- impact on their own thinking;
- views on literacy teaching, management & policy issues for their school improvement plan; and
- future professional learning needs and issues.

Interviews were transcribed and subjected to iterative thematic analysis and categorization of future needs. This has been helpful in identifying where head teachers want to develop the programme further in school and how the university colleagues can support this.

The technical interventions to deliver the programme aims have been well-received. They are:

- ensure the text level is correct so the child has agency in the task (instructional level to push boundaries; easy level for confidence and fluency) – running records;
- prepare for reading that focuses on HOW to work words out, not ‘preparing *this text*’;
- ensure that the teacher first hears the child read a text. Parents hear second readings for confidence and fluency;
- coach for strategies and cue-use *whilst* children read to the teacher; review strategy-use after reading;
- maximize time on task rather than ‘reading round the group’;
- use the reading scheme as ONE resource for teaching reading – alongside essential levelled books and free reading opportunities to add breadth and depth, promote ‘have a go’ attitudes and a reading culture;
- read to the class to promote: reading as relaxation; expose them to complex, challenging stories/information, vocabulary and syntax they could not access alone; introduce new and exciting authors;
- make reading for pleasure a central part of the social fabric of the classroom through: book corners (and time to use them), book blessings, children sharing books and book recommendations; and
- the curriculum must foster ‘growth mindsets’ in reading (not a ‘race’) and children’s identity and satisfaction as readers.

Head teacher management tools:

- class teachers keep regular running records and miscues so head teachers can check at a glance the book levels is right and that children are being taught to use a range of cues/strategies well;
- head teachers sampling 3 sharings; book corners; book stock; time on task; teachers reading to class;
- attainment levels;
- engagement survey;
- purposeful sampling of children’s views about their reading experiences; and
- planning tools and discussions.

4.2. Workstream 2. Broad Rich Curriculum

This project will not commence until August 2016.

4.3. Workstream 3. Fresh start into S1

This project commences in February 2016. Johnstone High school, St Benedict’s High School and St Andrew’s Academy are involved in this project.

- 4.4. Workstream 4. Literacy across subject disciplines.
This project commenced in November. Four meetings have been planned. 35 Secondary teachers, representing Physics, Biology, Chemistry, History, Art, RME, English, Geography, Mathematics, Modern Foreign Languages and Food Technology attended the first meeting. The second meeting is due to take place at the end of January. The project sits well alongside current initiatives to make the implications of SQA exam language explicit in each subject area. It will involve secondary teachers trying out new pedagogies aimed at increasing the quantity and complexity of reading in their subject area in broad general education classes, teaching pedagogies that enable all pupils to access the text, targeting specific teaching input at the disciplinary mindset; explicit teaching of the text type; structure; syntax and lexical knowledge, and linking writing to reading.
-

5. Next Steps for Development

- 5.1. 15 schools have still to participate in the literacy clinic. This will commence in February 2016.
- 5.2. Establishment of focused networks based on head teacher feedback from interviews. The networks will focus on whole school management and classroom exemplification of key aspects related to the project aims. Each network will contain a mixture of school types, sizes, compositions and expertise. The networks will run from March 2016 – May 2017.
- 5.3. School level support including:
- head teacher opportunities - 3 or 4 weeks in another school. Head teacher selected through **purposive, data-driven selection and matching**;
 - after school 'Drop-in Reading Clinic' - class teachers can bring pupils for assessment, help and advice. To build capacity it would be available only where a senior manager and 2 class teachers attend for discussion;
 - professional learning – rolling programme to widen reach
 - Offering the 3 development sessions for interested teachers as after-school CPD and on in-service days (as a separate contract from Strathclyde).
 - Classroom Assistants –integrated into the next (15 schools) stage of the project.
 - Educational Psychology Service staff integrated into the next (15 schools) stage of the project.
- 5.4. Renfrewshire Council Policy Development
- Build principles into specific Renfrewshire Literacy policies and school priorities.
 - Establish baseline assessments, data handling, analysis and good practice for use.
 - Write a formal theory of change for project.
 - Plan bids for additional funding – all schools; network schools; summer-schools; evaluation.

- Strategic planning support (clear priorities from Renfrewshire - less clutter, fewer meetings, and wider agency for head teachers).
-

Implications of this report

1. Financial Implications

Renfrewshire Council has committed £990,000 to support schools in closing the educational attainment gap between children from low-income families and high income households.

2. HR and Organisational Development Implications

Recruitment of teaching staff

3. Community Plan/Council Plan Implications

Children and Young People

- Pupil attainment in reading will improve and will support closing the educational attainment gap between children from low-income families and their better off peers.

4. Legal Implications

None.

5. Property/Assets Implications

None.

6. Information Technology Implications

None.

7. Equality and Human Rights Implications

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

8. Health and Safety Implications

None.

9. Procurement Implications

Contract for this work was awarded to Strathclyde University

10. Risk Implications

Recruitment and retention of teaching staff.

11. Privacy Impact

None.

List of Background Papers

Not applicable.

Children's Services

LMcA/LG/GMcK

3 February 2016

Author: Laura McAllister (Education Manager) laura.mcallister@renfrewshire.gov.uk. 01416187301

To: Leadership Board

On: 17 February 2016

Report by: Chief Executive

Heading: Review of the Governance Arrangements for Public Protection in Renfrewshire

1. Summary

- 1.1. There have been significant structural changes across the public sector both locally and nationally which have implications for lines of accountability and reporting in relation to public protection. In addition to the restructuring of Police and Fire and Rescue Services, and the imminent national reorganisation of delivery arrangements for criminal justice social work, there are two significant changes locally which are of particular relevance. Firstly the establishment of the Renfrewshire Health and Social Work Partnership (HSCP) in terms of the Public Bodies (Joint Working) (Scotland) 2014 brings the formal integration of adult social work services, including addition services, with the former Community Health Partnership services for both adults and children. In Renfrewshire social work services for children and for criminal justice do not transfer to the HSCP but remain within the Council and form part of the Children's Services directorate with education. Secondly, there has been a consolidation of the focus on public protection, with the establishment of the Community Safety and Public Protection Steering Group, and the creation of the Head of Public Protection role within the council's management structures reporting to the Director of Community Resources.
- 1.2. In recognition of the implications of the changes in the organisational landscape above, at its meeting on the 13th August 2015, Renfrewshire Chief Officers Group for Public Protection (COG) commissioned an independent review of the oversight arrangements for public protection including the design and strategic oversight role of the COG, the role of the other strategic groups and committees in supporting the COG in its leadership and scrutiny roles, and the role and design of the tactical and operational groups which support them.
- 1.3. The review was undertaken between August and November 2015 by a former chief social work officer and experienced independent adult and child

protection committee chair. The report on the review of the governance arrangements for public protection in Renfrewshire was completed in December 2015.

- 1.4. The review report makes a number of key recommendations regarding the design and function of the Chief Officers Group (COG) as well as additional recommendations regarding strategic and operational groups. The report and recommendations were considered by the Chief Officers Group at its meeting on 22 January 2016, and subject to a small number of amendments, were agreed. An action plan has been developed to support the COG in monitoring the implementation of the recommendations.
- 1.5. This report to the Leadership Board sets out the context of the review and the key findings and recommendations arising from it. In particular it highlights for consideration by members of the Board a recommendation made as part of the review in relation to the key scrutiny and assurance role of elected members in public protection matters.

2. Recommendations

Members are asked to:

- 2.1. Note the findings of the independent review of the governance arrangements for public protection in Renfrewshire.
- 2.2. Note the updates to the review recommendations agreed by the Chief Officers Group at its meeting on 22 January 2016 as set out in this report.
- 2.3. Agree the recommendation from the independent review in relation to replacing the existing arrangements where elected members are members of the child and adult protection committees, with the establishment from 1 April 2016 of a regular cross party member/officer working group on public protection matters, to provide the continued opportunity for elected members to effectively discharge their strategic scrutiny and assurance role.

3. Background

- 3.1. There have been significant structural changes in recent years across the public sector both locally and nationally, which have implications for lines of reporting and accountability in relation to public protection. In addition there has been consolidation of the focus on wider community safety and public protection issues, underpinned by the development of significant inter-agency working. In recognition of the changing landscape the Chief Officer's Group (COG) members considered that there was a need for a review of the existing governance arrangements for public protection to ensure they remain effective and fit for purpose, and to ensure that the COG continued to be able to effectively discharge its leadership and scrutiny role.
- 3.2. At its meeting on 13th August 2015 the Chief Officers Group agreed the remit, methodology and timescale for the review, and agreed to commission an

independent review being undertaken by a former chief social work officer and experienced adult and child protection independent chair.

3.3. The review was undertaken between August and November 2015. The report on the findings and recommendations was received in December 2015 and was considered by the COG at a special meeting on 22 January 2016.

3.4. As set out in the agreed remit, the review covered the following in terms of benchmarking with national guidance and best practice:

3.4.1. In relation to the Chief Officers Group

- Role and remit in terms of supporting leadership, strategy and vision;
- Membership;
- Scrutiny of performance;
- Reporting arrangements;
- Clarity of lines of accountability ; and
- Compliance with national guidance.

3.4.2. In relation to Strategic Groups/ committees/Boards as set out in the chart appended to the remit

- Role, remit and the strategic areas of business considered in terms of supporting the Chief Officers Group in its leadership and scrutiny role;
- Clarity of reporting lines to and from the Chief Officers Group and any reporting groups; and
- Clarity of delineation of role and purpose between protection of vulnerable people and the wider public safety agenda.

