

## Notice of Meeting and Agenda Leadership Board

| Date                           | Time  | Venue          |
|--------------------------------|-------|----------------|
| Wednesday, 23<br>February 2022 | 13:00 | Teams Meeting, |

KENNETH GRAHAM  
Head of Corporate Governance

### Membership

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

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

### Webcasting of Meeting

This meeting will be filmed for live or subsequent broadcast via the Council's internet site – at the start of the meeting the Convener will confirm if all or part of the meeting is being filmed. To find the webcast please navigate to <https://renfrewshire.public-i.tv/core/portal/home>

## **Apologies**

Apologies from members.

## **Declarations of Interest**

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

## **Budget Monitoring**

- |          |  |               |
|----------|--|---------------|
| <b>1</b> | <b>Revenue and Capital Budget Monitoring Report as at 12 November 2021</b> | <b>5 - 16</b> |
|----------|--|---------------|

Joint report by Chief Executive, Director of Finance & Resources and Chief Finance Officer Renfrewshire HSCP

## **Climate Change**

- |          |                                     |                |
|----------|-------------------------------------|----------------|
| <b>2</b> | <b>Climate Change Sub-Committee</b> | <b>17 - 20</b> |
|----------|-------------------------------------|----------------|

Minute of Meeting of Climate Change Sub-Committee held 9 February 2022.

- |          |                              |                |
|----------|------------------------------|----------------|
| <b>3</b> | <b>Climate Change Update</b> | <b>21 - 28</b> |
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Report by Chief Executive

## **Adult Social Care and Social Renewal**

- |          |                              |                |
|----------|------------------------------|----------------|
| <b>4</b> | <b>Social Renewal Update</b> | <b>29 - 42</b> |
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Report by Chief Executive

- |          |   |                |
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| <b>5</b> | <b>Renfrewshire Integration Joint Board - Development of Strategic Plan</b> | <b>43 - 50</b> |
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Report by Chief Executive

- 6 Adult Social Work Services - Six-monthly Performance Report 51 - 62**

Report by Chief Officer, Renfrewshire Health & Social Care Partnership

### **Economy, Development, Regeneration and Renewal**

- 7 Paisley Townscape Heritage / Conservation Area Regeneration Scheme (TH.CARS2): Progress to date; Grant Award for former Liberal Club, 32 High St, Paisley and extension to project 63 - 70**

Report by Chief Executive

- 8 Scottish Government Regeneration Capital Grant Fund: Award of Grant Funding – Exchange Young People’s Theatre (PACE) 71 - 74**

Report by Chief Executive

### **Tourism, Leisure and Culture**

- 9 Events Programme 2022 75 - 96**

Report by Chief Executive

- 10 Paisley Museum Capital Appeal - Update 97 - 102**

Report by Chief Executive

- 11 Renfrewshire Leisure Limited – Annual Report 2020/21 103 - 144**

Report by Chief Executive

### **Conferences and Seminars**

- 12 APSE Conference - Social Media Skills 24/25 February 2022 145 - 146**

Conference request






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**To:** Leadership Board

**On:** 23 February 2022

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

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**Heading:** Revenue and Capital Budget Monitoring as at 12 November 2021

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## 1. Summary of Financial Position

- 1.1. The table below outlines the projected Revenue and Capital outturn position as at 31 March 2022 across all services reported to the Leadership Board. Further analysis on the expected variances for each service is provided in the Appendices to this report.
- 1.2. For the financial year 2021/22, the projected outturn position is split into Core (or business as usual) and COVID-19 related variances to help readers understand the impact of the pandemic on service finances.

| Division         | Revised Annual Budget<br>£000 | Projected Outturn Core<br>£000 | Projected Outturn COVID-19<br>£000 | Total Projected Outturn<br>£000 | Budget Variance<br>£000 | Budget Variance<br>% |
|------------------|-------------------------------|--------------------------------|------------------------------------|---------------------------------|-------------------------|----------------------|
| Adult Services   | 74,356                        | 73,691                         | 0                                  | 73,691                          | 665                     | 0.9%                 |
| Chief Executives | 24,189                        | 22,607                         | 2,406                              | 25,013                          | (332)                   | (1.3%)               |

| Division         | Revised Annual Budget<br>£000 | Projected Outturn Core<br>£000 | Projected Outturn COVID-19<br>£000 | Total Projected Outturn<br>£000 | Budget Variance<br>£000 | Budget Variance<br>% |
|------------------|-------------------------------|--------------------------------|------------------------------------|---------------------------------|-------------------------|----------------------|
| Chief Executives | 40,442                        | 40,442                         | 0                                  | 40,442                          | 0                       | 0%                   |
| Leisure Services | 2,664                         | 2,664                          | 0                                  | 2,664                           | 0                       | 0%                   |

## **2. Recommendations**

Members are requested to:

- 2.1. Note the projected Revenue outturn position detailed in Table 1 above;
- 2.2. Note the projected Capital outturn position detailed in Table 2 above; and
- 2.3. Note the budget adjustments detailed at sections 4 and 6.

## **3. Revenue**

- 3.1. The Revenue Budget Monitoring report at Appendix 1 identifies a projected annual underspend of £0.333m (0.3% of total budget) for all services reporting to this Policy Board. Detailed division service reports can be found in Appendix 2, along with an explanation of each significant projected variance.
- 3.2. The projected outturn is based on information currently available and assumptions made by service budget holders.
- 3.3. The main reasons for the projected outturn position are indicated in the appendices showing both the subjective analysis (what the budget is spent on) and the objective analysis (which division is spending the budget).
- 3.4. The most significant areas to bring to member's attention relate to the projected impact of the COVID-19 on both Renfrewshire Leisure (RL) and Renfrewshire HSCP:
  - As reported previously, OneRen expected to incur significant financial pressures over the course of 2021/22, predominantly related to reduced revenue from leisure services. This is likely to be a feature of One Ren's financial outlook over the medium term. It had been projected that the Council would require to provide OneRen with additional financial support over 2021/22 likely in excess of £1m; however it is now forecast that the support required will potentially be in the order of £0.5m in the current financial year. The reduction in the level of support required is predominantly linked to income secured from the Scottish Government in relation to hosting the public vaccination programme within OneRen premises. The Board and management team of OneRen will continue to put measures in place to mitigate the level of financial support required.
  - Within Adult Services, managed by Renfrewshire HSCP, the service continues to take significant action in response to the pandemic, including providing substantial levels of support to external care providers in order to ensure their ongoing financial sustainability.

At Period 8, the service estimates that costs of £5.1m will be incurred specifically in relation to COVID-19 Adult Social Care services by the end of the financial year, this includes costs related to financial sustainability payments to private adult and elderly care providers.

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

- 3.5 A revised 2021/22 pay offer recently approved requires additional one-off funding to be contributed by local government; this is likely to be in excess of the provision made in the 2021/22 revenue budget and will require to be met from either reserves or in-year underspends. The revenue projections outlined in this report do not yet take account of the potentially unfunded pay award costs.

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

- 4.1. Members are requested to note from Appendix 1 that budget adjustments totalling £0.492m have been processed since the last report. These relate mainly to:
- £0.295m drawn down from specific reserves carried forward from 2020/21
    - £0.220m Discretionary business grants;
    - £0.033m to support delivery of the Tackling Poverty Peer Mentoring Programme;
    - £0.042m Change Advisory Board Motion of March 2020;
  - £0.197m reflecting a transfer of functions between services as a consequence of the Placeshaping service design under the Right for Renfrewshire Programme. The Placemaking team has now transferred into the Economic & Regeneration Division from Planning Services (reporting to the Communities, Housing and Planning Services Policy Board).

## **5. Capital**

- 5.1. The Capital Investment Programme 2021/22 to 2025/26 was approved by the Council on 4 March 2021.
- 5.2. The Capital Monitoring report at Appendix 3 indicates movement in the approved capital programme for the Chief Executive's Service for the year of £10.899m which is explained further below.
- 5.3. The Capital Monitoring report at Appendix 3 indicates movement in the approved capital programme for Leisure Services of £0.754m.
- 5.4. Further detail, including reasons for significant variances, can be found at Appendix 3.
- 5.5. It is anticipated that due to both the impact of immediate COVID-19 lockdowns as well as a second phase impact on the construction industry through constrained supply chain capacity for all major building materials coupled with heightened demand across the globe as economies emerge from pandemic lockdowns, there will be increasing financial pressures and potential time impacts in several of the Council's capital building projects. In this context and as previously planned, it is anticipated that consequential cost pressures arising from COVID-19 will require to be addressed from COVID-specific reserve balances. Future reports will provide further detail as this issue develops more substantially over the coming weeks and months and such issues are progressed with individual contractors.

## **6. Capital Budget Adjustments**

- 6.1. Since the last report the following budgets, totalling £11.653m, have been carried forward from 2021/22 into 2022/23 and beyond, reflecting updated cashflows for the timing of work :
  - **Chief Executives**
    - City Deal Projects (£5.099m);
    - Paisley Town Centre and Infrastructure Projects (£1.657m);
    - Paisley Museum (£2.572m);
    - Paisley Learning and Cultural Hub (£1.104m);
    - THI CARS 2 (£0.467m).
  - **Leisure Services**
    - Community Halls Refurbishment (£0.754m).

## Implications of this report

1. **Financial** – The projected budget outturn position for Leadership Board Revenue budget is an underspend of £0.333m. Income and expenditure will continue to be monitored closely for the rest of the financial year and, where necessary, steps will be taken to mitigate any overspend.

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

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

2. **HR and Organisational Development**

None directly arising from this report.

3. **Community/Council Planning**

None directly arising from this report.

4. **Legal**

None directly arising from this report.

5. **Property/Assets**

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

6. **Information Technology**

None directly arising from this report.

7. **Equality and Human Rights**

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

8. **Health and Safety**

None directly arising from this report.

9. **Procurement**

None directly arising from this report.

- 10. Risk**  
The potential risk that the Council will overspend its approved budgets for the year will be managed at a Council-wide level by the Chief Executive and Directors.
- 11. Privacy Impact**  
None directly arising from this report.
- 12. Cosla Policy Position**  
N/a.
- 13. Climate Risk**  
None directly arising from this report.
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### **List of Background Papers**

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

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**Authors:** Valerie Howie (Revenue) and Geoff Borland (Capital)

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2021/22**  
**1 April 2021 to 12 November 2021**

**POLICY BOARD : LEADERSHIP BOARD**

| Objective Summary         | Revised Annual Budget at P6 | Budget Adjustments | Revised Annual Budget | Projected Outturn Core Business | Projected Outturn COVID-19 | Total Projected Outturn | Budget Variance (Adverse) or Favourable |             | Previous Projected Outturn Variance | Movement     |
|---------------------------|-----------------------------|--------------------|-----------------------|---------------------------------|----------------------------|-------------------------|---|-------------|-------------------------------------|--------------|
|                           | £000                        | £000               | £000                  | £000                            | £000                       | £000                    | £000                                    | %           | £000                                | £000         |
| Adult Services            | 74,356                      | 0                  | 74,356                | 73,691                          | 0                          | 73,691                  | 665                                     | 0.9%        | 21                                  | 644          |
| Chief Executive's Service | 24,189                      | 492                | 24,681                | 22,607                          | 2,406                      | 25,013                  | (332)                                   | (1.3%)      | (951)                               | 619          |
| <b>NET EXPENDITURE</b>    | <b>98,545</b>               | <b>492</b>         | <b>99,037</b>         | <b>96,298</b>                   | <b>2,406</b>               | <b>98,704</b>           | <b>333</b>                              | <b>0.3%</b> | <b>(930)</b>                        | <b>1,263</b> |

| Subjective Summary                 | Revised Annual Budget at P6 | Budget Adjustments | Revised Annual Budget | Projected Outturn Core Business | Projected Outturn COVID-19 | Total Projected Outturn | Budget Variance (Adverse) or Favourable |               | Previous Projected Outturn Variance | Movement     |
|------------------------------------|-----------------------------|--------------------|-----------------------|---------------------------------|----------------------------|-------------------------|---|---------------|-------------------------------------|--------------|
|                                    | £000                        | £000               | £000                  | £000                            | £000                       | £000                    | £000                                    | %             | £000                                | £000         |
| Employees                          | 44,512                      | 1,556              | 46,068                | 45,629                          | 1,616                      | 47,245                  | (1,177)                                 | (2.6%)        | (1,045)                             | (132)        |
| Premises Related                   | 1,049                       | 61                 | 1,110                 | 1,187                           | 109                        | 1,296                   | (186)                                   | (16.8%)       | (185)                               | (1)          |
| Transport Related                  | 844                         | 2                  | 846                   | 469                             | 0                          | 469                     | 377                                     | 44.6%         | 365                                 | 12           |
| Supplies and Services              | 14,673                      | 12                 | 14,685                | 14,799                          | 503                        | 15,302                  | (617)                                   | (4.2%)        | (1,069)                             | 452          |
| Third Party Payments               | 67,202                      | 343                | 67,545                | 66,961                          | 2,638                      | 69,599                  | (2,054)                                 | (3.0%)        | (1,385)                             | (669)        |
| Transfer Payments                  | 8,529                       | 1,410              | 9,939                 | 8,115                           | 2,608                      | 10,723                  | (784)                                   | (7.9%)        | (1,651)                             | 867          |
| Support Services                   | 116                         | 0                  | 116                   | 112                             | 0                          | 112                     | 4                                       | 3.4%          | 11                                  | (7)          |
| Depreciation and Impairment Losses | 0                           | 0                  | 0                     | 0                               | 0                          | 0                       | 0                                       | 0.0%          | 0                                   | 0            |
| <b>GROSS EXPENDITURE</b>           | <b>136,925</b>              | <b>3,384</b>       | <b>140,309</b>        | <b>137,272</b>                  | <b>7,474</b>               | <b>144,746</b>          | <b>(4,437)</b>                          | <b>(3.2%)</b> | <b>(4,959)</b>                      | <b>522</b>   |
| Income                             | (38,380)                    | (2,892)            | (41,272)              | (40,974)                        | (5,068)                    | (46,042)                | 4,770                                   | 11.6%         | 4,029                               | 741          |
| <b>NET EXPENDITURE</b>             | <b>98,545</b>               | <b>492</b>         | <b>99,037</b>         | <b>96,298</b>                   | <b>2,406</b>               | <b>98,704</b>           | <b>333</b>                              | <b>0.3%</b>   | <b>(930)</b>                        | <b>1,263</b> |

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2021/22**  
**1 April 2021 to 12 November 2021**

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

| Objective Summary                | Revised Annual Budget at P6 | Budget Adjustments | Revised Annual Budget | Projected Outturn Core Business | Projected Outturn COVID-19 | Total Projected Outturn | Budget Variance (Adverse) or Favourable |             | Previous Projected Outturn Variance | Movement   |
|----------------------------------|-----------------------------|--------------------|-----------------------|---------------------------------|----------------------------|-------------------------|---|-------------|-------------------------------------|------------|
|                                  | £000                        | £000               | £000                  | £000                            | £000                       | £000                    | £000                                    | %           | £000                                | £000       |
| Older People                     | 47,211                      | (16)               | 47,195                | 46,650                          |                            | 46,650                  | 545                                     | 1.2%        | (233)                               | 778        |
| Physical or Sensory Difficulties | 6,484                       | 0                  | 6,484                 | 6,612                           |                            | 6,612                   | (128)                                   | (2.0%)      | (72)                                | (56)       |
| Learning Difficulties            | 17,087                      | 0                  | 17,087                | 17,009                          |                            | 17,009                  | 78                                      | 0.5%        | 292                                 | (214)      |
| Mental Health Needs              | 2,938                       | (2)                | 2,936                 | 2,817                           |                            | 2,817                   | 119                                     | 4.1%        | (16)                                | 135        |
| Addiction Services               | 636                         | 18                 | 654                   | 603                             |                            | 603                     | 51                                      | 7.8%        | 50                                  | 1          |
| <b>NET EXPENDITURE</b>           | <b>74,356</b>               | <b>0</b>           | <b>74,356</b>         | <b>73,691</b>                   | <b>0</b>                   | <b>73,691</b>           | <b>665</b>                              | <b>0.9%</b> | <b>21</b>                           | <b>644</b> |

| Objective Heading                | Key Reasons for Projected Variance  |
|----------------------------------|---|
| Older People                     | Underspends in employee costs reflecting vacancies due to recruitment issues. Under occupancy in external care homes due to COVID |
| Physical or Sensory Difficulties | Reduction in income from supported living clients and Other Local Authorities due to reduced client demand.                       |
| Learning Difficulties            | Underspends in employee costs reflecting vacancies due to recruitment issues.   |
| Addictions                       | Underspends in employee costs reflecting vacancies due to recruitment issues.   |
| Mental Health Needs              | Underspends in employee costs reflecting vacancies due to recruitment issues.   |

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2021/22**  
**1 April 2021 to 12 November 2021**

| <b>POLICY BOARD : LEADERSHIP BOARD - ADULT SERVICES</b> |                             |                    |                       |                                 |                            |                         |   |               |                                     |             |
|---|-----------------------------|--------------------|-----------------------|---------------------------------|----------------------------|-------------------------|---|---------------|-------------------------------------|-------------|
| Subjective Summary                                      | Revised Annual Budget at P6 | Budget Adjustments | Revised Annual Budget | Projected Outturn Core Business | Projected Outturn COVID-19 | Total Projected Outturn | Budget Variance (Adverse) or Favourable |               | Previous Projected Outturn Variance | Movement    |
|   | £000                        | £000               | £000                  | £000                            | £000                       | £000                    | £000                                    | %             | £000                                | £000        |
| Employees   | 35,014                      | 1,360              | 36,374                | 36,015                          | 1,616                      | 37,631                  | (1,257)                                 | (3.5%)        | (1,139)                             | (118)       |
| Premises Related  | 527                         | 61                 | 588                   | 630                             | 109                        | 739                     | (151)                                   | (25.7%)       | (149)                               | (2)         |
| Transport Related                                       | 840                         | 2                  | 842                   | 463                             |                            | 463                     | 379                                     | 45.0%         | 367                                 | 12          |
| Supplies and Services                                   | 1,733                       | 14                 | 1,747                 | 1,734                           | 3                          | 1,737                   | 10                                      | 0.6%          | 48                                  | (38)        |
| Third Party Payments                                    | 67,080                      | 343                | 67,423                | 66,839                          | 2,638                      | 69,477                  | (2,054)                                 | (3.0%)        | (1,385)                             | (669)       |
| Transfer Payments                                       | 3,888                       | 1,014              | 4,902                 | 4,913                           | 702                        | 5,615                   | (713)                                   | (14.5%)       | (1,521)                             | 808         |
| Support Services  | 70                          | 0                  | 70                    | 61                              | 0                          | 61                      | 9                                       | 12.9%         | 12                                  | (3)         |
| Depreciation and Impairment Losses                      | 0                           | 0                  | 0                     | 0                               | 0                          | 0                       | 0                                       | 0.0%          | 0                                   | 0           |
| <b>GROSS EXPENDITURE</b>                                | <b>109,152</b>              | <b>2,794</b>       | <b>111,946</b>        | <b>110,655</b>                  | <b>5,068</b>               | <b>115,723</b>          | <b>(3,777)</b>                          | <b>(3.4%)</b> | <b>(3,767)</b>                      | <b>(10)</b> |
| Income  | (34,796)                    | (2,794)            | (37,590)              | (36,964)                        | (5,068)                    | (42,032)                | 4,442                                   | 11.8%         | 3,788                               | 654         |
| <b>NET EXPENDITURE</b>                                  | <b>74,356</b>               | <b>0</b>           | <b>74,356</b>         | <b>73,691</b>                   | <b>0</b>                   | <b>73,691</b>           | <b>665</b>                              | <b>0.9%</b>   | <b>21</b>                           | <b>644</b>  |