3.4.3. Other supporting tactical and operational groups

- Role, purpose, membership and business of the group;
- Clarity of lines of reporting and accountability to strategic groups; and
- Scope for rationalisation of groups in line with the recommended strategic structure

3.4.4. Other key issues

- The key role of the Chief Social Work Officer in the public protection governance arrangements
- The key role of the Independent Chair of the Renfrewshire Child Protection Committee and the Renfrewshire Adult Protection Committee
- The key role of the Head of Public Protection in the public protection governance arrangements
- The linkages between the current oversight arrangements of child and adult protection, public protection and wider civil contingency activity.

4. Main Findings and Recommendations

The Chief Officers Group

- 4.1. The review recommends that the COG should have a separate constitution and terms of reference; these are currently embedded in the provisions relating to the child protection committee. The review includes a draft Terms of Reference for the consideration of COG members. This clearly establishes the core purpose of the COG as providing strategic leadership across the three statutory partners, together with scrutiny of performance, and ensuring effective multi-agency working in the discharge of its public protection responsibilities..
- 4.2. The Terms of Reference provide for a formal quarterly meeting cycle being established, and membership revised to have a core membership comprising the chief executives of the local authority, NHS and the area commander of Police Scotland or their senior representatives. This focuses core membership on those with overall responsibility for leadership and scrutiny in respect of public protection matters.
- 4.3. The review report makes further recommendations regarding additional attendees necessary to support the business of the COG as follows:
- chief social work officer (who will have a key advisory role in line with the 2009 Scot Govt guidance)
 - independent chair(s) adult and child protection
 - chief officer IJB
 - head of public protection
 - lead officers for adult and child protection
 - lead officer MAPPA - Multi Agency Public Protection Arrangements (in Renfrewshire this is the senior officer who is a member of the NSCJA MAPPA Strategic Oversight Group).
 - and any other key agencies/individuals by invitation.
- 4.4. At its meeting on 22 January 2016, the COG agreed that in recognition of the scale of the core member bodies, the core membership would in practice comprise the Director of Nursing for NHSGGC and the Chief Superintendent Divisional Commander for Renfrewshire, alongside the Council's Chief Executive, or their senior nominees if they are unable to attend. It was also agreed to make explicit that the regular attendee list at paragraph 4.3. above should include the Chair of the Alcohol and Drugs Partnership (ADP), the Chair of the Gender Based Violence Strategy Group, and Senior Officer representation from Scottish Fire and Rescue. It was also agreed that either the Head of Public Protection or the Director of Community Resources would represent this area of activity.
- 4.5. In recognition of the formal delegation of the addictions and gender based violence functions from the Council to the Integration Joint Board (IJB) from 1 April 2016 in terms of the Public Bodies (Joint Working)(Scotland) Act 2014, it was recommended and agreed that the Alcohol and Drugs Partnership and the Gender Based Violence (GBV) Strategy Group would report through the Renfrewshire Integration Joint Board from that date, and recommended that chairmanship is similarly updated to reflect the new delegated responsibilities of the IJB through the HSCP Chief Officer, subject to the agreement of the ADP and the GBV strategy group.

- 4.6. The report recommends that the COG should report annually to parent bodies in respect of public protection matters in Renfrewshire. An annual single joint report on public protection would ensure that parent bodies have a shared understanding of the work undertaken to address public protection issues, progress made and the key themes and risks going forward. It is intended that the first annual report covering 2015/16 will be submitted by the Chief Executive to Council for consideration at its meeting on 28 April 2016.

Renfrewshire Child Protection Committee (CPC) and Adult Protection Committee (APC),

- 4.7. The review has recommended that opportunities are created to ensure regular discussion and sharing of information takes place between the adult and child protection committees. Renfrewshire is already in a strong position to ensure cross fertilisation across committees due to having a single independent chair who oversees both committees.
- 4.8. The review makes additional recommendations for the adult protection committee in respect of finalising its terms of reference and consideration of an additional sub group with a specific focus on policies and procedures. These actions would bring the adult protection committee into line with practice in respect of child protection and enable the COG to more easily review progress.
- 4.9. The review makes specific observations on the role of elected members on both committees, recognising that active interest and scrutiny from elected members in the protection of the most vulnerable in the community is an essential pre-requisite in ensuring high quality services. The independent reviewer however notes that Renfrewshire is the only example he is aware of where elected members participate on the committees themselves. The review recommends that the establishment of an member/officer working group would better allow members to effectively discharge their own strategic scrutiny and assurance role, whilst still providing the continued opportunity on a cross party basis for regular engagement in, and scrutiny of, this key area of activity. The timing for this change to arrangements aligns well with the provision in the Terms of Reference of the existing Member Officer Group for Child Protection for a review of the Group following the publication of the Care Inspectorate report on the Joint Inspection of Children's Services. The recommendation is therefore to expand the remit of this Group to include adult and child protection, MAPPA (Multi Agency Public Protection Arrangements) and wider community safety and public protection matters. Elected member membership on the Group would remain unchanged from those members currently involved in the Group and the child and adult protection committees.
- 4.10 In accepting this recommendation, the Adult and Child Protection Committees would become multi agency meetings and in line with national practice, would be officer meetings and not open to the public.
- 4.11 The review makes additional recommendations for the adult protection committee in respect of finalising its terms of reference, and consideration of an additional sub group with a specific focus on policies and procedures. These actions would bring the adult protection committee into line with practice in respect of child protection and enable the COG to more easily review progress

Review of Tactical and Operational Groups

- 4.12 The review has recognised the contribution of the daily tasking group as part of the effective early intervention measures Renfrewshire has in place. Whilst it has not made specific recommendations regarding the function of the group, the review has recommended that work already commenced to consider the current membership and function should be completed.
- 4.13 Whilst not specifically addressed within the report, it is further recommended that all strategic groups reporting to the COG undertake a review of any tactical and operational groups within their reporting structure. This is in order to support the wider review findings and satisfy the COG that tactical and operational arrangements remain fit for purpose

Implications of this report

1. **Financial Implications** - none
2. **HR and Organisational Development Implications** – none
3. **Community Plan/Council Plan Implications** – the review supports effective multi agency working in relation to public protection
4. **Legal Implications** – none.
5. **Property/Assets Implications** – none.
6. **Information Technology Implications** – none
7. **Equality and Human Rights Implications**
The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health and Safety Implications** - none.
9. **Procurement Implications** -- none
10. **Risk Implications** – the review supports the effective leadership and scrutiny of public protection governance arrangements in order to minimise the risk of harm
11. **Privacy Impact** - none

List of Background Papers

Report on the “Review of the Governance Arrangements for Public Protection in Renfrewshire” by Duncan MacAulay.

Author: Anne McMillan, Head of Resources, 0141 618 6826
anne.mcmillan@renfrewshire.gcsx.gov.uk

To: Leadership Board

On: 17 February 2016

Report by: Chief Executive

Heading: Strategic Partnership Agreement between Renfrewshire Council and the University of the West of Scotland (UWS)

1 Summary

- 1.1 The Council and the University of the West of Scotland (UWS) are committed to partnership working and are seeking to strengthen and focus collaboration on key areas of strategic importance for both organisations. This report seeks approval for the Council to enter into a Strategic Partnership Agreement with UWS which will provide a framework for this partnership working over the next two years.
-

2 Recommendations

- 2.1 It is recommended that the Board:
- Approve the Strategic Partnership Agreement (SPA) between the Council and the University of the West of Scotland (UWS);
 - note that the University of the West of Scotland is submitting the SPA for formal approval by its Executive Board in parallel with the Council's approval process.

3 Strategic Partnership Agreement

- 3.1 The University of the West of Scotland and the Council have a strong history of collaboration and the University is an active partner in the Community Planning arrangements for Renfrewshire. Both organisations have ambitious and far reaching strategic plans aimed at enhancing the

wellbeing and life chances of the citizens and communities of Renfrewshire and the University's students.

- 3.2 Both organisations recognise the value to be gained from effective and efficient collaboration, but acknowledge that it is essential in the current constrained public sector fiscal environment that our finite resources are focussed on those high priority areas of common strategic interest and where joint working will deliver maximum public value.
- 3.3 An analysis and comparison of the strategic plans for both organisations has been carried out to identify those priority areas which have been grouped into four main strategic themes:
- Place
 - Economy and Jobs
 - Learning
 - Expertise and Innovation
- 3.4 The Strategic Partnership Agreement (SPA) has been created to provide a robust framework within which collaborative activity across these four strategic themes can be successfully developed and delivered. The proposed SPA document is attached for reference with this report. This contains more detail on these strategic themes and also sets out the proposed governance arrangements, joint working principles and period of the agreement.
- 3.5 In relation to governance, the Council Leader and UWS Principal will act as sponsors for the SPA and an Executive Board, drawn from the Council and the UWS Management Teams, will oversee progress of the collaborative activity covered by the SPA. Each organisation will also appoint a Lead Officer for each of the four strategic themes who will be responsible for co-ordinating joint working.
- 3.6 It is proposed that the SPA will run from the 1st March 2016 to 31st December 2017 to allow for the formation of a new Council Administration following the May 2017 Council elections and for the outcome of the Paisley UK City of Culture 2021 bid to be known. It is the expectation of both parties that this SPA would be replaced by a new agreement which would reflect any changes to the priorities of both organisations at that time.
- 3.7 The Council is statutorily responsible for co-ordinating Community Planning within Renfrewshire and seeks to do this in the most effective and efficient manner. The current arrangements for Community Planning are to be reviewed in light of the Community Empowerment (Scotland) Act 2015 and it is the intention that this SPA will form part of the revised Community Planning arrangements. The aim will be to enhance the effectiveness of collaboration between the University and the Council within the local framework for Community Planning.

- 3.8 The Council is also in discussion with West College Scotland to create the same type of Strategic Partnership Agreement and this will be brought to a future Leadership Board for approval.

Implications of the Report

1. **Financial** – The proposed SPA will create opportunities for sharing resources and collaborative working efficiencies.
2. **HR & Organisational Development** – No implications.
3. **Community Planning** – The proposed SPA will support the strengthening of Community Planning arrangements in Renfrewshire.
4. **Legal** – No implications
5. **Property/Assets** – The proposed SPA will strengthen joint planning by UWS and the Council on property and assets.
6. **Information Technology** – No implications.
7. **Equality & Human Rights** – No implications.
8. **Health & Safety** – No implications.
9. **Procurement** – The proposed SPA may create opportunities for benefits through joint procurement.
10. **Risk** - These will be managed through the Council's risk management arrangements.
11. **Privacy Impact** – No implications.

List of Background Papers

- (a) Background Paper 1 (Attached): Strategic Partnership Agreement between Renfrewshire Council and the University of the West of Scotland

The foregoing background papers will be retained within Chief Executive's Service for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is David Amos, Head of Policy and Commissioning, 0141 618 4702, david.amos@renfrewshire.gcsx.gov.uk

Author:

David Amos, Head of Policy and Commissioning 01416184702



Strategic Partnership Agreement

between

Renfrewshire Council and the University of the West of Scotland

FOREWORD

<p>PICTURE Professor Mahoney</p>	<p>PICTURE Cllr Macmillan</p>
--	---

“Our two organisations have ambitious and far reaching strategic development plans aimed at enhancing the wellbeing and life chances of the University’s students and the citizens and communities of Renfrewshire.

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

This Strategic Partnership Agreement has been created to provide a robust framework within which this collaborative activity can be successfully developed and delivered. We believe this is an important step forward in partnership working and demonstrates our commitment to ensuring our finite resources are focussed on those areas where joint working will deliver maximum public value.”

Professor Craig Mahoney
Principal
University of the West of Scotland

Councillor Mark Macmillan
Leader
Renfrewshire Council

.....

1 PURPOSE OF THE AGREEMENT

The University of the West of Scotland (the University) and Renfrewshire Council (the Council) are key organisations within the Renfrewshire area and each is committed to working collaboratively with the other to support the achievement of their respective strategic objectives.

This Strategic Partnership Agreement (SPA) sets out how the University and the Council will strengthen this relationship and focus resources on those high priority areas that are common to both organisation's strategic plans.

2 BACKGROUND

The University and the Council have a history of collaboration and the University is an active partner in the Community Planning arrangements for Renfrewshire. Both organisations have ambitious strategic plans which are being implemented within a constrained public sector fiscal environment. Both organisations recognise the value to be gained from effective and efficient collaboration.

A mapping exercise of contacts between the two organisations has been carried out. This identified that a significant amount of contact was taking place on a wide range of matters from routine operational issues to significant strategic initiatives.

Going forward, both organisations wish to strengthen collaboration by streamlining contact arrangements and ensuring that their finite resources are focussed on those areas of strongest common strategic interest. An analysis and comparison of the strategic plans for both organisations has been carried out to identify those areas and which are outlined in the following section.

3 FOCUS AREA FOR COLLABORATION

The focus areas for this SPA have been grouped into four key strategic themes as outlined in the table below.

Strategic Theme	Renfrewshire Council Strategic Priorities	University of the West of Scotland Strategic Priorities
PLACE	<ul style="list-style-type: none"> • Regeneration of Paisley town centre • City of Culture 2021 Bid • Tackling Poverty • Carbon footprint reduction • Digital access 	<ul style="list-style-type: none"> • Paisley Campus Development • Sports facilities Development • Improving Paisley as a location for students • Supporting cultural and social activity • Fulfilling the University's civic role
ECONOMY & JOBS	<ul style="list-style-type: none"> • City Deal • More and better jobs for Renfrewshire • Tackling Poverty • Increasing business start ups 	<ul style="list-style-type: none"> • Positive destinations for graduates • University spin outs, business incubation and knowledge transfer • Curriculum development
LEARNING	<ul style="list-style-type: none"> • Reducing the attainment gap and raising overall attainment of Renfrewshire's young people. • Improving outcomes for "looked after" young people. • Positive destinations for school leavers 	<ul style="list-style-type: none"> • UWS as University of choice. • Collaboration with Renfrewshire Schools/West College Scotland and supporting transition for secondary pupils to university
EXPERTISE & INNOVATION	<ul style="list-style-type: none"> • Improving access to expertise and resources within UWS. • Creating an environment that encourages the testing of new ideas and innovations. 	<ul style="list-style-type: none"> • Establishing UWS as a provider of commercial services (such as consultancy and product development) • Identifying research and student project opportunities in "live" environment. • Exploiting key areas of UWS research and expertise to support innovation within the local community

4 GOVERNANCE ARRANGEMENTS

The SPA will be governed by a Strategic Partnership Board, supported by a Lead Officers Group. The membership, responsibilities and meeting frequency of these two groups is detailed in Annex 1.

Meeting frequency

Twice yearly

Thrice yearly

Quarterly

As required



Role of Lead Officers

The University and the Council will identify individual Lead Officers for each of the strategic focus areas. These officers will be responsible for co-ordinating their organisations input to the relevant workstreams supporting these areas.

The University and the Council will also identify a single Senior Officer with overall responsibility for managing the processes associated with this SPA and ensuring its effective operation.

Linkage with Community Planning

The Council is statutorily responsible for co-ordinating Community Planning within Renfrewshire and seeks to do this in the most effective and efficient manner. The current arrangements for Community Planning are to be reviewed in light of the Community Empowerment (Scotland) Act 2015 and it is the intention that this SPA will form part of the revised Community Planning arrangements. The aim will be to enhance the effectiveness of collaboration between the University and the Council and maximise the value gained from the resources invested.

5 JOINT WORKING PRINCIPLES

The University and the Council wish to use this SPA 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 the 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 partner's strategic objectives.
Equality	Working together on the basis of an equal standing.
Openness and honesty	Commitment to dealing with each other in an open and honest matter and constructively seeking to resolve 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.
Confidentiality	Maintaining confidentiality as appropriate to the information made available by partners.
Best use of time and resources	Ensuring that all collaborative activities seek to make best use of partner's finite resources and expertise.

6 PERIOD OF AGREEMENT

The agreement will run from 1 March 2016 to 31 December 2017. This period has been chosen to allow for Council elections in May 2017 to take place and for the priorities of the new Administration to be identified. It will also allow for the submission of the Paisley UK City of Culture 20121 bid. It is the expectation of both parties that this SPA would be replaced by a new agreement which would reflect any changes to the priorities of both organisations.

Strategic Partnership Agreement Governance arrangements

Strategic Partnership Sponsors

Sponsors	Responsibilities	Meeting frequency
<p>UWS Principal – Professor Craig Mahoney</p> <p>RC Leader – Cllr Mark Macmillan</p>	<p>To strengthen relationships between the two organisations and deepen understanding of each others strategic priorities and challenges.</p> <p>To maintain strategic oversight of the SPA.</p> <p>To identify and agree new matters to be referred to the Executive Officers Group for development.</p> <p>To consider recommendations made by the Executive Board for changes to the SPA.</p>	Twice yearly:

Executive Board

Membership	Responsibilities	Meeting frequency
<p>UWS Depute Principal</p> <p>UWS Senior Management Team</p> <p>UWS Coordinating Officer</p> <p>RC Chief Executive</p> <p>RC Senior Management Team</p> <p>RC Coordinating Officer</p>	<p>To strengthen relationships between the two organisations and deepen understanding of each others strategic priorities and challenges.</p> <p>To oversee progress of the collaborative activity covered by the SPA and discuss and resolve any issues referred from the Lead Officers Group.</p> <p>To consider any matters referred for development by the SPA Sponsors and to instruct the Lead Officers to undertake development work as appropriate.</p> <p>To make recommendations to the SPA Sponsors for changes to the SPA.</p>	Thrice yearly:

Lead Officers Group

Membership	Responsibilities	Meeting frequency
<p>UWS</p> <p>Place – Gordon Hunt</p> <p>Economy– Meg Dunn</p> <p>Learning – Meg Dunn</p> <p>Expertise – Johnny Mone</p> <p>RC</p> <p>Place – Stuart Macmillan</p> <p>Economy – Alastair Morrison</p> <p>Learning – Gordon McKinlay</p> <p>Expertise – David Amos</p>	<p>To develop and progress the workstreams within each of the four strategic themes.</p> <p>To discuss and resolve any issues relating to cross cutting matters within the four strategic themes.</p> <p>To identify any issues for referral to the Strategic Partnership Group.</p> <p>To agree and prepare reports for the Executive Group and the Strategic Partnership Sponsors.</p>	<p>Quarterly:</p> <p>Note: lead officers may also meet on an ad-hoc basis as appropriate.</p>

SPA Coordinating Officers

Officers	Responsibilities	Meeting frequency
<p>UWS – Gordon Hunt, Head of External Engagement</p> <p>RC – David Amos, Head of Policy and Commissioning</p>	<p>To manage the processes associated with the SPA and ensure its effective operation.</p> <p>To co-ordinate the activity of the Lead officer's Group, identify and resolve any duplication, overlap or in-consistencies etc.</p> <p>To maintain oversight of contacts between the two organisations and act as first point of contact for consideration of new opportunities.</p>	<p>As per Lead Officers Group and ad-hoc as required.</p>

To: Leadership Board

On: 17 February 2016

Report by: Chief Executive

Heading: Paisley Central Library Consultation Report

1. Summary

- 1.1. It was agreed at a meeting of the Economy and Jobs Policy Board on the 18 November 2015 to conduct a public consultation on the options for the potential relocation of the Paisley Lending Library (Paisley Central Library). This paper summarises the results of that consultation process.
 - 1.2. The paper also outlines plans for a further public consultation to develop the vision for the new library and the services it should offer to the public.
 - 1.3. The paper also highlights the opportunity for such a relocation to enhance the library lending service for Paisley and to support the Council's regeneration plans for the town centre.
-

2. Recommendations

- 2.1. It is recommended that the Board:
 - note the outcome of the recent library consultation
 - approve the development of options for library relocation
-

3. Background

- 3.1. Paisley and its town centre is vital to the economic and social performance of all of Renfrewshire. The Paisley Asset Strategy, which was approved in January 2014, sets out an ambitious vision for Paisley including the development of a signature museum project of national status, developing opportunities to improve the visitor offer and, the rebranding of Paisley as a visitor destination providing employment and regeneration opportunities.