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2021/22**  
**1 April 2021 to 12 November 2021**

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

| Objective Summary                            | Revised Annual Budget at P6 | Budget Adjustments | Revised Annual Budget | Projected Outturn Core Business | Projected Outturn COVID-19 | Total Projected Outturn | Budget Variance (Adverse) or Favourable |               | Previous Projected Outturn Variance | Movement   |
|--|-----------------------------|--------------------|-----------------------|---------------------------------|----------------------------|-------------------------|---|---------------|-------------------------------------|------------|
|  | £000                        | £000               | £000                  | £000                            | £000                       | £000                    | £000                                    | %             | £000                                | £000       |
| Chief Executive and Management               | 265                         | 0                  | 265                   | 266                             | 0                          | 266                     | (1)                                     | (0.4%)        | (1)                                 | 0          |
| Policy and Commissioning                     | 4,610                       | 75                 | 4,685                 | 4,612                           | 0                          | 4,612                   | 73                                      | 1.6%          | 8                                   | 65         |
| Marketing and Communications                 | 3,097                       | 0                  | 3,097                 | 3,036                           | 0                          | 3,036                   | 61                                      | 2.0%          | 26                                  | 35         |
| City Deal & Infrastructure                   | 350                         | 0                  | 350                   | 347                             | 0                          | 347                     | 3                                       | 0.9%          | 4                                   | (1)        |
| Economy & Development                        | 4,025                       | 417                | 4,442                 | 2,511                           | 1,906                      | 4,417                   | 25                                      | 0.6%          | 5                                   | 20         |
| Leisure Services (incl Renfrewshire Leisure) | 11,842                      | 0                  | 11,842                | 11,835                          | 500                        | 12,335                  | (493)                                   | (4.2%)        | (993)                               | 500        |
| <b>NET EXPENDITURE</b>                       | <b>24,189</b>               | <b>492</b>         | <b>24,681</b>         | <b>22,607</b>                   | <b>2,406</b>               | <b>25,013</b>           | <b>(332)</b>                            | <b>(1.3%)</b> | <b>(951)</b>                        | <b>619</b> |

| Objective Heading                            | Key Reasons for Projected Variance   |
|--|--|
| Leisure Services (incl Renfrewshire Leisure) | The adverse variance continues to reflect the projected costs of supporting Renfrewshire Leisure with a revised level of requisition resulting from the continued limitations on service delivery over the coming year (in following the Scottish Government route map out of the pandemic). |

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2021/22**  
**1 April 2021 to 12 November 2021**

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

| Subjective Summary                 | Revised Annual Budget at P6 | Budget Adjustments | Revised Annual Budget | Projected Outturn Core Business | Projected Outturn COVID-19 | Total Projected Outturn | Budget Variance (Adverse) or Favourable |               | Previous Projected Outturn Variance | Movement   |
|------------------------------------|-----------------------------|--------------------|-----------------------|---------------------------------|----------------------------|-------------------------|---|---------------|-------------------------------------|------------|
|                                    | £000                        | £000               | £000                  | £000                            | £000                       | £000                    | £000                                    | %             | £000                                | £000       |
| Employees                          | 9,498                       | 196                | 9,694                 | 9,614                           | 0                          | 9,614                   | 80                                      | 0.8%          | 94                                  | (14)       |
| Premises Related                   | 522                         | 0                  | 522                   | 557                             | 0                          | 557                     | (35)                                    | (6.7%)        | (36)                                | 1          |
| Transport Related                  | 4                           | 0                  | 4                     | 6                               | 0                          | 6                       | (2)                                     | (50.0%)       | (2)                                 | 0          |
| Supplies and Services              | 12,940                      | (2)                | 12,938                | 13,065                          | 500                        | 13,565                  | (627)                                   | (4.8%)        | (1,117)                             | 490        |
| Third Party Payments               | 122                         | 0                  | 122                   | 122                             | 0                          | 122                     | 0                                       | 0.0%          | 0                                   | 0          |
| Transfer Payments                  | 4,641                       | 396                | 5,037                 | 3,202                           | 1,906                      | 5,108                   | (71)                                    | (1.4%)        | (130)                               | 59         |
| Support Services                   | 46                          | 0                  | 46                    | 51                              | 0                          | 51                      | (5)                                     | (10.9%)       | (1)                                 | (4)        |
| Depreciation and Impairment Losses | 0                           | 0                  | 0                     | 0                               | 0                          | 0                       | 0                                       | 0.0%          | 0                                   | 0          |
| <b>GROSS EXPENDITURE</b>           | <b>27,773</b>               | <b>590</b>         | <b>28,363</b>         | <b>26,617</b>                   | <b>2,406</b>               | <b>29,023</b>           | <b>(660)</b>                            | <b>(2.3%)</b> | <b>(1,192)</b>                      | <b>532</b> |
| Income                             | (3,584)                     | (98)               | (3,682)               | (4,010)                         | 0                          | (4,010)                 | 328                                     | 8.9%          | 241                                 | 87         |
| <b>NET EXPENDITURE</b>             | <b>24,189</b>               | <b>492</b>         | <b>24,681</b>         | <b>22,607</b>                   | <b>2,406</b>               | <b>25,013</b>           | <b>(332)</b>                            | <b>(1.3%)</b> | <b>(951)</b>                        | <b>619</b> |

**RENFREWSHIRE COUNCIL**  
**CAPITAL INVESTMENT STRATEGY - NON-HOUSING SERVICES**  
 1st April to 12th November 2021  
 POLICY BOARD: LEADERSHIP

| Project Title  | Prior Years<br>Expenditure<br>to 31/03/2021* | Current Year 2021-22          |                                     |                              |                                 |  |           | Full Programme - All years                       |  |  |           |  |  |
|--|--|-------------------------------|-------------------------------------|------------------------------|---------------------------------|--|-----------|--|--|--|-----------|--|--|
|  |  | Approved<br>Budget<br>2021-22 | Budget<br>Adjustments<br>in 2021-22 | Revised<br>Budget<br>2021-22 | Projected<br>Outturn<br>2021-22 | Budget Variance (Adverse) or<br>Favourable |           | Total Approved<br>Budget<br>to 31-Mar-26<br>£000 | Projected<br>Outturn<br>to 31-Mar-26<br>£000 | Budget Variance (Adverse) or<br>Favourable |           |  |  |
|  |  | £000                          | £000                                | £000                         | £000                            | £000                                       |           |  |  |  |           |  |  |
| <b>LEISURE SERVICES</b>                                  |  |                               |                                     |                              |                                 |  |           |  |  |  |           |  |  |
| Leisure Investment Programme                             | 52,278                                       | 0                             | 322                                 | 322                          | 322                             | 0  | 0%        | 52,600   | 52,600                                       | 0  | 0%        |  |  |
| Grass Pitches & Changing Facilities                      | 3,677  | 0                             | 524                                 | 524                          | 524                             | 0  | 0%        | 4,201  | 4,201  | 0  | 0%        |  |  |
| Community Halls Refurbishment                            | 64   | 2,474                         | -656                                | 1,818                        | 1,818                           | 0  | 0%        | 2,636  | 2,636  | 0  | 0%        |  |  |
| Lagoon Internal Play Centre                              | 0  | 0                             | 0                                   | 0                            | 0                               | 0  | 0%        | 500  | 500  | 0  | 0%        |  |  |
| <b>Total Leisure Services</b>                            | <b>56,019</b>                                | <b>2,474</b>                  | <b>190</b>                          | <b>2,664</b>                 | <b>2,664</b>                    | <b>0</b>                                   | <b>0%</b> | <b>59,937</b>                                    | <b>59,937</b>                                | <b>0</b>                                   | <b>0%</b> |  |  |
| <b>CHIEF EXECUTIVES</b>                                  |  |                               |                                     |                              |                                 |  |           |  |  |  |           |  |  |
| <b>City Deal Projects</b>                                |  |                               |                                     |                              |                                 |  |           |  |  |  |           |  |  |
| Glasgow Airport Investment Area                          | 32,237                                       | 6,446                         | 3,806                               | 10,252                       | 10,252                          | 0  | 0%        | 43,053   | 43,053                                       | 0  | 0%        |  |  |
| Clyde Waterfront & Renfrew Riverside                     | 15,789                                       | 28,528                        | -20,635                             | 7,893                        | 7,893                           | 0  | 0%        | 105,748  | 105,748                                      | 0  | 0%        |  |  |
| Airport Access   | 2,934  | 0                             | 0                                   | 0                            | 0                               | 0  | 0%        | 141,991  | 141,991                                      | 0  | 0%        |  |  |
| <b>Economic Development</b>                              |  |                               |                                     |                              |                                 |  |           |  |  |  |           |  |  |
| GAIA Regeneration  | 2,109  | 1,891                         | 0                                   | 1,891                        | 1,891                           | 0  | 0%        | 5,500  | 5,500  | 0  | 0%        |  |  |
| AMIDS: Public Realm Phase 1 Netheron Square              | 217  | 1,586                         | -1,045                              | 541                          | 541                             | 0  | 0%        | 2,983  | 2,983  | 0  | 0%        |  |  |
| AMIDS: District Heating Network                          | 0  | 5,273                         | -187                                | 5,086                        | 5,086                           | 0  | 0%        | 7,093  | 7,093  | 0  | 0%        |  |  |
| <b>Paisley Venues &amp; Town Centre Infrastructure</b>   |  |                               |                                     |                              |                                 |  |           |  |  |  |           |  |  |
| Paisley Art Centre Redevelopment                         | 238  | 219                           | 73                                  | 292                          | 292                             | 0  | 0%        | 3,050  | 3,050  | 0  | 0%        |  |  |
| Paisley Town Hall Redevelopment                          | 2,950  | 7,042                         | -1,320                              | 5,722                        | 5,722                           | 0  | 0%        | 22,050   | 22,050                                       | 0  | 0%        |  |  |
| Flexible Outdoor Facility/Travel & Accessibility Infrast | 342  | 1,610                         | -1,307                              | 303                          | 303                             | 0  | 0%        | 9,450  | 9,450  | 0  | 0%        |  |  |
| Playing Fields and Sports Development                    | 405  | 568                           | -467                                | 101                          | 101                             | 0  | 0%        | 7,500  | 7,500  | 0  | 0%        |  |  |
| Paisley Museum   | 7,320  | 11,801                        | -5,800                              | 6,001                        | 6,001                           | 0  | 0%        | 43,100   | 43,100                                       | 0  | 0%        |  |  |
| Town Centre Capital Fund                                 | 1,275  | 3,387                         | -2,676                              | 711                          | 711                             | 0  | 0%        | 4,237  | 4,237  | 0  | 0%        |  |  |
| Paisley Learning & Cultural Hub                          | 1,710  | 2,581                         | -1,831                              | 750                          | 750                             | 0  | 0%        | 7,000  | 7,000  | 0  | 0%        |  |  |
| Townscape Heritage CARS 2                                | 1,676  | 1,719                         | -820                                | 899                          | 899                             | 0  | 0%        | 4,099  | 4,099  | 0  | 0%        |  |  |
| <b>Total Chief Executives</b>                            | <b>69,202</b>                                | <b>72,651</b>                 | <b>(32,209)</b>                     | <b>40,442</b>                | <b>40,442</b>                   | <b>0</b>                                   | <b>0%</b> | <b>406,854</b>                                   | <b>406,854</b>                               | <b>0</b>                                   | <b>0%</b> |  |  |
| <b>TOTAL LEADERSHIP BOARD</b>                            | <b>125,221</b>                               | <b>75,125</b>                 | <b>(32,019)</b>                     | <b>43,106</b>                | <b>43,106</b>                   | <b>0</b>                                   | <b>0%</b> | <b>466,791</b>                                   | <b>466,791</b>                               | <b>0</b>                                   | <b>0%</b> |  |  |

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

| Objective Heading                             | Key Reasons for Potential Variance   |
|---|--|
| City Deal Projects/City Deal Related Projects | The programme has been delayed as a result of the Covid-19 pandemic with net projected expenditure of £22.686m slipping into future years to reflect revised timescales. |
| Paisley Venues & Town Centres Infrastructure  | As a result of the Covid-19 pandemic, a total £13.551m of programmed expenditure has been reprofiled into future years to reflect revised timescales.                    |

## Minute of Meeting Climate Change Sub-Committee

| Date                        | Time  | Venue                  |
|-----------------------------|-------|------------------------|
| Wednesday, 09 February 2022 | 10:00 | Remotely via MS Teams, |

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

### Chair

Councillor Nicolson, Convener, presided.

### In Attendance

L McIntyre, Head of Policy & Commissioning, A Morrison, Head of Economy & Development Services, D Love, Chief Planning Officer, P Moss, Strategy, Policy & Insight Manager, R Smith, Climate Emergency Lead Officer and G Crawford, Senior Communications Officer (all Chief Executive's), F Carlin, Head of Housing Services and F Taylor, Youth Services Manager (both Communities & Housing Services), G Hutton, Head of Operations & Infrastructure, (Environment & Infrastructure); J Lynch, Head of Property Services, D Pole End User Technician, and C MacDonald and P Shiach, Senior Committee Services Officers, (all Finance & Resources).

### Declarations of Interest

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

### Recording of Meeting

Prior to the commencement of the meeting the Convener intimated that this meeting would be recorded for subsequent broadcast via the Council's internet site.

## **Sederunt**

Councillor McCartin joined the meeting during consideration of the following item of business.

### **1 Youth Services and Climate Emergency**

The Youth Services Manager introduced a presentation on Youth Services and Climate Emergency.

A short video was played which featured Play Rangers and the partnership work with the YMCA in Paisley and Renfrew teaching young people to lead other young people in playing outdoors safely.

The presentation highlighted the youth work and youth service delivery in schools and in the community; detailed the outdoor learning programme; including EVOLVE, a personal social and learning development programme; supported Duke of Edinburgh programmes; and COP26 ambassadors.

The Youth Services Manager was then heard in answer to questions on the presentation from Members.

Members thanked the Youth Services Manager for her presentation.

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

### **2 Climate Emergency Work Programme : Progress Update**

There was submitted a report by the Head of Policy & Commissioning regarding the work which has been undertaken by the Council in response to the climate emergency.

Reference was made to the report considered at the meeting of this Sub-committee held on 17 November 2021 outlining progress in connection with the work undertaken in response to the climate emergency declared by the Council in June 2019. At the meeting held on 1 September 2021, the Climate Change Sub-Committee considered a paper outlining progress on the work being undertaken in response to the climate emergency.

The Sub-Committee had agreed a number of key priorities to be progressed by Officers and recognised that it was a priority to continue to develop Renfrewshire's plan to achieve the target of net zero carbon emissions by 2030 alongside a programme of engagement with citizens, community planning partners and businesses.

The report provided an update on the work undertaken to progress these priority actions and highlighted some of the key activities that had been undertaken since the last update to Sub-committee. Section 5 of the report also outlined key areas officers proposed to focus on over the coming quarter, particularly around the further development and phasing of Renfrewshire's Plan for Net Zero.

**DECIDED:**

(a) That the progress achieved in relation to the current work programme as outlined in Section 4 of the report be noted; and

(b) That the key priorities for progression over the course of the next quarter, as set out in Section 5 of the report be approved, noting the timeline of the programme.

### 3 **Climate Change Action Fund**

There was submitted a report by the Head of Policy & Commissioning relative to an overview of progress to date in relation to a number of funding proposals approved by the Climate Change Sub-committee as part of the budget approved by Council on 9 March 2020.

The report advised that £1M of funding had been allocated to establish a Climate Change Action Fund which would support the next steps outlined in the report "Climate Change Emergency", approved by Council on 27 February 2020.

The report indicated that the Climate Change Action Fund was intended to fund innovative projects and initiatives being developed by Council services in response to the climate emergency; provide initial funding to pilot new ideas and approaches; to support engagement and partnership working across Renfrewshire; or to accelerate the pace of change already being delivered through existing initiatives. This process was vital to the Council being able to lever in the external funding that would support climate change initiatives at the scale and pace required.

An update on projects supported by the Climate Change Action Fund was detailed in Appendix 1 to the report. Appendix 2 detailed funding proposals being developed for February 2022.

**DECIDED:**

(a) That the progress update provided on the initiatives funded through the Climate Change Action Fund to date be noted;

(b) That the proposals detailed in Appendix 1 of the report to support two further initiatives, with £45,000 of funding requested from the Climate Change Action Fund, be approved; and

(c) That it be noted that subject to agreement, these proposals will be submitted to the Leadership Board for formal approval.





**To: Leadership Board**

**On: 23 February 2022**

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**Report by: Chief Executive**

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**Heading: Climate Change Update**

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## **1. Summary**

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

1.2 The sub-committee met most recently on 9 February 2022 and considered:

- Progress updates in relation to the overall climate emergency work programme being progressed by services and partners.
- A progress update on all projects that have been funded through the £1m Climate Change Action Fund, of which £933,000 has been committed to date.
- Proposals to allocate a further £45,000 from the Climate Change Fund to accelerate the Council's ambitions in relation to sustainable procurement, and to support a charity gift card initiative that will support the development of the circular economy in Renfrewshire, whilst providing an additional option for support to low-income households.
- A presentation from the Council's Youth Services Manager on engagement with young people in Renfrewshire in relation to the Climate Emergency; and
- Key priorities to be progressed over the next 3 months by officers.

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

## **2. Recommendations**

2.1 It is recommended that members of the Leadership Board:

- Note the progress achieved in relation to the Council's response to the climate emergency; and
- Agree the proposals to allocate £45,000 of the Climate Change Action Fund to support two initiatives outlined in section 5 of this report.

## **3. Background**

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

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

## **4. Update on work programme**

4.1 Since the last update to Leadership Board, the following activities have been progressed:

- Renfrewshire Climate Panel has been established, and sessions have successfully taken place in November, December and January with further sessions planned for March 2022. The first session focused on introducing the Panel and the reasons for establishing it; outlining the background to the global climate emergency; and explaining why Renfrewshire declared a climate emergency and what this means. The session in December explored in more details the findings from the climate survey. In discussions over these two sessions, the panel members had requested a focus on particular areas – the January session focused on waste and recycling and it is planned that at the March session there will be a focus on active travel and sustainable transport.
- Youth Services have developed an extensive programme of work with young people focusing on the climate emergency including delivering an "Outdoor Academy" in response to COVID-19, and a focus on outdoor learning and raising awareness of nature and the environment as a focus on building back education recovery and investing in positive mental health and wellbeing. The team also delivered a range of events and legacy projects as part of the

Scottish Government's COP26 Youth Climate Programme. A key component of this is supporting Renfrewshire's COP26 Local Ambassadors through a programme of training and engagement.

- Renfrewshire's Net Zero Network met in late January 2022, the previous session in late 2021 having been rescheduled due to the emergence of the Omicron variant and the pressures experienced by partners. The session focused on the findings of the climate survey and updates from all partners on their own planning for net zero. A further session is scheduled to share the high-level findings from the baseline evidence report in Spring and identify shared areas of focus
- Work is underway to develop Renfrewshire's first net zero plan. The first phase of this work will involve establishing a strong evidence base in terms of carbon emissions in Renfrewshire, and identify exemplar options and ideas for further initiatives and interventions that could help Renfrewshire meet the ambitious 2030 net zero target. An interim update on this work will be provided to the Climate Change sub-committee at its next meeting, with a view to more detailed work being undertaken to finalise the plan by early summer.
- As approved by Leadership Board in December 2021, £50,000 has been allocated to fund a new Community Climate Fund which was launched on 31 January 2022 and is open for applications until 14 March 2022. The Community Climate Fund will provide awards of up to £3,000 to community organisations to develop localised, green community projects and initiatives which are tailored to the needs of individual communities.

## **5 Climate Change Action Fund**

5.1 A full update was provided to members of the sub-committee on the progress achieved by projects funded through the Climate Change Action Fund. The Climate Change Action Fund has been utilised to support innovative projects and initiatives being developed by Council services in response to the climate emergency; provide initial funding to pilot new ideas and approaches; to support engagement and partnership working across Renfrewshire; or to accelerate the pace of change already being delivered through existing initiatives. This process is vital to the Council being able to lever in the external funding that will be required to support climate change initiatives at the scale and pace required. To date £933,000 of the £1m funding has been allocated.

5.2 Key progress to date includes:

- The purchase of new electric light commercial vehicles as part of the ongoing expansion of the Council's electric fleet.
- A feasibility study looking at the opportunity for a large-scale solar farm on the former landfill site at Moss Road, Linwood.

- Energy modelling at Bridge of Weir Primary School to develop energy efficient refurbishment options, which could potentially be replicated across the school estate.
- Completion of our residents' Climate Survey, including weighting and analysis of results to ensure a representative view as part of the evidence base for Renfrewshire's net zero plan. A representative sample of residents who responded, then formed the membership of the Climate Panel.
- Development of a local response to ensure resilient town centres by addressing current and issues within our towns and local centres in Renfrewshire. Work includes interventions to mitigate climate change impacts and support local centres from further economic impact.

5.3 Two further proposals have been developed by services in relation to the Climate Change Action Fund, with a total of £45,000 of funding being requested this cycle. Further detail on these proposals is outlined within Appendix 2 of this report and these would seek to deliver:

- A Charity Shop Gift Card pilot, which would support local work in relation to the circular economy, whilst also being a potential source of support to low income households;
- Funding to support the development of a Renfrewshire Sustainable Procurement programme which would strengthen and accelerate the local approach and support net-zero ambitions across Renfrewshire.

5.4 Following consultation with the Sub-Committee, these proposals are now being submitted to the Leadership Board for formal approval. If approved, £22,000 would remain within the Climate Change Action Fund for future allocation.

## **6. Key priority areas**

6.1 Looking ahead to the next 3 months, key priority areas for the climate emergency work programme have been identified as follows:

|  |  |
|--|--|
| Review the commissioned work on baseline carbon emissions and share findings with Elected Members, partners and citizens, as outlined in section 4   | March to June 2022                     |
| Continue to progress the development of phase 1 of Renfrewshire's Plan for Net Zero, with summary position reported to next meeting of Sub-Committee | For next Sub-Committee meeting         |
| Develop approach for phase 2 of Renfrewshire's Plan for Net Zero and prepare tender for technical support for scope interventions and impact         | May/June                               |
| Review submissions and agree awards for Community Climate Fund as noted in section 4   | May/June                               |
| Carry out business survey  | Spring 2022                            |
| Engagement with underrepresented groups  | Ongoing throughout January to May 2022 |

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## Implications of the Report

1. **Financial** – the paper includes a recommendation in relation to the Climate Change Action Fund in section 5, with £45,000 to be allocated to fund two specific projects
2. **HR & Organisational Development** – none
3. **Community/Council Planning** – this report includes updates and further proposals to support engagement and collaboration with local businesses, partners and communities on the climate emergency agenda.
4. **Legal** - none
5. **Property/Assets** - none
6. **Information Technology** - none
7. **Equality and Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health and Safety** - none
9. **Procurement** – none
10. **Risk** – none
11. **Privacy Impact** – none
12. **COSLA Policy Position** – none
13. **Climate Risk** – this report outlines work being undertaken by the Council to respond to the climate emergency.

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**List of Background Papers:**

Climate Change Action Fund, 2 June 2021 Climate Change Sub-Committee

Climate Emergency Work Programme: Progress Update, 1 September 2021 Climate Change Sub-Committee

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

## Appendix 1 – Climate Change Action Fund – Funding Proposals February 2022

| Name/Description   | Funding Required | Summary  |
|--|------------------|--|
| Charity Gift Shop Pilot – promoting the circular economy | £5,000           | <p>Proposals have been developed with Charity Shop Gift Card (CSGC) to develop a pilot initiative in Renfrewshire which would promote local efforts in terms of the circular economy, whilst also offering a potential source of additional support for low income households.</p> <p>The pilot is anticipated to work by giftcards being made available to individuals and families working with local community organisations to purchase clothing and other items.</p> <p>The CSGC organisation would cover all administration costs, liaison with charity shops and partners and promotion of the service. They are currently seeking funding for the pilot, which if it works could be expanded to cover household and other items. This initiative not only helps families in need, but also fits with climate emergency work as it demonstrates an example of the circular economy. Agreement has been reached with one charity shop in Paisley to take vouchers at present. The pilot would be expected to start in 2022.</p>  |
| Sustainable Procurement Programme                        | £40,000 max      | <p>As previously discussed by the Climate Sub-Committee, the Council potentially contributes in the region of 3-4% of Renfrewshire's carbon emissions, and therefore the leadership role of the organisation is crucial in terms of working with citizens and businesses to reduce wider carbon emissions. An important element of leadership is through the Council's spending arrangements.</p> <p>Scottish public procurement legislation includes in law a Sustainable Procurement Duty which requires that procurement consider how our contracts can improve the social, environmental and economic wellbeing of our own area with a particular focus on reducing inequality. The core principles of the Sustainable Procurement Duty are reflected in our Procurement Strategy and the goals and objectives for the procurement team and there is good practice across the procurement team in this regard.</p> <p>The pace of change across markets and in terms of service requirements in terms of sustainable procurement is exponential, and it is essential that the Procurement function is able to maximise sustainable procurement opportunities to ensure contracting activities support net-zero aspirations throughout the contract lifecycle, using all relevant tools and support available and maximising engagement with supply chains.</p> <p>Our ambition is to ensure that the Council not only keeps abreast of best practice but has an opportunity to engage and consult with our suppliers, our colleagues and the wider public sector to help shape and form future</p> |

|  |  |   |
|--|--|---|
|  |  | <p>Council policy and innovation. Funding from the Climate Change Action Fund will help to develop initial resource to support:</p> <ul style="list-style-type: none"><li>• The development of a clear framework for training and development to ensure that our processes support embedding sustainable procurement in all of our practice and we actively contribute to the Council's Net Zero goal;</li><li>• the development of an approach to monitoring and recording climate change and circular economy initiatives throughout the life of contracts;</li><li>• active engagement with Economic Development to help run events for local businesses about sustainable procurement and to help them become more sustainable and focused on tackling the Climate Emergency;</li><li>• the development of cross functional roadmaps for major and targeted impact areas setting out key milestone and targets for action and implementation.</li></ul> |
|--|--|---|



**To: Leadership Board**

**On: 23 February 2022**

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**Report by: Chief Executive**

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**Heading: Social Renewal Update**

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## **1. Summary**

- 1.1 The Council and partners have a key focus on tackling poverty and inequality and improving wellbeing. In March 2021, an initial Social Renewal Plan was approved by Council and this, combined with external funding sources and existing investment such as the Tackling Poverty Programme, continue to support Renfrewshire residents through the pandemic.
- 1.2 Officers are working with partners to progress all actions in the current Social Renewal Plan, with a specific focus on income, poverty and financial insecurity, given the current financial challenges facing residents over Winter 2021 as a result of significant increases in the cost of living. Recent progress is highlighted in section 4 of this report.
- 1.3 It was announced in late 2021 that £848,000 additional funding would be allocated to the Council from Scottish Government, to support people experiencing financial insecurity over the immediate winter period. Given the need to allocate this funding expediently, Leadership Board agreed to authorise the Chief Executive to develop and implement local funding arrangements in consultation with the Council Leader. It was agreed that an update would be provided to the next cycle of the Leadership Board on the utilisation of the funding, the detail of which is provided in Section 5 of this report. Additional funding will require to be administered by the Council, from

the £290m funding recently announced by Scottish Government to provide support to households impacted by the rising costs of living. Further detail is provided in Sections 5.8 and 5.9.

- 1.4 In addition to these newer streams of funding and related activity, work has continued in Renfrewshire to deliver the Tackling Poverty Programme. The allocation of funding required to support existing initiatives in 22/23 is outlined in Section 6 for approval. The current programme runs from 2018 to 2022, and work is underway to develop options for the next phase of this programme which forms a key element of our overall Social Renewal Plan.
- 1.5 To inform this next phase, partners will work together to revisit and refresh the COVID community impact assessment undertaken during 2020. This will specifically include repeating key elements of the Public Services Panel survey undertaken in late 2020 around the impact of the pandemic, with a focus on financial insecurity and low income.
- 1.6 A specific programme of work will also be undertaken through the 'Get Heard' initiative, engaging with a wide range of voices and experiences of poverty to inform our policies and plans. By holding discussions with people affected by poverty, we will find out what is working and not working in their communities and what needs to change to ensure support is available.
- 1.7 This additional analysis will also feed into the development of new Council and Community Plans during 2022, and also the updated Service Improvement Plans which will be brought to Board in summer 2022.
- 1.8 In terms of wider developments in relation to Social Renewal, and as previously reported to the Board, officers have linked with Engage Renfrewshire on the distribution of the Community Mental Health and Wellbeing Fund of £509,000 allocated by Scottish Government to Engage Renfrewshire as the local Third Sector Interface. The fund is designed to address the mental health inequalities exacerbated by the pandemic and the needs of a range of 'at risk' groups locally. The fund closed for applications on 7 January and decisions as to allocation of funding to community groups and small local charities were completed and communicated to applicants in early February. The list of successful applicants can be found on the Engage Renfrewshire website.

## **2. Recommendations**

- 2.1 It is recommended that members:
  - Note the work that has been undertaken to progress the Social Renewal Plan in Renfrewshire.

- Note the allocation of £848,000 Scottish Government funding to support individuals and families in need in Renfrewshire through the routes outlined in section 5 of this report.
- Approve allocation of Tackling Poverty Programme budget for 2022/23 as detailed in Section 6 of this report.
- Note the plan to revisit the COVID Community Impact Assessment this year, including another Public Services Panel exercise to gather views of the Renfrewshire public on the effects of the continuing pandemic.

### **3. Background**

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

3.2 Since then, the situation has become very challenging with regards to essential costs for households:

- The average energy bill in the UK will rise in April by around £700 annually after a 54% increase to the price cap. It is predicted there will be a further rise at the next review in October 2022.
- The cost of the weekly food shop rose at its fastest rate in a decade in January 2022, with the cost of goods predicted to keep rising throughout 2022 (an estimated rise of £180 for the annual grocery bill).
- And with inflation set to rise above 7% by spring 2022, there will be likely increases in other everyday essentials such transport, broadband and mobile contracts.

3.3 This paper provides a summary of existing and proposed actions to support low-income households to manage these challenges, specifically:

- An update on actions that were approved by the Leadership Board in September 2021 to support low-income households throughout the winter period, including in relation to food insecurity, fuel poverty and the anticipated employment challenges linked to the end of furlough.
- The allocation of £848,000 of additional funding from the Scottish Government to tackle financial insecurity during Winter 2021
- The proposed allocation of funding through the existing Tackling Poverty Programme to allow a range of projects and initiatives to continue during 2022/23 which support low-income households and seek to tackle inequality.

3.4 There are now a significant range of activities and supports in place across Renfrewshire which have and continue to be used to support people experiencing financial insecurity. Officers are continuing to work with partners to identify gaps in provision, and to ensure that where additional funding is identified, that it can be allocated most effectively to reach those who may not have been able to access other supports.

#### 4. Update on Social Renewal Plan Actions – Financial Insecurity

4.1 In December 2021 an update on the Social Renewal Plan was provided to Leadership Board outlining progress on the use of funding allocated to support a number of projects designed to provide immediate assistance to communities and individuals who were affected by the pandemic, especially in relation to low income and financial insecurity. Since the last Board report work has been ongoing and progress to date includes:

- The **Fair Work Renfrewshire** service which was launched in October 2021 by Renfrewshire Citizens Advice Bureau, to provide employment advice to support clients. The service had supported 49 people to the end of December, more than half of whom had a disability;
- Building on the success of November's benefit take up campaign, a **money advice week** took place in January 2022 with Renfrewshire Citizens Advice Bureau working with the Advice Works team to offer appointments all week. The 50 appointments available were all booked and a variety of advice given around money and debt.
- The **Affordable Credit Officer** commenced work at Engage Renfrewshire on 8<sup>th</sup> November and has engaged with 21 organisations, presented to 4 groups, including a Ren talk to Council staff and attracted additional funding to do some dedicated work with ethnic minority communities.
- The **Fuel insecurity Pilot** between Renfrewshire Foodbank, Linstone Housing Association and Renfrewshire Citizens Advice Bureau has provided over 100 fuel vouchers to those in need of support with fuel costs, both through pre-payment and credit meters to the end of December. This financial support has been backed with energy advice. Work is ongoing to ensure appropriate referrals are made, for example through DWP and HSCP.

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

4.3 Work to support **community pantries** is continuing. STAR Project opened their pantry late last year, RAMH launched its pantry on 14<sup>th</sup> February and Active Communities plan to launch their pantry when the community hub opens in the coming months.

## **5. Scottish Government Flexible Funding to tackle Financial Insecurity for Winter 2021-22**

- 5.1 In December 2021, Renfrewshire Council was allocated £848,000 by the Scottish Government to support wellbeing by preventing and responding to financial insecurity. The funding is designed to provide proactive assistance for those likely to experience hardship – including people accessing Universal Credit or those who may not be eligible for mainstream support. This is a one-off allocation of funding, and is intended to be utilised to provide “cash-first” approaches, as well as advice and wider support.
- 5.2 Given the requirement to allocate this funding at pace over the Winter period, Leadership Board authorised the Chief Executive to develop and implement local arrangements to allocate this funding expediently, in consultation with the Council Leader, with an update to be provided to the Leadership Board in February 2022.
- 5.3 As outlined in the section above, a range of activities have been prioritised through the Social Renewal Programme to support low-income households to manage challenges around the rising cost of living and fuel costs over the winter period. In developing options in relation to this additional Scottish Government funding, officers worked with partners and across services to map financial payments / support arrangements that have been allocated through local authorities during the pandemic, and to undertake an initial assessment of specific groups that could be targeted through this funding. This exercise highlighted:
- Experience from Advice Works indicates that there are a number of people in need in Renfrewshire who do not and have never engaged with services, including priority groups such as ethnic minority communities and those with a disability. Single men, especially young men, have been identified as a group that do not tend to come forward for support.
  - Partners are increasingly reporting that the single most worrying issue for low-income households at present is the rising cost of fuel, further exacerbated by concern around the increase in the price cap this April.
  - Housing services have also additionally identified that there will be number of tenants who are not in arrears, due to paying priority bills such as rent and Council Tax, but may well be struggling to meet other costs of living. There has been a Tenant Support Fund funded by Scottish Government and administered by local authorities to people renting in social or private sectors who are struggling with rent arrears directly caused by COVID-19 or at risk of repossession or homelessness.

- A one-off Low Income Pandemic Payment of £130 was made in Autumn 2021 to help towards increased costs and potential lost income during the pandemic. This was paid to people who are in receipt of Council Tax Reduction as well as some people who are exempt from Council Tax.
- There have been a number of Scottish Government funded payments throughout the pandemic focussed on low-income households with children. These will be sustained throughout 2022 as four payments throughout the year (known as Scottish Child Bridging Payment), when they will be replaced by the full-roll out of the Scottish Child Payment by Social Security Scotland. These payments are £130 per child eligible for free school meals due to low income, and will be made at Easter, Summer, October and Christmas in line with the start of the school holidays. These payments are for children 6 and over, as those under 6 will receive Scottish Child Payment.
- In addition, cash payments of £2.25 per day, per child are made for free school meals for the periods of times children have been on school holidays. The payment is made at a flat rate regardless of age.
- Social Security Scotland introduced the Scottish Child Payment for low-income households with children under 6 in February 2021. This is £10 per child per week, and will rise to £20 per week in April 2022. It is planned that this will be further rolled out to low-income households with children under 16 by the end of 2022.
- Locally, we continue to administer both the Scottish Welfare Fund and Discretionary Housing Payments throughout the pandemic. While these supports are 'business-as-usual', since the beginning of the pandemic they have been topped up by both local and national funding to meet demand.