- 3.2. Paisley Lending Library is currently located within the museum building. It attracts a large number of visits per year (around 130,000) and provides a space for a broad spectrum of local residents to browse, borrow books and take part in activities. While the service is relatively well used and popular, the existing facilities face a number of challenges including accessibility, restricted space for increasing demand for public digital access network and children's activities.
- 3.3. The Museum Development Project creates an opportunity to significantly enhance the current library provision by facilitating a growth in activities for children and young people, provide an extension in the public access digital services and provide a fully modern and accessible facility in an alternative location. The possibility of incorporating further complimentary activities and services can also be considered, such as a cafe and box office for local events.
- 3.4. The Economy and Jobs Policy Board at its meeting on 18 November 2015 authorised officers to conduct a consultation exercise with library users and wider interests on the options for the potential relocation of the Paisley Lending Library. The consultation was carried out by Progressive, whose fieldwork team are fully trained and work in accordance with ISO 20252 and the Market Research Society Code of Conduct.
- 3.5. The consultation was conducted between Saturday 9th January and Sunday 17th January. Face to face interviews were conducted in a number of sites in the town centre: the High Street, outside the Piazza Shopping Centre, Causeyside Street (near Argos) and within the library itself. The consultation was also available during this time on the Renfrewshire Libraries website to allow online responses from library users and the wider community.
- 3.6. The consultation was promoted through the library, Council and Renfrewshire facebook sites and on the Council and RL websites as well as by the staff at the library.
- 3.7. In total 405 face to face interviews were conducted throughout the week. Each interview lasted approximately 10 minutes in duration. Quotas were applied to the face-to-face interviews to ensure a robust sample of users, non-users and lapsed users of the library was achieved. A total of 70 online surveys were returned.

4. Results of Consultation

- 4.1. Of the responses, 346 were from users (used library in last 12 months) and 129 were from non-users (never used the library) and lapsed users (used the library in the past but not in the last 12 months).
- 4.2. The full report is available on request and provides more detailed information on demographic profile, usage patterns and motivations, and satisfaction ratings which will be used to support future service planning.

- 4.3. The key findings outlined below indicate an overall positive or neutral response to the planned changes, with double the number of respondents viewing the relocation as a good or very good idea, compared to those that viewed it as a bad or very bad idea:
- Of users, 85% said they were very or quite likely to visit the library in its new location, with 12% unsure. Only 4% said they were quite or very unlikely to visit.
 - Of lapsed and non-users, 47% said they would be very or quite likely to visit the library in its new location, with 37% quite or very unlikely and 16% unsure.
 - Of users, 43% think the relocation is a very good or quite a good idea.
 - 32% of users think it's neither a good nor bad idea, or are unsure
 - Of lapsed and non-users, 54% think the relocation is a very good or quite a good idea.
 - Of users, only 25% think the relocation is quite a bad or a very bad idea.
 - Of lapsed and non-users, only 21% think the relocation is quite a bad or very bad idea.
- 4.4. The main reasons for a positive reaction were:
- More accessible / better access
 - Convenient location / good location
 - Perception more people will use it
- 4.5. The main reasons for a negative reaction were:
- Like it where it currently is
 - Like the current / historical building
- 4.6. It is to be noted that the findings above were in response to a verbal description of proposals to relocate the library in the High Street, without reference to specific location, plans or visuals. It is to be expected that plans and visuals which more clearly communicate the vision for a contemporary library with a range of services may inspire a higher approval rating for the relocation.

5. Next Steps

- 5.1. The above consultation findings provide robust and reliable information about the views of library users and non-users, and we intend to follow this with a further consultation with members of the public and staff to support development of the vision for the relocated library service. This will explore how existing services can be developed, and what additional services would effectively meet user needs within the library.

- 5.2. This vision development process will be carried out March – April 2016 and the outcomes will inform project development and design. We will explore ideas for the types of environment, services and user experiences the library will offer. This will be a creative process to generate ideas with the community, and this approach has been applied successfully elsewhere to library development. From this process we will develop a coherent vision for the range of services to be offered by the library.
- 5.3. A further report will be provided to members in March 2016 to the Planning and Property Policy Board detailing the analysis of the options available for library relocation and providing a recommended location and associated costs.

Implications of this report

1. Financial Implications

None.

2. HR and Organisational Development Implications

None.

3. Community Plan/Council Plan Implications

Children and Young People	- Children and young people in Renfrewshire will have the best start in life; being ready to learn, supported to achieve and ambitious throughout and beyond their school lives
Community Care, Health and Well-being	- Enjoy good mental health; Get involved in activities that improve the health and wellbeing of their community
Empowering our Communities	- Value and promote equality and diversity and the role of charitable and voluntary work
Greener	- Our town centres will be well maintained, clean and attractive to support trade and increase inward investment
Jobs and the Economy	- Have attractive environments and successful town centres created through successful area regeneration. These contribute positively to local community and economic growth.
Safer and Stronger	- Renfrewshire citizens as positive, supporting equality and valuing diversity to achieve fairness for all within our communities

4. Legal Implications

None.

5. Property/Assets Implications

Options are currently being investigated for acquiring suitable property.

6. Information Technology Implications

None.

7. Equality and Human Rights Implications

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

8. Health and Safety Implications

None.

9. Procurement Implications

None.

10. Risk Implications

None.

11. Privacy Impact

None.

List of Background Papers

- (a) Evaluation of public response to Relocation of Paisley Central Library, report prepared by progressive, January 2016

The foregoing background papers will be retained within Chief Executive's services for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is David Amos, Head of Policy and Commissioning.

Author: David Amos, Head of Policy and Commissioning, 0141 618 4702,
david.amos@renfrewshire.gov.uk

Report To: **Leadership Board**

On: **17 February 2016**

Report by: **Chief Executive**

Heading: **Draft Cultural Strategy for Renfrewshire**

1. Summary

- 1.1. The previous Renfrewshire Cultural Strategy was developed in 2010. The Sport, Leisure and Culture Policy Board approved a review of the strategy, including a consultation exercise.
 - 1.2. Following the transfer of Cultural Services to Renfrewshire Leisure and the establishment of the UK 2021 City of Culture team, a new draft strategy has been developed.
 - 1.3. Subsequent to Leadership Board approval, consultation will take place on the draft during February-April 2016 to ensure stakeholder feedback is incorporated, with a final strategy document presented to Leadership Board June 2016.
-

2. Recommendations

- 2.1. It is recommended that the Leadership Board note the contents of this report and approve the Draft Cultural Strategy for further consultation.
-

3. Background

- 3.1. The previous Renfrewshire Cultural strategy was in place between 2010-2014. The cultural strategy evolved into the Creative Renfrewshire strategy and a partnership of key cultural partners was formed to support the strategy implementation.
- 3.2. It was agreed at Sport, Leisure and Culture Policy Board to review the strategy to align its ambitions and objectives with the Paisley Town Centre Heritage Asset Strategy and the Renfrewshire Tourism framework. The strategy is a partnership document.

- 3.3. The consultations exercise on the Creative Renfrewshire strategy took place in early 2015. 339 people took part in the consultation: 189 attended various consultation events and 150 people completed the online questionnaire. The five main elements of the consultation process were: a consultation session in each of the five local area committee areas; a consultation with school pupils; an online consultation; a volunteering training event for volunteer consultation participants; and a final open consultation event held in Paisley Town Hall. This final event was an opportunity to feed back some of the findings gathered during the consultation period and invite further comments and views, particularly from the cultural sector. This final event had a more strategic focus, with the emphasis on establishing priorities for coming years.
- 3.4. From the consultation process the following key priority areas were identified:
- Improve access to information locally
 - Promote the area's unique identity
 - Cultural regeneration of communities
 - Change perceptions
 - Challenge barriers to participation
 - Develop outreach work
 - Empower local communities
 - Address related infrastructure challenges (transport, parking etc)
- 3.5. The draft strategy has incorporated the priority areas identified through the consultation into the strategic aims and objectives
- 3.6. Due to the importance of the Cultural Strategy to social and economic developments in Renfrewshire over the coming years, it has been designed with a general readership in mind. The intention is for someone who has not read a strategy document before to be able to easily follow the content. We have therefore tried to minimise the use of 'strategy language', to allow a wide range of partners and stakeholders to be able to see the direction of travel and the specific areas of development, and to feel that they have a part to play in achieving the vision. We took as our template the City of Gold Coast Cultural Strategy 2023 due to its overall clarity of purpose:
<http://www.goldcoast.qld.gov.au/documents/bf/cultural-strategy.pdf>
- 3.7. The period to 2023 covered by the new strategy has been chosen to align both with the Renfrewshire Community Plan period and the Paisley UK City of Culture bid development period and the subsequent programme delivery and legacy establishment activity that would follow a winning bid.
- 3.8. The vision: 'By 2023 the lives of everyone in Renfrewshire will be enriched and transformed by culture' sets an ambitious goal which reflects the potential of culture to add meaning to our lives (intrinsic purpose) as well as create positive change in our lives, particularly in addressing social and economic issues (instrumental purpose).

- 3.9. The 4 strategic outcomes have been designed to incorporate the key priority areas arising from the consultation.
- 3.10. The 8 objectives reflect further findings from the consultation, and emerging areas of strategic development.
- 3.11. Following Leadership Board approval, further consultation will be carried out over February and March. This has the following aims:
- to ensure delivery partner organisations have an opportunity to review and feedback on the draft document;
 - to seek the support of national agencies for the strategy, and to incorporate relevant advice, and
 - to seek general review and feedback from individuals, cultural bodies, public, private and third sectors in Renfrewshire, ensuring that the strategy is as relevant as possible to all.
- 3.12. The further consultation period is regarded as essential to ensure that we have a strong strategic direction with the buy-in of all involved, particularly as the strategy sets the scene for the UK 2021 City of Culture bid. We expect criteria for UK 2021 City of Culture to be released by the Department of Culture, Media and Sport (DCMS) during this consultation period, allowing us to consider any adjustments needed in the light of the criteria.
- 3.13. Following the incorporation of partner and stakeholder feedback, a final designed draft will be presented to the Leadership Board in June 2016.
- 3.14. An Action Plan will be developed for autumn 2016 to set out the planned activity across the full range of partners.
- 3.15. The Action Plan will be implemented through the Creative Renfrewshire Network, and be monitored by the Creative Renfrewshire Steering Board. Regular reports on progress will be brought back to the Leadership Board.

Implications of this report

1. Financial Implications

The investment to deliver the aims of the strategy will be supported by use of existing resources within partner organisations, supplemented by external funding sought by partners to deliver specific objectives.

2. HR and Organisational Development Implications

None.

3. Community Plan/Council Plan Implications

Children and Young People

- Our children and young people feel confident and responsible – able to participate fully in learning and in their wider community and take part in opportunities which meet their needs, interests and

aspirations

Community Care, Health and Well-being	- Get involved in activities that improve the health and wellbeing of their community; Enjoy good mental health
Empowering our Communities	- Have the capacity and resources to lead projects and be involved in service delivery
Greener	- Sustainable growth will be delivered by directing development to locations which create sustainable communities and high quality places
Jobs and the Economy	- Have attractive environments and successful town centres created through successful area regeneration. These contribute positively to local community and economic growth
Safer and Stronger	- Renfrewshire citizens as positive, supporting equality and valuing diversity to achieve fairness within our communities

4. Legal Implications

None.

5. Property/Assets Implications

None.

6. Information Technology Implications

None.

7. Equality and Human Rights Implications

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

- 8. Health and Safety Implications**
None.
 - 9. Procurement Implications**
None.
 - 10. Risk Implications**
None.
 - 11. Privacy Impact**
None.
-

List of Background Papers

- (a) Draft Cultural Strategy for Renfrewshire: “Creative Renfrewshire”
-

Author: David Amos, Head of Policy and Commissioning, 0141 618 4702,
david.amos@renfrewshire.gov.uk

Creative Renfrewshire

Introduction

We are at a real moment of transformation in Renfrewshire. Never before have we come together with such a clear, coherent and ambitious vision for culture. This has come out of working together in partnership to define our goals. We recognise the potential for culture to bring about long lasting transformation for all our communities, and our aim is for this journey of cultural development to benefit present and future generations.

We have amazing places, talented people and great traditions to build on. With a growing self-belief in what we have to offer the world, this strategy points the way for our collective action.

Creative Renfrewshire clearly sets out the priorities and outcomes that will encourage greater participation in culture, and develop a stronger cultural sector within the area. It provides a co-ordinated approach to improving our cultural infrastructure, and strengthening our connections both within Renfrewshire and to the wider world.

Now is the time to be bold and ambitious. Our aim is for Paisley to be UK City of Culture 2021. We are all at the start of an exciting journey where Renfrewshire residents will be able to grow as we increase our capacity to take cultural activity to a higher level. Our mutual support and trust can only strengthen the outcomes.

The strategy will succeed with the input and contributions of many individuals and organisations across public, private and third sectors. With your commitment, we will create opportunity for our communities through culture, and share incredible experiences and achievements along the way.

Councillor James Harte
Chair,
Creative Renfrewshire Steering Board

Our vision:

By 2023 the lives of everyone in Renfrewshire will be enriched and transformed by culture

[Alternative responding to concern about reflecting the aspect of personal choice:

By 2023 everyone in Renfrewshire will have the opportunity to enrich their lives through culture, and our communities will be transformed by culture and its impacts]

Our aims are for Renfrewshire to be:

A place known for our distinctive culture

A place where creativity is supported by connectivity

A place where culture is created and experienced by everyone

A place where culture drives opportunity

We plan to:

Maximise the benefits and legacy of the Paisley UK 2021 City of Culture bid

Celebrate Renfrewshire's unique cultural and creative identity - past, present and future

Develop Renfrewshire's towns and villages as cultural and creative visitor destinations

Empower communities to establish and develop sustainable cultural activity

Build on our cultural infrastructure to develop the spaces and places we use to support creativity

Develop culture as a catalyst for positive attitudes towards health and wellbeing

Foster the development of creative professionals living and working in Renfrewshire, and champion their success

Invest in creative and cultural activity to stimulate new ideas, innovation and enterprise growth for the area

Our cultural landscape

We are known worldwide for the Paisley pattern, and the rich weaving and manufacturing traditions that Paisley and Renfrewshire was built on. Less well known is that we have the highest concentration of listed buildings in Scotland outside Edinburgh; the UK's largest youth theatre of its kind in PACE; and one of only four public observatories in the UK. We love dance – the national rate of participation for dance is 12%, in Renfrewshire it is 26%. We have other great assets – an international airport, the fourth busiest train station in Scotland, and fantastic cultural and historic venues, including the iconic Paisley Abbey.

Renfrewshire is home to a nationally recognised touring theatre venue which hosts a programme of live performance to rival venues in Scotland's cities. Our town halls attract audiences to performances and provide a home to many third sector cultural organisations. The Creative Renfrewshire Network has almost 300 members, representing communities across the area, in a wide range of creative forms including: visual arts, media, theatre, comedy, writing and music. Over recent years, a distinctive calendar of cultural events has evolved, including The Spree arts festival, Bring It All Home celebration of songwriting, and the Lochwinnoch Arts Festival.

We recognise that there are some significant gaps in our cultural landscape – Renfrewshire is one of 11 local authorities in Scotland which have no Creative Scotland Regularly Funded Organisations. We know that the environment to support creative professionals and businesses can be developed, and that we can improve how we connect and share information.

Renfrewshire, with its strong talent base and excellent transport connections, is well placed to develop a creative economy. By developing our cultural landscape, we believe this can kick-start economic regeneration, through developing skills, changing perceptions of what we have to offer, and bringing visitors and fresh investment to the area.

Working towards UK City of Culture 2021 will bring us together while building our capacity, and provide an opportunity to develop better national and international links. The next few years will see our cultural landscape transformed.

Why do we need a cultural strategy?

This strategy will support us to transform the way we work together, both within Renfrewshire and beyond.

It provides a co-ordinated and confident vision for the future that will inform our planning, programming and investment. It ensures that we use our resources wisely, by effectively targeting priority areas for development.

The strategy outlines the type of future we want to see for all our communities and the central role that culture and creativity will play in that future.

It sets the stage for the Paisley 2021 UK City of Culture bid, and identifies how our ambition for UK City of Culture will guide our journey.

The strategy provides scope for collective action around cultural and creative developments, and will be reshaped as our collective voice becomes clearer and stronger.

Central to the strategy's success is the creative energy, vision and dynamism of our people, organisations and communities who will drive social and economic regeneration for the area.

What do we mean by culture?

By 'culture' we mean the following nine creative sectors:

advertising and marketing; architecture; crafts; design (product, graphic and fashion); film, tv, video, radio and photography; IT, software and computer services; publishing; museums, galleries and libraries; and music, performing and visual arts

as well as:

everyday participation (hobbies and pastimes); events and festivals; literature; play; food; Intangible Cultural Heritage (also known as ICH - living traditions like song and stories); archives; archaeology; astronomy; historic environment (buildings and monuments)

and blends and mixes of any of the above.

Developing the strategy

Work on a new regeneration strategy for Paisley town centre was concluded in 2014, and sets out a 15 year strategy based on Paisley's rich history and culture. It identifies the remarkable base of assets within the town from which to drive its economic regeneration and establish itself as a 'must do' destination for Scottish culture and arts.