5.4 Reducing child poverty is a key priority for all partners, and these payments are vital to families on low incomes. There are a number of priority groups affected by child poverty, where there are higher levels, and risk of, poverty in the household. These include households where someone is disabled, black and minority ethnic families, lone-parent families, parents under 25, families with a child under 1 and families with three or more children. More than 8 out of 10 children in relative poverty in Scotland are at in at least one of these priority groups, and so effectively targeting these groups is an important part of any intervention around financial insecurity. However, it should be noted that other client groups, in particular older adults and those without children, may not been able to access a number of available funds which were primarily targeted at households with children.

5.5 In response to the local needs assessment undertaken and in line with the Scottish Government's guidance on the utilisation of this funding, the £848,000 of additional Scottish Government has been initially allocated as follows:

- £230,000 to provide individual grants of £100 for people facing financial insecurity/hardship

- £325,000 to provide a £50 payment per child for winter clothing for children in receipt of School Clothing Grant.
- £160,000 to top up the Scottish Welfare Fund to maintain payments at the current rate.
- £90,000 to top up Discretionary Housing Payments which will assist clients in maintaining their tenancy and prevent homelessness.
- £38,000 for an additional Improving the Cancer Journey Coordinator for one year to support individuals who have had a cancer diagnosis, with demand on the service increasing significantly during 2021.
- There may be some movement between funding streams in line with demand, to ensure the Scottish Government funding is fully allocated.

5.6 This work has been progressed at pace to make sure that these funds are available to households when they need them. The additional winter clothing payments were made from 2 February and the grants for people facing financial insecurity commenced from 15 February 2022. Top up funding for the Scottish Welfare Fund and Discretionary Housing Payments has been made available with immediate effect, although the purpose of the top-ups is to allow the continued disbursement of these funds throughout the year.

5.7 Full detail is provided at Appendix 1.

5.8 During the Stage 3 debate in the Scottish Parliament on 10 February 2022, Finance Secretary Kate Forbes announced a further £290 million in financial support to help address the rising cost of living. New measures announced include:

- £280 million to provide £150 to every household in receipt of Council Tax Reduction in any Band and to provide £150 to all other occupied households in Bands A to D.
- £10 million in 2022-23 to continue the Fuel Insecurity Fund to help households from rationing their energy use

5.9 Guidance on the allocation of this funding is currently being developed by Scottish Government in partnership with COSLA, and thereafter funding in Renfrewshire will be allocated and administered in line with this national guidance.

## **6. Tackling Poverty Programme update**

6.1 The initiatives outlined in sections 4 and 5 above are additional to the core Tackling Poverty Programme, which has been supported over a 5 year period through £5m allocated by the Council in March 2018. The programme continues to deliver positive outcomes for local people and families – support which was been invaluable during the pandemic. It is proposed that project

budgets are sustained at their current levels in the final year of the current programme, with a spend of £1,157,300 broken down as follows:

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

- 6.2 It is proposed that funding is allocated to support the delivery of the following initiatives:
- The Families First approach continues to offer early years and family support services, including targeted financial advice and parenting support.
  - The Healthier, Wealthier Children service will continue to provide targeted advice and support to new and expectant parents managing changes to finances and supporting them to claim benefits they are entitled to. Between September and December 2021, the service has had 139 referrals, 44 of which were new cases and this resulted in financial gain of £159,141. The total financial gain this year to December now stands £365,225.
  - Energy Advice will also continue to be offered to people who need support to reduce their energy bills, manage fuel debt and improve the energy efficiency in their homes. Energy advisers engaged with over 300 clients between October and December, through virtual visits or by email. Clients continue to have concerns over energy price increases.

### **Removing barriers to participation for children and young people- £0.46 million**

- 6.3 It is proposed that funding is allocated to support the delivery of the following initiatives:
- Breakfast clubs will continue, providing a healthy breakfast to all pupils universally. This project relieves financial pressure on low income families, but most importantly, makes sure that children start the school day ready to learn. In total, 32,711 breakfasts have now been served across all schools since clubs resumed in May 2021.
  - The Cost of the School Day fund will continue to operate across all primary and secondary schools in Renfrewshire, directly supporting families in a variety of ways including uniforms, food, transport, extra-curricular activities and curricular expenses. Majority of spending is around clothing – uniform and warm clothing such as winter jackets. A Participatory Budgeting pilot is currently being carried out with 9 schools using Attainment Challenge funding.
  - The programme will continue to provide Street Stuff activities during the holidays and at weekends, along with the provision of free healthy meals. Street Stuff festive clubs took place between 20th December and 6th January and were delivered by taking the activities/buses out into communities). This approach proved successful and the team could see real benefit of delivering activities into community areas where there was a need. Total recorded attendance figures were 258 with 225 meals purchased.

- The peer health project will continue in partnership with Active Communities, working with young people in secondary schools across Renfrewshire to identify key health priorities in their school and developing young people to lead their own activities to improve health and wellbeing, with a focus on mental health. From Aug – December 2021, 229 Hearty Lives Peer Educators have been recruited and trained in Renfrewshire and have work with 2110 of their peers to support their mental health.
- Skoobmobile will continue to provide a mobile public library service directly to children and families in communities. The programme continues to support the delivery of the Skoobmobile which introduces children to the benefit of reading and play and supports the Council's ambitions to narrow the literacy attainment gap. Due to COVID restrictions, there has been more focussed work within schools and early years settings.

6.4 Work is now underway through the Social Renewal Programme to develop the next phase of the local response to poverty and inequality. Specific work will be progressed with the Poverty Alliance to develop a deeper understanding of the issues impacting low income households, and to listen, learn and respond to lived experiences.

## **7. Next steps for social renewal**

### *Community impact assessment*

7.1 Work is underway to refresh the Community Impact Assessment that informed the Social Renewal Plan in 2020. To support our current understanding of the impact of the continuing pandemic on local people and communities, we will revisit the Public Services Panel survey in early 2022 to again gather views of the Renfrewshire public on the effects of the continuing pandemic.

7.2 A repeated Public Services Panel survey will allow us to compare the views and experiences of Renfrewshire residents with the baseline from last year's exercise, as well as some comparison with Scotland wide data. It also gives the opportunity to understand particular challenges in further detail, such as financial wellbeing.

### *Get Heard Programme*

7.3 As part of our ongoing work to understand the needs of people living with low incomes in Renfrewshire, we will continue our 'Get Heard' work, engaging with a wide range of voices and experiences of poverty to inform our policies and plans. By holding discussions with people affected by poverty, we will find out what is working and not working in their communities and what needs to change to better support them.

- 7.4 The work undertaken alongside Poverty Alliance as part of their ‘Get Heard’ work has now been published in two reports; “Living through a pandemic: Experiences of low-income families in Renfrewshire and Inverclyde” and “In the room where it happens: Approached to engaging with people with direct experience of poverty in the development of local child poverty policy.” In addition to the general recommendations from this research, working closely with Northern Star Associates and Poverty Alliance means that the Renfrewshire case study details a number of specific considerations and recommendations for progressing this work locally.

*Participatory Scotland*

- 7.5 Work has continued with Corra Foundation and Participatory City Foundation to explore the feasibility of a Participatory Scotland pilot in Renfrewshire. Corra Foundation have done initial work with local voluntary and community organisations to explore what this approach might look like in Renfrewshire. It is anticipated that the feasibility work will continue throughout the first half of 2022, which will include some ‘pop-up’ demonstration work and more detailed work with Council and partners to explore what this might look like in Renfrewshire.

*Refresh of Community and Council Plans*

- 7.6 The process to refresh the Council Plan and Community Plan (Renfrewshire’s Local Outcome Improvement Plan) will be developed during 2022. Service Improvement Plans will be developed which reflect the initial work of the Social Renewal Plan to date, with these being submitted to policy boards in May/ June 2022.

*External funding*

- 7.7 Finally, as previously reported to the Board, officers have linked with Engage Renfrewshire to distribute the Community Mental Health and Wellbeing Fund of £509,000 allocated by Scottish Government to Engage Renfrewshire as the local Third Sector Interface. The fund is designed to address the mental health inequalities exacerbated by the pandemic and the needs of a range of ‘at risk’ groups locally. The fund closed for applications on 7 January and decisions as to allocation of funding to community groups and small local charities were completed and communicated to applicants in early February. The list of successful applicants can be found on the Engage Renfrewshire website.

## Implications of the Report

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

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

2. **HR & Organisational Development** - None
  3. **Community/Council Planning** – There has been a strong partnership response to the COVID-19 pandemic in Renfrewshire with community and third sector organisations working closely together to maximise the resources available at a local level to meet the needs of local people and communities. This will be a critical focus going forward as partners work collectively to mitigate the impact on those most negatively impacted in our communities.
  4. **Legal** - none
  5. **Property/Assets** - none
  6. **Information Technology** – none
  7. **Equality and Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
  8. **Health and Safety** – none
  9. **Procurement** – none
  10. **Risk** – none
  11. **Privacy Impact** – none
  12. **COSLA Policy Position** – none
  13. **Climate Risk** – none
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## List of Background Papers

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

## Appendix 1 – Allocation of Flexible Funding to support Winter Financial Insecurity Funding

|  | <b>Description</b>   |
|--|--|
| <b>Grant for people facing financial insecurity</b>      | <p>In line with identified areas of need, a grant at a flat rate of £100 to be issued to those needing support to cover fuel and essentials. This will be for those who are having to choose between heating their homes and buying other essential items and be targeted at priority groups. Recipients would be identified through a number of routes, including those already known to Advice Works as being in need, and through other Council services, such as Energy Management Unit. Receiving referrals from trusted partners working with priority groups such as ethnic minority communities would allow grants to be targeted. Where referrals are accepted, this would allow Advice Works to provide income maximisation advice.</p> <p>Oversight by Advice Works would prevent duplication of applications, while also ensuring that clients met a simple criteria, to identify whether individuals would qualify. These questions allow both for those whose income is made up entirely of benefits and those who work but have low income, a group normally not as readily reached, but who may be struggling.</p> <p>Payment would be made via existing mechanisms, direct to bank account as primary and Paypoint voucher as secondary methods as per existing FSM/SWF payments.</p> |
| <b>Further School Clothing Grant for winter clothing</b> | <p>When families get their School Clothing Grant this is typically during summer and in many cases clothing bought is suitable for that season and doesn't include winter clothing. Payment of £50 per child to those in receipt of school clothing grants would allow purchase of winter clothing for children.</p> <p>Payment would be made through current payment methods to families in receipt of School Clothing Grant.</p>   |
| <b>Scottish Welfare Fund Top Up</b>                      | <p>Scottish Welfare Fund payments are prioritised due to funding constraints, and based on need and consequences were a grant not to be made. Currently, awards are being made at the level which allows payment at the most generous level. Topping up the amount</p>   |

|   |  |
|---|--|
|   | <p>allocated to the Welfare Fund by Scottish Government with an additional <b>£160,000</b> would allow Welfare Fund payments to applicants to be maintained at the current level until the end of the financial year with no reduction to number or amount of awards.</p>  |
| <p><b>Discretionary Housing Payment</b></p> | <p>Discretionary Housing Payments are funded by allocated amounts from the Department for Work and Pensions and assist those who have a shortfall in their rent due to welfare reforms, including the 'bedroom tax'. The payments assist clients in maintaining their tenancy and prevent homelessness as well as helping alleviate poverty. The council decides the appropriate payment amount based on the customer's financial situation and taking into consideration its own budgetary constraints.</p> <p>Topping up the budget for DHPs by <b>£90,000</b> would allow the current levels of payment to be maintained and support tenants sustain their tenancy, negating some of the effects of the Universal Credit uplift removal.</p>  |
| <p><b>Additional ICJ Coordinator</b></p>    | <p>Operating in Renfrewshire since January 2020, Improving the Cancer Journey (ICJ) Coordinators offer support to Renfrewshire residents who have received a cancer diagnosis. Working with Advice Works partners, the service has generated almost £600,000 for ICJ service users, as well as supporting with a wide variety of other issues, such as employment and housing issues. Numbers of clients using ICJ have been increasing in the two years since the project was set up.</p> <p>Recently, due to Covid and delayed diagnosis/treatment, the clients presenting are more likely to have more complex needs and need more, varied support which adds an additional burden for Coordinators. Funding of <b>£38,000</b> for an additional Improving the Cancer Journey (ICJ) Coordinator to be sited within the existing ICJ team will allow clients to be seen in a shorter timescale and individual needs identified sooner.</p> |



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**To: Leadership Board**

**On: 23 February 2022**

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**Report by: Chief Executive**

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**Heading: Renfrewshire Integration Joint Board – Development of Strategic Plan**

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## **1. Summary**

- 1.1 On 1 December 2021, Leadership Board considered a paper advising elected members that a new Strategic Plan had been developed by the Renfrewshire Integration Joint Board and would be subject to a formal consultation period ending 31 January 2022.
- 1.2 The draft plan has now been reviewed by officers, with a summary of key observations and suggestions for improvement outlined within section 4 of this report.
- 1.3 Overall the draft Strategic Plan has been assessed as being a well written document, which provides a good overview of the current and future operating context for the delivery of health and social care services in Renfrewshire. The Plan has been developed through an extensive programme of engagement with stakeholders and clearly sets out a number of key objectives and specific actions to be progressed over the next 3 years.
- 1.4 Section 3 of the report provides a summary assessment of the draft plan which has been undertaken by officers. On the whole the comments and suggestions which have been set out, would strengthen the existing draft and do not represent significant concerns.

## **2. Recommendations**

2.1 It is recommended that members of the Leadership Board:

- Agree the content of the report which will be submitted to Renfrewshire Health and Social Care Partnership, as the Council's formal response to the draft Strategic Plan.

## **3. Background**

3.1 The Public Bodies (Joint Working) (Scotland) Act 2014 requires Health Boards and local authorities to integrate a range of prescribed adult health and social care services, and in Renfrewshire the model of integration is delivered by delegating services to Renfrewshire Integration Joint Board.

3.2 The Act requires Renfrewshire Integration Joint Board to produce a Strategic Plan which sets out how health and social care functions delegated to it will be planned and delivered over a 3 year period. Under the legislation, strategic plans must be reviewed every 3 years and be subject to a prescribed statutory consultation process.

3.3 The current Strategic Plan was approved in 2019 and is now being reviewed in line with the requirements of the legislation. A formal consultation on the draft Strategic Plan was launched on 18 November, and is due to end on 31 January 2022.

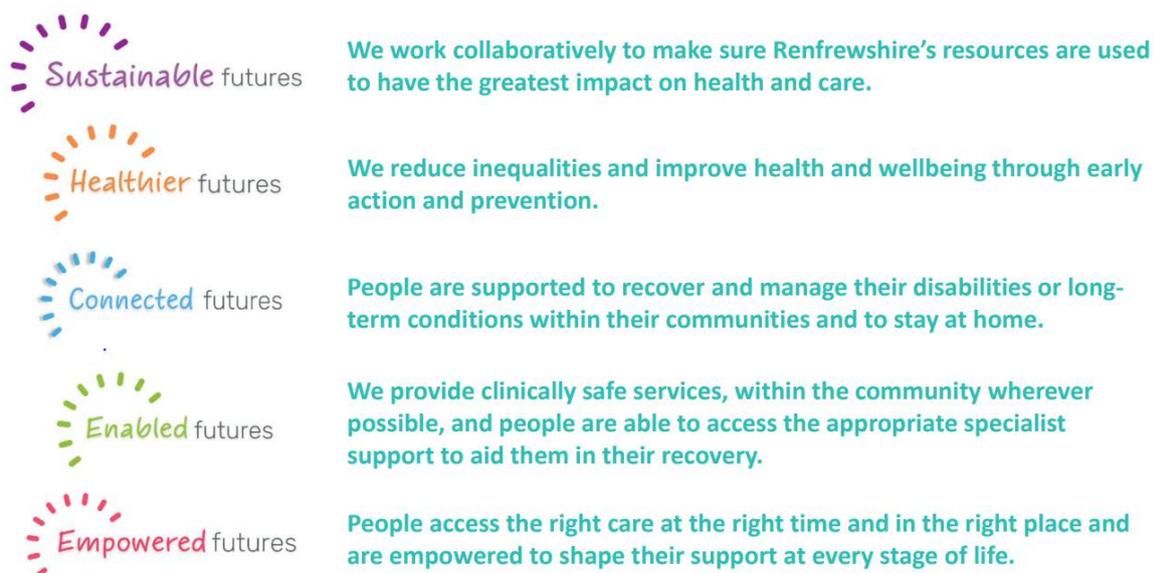
3.4 This paper sets out the Council's proposed response to the draft Strategic Plan. Subject to approval by the Board, this response will be formally submitted as part of the formal consultation on the Plan.

## **4 Overview of the Strategic Plan**

4.1 The Strategic Plan is a well-written, comprehensive document which sets out a clear vision for the delivery of health and social care services in Renfrewshire.

4.2 The structure and content of the plan has been developed through an extensive consultation process involving key partners and stakeholders. It is not clear within the document on the extent to which local staff have been involved in the development of the Plan.

- 4.3 The Plan proposes that services are shaped to support people in Renfrewshire to live meaningful lives and achieve their hopes and aspirations. A key focus is on supporting a person, rather than focusing on a condition, helping people to live independently and exercise choice and control over the care and support they receive.
- 4.4 These principles are reflected within the structure of the plan, which is grouped around broad themes rather than traditional care groupings:



- 4.5 The themes utilised are clear and are helpful in making the work of the HSCP, accessible and understandable for all stakeholders. Given the lead role that the HSCP takes in terms of adult protection, there should be consideration for a theme to be included in relation to keeping people safe across Renfrewshire's communities, particularly in light of the ongoing impact of COVID on vulnerable people. It is suggested that it may be helpful to reword the Connected Communities objective:- to supporting people to live as safely and independently in their own home or community.

### **Strategic context**

- 4.6 The Plan outlines the context in which the Health and Social Care Partnership is operating, which is both challenging and uncertain in nature. The HSCP remains focused on responding to the impact of the pandemic as these emerge over time, recognising that health inequalities in Renfrewshire are likely to have been significantly exacerbated in Renfrewshire.
- 4.7 During the pandemic, the HSCP have worked very closely with Council services and with wider partners and community organisations, to address the impact of COVID 19 on local people. Examples of this partnership working

are shared for information, with reference also made to the ways in which the HSCP is supporting a range of partnership plans, including Renfrewshire's Children Services Plan, and the local Social Renewal Plan. The HSCP has been closely involved in the development and delivery of the Social Renewal Plan in particular, and is playing a lead role in a number of key aspects including in relation to social isolation and mental health and wellbeing.