In 2014 the Sports, Leisure and Culture Policy Board of Renfrewshire Council agreed to review the previous 2010 Creative Renfrewshire Strategy during 2014/15 and that the review should be informed by a Renfrewshire-wide consultation programme. It was intended that the consultation be open and inclusive and aim to reach those involved in the creative sector in Renfrewshire in various capacities as well as those members of the public who may have a more general interest. 339 people took part in the consultation – 189 people attended the consultation events with a further 150 completing the online questionnaire. The consultation was conducted by Creative Services Ltd, an independent consultancy. A report on the consultation was presented to the Sport, Leisure and Culture Policy Board in May 2015 and published on Renfrewshire Council's website. The five main elements of the consultation were:

- A consultation session in each of the five local area committees in Renfrewshire
- A consultation with primary pupils
- An online consultation
- A volunteer training event for 'Paisley Ambassadors'
- A final open consultation event in Paisley Town Hall

The key issues recommended by consultation participants as priority were:

- Improve access to information locally
- Promote the area's unique identity
- Cultural regeneration of communities
- Change perceptions
- Challenge the barriers to participation
- Develop outreach work
- Empower local communities
- Address related infrastructure challenges

These priority issues have been incorporated into the development of the strategic outcomes and objectives

[Note: the following text to be added to final draft

A draft strategy was presented to Renfrewshire Council Leadership Board in February 2016. A further consultation on the draft strategy was conducted February – April 2016, ensuring the opportunity for stakeholder feedback to be incorporated. The strategy was finalised in June 2016]

This strategy supports delivery against the aims of a number of other key strategies:

Renfrewshire's Community Plan 2013-2023 identifies the key areas for intervention and prevention as: poverty and disadvantage, misuse of alcohol and drugs, low attainment and worklessness, offending and violent behaviour, and preventable ill health and injury.

Renfrewshire's Tackling Poverty Strategy 2015-17 sets as its priorities:

Increase the number of households who can access employment that provides an acceptable standard of living; Prevent financial crisis and support low income families to make the most of their money; Improve levels of physical and mental health of children in low income families; Close the educational attainment gap between children from low income families and their better off peers; Create neighbourhoods where people want to live, and can afford to live; Narrow inequalities by working in a way which is inclusive, effective and evidence-based.

The vision of **Renfrewshire Digital Participation Plan 2016** is that in a Digital Renfrewshire we will make sure that everybody has the opportunity to reach their digital potential. We are determined that everyone has the means of access, awareness, skills and confidence to participate online responsibly.

Paisley: The Untold Story (Town Centre Asset Strategy and Action Plan)

Paisley will use its outstanding architecture and its wealth of cultural assets and collections to drive its economic regeneration and establish itself as an international destination for Scottish culture and contemporary performing arts.

Creative Renfrewshire is developed within the context of some key initiatives being delivered as part of the Untold Story:

	2016	2017	2018	2019	2020	2021	2022	2023
UK City of Culture 2021	Yellow	Yellow	Orange	Orange	Orange	Green	Blue	Blue
New Paisley Central Library	Orange	Green	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue
Paisley Museum Project	Yellow	Yellow	Orange	Orange	Orange	Green	Green	Light Blue
New Paisley Museum Store	Orange	Green	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue
Cultural, Heritage and Events fund	Green	Green	Green	Green	Green	Light Blue	Light Blue	Light Blue
Creative Scotland Place Partnership	Green	Green	Green	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue
Proposed theatre complex	Yellow	Yellow	Yellow	Orange	Orange	Green	Light Blue	Light Blue

Yellow = seeking funding / developing bid

Orange = development

Green = delivery

Blue = legacy

Creative Renfrewshire supports strategic Scottish Government objectives, as reflected in the following policies:

- Creative Scotland 10 Year Plan 2014-2024: Unlocking Potential Embracing Ambition
- Going Further: The National Strategy for Scotland's Museums and Galleries
- Ambition and Opportunity: A Strategy for Public Libraries in Scotland 2015-2020
- Our Place in Time: The Historic Environment Strategy for Scotland

Who's involved

This strategy will be developed and delivered by a wide range of partners working in collaboration, ranging from local voluntary groups to international touring companies. The partners noted below will be key, and will be supported by many others.

Creative Renfrewshire Network

Engage Renfrewshire

Paisley 2021 Community Development Trust

Paisley First

Paisley 2021 Partnership Board

Renfrewshire Chamber of Commerce

Renfrewshire Community Planning Partnership

Renfrewshire Council

Renfrewshire Leisure Limited

St Mirren Football Club

University of the West Scotland

West College Scotland

Community and voluntary sector organisations

Health and social care organisations

Education providers

Representative forums and networks

Creative professionals

Creative businesses

Public transport providers

International partners

National development bodies and agencies, including: Creative Scotland, Museums Galleries Scotland, Scottish Libraries and Information Council, Historic Environment Scotland, Heritage Lottery Fund, Arts & Business and Big Lottery

[Note: this list can be expanded during the draft consultation period, when we will seek the support of specific organisations as part of the consultation]

Our approach:

The Cultural Strategy will be underpinned by a commitment to partnership, collaboration and responding to the best creative and cultural practice. We will strive to be the most imaginative and ambitious we can be to enable meaningful cultural activity that is relevant to the people of Renfrewshire and to the wider world.

Over the next few years, our cultural and creative landscape will change significantly. We will remain open and responsive in our approach. As we make progress, and what started out as aspiration becomes real, we will review, re-imagine and reshape our direction. In the initial implementation of this strategy, we particularly welcome approaches and initiatives that focus on:

- Exceptional creative practice
- Community participation and opportunity in high quality creative experiences
- Exploring our unique cultural identity, past, present and future
- Partnership commitment to strengthening Renfrewshire's cultural landscape through a collaborative approach
- Projects and initiatives that support business creativity
- Developing networks to support creative practice across disciplines e.g. performers working with creative technologists
- Developing our creative capacity through experimentation and reflection
- Developing a strong sense of place through unique cultural development

Strategic Outcome 1: A place known for our distinctive culture

What will our communities see ?

- A successfully delivered UK City of Culture 2021 programme, which has put Paisley on the international stage, inspired further cultural and creative confidence and developed the local economy
- A new museum which is a unique expression of the rich and varied cultural identity of Renfrewshire, both through its engaging content and a vibrant visitor experience
- An increase in cultural tourism to Renfrewshire, with related economic benefits for local people
- Greater civic pride in Renfrewshire, its unique assets and cultural expressions

Our key actions:

- Deliver a successful bid for UK City of Culture 2021, informed by the cultural identity of Renfrewshire, past, present and future
- Deliver a successful UK City of Culture 2021 programme, embedding unique cultural expressions for which Paisley is widely recognised
- Develop the museum project as a major visitor destination to tell exciting and diverse stories of Renfrewshire's culture, providing an international platform for our unique and significant textiles heritage
- Develop cultural tourism by promoting Renfrewshire's distinctive cultural opportunities
- Grow talent, develop skills and create strong partnerships and networks to support an enhanced distinctive cultural landscape

Indicators of success :

- Increased economic impact
- Increase in bed nights related to cultural tourism
- Increase in museum visitors
- Participation rates of local people in City of Culture events
- Numbers of people from outside Renfrewshire attending City of Culture events
- Improved perceptions of Paisley and Renfrewshire, both amongst residents and those beyond Renfrewshire

Related Objectives:

- Maximise the benefits and legacy of the Paisley 2021 UK City of Culture bid
- Celebrate Renfrewshire's unique cultural and creative identity - past, present and future
- Develop Renfrewshire's towns and villages as cultural and creative visitor destinations

Strategic Outcome 2: A place where creativity is supported by connectivity

What will our communities see ?

- A better connected cultural infrastructure – improved spaces, transport and information flow
- Co-ordinated, clear and accessible information about cultural opportunities
- More ambitious cultural experiences, as a result of our improved connections and relationships

Our key actions

- Create and develop appropriate and accessible spaces for cultural and creative activity
- Work with transport providers to improve public transport to venues
- Develop our capacity to build partnerships and networks, nationally and internationally
- Nurture creative, social and business networks to enrich creativity and engagement across Renfrewshire and beyond
- Develop and implement effective communications mechanisms
- Develop creative use of digital technology and new media to increase connections within and beyond Renfrewshire
- Develop our capacity to optimise income through sharing skills, knowledge and resources
- Develop a Place Partnership, co-funded by Creative Scotland, to strengthen and embed our partnership approach

Indicators of success:

- Increase in awareness of cultural opportunities, and ability to access cultural opportunities
- Increase in number of strategic partnerships with national agencies and networks
- Increase in number of international collaborations, including exchanges and involvement in international networks

Related Objectives:

- Maximise the benefits and legacy of the Paisley 2021 UK City of Culture bid
- Build on our cultural infrastructure to develop the spaces and places we use to support creativity
- Empower communities to establish and develop sustainable cultural activity

Strategic Outcome 3: A place where culture is created and experienced by everyone

What will our communities see ?

- Confident, successful and ambitious individuals and groups in Renfrewshire, creating and presenting quality cultural work and experiences in the community for the community
- Venues which are vibrant spaces providing a home for local, national and international work
- More opportunities for creative professionals to develop and create work
- Cultural activity which reflects the diverse interests, experiences and needs of the population, and is accessible and meaningful to all
- Communities developing and delivering their own cultural activity on a sustainable basis

Our key actions

- Ensure that the benefits of the UK City of Culture bid process and programme have a broad reach and maximise social impact.
- Develop and deliver a new theatre and cinema complex, providing a space for everyone to get involved with excellent cultural experiences in an inspiring environment
- Develop and deliver a new Paisley Central Library, providing a welcoming, accessible venue for people to learn, and to create and experience culture
- Share knowledge, skills and support to enable communities to plan their own cultural development
- Support the development of community venues to provide dynamic spaces which encourage and support creative practice
- Ensure outreach opportunities address key social issues by targeting those who are marginalised
- Develop opportunities which proactively address barriers to participation, and ensure equality

Indicators of success:

- Number of local cultural groups and individuals in Creative Renfrewshire Network
- Increase in number of people attending and participating in cultural activity
- Increase in usage of Paisley Central Library
- Significant usage of theatre and cinema complex

Relevant Objectives:

- Maximise the benefits and legacy of the Paisley 2021 UK City of Culture bid
- Empower communities to establish and develop sustainable cultural activity
- Develop Renfrewshire's towns and villages as cultural and creative visitor destinations

Strategic Outcome 4: A place where culture drives opportunity

What will our communities see ?

- Transformed perceptions of what Paisley and Renfrewshire have to offer, nationally and internationally
- Cultural involvement having a positive influence on health and wellbeing at population level, through increased confidence, self-esteem, realised potential and personal fulfilment
- Increased economic growth, both directly and indirectly, as a result of cultural, creative and enterprise activity and transformed perceptions
- Increased cultural and creative opportunities that will support individuals to overcome social isolation, and will lead to increased social cohesion, confidence and employability skills
- Increased ambition as young people consider the Creative and Cultural Industries as a viable career option in Renfrewshire
- Increased talent retention in the area from Renfrewshire's college and university through the development of collaborative initiatives and support platforms

Our key actions

- Improve skills development and business development support to ensure available routes into commercialising creative and cultural sector growth
- Develop collaborative initiatives and support platforms for recent college and university graduates
- Develop programmes designed to support health and wellbeing, and overcoming social isolation
- Develop cultural volunteering opportunities to support social cohesion, skills development and personal fulfilment
- Provide careers support to young people interested in accessing creative and cultural careers Establishment of residency programmes

Indicators of success:

- An increased programme of cultural and creative activities, opportunities and events that support skills and business development
- Increased audience participation and opportunity (locally and internationally)
- An increased number of successful applications to Creative Scotland funding streams, ensuring a rise in the Local Authority ranking of per head levels of investment
- Increase in Creative Scotland Regularly Funded Organisations based in Renfrewshire
- An increased number of creative businesses, sole traders and creative clusters/places to create and develop skills in Renfrewshire
- Improvements in health and wellbeing attributable to cultural participation

Related Objectives:

- Maximise the benefits and legacy of the Paisley 2021 UK City of Culture bid
- Invest in creative and cultural activity to stimulate new ideas, innovation and enterprise growth for the area
- Foster the development of creative professionals living and working in Renfrewshire, and champion their success
- Develop the role of culture as a catalyst for positive attitudes towards health and wellbeing

How we will put the strategy into action

An Action Plan will underpin the Strategy, gathering together information about the activity across the Creative Renfrewshire Network which delivers the aims. We will also develop a plan for extensive monitoring and evaluation of the strategy.

An annual report on the effectiveness of the strategy will be produced, with clear and accessible information on progress against targets, and presented to both Renfrewshire Leisure Limited Board and the Creative Renfrewshire Steering Board

The period 2016-2017 will see an intensive focus on developing our readiness to bid for UK City of Culture 2021. The outcome of this process will be known in late 2017. This significant milestone on our journey will represent a natural review point of the strategy. A review of the strategy will therefore be conducted in early 2018.

Address to my Brither Wabsters

Thomas Burnside

To you, dear brethren o' the shuttle
I maun address a word or twa.
The weaving trade's noo turned sae fickle,
In fact, it's wearing fast awa;
Wee bits o' wabs no wurth the looming,
A state o' things we a' deplore,
That keeps us ever constant grinning
Wi' poortith never frae oor door.

Wi' selfish agents in the kintra,
An' greedy grasping corks at hame,
The weaver's life' made cauld and wintry,
Wi' mony a scrimpit hungry wame.
Come then, arise, be up an' doing,
Let's aim at something for oorsel',
An' no our doonward course keep wooing,
An' soundin aye our funeral knell.

Come show the world we still are able,
Though as a class we're sunk sae low,
To mak the weaving trade so stable
That comforts to our hames will flow;
Come form a strong organization,
Let each and all assistance len'
To organised co-operation,
An' show the world we still are men.

For what's to hinder us, as weavers,
To manufacture for oorsel?
Let's but keep clear o' fause deceivers,
There's nocht ava that I can tell.
I'm sure there's plenty heads for planning,
An' willing han's to execute,
So that wi' proper understand'ing,
We'll sure succeed without a doot.

Let ilka ane, wi' brave heart struggle,
Wi' diligence his lot pursue,
An' ne'er let envy gie him trouble,
But 'paddle aye his ain canoe;'
And then e'er lang oor textile fabrics
Will sure be worn by ilka frien',
Baith harness shawl an linen cambric,
Fit to adorn our British Queen.

In vain shall tyrants try to bend us,
If we the golden rule pursue,
The people's love will well befrien' us,
The many then will help the few,
Come then stand forth, be firm and truthful,
Tho mony doots the mind may fill,
An' wi' each ither aye be trustful,
An' then we'll in the end prevail.

Thomas Burnside was born in Paisley in 1822. He worked as a weaver then for two years ran a small shop with a circulating library. This foundered and he sold up and returned to weaving. He was 43 before he started writing.

Taken from the anthology of poems 'Radical Renfrew', compiled by the poet Tom Leonard when he was Writer in Residence at Paisley Central Library in the late 1980s.

To: LEADERSHIP BOARD

On: 17 FEBRUARY 2016

**Report by: JOINT REPORT BY DIRECTOR OF COMMUNITY RESOURCES
AND DIRECTOR OF FINANCE & RESOURCES**

**Heading: THE GLASGOW BIN LORRY CRASH – RECOMMENDATIONS
FROM FATAL ACCIDENT INQUIRY**

1 Summary

- 1.1 The purpose of this report is to provide the Leadership Board with a summary of the potential implications to the Council in carrying out certain functions as a Local Authority, following the release of the determination of the Fatal Accident Inquiry into the Glasgow Bin Lorry Crash of December 2014.
- 1.2 A determination was released on 7 December 2015 by Sheriff John Beckett QC, following a Fatal Accident Inquiry into the death of six people who died on 22 December 2014 when a bin lorry mounted a pavement in Glasgow City Centre. The vehicle collided with a number of pedestrians after the driver suffered an episode of neuro cardiogenic syncope (fainting), causing him to temporarily lose consciousness so that he was unable to control the movement and direction of the vehicle.
- 1.3 As a Local Authority running similar services and vehicles, it is essential that the Council takes cognisance of the Sheriff's findings in this Fatal Accident Inquiry and considers these recommendations in a Renfrewshire context.

- 1.4 The Sheriff indicated eight reasonable precautions which could have prevented the crash, which all related to the driver's health and in particular to a previous loss of consciousness in April 2010 and his subsequent failure to disclose true and accurate information about his medical history in later health questionnaires and assessments.
- 1.5 The Sheriff also made 19 recommendations in his determination which, if followed, may reduce the chance of a recurrence of such an accident. The recommendations covered possible legislative changes, disclosure of medical information and implicated the DVLA, Glasgow City Council and other Local Authorities in general.
- 1.6 In relation to current employee processes and operational arrangements within the Council's refuse collection activities, these have been examined in the context of the Sheriff's 19 recommendations. Albeit the Council has detailed and robust employee processes and operational practices in place there are areas that will require to be considered and addressed in line with the Sheriff's recommendations. The particular areas as immediately identifiable for addressing and potential additional controls being:
- refuse collection vehicles, heavy fleet (gross vehicle weight of over 7.5 tonnes) having autonomous braking systems or lane departure warning systems fitted for new vehicles and considering what adaptations are possible, if any, to existing fleet;
 - strengthening and additional checks within the Council's recruitment and absence management processes. In particular:
 - sharing of information as held by GPs, for existing and new employees. Information which would prevent an employee / potential employee from driving and any declarations as made to the DVLA.;
 - more detailed and more regular health checks on all drivers as employed by the Council (Heavy goods vehicles / public service vehicles); and
 - introduction of mandatory pre-employment health questionnaire as specific to posts that require driving.
- 1.7 For the reasons set out earlier in paragraph 1.3 and above in paragraph 1.5 above the Sheriff's recommendations require to be considered in a Renfrewshire context. As set out later in this Report, paragraphs 2.1(i) and 5.1, a short life multi-disciplinary task group has

been established to review current employee and operational arrangements and processes and to develop an action plan in respect of the Council's activities and duties with regard to the recommendations from this Fatal Accident Inquiry.