- 4.8 A key aspect of the Social Renewal Plan relates to ongoing work to tackle inequality and to address financial insecurity, particularly in relation to child poverty. This is a core programme of work that will require the laser focus of all partners in Renfrewshire, and further reinforcement of this objective within the Strategic Plan would be beneficial.
- 4.9 The Plan also highlights the significant uncertainty and potential for future structural change, linked to the current consultation on the proposed establishment of a National Care Service, which would have significant financial, governance and workforce implications for both Renfrewshire Integration Joint Board and Renfrewshire Council. These challenges require to be addressed more comprehensively in addition to longer term objectives such as transformation, responding to the changing needs of local people and long term financial sustainability.
- 4.10 One area of focus which could perhaps be stronger within the Plan, is workforce planning. Whilst there are clear objectives in relation to supporting the health and wellbeing of staff, particularly in light of the impact of COVID, it would be helpful if the Plan provided further detail on its ongoing workforce planning challenges in relation to recruitment and retention of staff to social care and social work roles. It is however recognised that the HSCP have a separate more detailed workforce plan which is currently being refreshed. This will provide further detail on the actions being undertaken at a local and national level to address these workforce challenges.

### **Financial commentary**

- 4.11 Within the financial section it is suggested that more detail could be provided on the current financial position of the IJB, in that despite COVID, a stable financial position has been achieved, with strong reserves in place. This provides a more stable financial foundation upon which to move ahead with the organisation's transformation agenda, notwithstanding the scale of financial challenge that may emerge over the coming years. The transformation agenda supports the provision of services in terms of ongoing financial sustainability, but is absolutely critical to the vision of improving outcomes for people using services.

## Housing Contribution Statement

- 4.12 Under current legislation, Integration Joint Boards must also develop and publish a Housing Contribution statement as a supporting document to the Strategic Plan. The important role that housing plays in terms of improving health and wellbeing is comprehensively described within the plan, which includes detailed context and actions which will be taken jointly with partners to for example support independent living in Renfrewshire. This includes recognising the changing support needs of local people and households across Renfrewshire, ensuring that safe, warm and suitable accommodation is available and that wraparound care services are in place to support independent living.

### Action plans

- 4.13 Detailed action plans are included against each of the themes set out in section 4.4. These broadly include the key actions and areas of focus that Council services would wish to see represented.
- 4.14 In terms of specific suggestions on areas for improvement / further development, it is proposed that there are a small number of activities that could be included within the final draft of the Strategic Plan:

| Area of activity               | Comment  |
|--------------------------------|--|
| Impact of COVID                | <p>The Plan clearly references the ongoing impact of the pandemic on the delivery of services and on the workforce. It may be helpful to include further information from the community impact assessment in 2020 on the impact of COVID and specifically on the extent to which exacerbated in Renfrewshire. For many aspects of life, we are not clear what this may mean, but in other areas it is important to note that the baseline has shifted for many people.</p> <p>The visible and proactive role that the HSCP has and will continue to have in terms of mental health and wellbeing and social isolation could also be more strongly represented.</p> |
| Financial insecurity / poverty | <p>The Plan has a strong focus on equalities, however socio economic considerations linked to the Fairer Scotland Duty could be more strongly referenced within the body of the plan and potentially within the actions included.</p>  |

|                            |  |
|----------------------------|--|
| Locality working           | <p>The Plan references currently locality working arrangements that operate within the HSCP. The development of a stronger locality focus is a core element of the Social Renewal Plan and it would be helpful if this partnership work could be referenced within the relevant section of the action plan.</p> <p>The HSCP is an important partner within the local approach to placeshaping: - ensuring that local places are designed to support better health and wellbeing. These activities could be referenced within the Plan.</p> |
| Carers                     | <p>The Plan includes some actions which seek to promote and recognise the crucial roles that carers play within society. Further specific detail on caring, and the work that is being progressed locally to support and recognise, would provide useful context within the document.</p>  |
| Governance                 | <p>Whilst a range of supporting documents are attached to the consultation to provide additional information, it would be helpful for the introductory sections of the Plan to set out more information on the governance and reporting arrangements in place.</p>   |
| National and Local context | <p>For completeness, it would be helpful to reference the national COVID Recovery strategy and local economic recovery plans.</p>  |
| Digital                    | <p>The Plan recognises that digital participation and infrastructure is vital to the ongoing delivery and transformation of services. This is viewed as a key enabler but the importance of digital could be elevated more significantly within the Plan.</p>  |

4.15 Overall it is felt that the feedback outlined above, would provide additional context and indeed strengthen what is currently a comprehensive draft Strategic Plan for Renfrewshire.

## 5. Next steps

5.1 Subject to the approval of this response by the Board, formal feedback will be submitted to the Health and Social Care Partnership and considered through the formal consultation process.

5.2 It is anticipated that a final draft of the Strategic Plan will then be considered by the Renfrewshire Integration Joint Board, and thereafter published in April

2022. Six monthly updates on those services delegated to the IJB, will continue to be provided to the Leadership Board.

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### Implications of the Report

1. **Financial** – none
2. **HR & Organisational Development** – none
3. **Community/Council Planning** – the Strategic Plan highlights the close partnership working arrangements which continue to operate in Renfrewshire which support health and wellbeing in Renfrewshire.
4. **Legal** - none
5. **Property/Assets** - none
6. **Information Technology** - none
7. **Equality and Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health and Safety** - none
9. **Procurement** – none
10. **Risk** – none
11. **Privacy Impact** – none
12. **COSLA Policy Position** – none
13. **Climate Risk** – none

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### List of Background Papers:

Renfrewshire Integration Joint Board – Development of Strategic Plan, 1 December 2021, Leadership Board

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





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**To: Leadership Board**

**On: 23 February 2022**

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**Report by: Interim Chief Officer, Renfrewshire Health and Social Care Partnership**

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**Heading: Adult Social Care: Six-Monthly Update Report 2021/22**

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## **1. Summary**

- 1.1 Adult Social Work Services were delegated to Renfrewshire Integration Joint Board (IJB) on 1 April 2016. These services are managed through the Health and Social Care Partnership (HSCP).
  - 1.2 This report, together with the scorecard, provides an overview of activity and performance using the most up to date information available.
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## **2. Recommendations**

- 2.1 It is recommended that members note:
    - the contents of this report updating activity and performance of adult social work services delegated to the IJB; and
    - that the annual monitoring report will be presented to the Board on 14 September 2022.
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## **3. Background**

- 3.1 The list of functions that must be delegated by the Local Authority to the IJB is set out in the Public Bodies (Joint Working) (Prescribed Local Authority Functions, etc) (Scotland) Regulations 2014, and is noted in Annex 2, part 1 of Renfrewshire's Integration Scheme. These include:

- Social work services for adults and older people
- Services and support for adults with physical disabilities and learning disabilities
- Mental health services
- Drug and alcohol services
- Adult protection and domestic abuse
- Carers' support services
- Community care assessment teams
- Support services
- Care home services
- Adult placement services
- Health improvement services
- Aspects of housing support
- Day services
- Respite provision
- Occupational therapy services
- Reablement services, equipment, and telecare

3.2 Whilst regular reporting in relation to these services is provided to the Integration Joint Board (IJB), it was previously agreed that regular updates would also be presented to the Leadership Board. This ensures oversight of the key activities and wider context relating to the delivery of these services.

#### **4. COVID-19 Emergency Response**

4.1 The Omicron variant, whilst less severe than previous variants, is more highly transmissible and translated into a significant increase in infection numbers in Renfrewshire and across Scotland. Over the festive period and into January, this increased level of infection has resulted in significant increases in hospital admissions and in the need for higher levels of staff to self-isolate. This is placing increasing pressure on services across the health and social care system. The HSCP's planning and operational response to this fast-moving situation.

4.2 Responding to this fast-evolving situation has resulted in the HSCP deploying resources where they are needed most taking an informed, risk-assessed approach that can adapt to changing circumstances, including:

- Proactive capacity / surge planning for a range of scenarios, to ensure the continued delivery of services to our most vulnerable adults and older people
- Implementation of guidance across all services in line with the latest national direction, including recent guidance on exemptions from self-isolation and care home visiting
- Supporting the continued delivery of the accelerated booster programme at mass vaccination centres and facilitating easy access to vaccinations for frontline staff

- Creating capacity to support seven-day discharge from hospital with twice-daily meetings to facilitate this
  - Communicating changes clearly and promptly to all key stakeholders and ensuring there are mechanisms for managers and staff to quickly highlight issues as they arise.
- 4.3 Scottish Government modelling is projecting that there is likely to be further demand pressures as a result of an increase in hospitalisation due to Omicron variant. As a result, on 14 January 2022, the IJB agreed a temporary measure to authorise the Interim Chief Officer, in consultation with the Chair and Vice Chair, to make urgent decisions where necessary arising from the impact of the Omicron variant of COVID-19 that required to be taken prior to the next meeting of the IJB on 28 January 2022, including on the temporary suspension of services and/or the redeployment of staff to maintain service provision in priority areas. This agreement will be reviewed by the IJB on 28 January 2022.

## 5. Key Activities

The key activities undertaken in the previous six months related to the delegated services are detailed in the section below.

### Care Homes

- 5.1 As members are aware, in May 2020, enhanced support for care homes and care at home services was established to ensure that clinical and care professionals from across the HSCP, Renfrewshire Council and NHS Greater Glasgow and Clyde (NHS GGC) could come together to have oversight across Renfrewshire. More recently, this was expanded to include community services such as District Nursing.
- 5.2 Given the significant increase in cases due to the Omicron variant, the HSCP and its partners have stepped up the local Clinical and Care Governance Oversight meetings (Huddle and Multi-disciplinary Team) to twice-weekly – Tuesday and Thursday. This ensures that our response is timely and robust, that the necessary resources can be deployed appropriately, and that expert clinical and care support is provided to residents. However, early evidence suggests that the impact on care home residents is less severe than in previous waves, this may be as a result of the Omicron variant being less severe and the very high level of residents being fully vaccinated.

### Care at Home

- 5.3 Our Care at Home services has faced significant challenges due to the new variant, including a rise in infection and isolation rates across the workforce. To ensure that the HSCP were able to continue to support existing vulnerable service users whilst remaining responsive to the safe and timely discharge of patients from hospital, the following measures were put in place:
- An increase in operational management cover
  - Enhanced overtime rate for front-line staff during the festive period
  - Use of external agencies to support the existing workforce
  - Wider support from HSCP and Council volunteers

This has resulted in an increase in capacity to deliver vital services.

### Day Services

- 5.4 During the festive period, day services for older people and physical disability for those with critical need, continued at a reduced level. However, this was enhanced with regular outreach support for individuals and their families. As restrictions are lifted and the impact of the Omicron variant diminishes, service managers continue to monitor the provision of services to: ensure that effective COVID prevention measures are in place; and proactively assess the impact on services should there be further disruption (through either national restriction, COVID outbreaks or loss of staff due to absence).
- 5.5 At the present time, day services for older people are provided at the Falcon Centre, with approximately 75 people attending on a weekly basis. The service continues to provide outreach, digital and welfare calls to approximately 120 people a week.
- 5.6 In addition, all learning disability day services are operational at a reduced capacity (150 places per week at Mirin and Milldale, 65 places at Gateway), however, additional community facilities have been established at the Beechwood Centre which offers a further 90 places. The community outreach, virtual/digital activities and emergency respite also remains in place, with 56 opportunities for people (approximately 120) to be supported on a weekly basis via Community Networks and Flexicare. This is further enhanced with over 100 individual welfare calls are also made each week.
- 5.7 In November 2021, a fire at the Disability Resource Centre (DRC) required the building to be closed; to date the DRC remains unavailable for use. As a result, interim arrangements for physical disability day services are now in place using several community facilities as an alternative. Currently the Beechwood Community Centre, the Anchor Centre and Finding your Feet in St James House (Paisley) are being used. As a result, 65 people are receiving one day of building-based services per week (as at week beginning 10 January 2022). In addition, the service is providing outreach support, digital group activities and welfare calls to a further 88 people.

### Adult Support and Protection

- 5.8 To ensure that people using our services were kept safe from harm during the pandemic, the Renfrewshire Adult Protection Committee (RAPC) members have met on a regular basis to consider adult support and protection governance from both operational and strategic perspectives, including: the impact of COVID-19 and associated risks and national guidance; specific adult support and protection concerns; and an analysis of data and identification of any actions required.
- 5.9 RAPC has played a key role as a learning partner with the Institute for Research and Innovation in Social Services (IRISS) who have been commissioned by the Scottish Government to re-design the National Minimum Dataset for adult support and protection. Two test cycles for learning partners are planned in 2022 before it is rolled out across sectors.

- 5.10 A draft of Renfrewshire's Missing Persons Protocol was published and has been issued for wider consultation. The protocol introduces a pathway for return discussions with adults returning from a missing episode. Once approved, Renfrewshire HSCP and relevant acute ward staff will be offered Return Discussion E-Learning. To ensure early identification can be made of links between adult support and protection referrals and adults at risk of going missing, the Eclipse information and data management system has been updated to reflect if a 'missing episode' has occurred.

#### Alcohol and Drugs Recovery

- 5.11 The provision of timely, evidence-based treatment and support to individuals attending Renfrewshire Alcohol and Drug Recovery Service (ADRS) continued to be a priority throughout the pandemic with services remaining operational.
- 5.12 To enhance the existing support, the CIRCLE Recovery Hub opened in December 2021. Working in partnership with local people who have lived or living experiences of mental health, alcohol or drug related issues, CIRCLE (Continuing in Recovery Changes Lives Entirely) has been developed to support local people who are on a recovery journey. The service provides a wide and varied programme of activities, aimed at encouraging, involving, and supporting people in recovery.
- 5.13 The Hub will address a key gap within Renfrewshire's mental health and alcohol and drug services, where a lack of recovery opportunities for people in treatment was previously identified. As has been evidenced in other areas in Scotland, enhanced recovery opportunities contribute to better outcomes for individuals. CIRCLE will provide people with improved recovery opportunities and better-quality links to and from other related services, ensuring individuals feel sufficiently supported throughout their journey. This will increase opportunities for people to have more independence and choice on how they manage their own recovery.
- 5.14 A range of recovery support workers and Occupational Therapy staff are already in post, with additional posts being recruited with the inclusion of a Family Support/Link Worker and additional Occupational Therapy practitioners. Significantly, Recovery Support Workers will have lived experience of mental health and/or addiction. These posts will help to improve mental health, wellbeing and recovery and reduce stigma by implementing support structures across ADRS, Mental Health Services and the wider partnership.
- 5.15 The Alcohol and Drugs Partnership (ADP) continues to support the ambition and recommendations of Renfrewshire's Alcohol and Drugs Commission, recognising partnership working across is key to successfully implementation proposed actions. This has led to clear joint working arrangements being put in place. The HSCP Chief Officer is a member of the Alcohol and Drugs Programme Board and key constituent partners of the ADP, including ADRS, work closely to deliver key recommendations. This has been further enhanced by the Alcohol and Drugs Change Programme Lead Officer becoming a member of the ADP.

- 5.16 An independent review of the ADP is currently being commissioned. This will review the governance and accountability arrangements, roles and responsibilities of each constituent partner and leadership arrangements with a view to recruiting an Independent Chair.

#### Strategic Plan

- 5.17 On 1 December 2021, the HSCP commenced formal consultation on the draft Strategic Plan 2022-25 with prescribed and extended consultees including equality groups. Recognising that the plan reflects the needs of our communities, and will be jointly delivered with our partners, each stage of the development process has centred on robust consultation to inform the approach taken and priorities identified.
- 5.18 The formal consultation period was due to conclude at the end of January 2022, however, this has been extended to February to allow for formally approved responses from NHS GGC and the Council. A report on the Council's response to the consultation is also included on the agenda for this Leadership Board.
- 5.19 Feedback received to date has been very positive, however where stakeholders identify areas for proposed additions or change and these will be fully considered by the HSCP and reflected, where appropriate and necessary, within the final version of the Plan. The final Plan will be presented for IJB approval in March 2022.

#### Workforce Plan

- 5.20 Following guidance from the Scottish Government, the HSCP developed an interim workforce plan for 2021-22 which focused on supporting the health and wellbeing of staff throughout the pandemic. In addition, the guidance set out the requirement for all IJBs to also develop three-year Workforce Plans covering the period 2022-25. It was anticipated that these plans would be submitted to the Scottish Government by the end of March 2022, however, in recognition of the ongoing pandemic and the level of pressures being faced by HSCPs, the deadline was subsequently extended 31 July 2022.
- 5.21 Further detail on the process for submission, feedback and publication is currently awaited. It is envisaged that HSCPs will require to take account of the forthcoming publication of the National Workforce Strategy which is expected to be published soon.
- 5.22 A key element of this workforce plan will be further consideration of actions which can be taken to enhance recruitment and retention of staff locally. This will include proposals to develop, test and review a risk-based approach, based on staff turnover across the partnership, to progressing recruitment on a permanent basis where funding for posts is currently available on a non-recurring basis. The HSCP is currently testing ideas regarding this with our external auditors and will present a draft version of the Workforce Plan 2022-25 to a future meeting of the Leadership Board for consideration.