2 Recommendations

It is recommended that the Board notes that:

- 2.1 A short term multi-disciplinary task team has been set up, service led by Community Resources in conjunction with officers having specialist legal and operational / technical knowledge including Refuse Collection, Transport, HR (recruitment and health and safety), Legal, Finance and Renfrewshire Community Health Partnership.
 - 2.2 The task team will consider the findings of the Inquiry and develop an action plan which will address the recommendations made by the Sheriff in so far as it relates to our function as a Local Authority.
 - 2.3 A further report will be brought forward on the details of the action plan, including any financial implications, to a future meeting of this Board.
-

3 Background

Legal Framework for the Fatal Accident Inquiry

- 3.1 The underlying purpose of a Fatal Accidental Inquiry is to establish what happened, and how it came to happen, with a view to trying to ensure that the same circumstances do not avoidably recur.
- 3.2 Section 1(1)(b) of the Fatal Accidents and Sudden Deaths Inquiry (Scotland) Act 1976 (the 1976 Act) provides for the holding of an inquiry under the Act where:

“it appears to the Lord Advocate to be expedient in the public interest...that an inquiry under this Act should be held into the circumstances of the death on the ground that it was sudden, suspicious or unexplained, or has occurred in circumstances such as to give rise to serious public concern.”
- 3.3 The application in this instance gave notice of certain objectives, namely:

“To publicly establish the circumstances of the deaths to include in particular -

- (i) examination of the medical assessments and DVLA review process of Henry Clarke’s fitness to hold an LGV and PCV driving licence;*
- (ii) examination of whether any design feature of the motor vehicle or other measures or intervention could have been in place to bring said motor vehicle to a controlled stop after control had been lost;*
- (iii) examination of the safety of the refuse collection route undertaken by said motor vehicle.”*

3.4 Section 6(1) of the 1976 Act provides that the purpose of a Fatal Accident Inquiry is for the Sheriff to make a determination setting out the following circumstances of the death, so far as they have been established to his satisfaction:

- (a) where and when the death and any accident resulting in the death took place;
- (b) the cause or causes of such death and any accident resulting in the death;
- (c) the reasonable precautions, if any, whereby the death and any accident resulting in the death may have been avoided;
- (d) the defects, if any, in any system of working which contributed to the death or any accident resulting in the death;
- (e) any other facts which are relevant to the circumstances of the death.

4 Key Findings of the Fatal Accident Inquiry

4.1 Sheriff Beckett found that there were reasonable precautions which could have been taken whereby the accident might have been avoided. His determination is critical of the driver (Harry Clarke), stating that the crash might have been avoided had he not lied about his medical history. In his report he concluded that the most effective measure to prevent such an occurrence would be to seek to avoid drivers becoming incapacitated at the wheel. It should also be noted that responsibility in relation to this specific issue lies with drivers themselves and Driver and Vehicle Licensing Agency (DVLA).

4.2 He indicated eight reasonable precautions which could have prevented the crash which all related to the driver’s health and in particular to a previous loss of consciousness in April 2010 and his subsequent failure

to disclose true and accurate information about his medical history in later health questionnaires and assessments.

- 4.3 Sheriff Beckett made a total of 19 recommendations in his determination which, if followed, may reduce the chance of a recurrence of such an accident. The recommendations covered potential legislative changes, disclosure of medical information, the DVLA, Glasgow City Council and other Local Authorities in general.
- 4.4 In his conclusions the Sheriff intimated that it may well be that the single most useful outcome of this inquiry would be to raise awareness of the dangers involved in driving if subject to a medical condition which could cause the driver to lose control of a vehicle.
- 4.5 The key findings arising out of the Fatal Inquiry into the death of six people who died on 22 December 2014 when a bin lorry mounted a pavement in Glasgow City Centre are as follows:-
- 4.5.1 Affecting Local Authorities
- When a doctor is advising an organisation employing a driver as to that driver's fitness to drive following a medical incident whilst driving, that organisation should provide all available information about the incident to the doctor and the doctor should insist on having it prior to giving advice to the organisation and the driver.
 - The Council should not allow employment of a driver to start before references have been received. Councils and other operators of large vehicles should put in place systems to make sure drivers are fit to drive on appointment, and that they remain so for the duration of their employment.
 - The Council should carry out an internal review of its employment processes with a view to ascertaining potential areas for improvement in relation to checking medical and sickness absence information provided by applicants, for example by having focussed health questions within reference requests for drivers and obtaining medical reports in relation to health related driving issues from applicants' GPs.
 - The Council should provide its refuse collection operators with some basic training to familiarise them with the steering and braking mechanisms of the vehicles in which they work.

- From the age of 45, a group 2 licence only has to be renewed every five years and much could change in a driver's state of health in that time. Annual medicals should be considered.
- Glasgow City Council should seek to identify routes between refuse collection points which, so far as is reasonably practicable, minimise the number of people who would be at risk should control be lost of a refuse collection lorry. The potential for the presence of exceptional numbers of pedestrians at particular times should be taken account of as part of route risk assessment in refuse collection.
- Local Authorities and any other organisations which collect refuse, when sourcing and purchasing refuse collection vehicles which are large goods vehicles, should seek to have autonomous emergency braking system (AEBS) fitted to those vehicles wherever it is reasonably practicable to do so.
- Local Authorities and any other organisations which collect refuse and which currently have large goods vehicles without AEBS but to which AEBS could be retrofitted, should explore the possibility of retrofitting with the respective manufacturer.
- Sheriff Beckett stated in the future a type of pedestrian protection sensor, which is available on some cars, could provide a more reliable protection than AEBS alone. He also intimated that some form of "facial recognition" technology could be integrated with AEBS at some stage in the future.

4.5.2 Affecting Local Health Partnerships - Legislative and Non Legislative

- Occupational Health Doctors acting on behalf of employers may choose to seek independent confirmation from the applicant's GPs of the accuracy of what an applicant for a drivers post (LGV) tells them. This would increase the burden on GPs and might involve duplication, so a better system should be developed.
- Doctors generally should make sure medical notes are kept in a way which maximises their ability to identify repeated episodes of loss of consciousness in the case of patients who are drivers.
- The Sheriff said the DVLA's task was complex and difficult but there were weaknesses in the current system of self-reporting.

- He asked for more clarity on its "at-a-glance" guidance over "loss of consciousness/loss of or altered awareness". The "at-a-glance" guidance should consider giving more weight to loss of consciousness if the symptoms are non-specific and also if they occur at the wheel of a vehicle.
- The Sheriff said the DVLA should change its policy on notification from third parties so that relevant fitness-to-drive information from reliable sources, such as the police, can be investigated whether or not it comes in written form.
- DVLA should increase its efforts to raise awareness of the implications of medical conditions for fitness-to-drive among the medical profession.

4.5.3 Affecting Other Organisations

The specific recommendations associated with the future avoidance of a similar accident which are outwith the Local Authorities remit are summarised below.

Doctors

- Doctors generally, and general practitioners in particular, should take steps to ensure that medical notes are made and kept in such a way as to maximise their ability to identify repeated episodes of loss of consciousness, loss of or altered awareness, in the case of patients who are or may become drivers.

Drivers and Vehicle Licensing Agency

- The Driver and Vehicle Licensing Agency (DVLA) should satisfy itself as to precisely what the categorisation is intended to mean and to achieve in the loss of consciousness/loss of or altered awareness section of the guidance contained in its "At a Glance Guide to the Current Medical Standards of Fitness to Drive."
- Having done so, DVLA should then ensure that the meaning is made clear to those who apply the guidance in practice.
- DVLA should consider if a flow chart could be provided to guide doctors through the categorisations contained in the loss of consciousness/loss of or altered awareness section of "at a glance."

- DVLA should consider whether the section of “at a glance” on loss of consciousness/loss of or altered awareness gives sufficient weight to the absence of prodrome given its significance for road safety.
- DVLA should consider whether the section of “at a glance” on loss of consciousness/loss of or altered awareness gives sufficient weight to a medical event occurring at the wheel of a vehicle and its consequences.
- DVLA should change its policy on notification from third parties so that relevant fitness to drive information from ostensibly reliable sources, such as the police, can be investigated whether or not it comes in written form.
- DVLA should redouble its efforts to raise awareness of the implications of medical conditions for fitness to drive amongst the medical profession.

UK Secretary of State

- The Secretary of State for Transport should instigate a consultation on how best to ensure the completeness and accuracy of the information available to DVLA in making fitness to drive licensing decisions with a view to making legislative change.
- Part of this exercise should involve considering increasing the penalties and altering the mode of prosecution for contravention of section 94 of the Road Traffic Act 1988.
- The Secretary of State for Transport should instigate a consultation on whether it is appropriate that doctors should be given greater freedom, by the General Medical Council, or an obligation, by Parliament, to report fitness to drive concerns directly to DVLA.

5 Implications for the Council

- 5.1 In order to consider the findings of the Fatal Accident Inquiry and develop a detailed Action Plan in respect of Council’s activities & duties a short life multi-disciplinary task group has been set up involving Transport, HR (recruitment and health and safety), Legal and Finance, and Renfrewshire Community Health Partnership. A detailed Action

Implications of the Report

1. **Financial** – Financial Implications are anticipated from the action plan, as currently being developed, in relation to potential vehicle modifications and potential increased vehicle specifications when procuring new refuse collection vehicles. Some increased costs could emerge from changes as may arise in relation to recruitment and other HR / employee processes...
2. **HR & Organisational Development** – in the development of the action plan the task group will consider current recruitment and employment processes and employee training in relation to the recommendations arising from the Fatal Accident Inquiry.
3. **Community Planning** – none
4. **Legal** – note that future legislative changes may result, following the recommendations of the Fatal Accident Inquiry.
5. **Property/Assets** – none.
6. **Information Technology** – none.
7. **Equality & Human Rights** – in the development of the action plan the task group will consider current health & safety processes and requirements (public, employee and vehicle related) in relation to the recommendations arising from the Fatal Accident Inquiry.
8. **Health & Safety** – This report supports and demonstrates the council's commitment to ensuring effective health and safety management.
9. **Procurement** – in the development of the action plan that task group will consider the specifications of vehicles in relation to the recommendations arising from the Fatal Accident Inquiry.
10. **Risk** – In the development of the action plan the task group will consider risks and any potential to the Council's Risk Management Plan. In the development of the action plan, the task group will identify and consider any associated risks and ensure these are included within relevant risk registers, for appropriate management and

monitoring.

11. **Privacy Impact** – none.

Authors Shona MacDougall, Director of Community Resources
Alan Russell, Director of Finance & Resources