## 6. Wider Developments

- 6.1 On 27th January 2022, a [joint Social Care briefing](#) by the Accounts Commission and the Auditor General for Scotland was published by Audit Scotland. The briefing indicates that “fundamental issues and threats to the future sustainability of Scotland’s social care system need to be addressed”. The impact of the Covid-19 pandemic is alleged to have “exacerbated long-standing challenges, highlighting the precarious situation of many vulnerable people who rely on social care or support”.
- 6.2 The following key issues are detailed within the briefing:
- Service users and carers do not always have a say or choice about what support works best for them.
  - Commissioning tends to focus on cost rather than quality or outcomes.
  - Capacity and cultural differences are affecting leadership.
  - A lack of key data limits informed decision-making.
  - Pressure on social care spending is increasing.
  - Social care workforce is under immense pressure.
- 6.3 The report acknowledges that implementing reform will take significant work, but some things cannot wait: “The need to address the significant and pressing challenges facing social care in Scotland cannot wait to be solved by a new NCS”.
- 6.4 These challenges are recognised locally, with high demand for services expected to continue and increase in future years as a result of the nature of local needs shifting alongside demographic change. Pressure on the HSCP’s workforce has been exacerbated by the pandemic and recruitment and retention challenges have increased.
- 6.5 However, the HSCP is seeking to build on existing activity to address these challenges within the Strategic Plan 2022-25 which will be published in April 2022. The draft Strategic Plan focuses on five key themes with an emphasis on the experience of individuals and help ensure that services are shaped to be preventative and to support choice, control and flexibility for people who use services and their carers. A key element of the Plan includes delivering services sustainably and in partnership, which will be underpinned by flexible approaches to service commissioning. The HSCP’s approach to commissioning currently places a strong weighting on the quality of services alongside best value considerations and, where appropriate, the partnership seeks to engage flexibly with providers to develop support for people collaboratively. As is noted in Section 5.17 to 5.19, the public consultation on the Strategic Plan is now closed and feedback received to date has been very positive.
- 6.6 As stated previously, the HSCP is also commencing work on its Workforce Plan for 2022-25. The Plan will set out a range of actions that the HSCP will take to develop and grow the workforce and it will build on the HSCP’s interim workforce plan for 2021/22 and the Health and Social Care Workforce Strategy from the Scottish Government. The HSCP current plan has a significant focus

on workforce health and wellbeing, with staff supported through a range of local, regional and national interventions and tools.

- 6.7 Renfrewshire HSCP has been allocated £800k by the Scottish Government to support our response to forecasted winter pressures and is being utilised to recruit 34 new health and social care positions. Given that there has been challenges recruiting to similar posts in the past, a significant programme of work is underway to address recruitment and retention issues. This includes reviewing the structure of the Care at Home Service to enhance the career pathway for care workers within Renfrewshire. The HSCP are also working hard to address capacity issues in providing home support to people in the community to enable them to live in their own homes and prevent hospital admissions. This is supported by refreshed recruitment drive which includes overseas recruitment and a television and radio campaign to attract people to come and work in Renfrewshire. This will improve capacity and sustainability in these critical services and improve availability and quality of care for the people who need these services.
- 6.8 The Scottish Government also allocated additional funding to achieve four key principles of: maximising capacity within services, ensuring staff wellbeing, ensuring system flow and improving outcomes for people. In total, Renfrewshire has been allocated £4.2m in 2021/22 and £6.09m in 2022/23, this is a combination of recurring and non-recurring funding, with £5.43m from 2022/23 recurring in future years.
- 6.9 The HSCP has developed a range of interventions to deliver on the intended outcomes of this funding. This includes recruitment to key nursing, reablement and Care at Home posts. In addition, preventative projects to be progressed by third sector partners have also been identified, with a focus on supporting people home from hospital and addressing loneliness and social isolation.

## **7. Adult Social Work Performance Overview**

- 7.1 Adult Social Work services are managed and monitored via regular internal HSCP professional governance and operational management arrangements, including meetings, case management, and regular service and case reviews. These meetings involving Heads of Service and Service Managers covering a variety of local and national strategic and operational indicators. They allow Managers to scrutinise and discuss performance data, agree remedial action, timescales for improvement, and consider future challenges which may affect services to allow planned actions and mitigation where appropriate.
- 7.2 In addition to internal scrutiny, performance is reported regularly to the IJB meeting, with the scorecard presented twice-yearly. The report charts data for the last three years and, where possible, associated targets, the 'performance direction of travel' and whether the indicator is currently on track to meet target. The reports provide a detailed picture of what is working well, current challenges and intended remedial action where necessary.

The Renfrewshire IJB Scorecard reports on Adult Social Work indicators alongside a variety of both local and national health service indicators. All indicators are reported under the nine national health and wellbeing outcomes.

7.3 Current performance (Q3 2021/22) for the 19 adult social care services' indicators is as follows:

| Performance Indicator Status  |                 | No. |
|---|-----------------|-----|
|  | Target achieved | 3   |
|  | Warning         | 1   |
|  | Alert           | 0   |
|  | Data only       | 15  |

| Direction of Travel   |                                   |
|---|-----------------------------------|
|  | Improvement                       |
|  | Deterioration                     |
|  | Same as previous reporting period |

7.4 Areas of Strength - The following three indicators are rated green and are achieving target.

| Status   | Performance Indicator   | 18/19 Value | 19/20 Value | 20/21 Value | 21/22 Q3 Value    | Target           | Direction of Travel   |
|--|---|-------------|-------------|-------------|-------------------|------------------|---|
| <b>National Indicator 2: People are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community</b>  |   |             |             |             |                   |                  |   |
|   | Percentage of clients accessing out of hours home care services (65+)           | 89%         | 90%         | 90%         | 90%               | 85%              |    |
|   | * Average number of clients on the Occupational Therapy waiting list            | 349         | 315         | 159         | 15                | 350              |  |
| <b>National Outcome 8: People who work in health and social care services are supported to continuously improve the information, support, care and treatment they provide and feel engaged in the work they do</b> |   |             |             |             |                   |                  |   |
|   | Sickness absence rate for HSCP Adult Social Work staff (work days lost per FTE) | 17.43       | 18.08       | 13.50       | 10.36 (inc covid) | Annual 15.3 days |  |

\*The number of clients on the Occupational Therapy waiting list has reduced significantly following the implementation of the new social work case recording system which auto-allocates the referrals to the appropriate team upon receipt of the request. As a result, and to provide more meaningful performance data, the HSCP will consider including a new local indicator that monitors the allocation to the actual commencement of services before the next reporting period. The impact of this change has also reduced the number of clients on the Occupational Therapy waiting list.

7.5 The following indicator is an amber warning given that it is 1% below target.

| Status  | Performance Indicator  | 18/19 Value | 19/20 Value | 20/21 Value | 21/22 Q3 Value | Target | Direction of Travel   |
|---|--|-------------|-------------|-------------|----------------|--------|---|
| <b>National Indicator 2: People are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community</b> |  |             |             |             |                |        |   |
|    | Percentage of long-term care clients receiving intensive home care | 28%         | 27%         | 29%         | 29%            | 30%    |  |

7.6 In addition, the following 15 performance indicators are for data purposes only:

| Performance Indicator   | 18/19 Value              | 19/20 Value | 20/21 Value | 21/22 Value |
|---|--------------------------|-------------|-------------|-------------|
| <b>National Outcome 2: People are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community</b>     |                          |             |             |             |
| Homecare hours provided - rate per 1,000 population aged 65+  | 444                      | 414         | 390         | 407         |
| Percentage of homecare clients aged 65+ receiving personal care   | 99%                      | 99%         | 99%         | 99%         |
| Population of clients receiving telecare (75+) - Rate per 1,000   | 40.17                    | 50          | 46          | 39          |
| Percentage of routine OT referrals allocated within 9 weeks   | 52% (Baseline developed) | 42%         | 41%         | 100%        |
| <b>National Outcome 6: People who provide unpaid care are supported to reduce the potential impact of their caring role on their own health and wellbeing</b> |                          |             |             |             |
| Number of adult carer support plans completed for carers (age 18+)  | 93                       | 162         | 86          | 131         |
| Number of adult carer support plans declined by carers (age 18+)  | 78                       | 34          | 51          | 36          |
| Number of young carers' statements completed  | 78                       | 68          | 49          | 27          |
| <b>National Outcome 7: Health and social care services contribute to reducing health inequalities</b>   |                          |             |             |             |
| Number of Adult Protection contacts received  | 2,723                    | 3,106       | 3,487       | 3,130       |
| Total Mental Health Officer service activity  | 723                      | 683         | 627         | 905         |
| Number of Chief Social Worker Guardianships (as at position)  | 113                      | 110         | 115         | 122         |
| Percentage of children registered in this period who have previously been on the Child Protection Register  | 24%                      | 11%         | 29%         | *12%        |

|  |        |        |  |  |
|--|--------|--------|--|--|
| *Please note previously all re-registrations were reported on regardless of time frame, however from Q1 of 2021/22 this indicator has been changed to report on re-registrations within the last 2 years only, which is in line with the reporting of re-registrations in the RCPC minimum dataset |        |        |  |  |
| <b>National Outcome 8: People who work in health and social care services are supported to continuously improve the information, support, care and treatment they provide and feel engaged in the work they do</b>   |        |        |  |  |
| No. of SW employees, in the MTIPD process, with a completed IDP  | 909    | 1,000  | TBC  | TBC  |
| <b>National Outcome 9: Resources are used effectively in the provision of health and social care services, without waste</b>   |        |        |  |  |
| Care at Home costs per hour (65 and over)  | £26.40 | £23.05 | Information from LGBF - available March 2022 | Information from LGBF - available early 2023 |
| Direct payment spend on adults 18+ as a % of total social work spend on adults 18+   | 5.88%  | 4.05%  | Information from LGBF - available March 2022 | Information from LGBF - available early 2023 |
| Net residential costs per week for older persons (over 65)   | £298   | £277   | Information from LGBF - available March 2022 | Information from LGBF - available early 2023 |

## 8. Next Steps

- 8.1 Following conclusion of the consultation period, the Strategic Plan 2022-2025 will be amended, as is appropriate, and presented to the IJB on 25 March 2022 for approval.
- 8.2 The next performance report on delegated Adult Social Care functions will be reported to the Leadership Board 14 September 2022.

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## Implications of the Report

1. **Financial - none.**
2. **HR & Organisational Development - none**
3. **Community/Council Planning – none**
4. **Legal – none.**
5. **Property/Assets – none**
6. **Information Technology – none**
7. **Equality & Human Rights**

The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals'

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

8. **Health & Safety – none**
9. **Procurement – none**
10. **Risk – none**
11. **Privacy Impact – none**
12. **Cosla Policy Position – none**
13. **Climate Risk –** The HSCP is committed to tackling the climate emergency and will actively participate in developing Renfrewshire's plan for net zero.

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#### **List of Background Papers**

None

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**To: Leadership Board**

**On: 23 February 2022**

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**Report by: Chief Executive**

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**Heading: Paisley Townscape Heritage / Conservation Area Regeneration Scheme (TH.CARS2): Progress to date; Grant Award for former Liberal Club, 32 High St, Paisley and extension to project**

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## **1. Summary**

- 1.1 In support of the Paisley Town Centre Heritage Asset Strategy, Paisley Townscape Heritage / Conservation Area Regeneration Scheme 2 (TH.CARS2) continues to be delivered. Paisley TH.CARS2 is funded by the National Lottery Heritage Fund (NLHF), Historic Environment Scotland (HES) and Council approved budgets, with Project completion currently 31 December 2022.
  - 1.2 This report provides an update on progress made to date and seeks approval to award a third-party TH/CARS2 grant, (subject to approval by the funders, NLHF and HES) for external works to the former Liberal Club, 32 High St, Paisley.
  - 1.3 This report notes the extension to the project to June 2023 as requested to the funders, NLHF and HES as a result of implications of Covid-19 and to allow delivery of works to 32 High St, Paisley.
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## **2. Recommendations**

- 2.1 To note the progress of the TH.CARS2 project.

- 2.2 To approve the award of a third-party TH/CARS2 grant, subject to assessment of the full grant application and subsequent approval by NLHF and HES, for external building repair works to the former Liberal Club, 32 High St, Paisley.
  - 2.3 To note the proposed extension to the TH.CARS2 project.
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### 3. **Background**

- 3.1 The TH.CARS2 project continues to make good progress to deliver its aims of improving the historic fabric of Paisley Town Centre and providing opportunities for local people to take part in heritage education, training and events. The TH/CARS2 project is funded by National Lottery Heritage Fund, (£1,882,000), Historic Environment Scotland (£998,554), and through approved service budgets for the delivery of the Paisley Town Centre Heritage Asset Strategy (£1,218,706). In addition, a level of investment from property owners will be secured as a contribution to the cost of third party grant funded works funded through the TH/CARS2 project. The anticipated total project value is therefore in excess of £4.5million.
- 3.2 The TH/CARS2 project was originally due to complete by September 2021. As a result of the implications of the pandemic, the funders agreed an extension to the project with a CARS project end date of 31 March 2022 (funded by HES) and a TH end date of December 2022 (funded by NLHF). Due to the continued impact of the pandemic and the opportunity to include 32 High St, a priority project, a further extension has been requested. HES have confirmed the extension of the CARS project end date to 31 March 2023 with a project end date of 30 June 2023 requested from NLHF.
- 3.3 At the Council meeting on 29 September 2016, it was agreed that Board approval is required to approve and award third party grants with a value above £100,000. The owners of 32 St High St are progressing an application for a Building Repair Grant for external works at 32 High St, Paisley. The award of grant complies with the terms and conditions set by the funders. Any unused grant will be reallocated within the approved TH/CARS2 project. The proposed works will be carried out to a conservation standard to comply with the terms and conditions of grant.
- 3.4 The TH.CARS project has a number of priority Building Repair projects which have been a focus for funding. Over the duration of the scheme owners of some priority properties have not progressed applications or been unable to meet particular requirements of the TH.CARS2 project. 5 George Place received Board approval for a grant award of up to £245,000 in December 2019 but due to ownership and insurance issues this project has been unable to progress to date. Over the period since December 2019 the owners of the former Liberal Club have made excellent progress in developing a scheme for the restoration of this priority building. The TH.CARS2 scheme however was financially limited in what support it could give to the project given the extent of commitments made to other projects, including 5 George Place.

Officers have therefore sought to align funding available through the Place Based Investment Fund, approved by Board on 15<sup>th</sup> September 2021, with the TH.CARS2 scheme to ensure that both projects are delivered. The TH.CARS2 grant contribution to 5 George Place will be reduced to up to £70,000 with additional funding from the Place Based Investment Fund. It is recommended that 32 High Street receives a grant award of up to £600,000 from TH.CARS2 also with additional support from the Place Based Investment Fund. Further details justifying the TH.CARS2 grant award to 32 High Street are set out in Section 5 of this report.

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#### **4. TH/CARS2 Progress to Date**

##### **4.1 Building Repair Projects**

Building Repair grants totalling over £857,000 have been awarded to eight properties in the town centre to date. Grant supported external repair works have successfully completed on five projects including 9 Gilmour St, Sma Shot Cottages, 18 George St, 41 High St (Right Way Credit Union) and most recently at 2-3 County Place. Building Repair projects at 20 New St (Vienna's) and 10 Shuttle St are currently on site, with window repair works to 28 High St due to commence in March 2022.

##### **4.2 Shopfront Improvement Projects**

Shopfront improvement grants of a total value of £223,000 have been awarded to seven shopfronts to date. Works to six shopfronts have completed at 30 A and B High St (White Cart Company and now Sinclair's Jewellers), 36 High St (Shelter), 44 High St (Uptown Barbers), 61 High St (Print and Copy It) 41 High St (Right Way Credit Union) with works to 63 High St (Nomad's) about to commence on site. A further four Shopfronts in the High St are developing grant applications.

##### **4.3 Small Grants/Restoration of Architectural Detail**

Small Grants with a total value of over £40,000 have been awarded so far to nine property owners property owners in the TH.CARS2 area, mainly for repairs to traditional sash and case windows but also to support restoration of architectural details including replacement of decorative railings.

Further details of TH.CARS2 Building Repair projects can be found on the Paisley.is website at [https://paisley.is/th-cars2\\_building\\_repairs/](https://paisley.is/th-cars2_building_repairs/)

##### **4.4 HETE update**

With revisions to the programme and a year's extension to the deadline approved by funders, despite the pandemic, good progress has been made with the delivery of the HETE Activity Plan.

The majority of the community engagement programme is due to finish by the end of March 2022. To date, activity valued at over £550,000 has been delivered or is currently underway. This includes £347,000 of TH.CARS2 grant and £205,000 of contributions from other sources such as in-kind support and volunteer support.

A wide range of activities have been delivered in association with local community groups and stakeholders, with a focus on engaging young people and harder to reach groups. Effective partnership working has been key to the plan's success, with over 100 local and national organisations involved.

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

- a. **Fabrication** (7 activities: 3 delivered; 4 underway) including '*Building Paisley*' architecture workshops and '*The Artisan's Institute*' textile activities.
- b. **Social Fabric** (24 activities: 15 delivered; 8 underway) including '*The Grand Conversazione*' conferences, '*Paisley Pioneers*' film and '*Paisley's Music History*' walking app.
- c. **Built Fabric** (11 activities: 8 delivered; 3 underway) including the '*Monumental*' costume project and '*Charleston Rally*' film.

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

#### 4.5 Public Realm Update

Work continues to deliver Public Realm works to a value of £750,000. Resurfacing works and lighting improvements to George Place have been completed. Works to resurface pavements to the High Street, opposite the Museum, are currently being tendered with works planned to start on site in summer 2022.

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## 5. 32 High St

- 5.1 Tenders have recently returned for works to 32 High St with the total cost of the external building repair project, including construction costs and fees, approximately £1.35m, with final tender checks and agreement on programme pending. It is proposed that following review of the full grant application, a TH.CARS2 grant of up to £600,000 is awarded, subject to approval by the funders, National Lottery Heritage Fund and Historic Environment Scotland. Both funders have indicated their support in principle for the project. In addition, the project will be supported by a contribution from the Place Based Investment Fund.

32 High St, the former Liberal Club, is a significant and prominent building in the High St. The property is C listed and the upper floors have been vacant for a number of years. Four shop units operate at ground level on the High St with the shop owners and upper floor owners having a shared responsibility for the external fabric of the building which is currently in a state of disrepair.

Grant support for the external repair works to the upper floors will enable the reuse of the building with current planning consent for conversion of the upper floors to residential. A TH.CARS2 grant award will support the upper floor owners and also the owners of the four operating businesses on the ground floor, with external common repair costs to the upper floors. The proposed works will have major townscape and regeneration impact in a key town centre location close to the Museum.

Significant investment for works to the interior is also required to bring the property back into use and conversion and repair works to the interior will be funded solely by the upper floor owners. Estimates for internal works, (Phase 2A), are in excess of £1m. Works to the property will be phased:

Phase 1- Grant supported external repair works to the upper floors. Project approval is required by end of March 2022 to meet funders' requirements.

Phase 2A – Internal conversion of the rear property facing School Wynd to eleven studio flats will commence while Phase 1 is on site.

Phase 2B - Internal works to the upper floors of the building facing the High St will follow on completion of Phase 1. There is planning consent for a further eleven residential units to the High St building. However, the owner is considering a revised planning application to retain a commercial use for the upper floors facing High St.

The proposed grant funded external repair works to the upper floors include roof works, rot and structural repairs, replacement of lead and rainwater goods, stone repairs, repointing and works to window and doors. The proposed works have planning and listed building consent and will be carried out to a conservation standard to comply with the terms and conditions of the grant.

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## **6. Next Steps**

6.1 Over the remaining period of the project, the TH/CARS2 will:

- i. Continue to deliver the heritage education, training and events Activity Plan;
- ii. Coordinate the delivery of third-party building repair/restoration works, shopfront improvement works and small grants within the TH/CARS2 area;
- iii. Continue to deliver public realm improvements.

- 6.2 Subject to Board approval, there will be further review of the tenders and assessment of the full grant application to ensure grant conditions are met. Following subsequent approval by HES and NLHF, the TH/CARS2 grant will be awarded for the proposed external works to 32 High St, Paisley.
- 6.3 The TH.CARS2 project will end June 2023, subject to NLHF confirmation for the TH element, with the CARS element of the project to complete end of March 2023, as has been confirmed by HES.
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## Implications of the Report

1. **Financial** - Funding for this project utilises approved Council budgets for the implementation of the Paisley Town Centre Heritage Asset Strategy, approved by Council in February 2014 and February 2015 and summarised within the Council report in September 2016. Grants awarded to the Council by NLHF and Historic Environment Scotland supplement this budget and are monitored in accordance with the terms and conditions of grant.
2. **HR & Organisational Development** - Four posts (full time) are embedded within the City Deal and Infrastructure Team to deliver the project on a fixed term basis. All costs of these posts are met by existing secured external funding and the Council's contribution to the overall project. Staff costs relating to the extended timescale can be accommodated within existing secured funding.
3. **Community/Council Planning –**
  - Our Renfrewshire is thriving – The TH/CARS2 Project will significantly support the objectives to develop Renfrewshire's economy, including its Town Centres as thriving places, supporting local places, businesses, and communities.
  - Our Renfrewshire is well - The delivery of actions through the TH/CARS2 project have the potential to positively impact on physical, emotional and mental health and wellbeing. Implementing the project will assist Renfrewshire citizens to have a positive attitude to their community.
  - Our Renfrewshire is safe - Working in partnership with public and private sector stakeholders and organisations to achieve positive outcomes.
  - Reshaping our place, our economy and our future- The TH/CARS2 project will secure the restoration and productive re-use of town centre buildings which will contribute to supporting growth and sustainable jobs. Increased footfall and the associated increased use of the High Street offers potential benefits to traders, assisting the economy of Paisley Town Centre.
  - Working together to improve outcomes - Renfrewshire Council is working with stakeholders to maximise the opportunities for heritage-led regeneration, providing support to make best use of heritage assets.

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

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### List of Background Papers

- (a) Report to Leadership Board: 19<sup>th</sup> February 2020 'Paisley Townscape Heritage/Conservation Area Regeneration Scheme (TH/CARS2): Grant Awards for 3 County Place, Paisley and 44 High St, Paisley.
- (b) Report to Leadership Board: 4<sup>th</sup> December 2019 'Paisley Townscape Heritage/Conservation Area Regeneration Scheme (TH/CARS2): Progress to Date and Grant Award (5 George Place, Paisley).

- (c) Report to Council 29th September 2016 'Paisley Townscape Heritage/Conservation Area Regeneration Scheme (TH/CARS2): Grant Awards.
- (d) Report to Economy & Jobs Policy Board: 31<sup>st</sup> August 2016 'Paisley Heritage Asset Strategy: Submission of Funding Applications'.
- (e) Report to Economy & Jobs Policy Board 18<sup>th</sup> March 2015 'Paisley Townscape Heritage and Conservation Area Regeneration Scheme (Phase 2)'.
- (f) Report to Economy & Jobs Policy Board: 19<sup>th</sup> November 2014 'Paisley Heritage Asset Strategy: Progress Report 2'.
- (g) Report to Economy & Jobs Policy Board: 3<sup>rd</sup> September 2014 'Paisley Heritage Asset Strategy: Submission of Funding Applications'.s

The foregoing background papers will be retained within Chief Executives Service for inspection by the public for the prescribed period of four years from the date of the meeting. The contact within the service is [citydeal@renfrewshire.gov.uk](mailto:citydeal@renfrewshire.gov.uk).

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**Author:** Barbara Walker, Programme Director – City Deal and Infrastructure 07727 377977




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**To: Leadership Board**

**On: 23 February 2022**

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**Report by: Chief Executive**

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**Heading: Scottish Government Regeneration Capital Grant Fund: Award of Grant Funding – Exchange Young People’s Theatre (PACE)**

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## **1. Summary**

- 1.1 The Leadership Board has previously considered and approved submissions to the Scottish Government’s Regeneration Capital Grant Fund (RCGF) 2021/22. This fund is one of the mainstays of capital funding for regeneration and is available through a competitive annual application process. Of the schemes submitted for consideration in 2021 the application for funding for the Exchange Young People’s Theatre, being led by the PACE Theatre Company, has been successful with £800,000 being awarded.
- 1.2 The purpose of this report is to inform the Board of the announcement of the RCGF funding for the Exchange Young People’s Theatre and to agree to delegate authority to the Director of Finance and Resources to accept the formal grant award when it is received from the Scottish Government and coordinate the delivery of the project accordingly.

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## **2. Recommendations**

- 2.1 It is recommended that the Board
- i. Agrees to delegate to the Director of Finance and Resources authority to accept the expected formal grant offer from the Scottish Government Regeneration Capital Grant Fund of £800,000 for the Exchange Young People’s Theatre project.
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## **3. Background**

- 3.1 In December 2021 the Scottish Government announced 19 projects around Scotland that have been successful in securing Regeneration Capital Grant Fund investment for financial year 2022/23.

This followed an extensive application and shortlisting process in the second half of the year at the outset of which Renfrewshire Council submitted 5 applications, approved by the Leadership Board on 16 June 2021.

- 3.2 Of the Renfrewshire projects submitted I am pleased to report that the Exchange Young People's Theatre project, being led by the PACE Theatre Company, has been successful in securing £800,000. This success follows extensive work between PACE and the Council to develop a clear business case and regeneration justification for the investment.

#### **4. Exchange Young People's Theatre**

- 4.1 The project takes on the vacant former theatre/hall and nightclub 'Mannequins' on Old Sneddon Street, Paisley. The project will deliver Scotland's first theatre designed for and with young people, by restoring and re-purposing a historic disused building in Paisley town centre. The project is being led by PACE Theatre Company and has been supported in its early phases by Renfrewshire Council through the allocation of Town Centre Fund budget. This has secured and improved the building fabric with the funding now coming from the Scottish Government enabling fit out works to commence to provide space for creative learning, a 100-seat studio theatre space, an interactive sensory creative play space, workshop space, community hub and family-friendly café.

- 4.2 The aim of the project is to extend cultural provision and creative learning work with children and young people in Renfrewshire, with a particular focus on those deprived of cultural engagement or who are disadvantaged in other ways. The project represents an important strategic element in the regeneration of cultural life of Paisley and Renfrewshire.

- 4.3 The award of this funding also represents national recognition of the project and will form the basis of further bids to others to secure further capital funding towards the ultimate goal of restoring the full 300 plus seater theatre auditorium within the building.

#### **5. Next Steps**

- 5.1 A formal offer of grant will be made by Scottish Government to the Council for the project and when received requires to be formally accepted. A deadline is normally given and as this may fall out with standard Board cycles. This report therefore seeks delegated authority for the Director of Finance and Resources to accept the grant when offered. A third-party contract of grant will be required for PACE Theatre Company to sign in order to bind it to the specific terms and conditions of grant and enable them to draw down the grant from the Council. The management and monitoring of the grant will be carried out by Council officers and progress reports submitted to the Scottish Government as required.

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### **Implications of the Report**

#### **1. Financial**

Grants awarded to the Council will be monitored in accordance with the terms and conditions of grant.

The Council will liaise with Scottish Government to comply with RCGF drawdown requirements and financial reporting requirements. Where grants are awarded to third parties, officers will liaise with those organisations to ensure they comply with requirements.

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

3. **Community Planning**

- Our Renfrewshire is thriving – Community-led regeneration projects result in a stimulus to the local economy via contracts won and visitors and user numbers. The project will support the objectives to develop Renfrewshire's economy, including its Town Centres as thriving places, supporting local places, businesses and communities.
- Our Renfrewshire is well - The delivery of actions through the projects have the potential to positively impact on physical, emotional and mental health and wellbeing.
- Our Renfrewshire is safe - Working in partnership with community, public and private sector stakeholders and organisations to achieve positive outcomes.
- Reshaping our place, our economy and our future - The projects will secure the productive re-use of a town centre building and provide new facilities and services which will contribute to supporting growth. Increased footfall offers potential benefits to traders, assisting the economy of our town centres.

4. **Legal** - A third-party contract of grant will be prepared which will be signed by PACE Theatre Company for the RCGF grant award.

5. **Property/Assets – None.**

6. **Information Technology - None.**

7. **Equality & Human Rights**

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

8. **Health & Safety – None.**

9. **Procurement – None.**

10. **Risk – None.**

11. **Privacy Impact – None.**

12. **COSLA Policy Position** – None.

13. **Climate Risk** – None.

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### **List of Background Papers**

(a) Report to Leadership Board, 16<sup>th</sup> June 2021 – Regeneration Funding Bids Update

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**Author:** *Stuart McMillan, Regeneration and Place Manager; 07958 009520*



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**To: Leadership Board**

**On: February 23, 2022**

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**Report by: Chief Executive**

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**Heading: Event programme 2022**

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## **1. Summary**

1.1 This report provides members with the schedule of council events programmed for 2022, and outlines measures in place to protect delivery should restrictions to live events once again be introduced, as part of Covid19 outbreak management. The report also provides members with an overview of a new two-year event strategy to 2024 and the performance of council events delivered within Scottish Government Covid19 guidelines in 2021.

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## **2. Recommendation**

2.1 Members are asked to please note the report.

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## **3. Background**

3.1 Renfrewshire Council's events strategy was approved in March 2018 to cover financial years 2018/19 – 2021/22 and was incorporated within Renfrewshire's Visitor Plan, with major events positioned as a driver of visitor numbers and spend, especially during seasonal closures and during the refurbishment of cultural assets and venues. The subsequent marketing of visitor events has been a key component of Paisley Is destination marketing and the Future Paisley programme, significantly contributing to changing the reputation of Paisley nationally and securing VisitScotland and EventScotland partnerships and funding.

- 3.2 Strategy objectives were developed in partnership with community and cultural partners ensuring buy-in for events and town readiness and strengthening local relationships to help drive the development of an independent and vibrant local event sector.
  - 3.3 Prior to the pandemic significant progress was made with event audiences and spend per attendee rising year on year - some 350,000 event attendees over the period and £8.47 million of combined local spend and economic impact. EventScotland funding has been awarded to Renfrewshire Council in every round of signature (and recovery) funding since creation of the strategy. Visitor research and campaign analysis means we understand who attends events in Renfrewshire, what motivates attendance and where we draw event audiences. Satisfaction ratings were consistently above 95% for every event. Socially engaged practice remains an important USP for the team, with significant co-created work to remove barriers to participation and attendance events and young people continue to have a voice in shaping the events programme.
  - 3.4 The Covid-19 pandemic has had a considerable impact on the events sector and on the Council's event programme, with widespread cancellation of live events due to public health restrictions. Very quickly the events team had to adapt partnerships, renegotiate timetables for national funding, pivot to digital programming and cancel mass gatherings, previously the hallmark of the programme. This enabled event programming to continue in part in 2020 and through 2021, flexing and adapting to meet restrictions. During spring 2020, members of the events team were deployed to support Renfrewshire's humanitarian response.
  - 3.5 Ongoing restrictions in relation to number caps and vaccination passport checks continue to impact event delivery and this is expected to continue through 2022, with the possibility of the re-introduction of restrictions on mass gatherings in autumn/winter. As such the new Event Strategy to 2024 and the 2022 programme have been designed for pandemic tolerance.
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#### **4. Covid-19 response**

- 4.1 In response to legislation banning public gatherings a digital event programme was designed and delivered in 2020 ([a showreel of this work is available](#)). This enabled Renfrewshire to protect event brands and support community wellbeing by marking dates most important to local people. The event programme enabled groups and individuals to take part in cultural activity, celebrate and rediscover their local place and connect, albeit remotely, with other people. A digital programme was co-designed and produced for Sma' Shot Day, Doors Open Days, Radical War, Remembrance Day and Christmas and was received well. Key messages focused on spending local and building community and individual wellbeing.
- 4.3 Due to a second lockdown, delivery of digital events continued into 2021, with a digital Food Festival and a second digital Sma Shot Day celebration. The British Pipe Band Championships were cancelled for a second year and the partnership with the Scottish Pipe Band Association concluded.

4.4 To protect the programme through the lifting and re-instatement of Covid-19 restrictions, new objectives were developed, and programming work began to reintroduce Covid-safe live events for autumn/winter 2021:

- Develop new event models to withstand public health measures and in doing so build attendee confidence and encourage people back to events
- Support villages, towns, and local businesses by encouraging local spending
- Encourage and promote community participation
- Encourage and promote volunteering and skills development
- Enhance programming opportunities and reach through digital programming
- Maintain Renfrewshire’s place on the event map in Scotland

4.5 Throughout the pandemic the team worked with EventScotland and Scottish Government through the Events Industry Advisory Group to ensure a safe and viable return to events. The council’s events programme was awarded three lots of funding totalling £40,000 through the Scottish Events Recovery Fund to cover the additional costs of Covid secure measures required to reintroduce the Spree and Halloween Festivals.

## 5. 2021 Event programme performance

5.1 The table below provides members with an update on the delivery of the 2021 programme:

| Event  | Attendees/participants   | Highlights  |
|--|--|---|
| <p>Paisley Food Festival (digital)</p> <p>Programme of interactive cooking workshops, events and tasting sessions, growing and gardening</p> | <ul style="list-style-type: none"> <li>• 50+ businesses and community groups involved</li> <li>• 17,000 individual video views</li> <li>• Promoting community food initiatives – 17 blogs</li> </ul>   | <ul style="list-style-type: none"> <li>• 1.07 million OTSH</li> <li>• 43 pieces of media coverage across online and print</li> <li>• Social media campaign reach: 417,150</li> <li>• Engagement: 18,007</li> <li>• <a href="#">Taste of Renfrewshire</a> videos series created</li> <li>• ‘Dough it yourself’ pizza kits delivered locally</li> </ul> |
| <p>Sma Shot Day (digital)</p> <p>Story told over 3 short films and the Sma Shot musical.</p>   | <ul style="list-style-type: none"> <li>• 2,136 individual video views</li> <li>• 20 local musicians and artists performing live at ‘busker’ stations across Paisley</li> <li>• 25 young people participated in film production</li> <li>• 22 people from Kairos and Spinners Gate</li> </ul> | <ul style="list-style-type: none"> <li>• 4.3 million OTSH</li> <li>• 22 pieces of media coverage across online and print</li> <li>• Social reach - 115,598</li> <li>• Social engagements – 1,936</li> </ul>   |

| Event  | Attendees/participants  | Highlights   |
|--|---|--|
|  | <ul style="list-style-type: none"> <li>participated in digital textile workshops</li> <li>8 primary classes participated in <i>We are Weavers</i> workshops</li> </ul>  |  |
| Doors Open Day (Hybrid)  | <ul style="list-style-type: none"> <li>28 venues took part</li> <li>Celebration of the 50<sup>th</sup> anniversary of the Erskine Bridge by Transport Scotland</li> <li>Video tours of Brediland Allotments, RSPB Lochwinnoch, Castle Semple, Paisley Thread Museum, Lamont Farm and Bishopton Parish Church</li> </ul> | <ul style="list-style-type: none"> <li>5.9 million OTSH</li> <li>17 media articles</li> <li>14,208 views across social media platforms of promo video and venue tours</li> <li>Blog on the Barscule Bridge created by a volunteer recruited specifically for this role</li> <li><a href="#">Tree of Hope ceremony</a></li> </ul> |
| <p>The Spree (Live – Covid safe format)</p> <p>Relocated Spiegelent to Bridge Street. Enabled outside bar and seating area, social distancing and increased back of house production.</p>  | <ul style="list-style-type: none"> <li>7,941 attendees</li> <li>£53k ticket income</li> <li>96% satisfied or very satisfied</li> <li>Spree for All: 30 shows across Paisley, Lochwinnoch, Brookfield, Houston, Kilbarchan, Renfrew, Johnstone and Howwood.</li> </ul>   | <ul style="list-style-type: none"> <li>18.1million OTSH</li> <li>88 media articles</li> <li>Wee Spree (Live) - new home at Methodist Hall and Tannahill Centre</li> </ul>  |
| <p>Halloween Festival (Live -Covid safe format)</p> <p>5-day, town centre based, <i>Out of this World</i> Alien Trail developed by international artists.</p> <p>Neighbourhood- based performances choreographed by Cirque Bijou</p> | <ul style="list-style-type: none"> <li>17,000 attendees</li> <li>Total economic impact £204,118</li> <li>21% of attendees from most deprived decile</li> <li>88% attendees satisfied or very satisfied</li> </ul>   | <ul style="list-style-type: none"> <li>14.9 million OTSH</li> <li>80 media articles</li> <li>Headline installation made from single use plastic from Team Up to Clean Up litter picks</li> </ul>   |
| Renfrewshire Christmas (Live)  | <ul style="list-style-type: none"> <li>4000 attended Paisley's Christmas weekend programme</li> <li>2143 people attended Renfrew and Johnstone festive programming</li> </ul>   | <ul style="list-style-type: none"> <li>3.1million OTSH</li> <li>24 media articles</li> <li>Total Economic Impact: £244,483</li> <li>94% of people surveyed were either very satisfied or</li> </ul>  |

| Event | Attendees/participants | Highlights   |
|-------|------------------------|--|
|       |                        | <p>satisfied with the festive activities</p> <ul style="list-style-type: none"> <li>Average spend in 2021 was £45.14 compared to £39.00 in 2019</li> </ul> <p><i>'Great to have Christmas back'</i><br/> <i>'The rides are excellent'</i><br/> <i>'The wee one is loving it'</i><br/> <i>"It feels like Christmas"</i></p> |

## 6. 2022 programme and revised event strategy

- 6.1 The 2022 programme ensures the Council can meet safety requirements currently in place for events. It is likely restrictions will continue into 2022, such as vaccination passports checks at events with attendance numbers more than 10,000. There is also the possibility of restrictions on mass gatherings being reintroduced in autumn and winter 2022. There is currently no event insurance on the market to mitigate against Covid19 cancellations. In response, the 2022 programme for Renfrewshire does not include mass gathering/large crowd events. This limits the significant financial risk to the council, given the uncertainty of event capping or cancellations.
- 6.2 Event inflation and the increased cost of event infrastructure and supplies is also a significant challenge in 2022. Many suppliers to the events industry have significantly changed business models or have left the sector. Increased costs in the supply chain and additional costs of Covid mitigation means we are unable to deliver a like for like programme based on previous years.
- 6.3 Ongoing capital works and public realm improvements in Paisley town centre present a further challenge to the autumn/winter programme. Current project timescales indicate it is unlikely that Abbey Close will be available for programming at this time, restricting our event footprint. This means we will require a new location for the Halloween Festival.
- 6.4 The key adaptations made to safeguard delivery of the programme and manage costs, include:
- Avoiding events that require mass gathering in the town centre. This will ensure vaccination passport checks can be complied with and capacity limits can be managed if and when required.
  - Re-scheduling the date of The Spree to September. This reduces the risk of having to reduce capacity (and ticket income) and realigns the event with artist booking schedules and supply chain. The Wee Spree will remain in the October school's week to support children and families.

- Continuing to deliver a revised Halloween Festival model that replaces mass gathering and main-stage performance times with a trail format, enabling crowd management.
- Delivering a rolling programme of festive activity in the weeks leading up to Christmas in Paisley, Renfrew and Johnstone, maximising the benefits for local businesses and avoiding one-day only main stage programming.
- Working in new locations and outdoor spaces and protecting fringe events across Renfrewshire.
- Continuing to develop digital programming within live events to increase accessibility and to reach people who may not be able to attend in person.
- Recognising the value and importance of localism and ensuring the programme generates local event supplier opportunities and encourages people to stay local and spend local.
- Investing in Covid safe event delivery.

.6.5 The 2022 programme is confirmed below:

| Date              | Event   |
|-------------------|---|
| 18 Dec – 19 March | Future Paisley Exhibition                               |
| 28 Feb – 6 March  | Unboxed – About us                                      |
| 29/30 April       | Paisley Food Festival                                   |
| 2 June            | Platinum Jubilee beacon service                         |
| 5 June            | Renfrew Gala Day  |
| 18 June           | Barshaw Park Gala Day                                   |
| 2 July            | Sma Shot Day  |
| 23 July           | Renfrew Pipe Bands                                      |
| 17/18 Sept        | Doors Open Day  |
| 1/10 Sept         | The Spree   |
| 16/23 Oct         | Wee Spree   |
| 28/29 Oct         | Halloween Festival                                      |
| 13 Nov            | Remembrance   |
| December          | Renfrewshire Christmas (Paisley, Renfrew and Johnstone) |

6.6 We have developed a short-term strategy to direct event programming over the next 24 months, during a period of ongoing uncertainty when we must adapt to ongoing capital works in Paisley town centre and respond to existing/new Covid public health measures. The strategy will support the council's social and economic recovery plans and will focus on delivering social impacts in Renfrewshire, building local audience in the lead up to the reopening of cultural venues and supporting the recovery of local businesses who rely on the opportunities generated by major events. The strategy can be found at **Appendix 1**.

6.7 Beyond 2022, the team will host the Royal National Mod in Paisley in October 2023 and a major event funded by Future Paisley and delivered in partnership with National Theatre of Scotland and OneRen (summer 2023). The team will begin work on a new

five-year event strategy that maximises the opportunities created through the reopening of new cultural venues and event spaces and builds on the legacy of Future Paisley.

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## 7. Recommendation

Members are asked to please note the report.

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### Implications of the Report

1. **Financial** – none
  2. **HR & Organisational Development** – none
  3. **Community/Council Planning** – Council Plan, Outcome 1: Reshaping our place, our economy and our future (*delivering significant programmes of economic and cultural regeneration which will transform Renfrewshire and its prospects/ promoting Renfrewshire as a place to live, work in and visit/achieving recognition for local cultural excellence*)
  4. **Legal** – none
  5. **Property/Assets** – none
  6. **Information Technology** – none
  7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report
  8. **Health & Safety** – none
  9. **Procurement** – none
  10. **Risk** – none
  11. **Privacy Impact** – none
  12. **Cosla Policy Position** –not applicable
-

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# Events Strategy

## 2022/23



Renfrewshire  
Council



Halloween Festival 2021

## Introduction

**The 2022/23 Events Strategy has been produced in the context of the global COVID-19 pandemic and the major capital infrastructure and public realm works ongoing in Renfrewshire until 2024, which have an impact on the delivery of largescale public events.**

As such, this is an interim strategy to take Renfrewshire Council through the completion of the capital programme culminating in redeveloped event space in the heart of Paisley town centre and four redeveloped cultural venues—Paisley Town Hall, Paisley Arts Centre, Paisley Cultural and Learning Hub and Paisley Museum.

The focus of the strategy is the delivery of outdoor events that attract and engage visitors, connecting our communities in Renfrewshire and those attending across Scotland.

Renfrewshire Council's previous strategy committed to bidding for new events and national funding. This provided successful with national funding secured every year and several high-profile events delivered

in Renfrewshire, building Renfrewshire's reputation as a successful event host and strengthening national partnerships. Events bid for and delivered over the duration of the strategy include The British Pipe Band Championships and the Scottish Album of the Year Awards, with the Royal National Mod to be hosted in 2023. Renfrewshire Council events generated significant profile for the area with over 165 million opportunities to see or hear something positive about Renfrewshire.

The strategy for 2022 and 2023 seeks to build on this success and consolidate and refine the events programme. This means innovation in programming, extending the reach of events across Renfrewshire, building our visitor event brands and ensuring our programme is deliverable in a pandemic/epidemic context. We will also develop a new approach to hosting events from 2024 onwards.

The legacy of the COVID-19 global pandemic is expected to impact the events sector for the duration of this strategy, and as such we have designed our approach to flex to meet any ongoing or future changes in government legislation and public health advice.



The Bluebells at The Spree 2021

## Current position

**Events bring a range of positive impacts and play a key part in placemaking and regeneration. They generate community and supply-chain benefits at a local level and have been an important tool for Renfrewshire to address seasonality—driving visitors at off-peak periods and during the closure of attractions.**

They are an important element of regeneration, fostering regional and local economic growth and delivering public policy. They bring legacy values that positively influence society and industry, and benefits extend beyond direct economic measures. Outdoor events bring communities together, create social cohesion and provide volunteering opportunities.

Events are an important contributor to Renfrewshire's visitor economy and over the course of the previous strategy (2018–2021), events delivered by Renfrewshire Council generated a combined local spend and economic impact of £8.47 million and brought 350,000 people to our town centres and venues, despite the cancellation of live events in 2020 and much of 2021.

The strategy has also delivered significant social impacts with over 6,000 participation opportunities, ranging from performance to production and volunteering. Our aim has been to focus our practice with some of Renfrewshire's hardest to reach groups, ensuring everyone has a fair and equal chance to enjoy cultural activities and to shape the programme delivered in Renfrewshire. This approach was crystallised through the development of Paisley Halloween Festival during the Year of Children and Young People.

The Renfrewshire Events programme includes two distinct programme strands. Visitor events: Paisley Food and Drink Festival, The Spree Festival and Paisley Halloween Festival—nationally recognised event brands that attract attendees across central Scotland, and local events; gala days, Sma' Shot Day, Doors Open Day, Christmas light celebrations - free-to-attend events designed primarily to engage local people and enhance civic pride. The team also provide event management support for elections and referenda and for corporate events delivered by Renfrewshire Council.



Halloween Festival 2019

## Vision

Renfrewshire is host to much-loved events that capture imagination, examine issues important to society and attract visitors across Scotland. The backdrop is stunning natural and built heritage, providing a unique stage and showcasing Renfrewshire's destination potential well beyond a local audience.

Combined with a compelling local narrative, we share stories of Renfrewshire's bold and radical history and set out future aspirations.

Our vision is to deliver high-quality events through socially-engaged practice, deliver positive and memorable experiences for residents and visitors, contribute positively to the local economy, and position Renfrewshire as a great place to visit, work and learn.

# Objectives

## We will deliver economic, social, and cultural impacts for Renfrewshire by:

- encouraging more people to spend time in Renfrewshire by offering a year-round programme of high-quality event experiences
- maximising co-design, participation and volunteering opportunities by embedding socially-engaged practice through event design and delivery
- understanding and removing barriers to participation so that everyone in our communities can access events
- developing partnerships locally and nationally that strengthen the capacity of our cultural and creative sectors and create opportunities for local talent
- strengthening emotional connection between local people and their place by illuminating stories and issues that are important and showcasing the best of Renfrewshire
- supporting local businesses to fully maximise the benefits of supply opportunities and publicity and footfall generated by events
- incorporating new event trends and technologies ensuring the programme continues to diversify and remain relevant
- delivering a programme that can withstand the impact of current and future Covid19 restrictions
- investigating how events can help work towards net zero Renfrewshire and raise awareness of climate change among attendees and participants.

## Key performance indicators

| KPI  | Outcome   | Impact   | Target by end of 2023 |
|--|---|--|-----------------------|
| Number of attendees (total number of people attending events)              | <ul style="list-style-type: none"> <li>• More people visit our town centres and attractions</li> <li>• Communities come together to celebrate events and spend time together</li> </ul>       | <ul style="list-style-type: none"> <li>• Increased spend in the local area supporting local businesses</li> <li>• Community cohesion and strong social connections</li> <li>• Local ambassadors take pride in promoting place</li> </ul> | 170,000               |
| Number of visitors (the number of attendees who live outside Renfrewshire) | <ul style="list-style-type: none"> <li>• Increased day visitors who can 'sample' Renfrewshire's visitor offer</li> <li>• Cross promotion of Renfrewshire's visitor attractions</li> </ul>     | <ul style="list-style-type: none"> <li>• Increased spend in the local area supporting local businesses</li> <li>• Positive area image</li> <li>• Increased tourism numbers outside of event times</li> </ul>                             | 30,000                |
| Economic impact (including local spend)                                    | <ul style="list-style-type: none"> <li>• Increased income on event days for local retailers and businesses</li> <li>• Supply opportunities are created for the local events sector</li> </ul> | <ul style="list-style-type: none"> <li>• Sector stability and growth – cultural, creative, tourism and hospitality</li> </ul>  | £3 million            |
| Number of participants   | <ul style="list-style-type: none"> <li>• More people are able to participate and shape cultural activity</li> </ul>   | <ul style="list-style-type: none"> <li>• People feel confident and experience wellness</li> <li>• New skills lead to further education and employment</li> </ul>   | 3,000                 |

| KPI                                    | Outcome   | Impact  | Target by end of 2023           |
|--|---|---|---------------------------------|
| Number of local performers             | <ul style="list-style-type: none"> <li>• Increased opportunities to showcase and develop local talent</li> <li>• Increased opportunities to showcase local cultural organisations and groups</li> <li>• Partnerships are established with national cultural organisations</li> </ul>                                | <ul style="list-style-type: none"> <li>• People feel more confident</li> <li>• More people regularly participate in arts and creativity</li> <li>• Cultural sector is strengthened</li> <li>• Increased employment opportunities for those entering cultural and creative sectors.</li> </ul> | 500                             |
| Number of volunteering hours delivered | <ul style="list-style-type: none"> <li>• Local people have regular access to cultural volunteering opportunities</li> <li>• More people gain recognised awards/qualifications through volunteering.</li> <li>• Local people can develop new skills, gain experience and build confidence through events.</li> </ul> | <ul style="list-style-type: none"> <li>• People feel more confident and connected and can access employment and further education opportunities.</li> </ul>   | 700                             |
| Attendee satisfaction rates            | <ul style="list-style-type: none"> <li>• We understand how to continually improve the event offer and encourage repeat visits</li> </ul>  | <ul style="list-style-type: none"> <li>• People have a great experience in Renfrewshire and tell others to visit.</li> <li>• More people visit Renfrewshire on a regular basis</li> <li>• Increased footfall and local spend</li> </ul>   | 96% satisfied or very satisfied |



Paisley Town Hall, Halloween Festival 2021

## Strategic context

Renfrewshire Council's event programme is aligned to EventScotland National Events Strategy—Scotland the Perfect Stage and directly contributes to the strategic aims of the Council set out in the Council Plan:

- **Outcome 1:** reshaping our place, our economy and our future—promoting Renfrewshire as a place to live work and visit, through destination marketing and delivery of diverse and exciting events to increase visitor numbers and grow local event attendances.
- **Outcome 3:** Tackling inequality, ensuring opportunities for all—celebrating diversity within our communities, and ensuring that the voice and needs of different groups within society are heard.

It also contributes to Renfrewshire's Economic Strategy (2020–2030), responding to Challenge 4—raise Renfrewshire's profile as a place to visit, by delivering an events programme to position Paisley on a national and international stage as a unique must-see events destination.

The events programme is an important contributor to the Future Paisley Programme, delivering outcomes under each of the programme's 5 step changes:

- Radically change Paisley's image and reputation in Scotland, the UK and internationally
- Raise prosperity and increase wellbeing in our communities
- Paisley will be recognised for its cultural innovation
- Transform Paisley into a vibrant town centre
- Develop a sustainable and resilient creative economy in Renfrewshire

Through the Culture and Creativity theme of Renfrewshire's social renewal plan, the events programme creates high quality participation and volunteering opportunities for young people and adults, contributing to wellness and social connection and opening a pipeline to skills development, work experience and paid work.

## Capital investment

The strategy is produced at a time of significant investment in cultural regeneration. Investment of over £100 million is being made to transform cultural assets and public realm. Attractions and venues such as Paisley Museum, Paisley Town Hall and Paisley Arts Centre are currently undergoing transformation and major refurbishment that will bring visitors and performance and create first-class event space.

Abbey Close Paisley will be transformed to increase capacity and provide an improved, flexible and accessible events space allowing more people to access outdoor events in an iconic location.

Redevelopment of the sites will be ongoing for the duration of the 2022–2023 event strategy and dynamic adaptations to the programme may be required to accommodate works and enable events to continue to take place within the town centre.



**'Connecting Threads: Dance, Create, Connect and Celebrate'**  
for Digital Sma' Shot Day 2020

## Impact of COVID-19

**The Event Industry has been hit hard by COVID-19, being the first industry to close and the last to be permitted to open with restrictive measures still in place.**

At the height of the pandemic live events were cancelled and our delivery model switched to digital. The digital programme enabled important local and national events to be celebrated and provided much needed opportunities for connection and participation across our communities. We delivered mass dance projects, poetry, live music, theatre and animation projects.

Through the pandemic a hybrid approach was adopted, and digital programming was combined with in-person events. This created a safeguard and allowed events to continue despite changing restrictions. It also enabled residents and participants who were isolating or unsure of visiting crowded environments to take part and join in celebrations.

It is expected that a level of restriction will remain in place for the duration of this strategy. Restrictions are expected to flex seasonally, with autumn and winter likely to have restrictions imposed. This will require a move away from one-day mass gatherings to promenade performance and the use of new spaces and trails. This will protect delivery and manage financial risk.

## Value of local

**Community empowerment and localism have influenced the strategy, recognising the impact of events on the 'liveability' of place and the important role events play in connecting communities, celebrating local culture, promoting wellness and providing world-class cultural experiences close to home.**

Socially engaged practice and co-design remain core to our planning and development work, with community groups, local organisations and the business sector key stakeholders in the event programme. Our programme will support Scotland Loves Local and Renfrewshire's Spend Local campaign and will reinforce the ethos of 20-minute neighbourhoods.



Aerial performance workshops with Disability Resource Centre and Dirty Feet Dance Company, Halloween Festival 2019

## The team

The Renfrewshire Council events team are responsible for all aspects of the planning, design and implementation of large-scale events. This includes objective setting, feasibility studies, programming, engagement, risk management, contingency planning, event operations, funding and ensuring the safety and wellbeing of all.

All event and project activities act as a direct catalyst for accomplishing the corporate and strategic aims of the council and each event in the council programme contributes directly achieving strategy objectives and KPIs.

**Visitor events** attract attendees from across Renfrewshire and visitors from outside the area, they showcase our attractions and cultural assets, reinforce reasons for future visits and create positive economic impact to benefit local business and retail. Local cultural organisations and artists are actively involved in event delivery and local groups benefit from participation and performance opportunities alongside professional artists.

Success is evidenced through event evaluation:

- Direct economic impact and visitor spend
- Propensity to return to the area for future events or other leisure purposes
- Local spend by residents
- Positive perception of the area and quality of the events programme
- Participation numbers

**Local events** boost civic pride and build emotional connection and are delivered through socially-engaged practice, enabling local people to take ownership of events and shape event design.

Success is evidenced by:

- Number of local people attending
- Number of local people participating
- Number of local volunteers
- Percentage of local people who say events makes them feel proud of their place.



## Delivering great event experiences: our four priorities

### 1. Partnerships and audience development

**Developing our network of partners is key to the sustainability of the programme. Strengthening and building partnerships creates opportunities for funding through national programmes and private commercial sponsorship.**

Working with national cultural partners provides local talent with high profile performance platforms and development opportunities and helps to reach new audiences. Growing our audience and encouraging more

people within a 30-minute drive time to regularly attend our events is essential to delivering economic impact and creating demand for the reopening of cultural venues.

#### Partnerships

Maintaining strong partnerships across education, health and social care and cultural and business sectors is key to achieving our objectives. We have a strong track record of partnership in event delivery working regularly with Renfrewshire HSCP, OneRen, Paisley First, local cultural organisations and local groups such as Disability Resource Centre. A priority for 2022 and 2023 will be to further strengthen those partnerships and identify new ones that extend our creative vision and ethos of socially engaged practice. Through our relationship with EventScotland, council events have featured in every round of major funding available during 2018–2021. This national support has enabled ongoing programme development, partnerships with artists and organisations of national standing and has provided exceptional event marketing opportunities. Maintaining our close working with EventScotland will continue to ensure Renfrewshire Council's profile as event producer and host continues. We will:

- Develop and explore partnerships with national organisations in the specific areas of climate change and accessibility making these a consistent and constant theme in all planning.
- Continue to work alongside EventScotland supporting themed years activities through our programming approach.
- Maintain and strengthen partnerships with local groups, providing opportunities through programming and engagement.
- Develop a stakeholder engagement plan for each event, identifying local and national partners.

#### Audience development

Growing regular audiences to our events is critical to our continued success and there are significant opportunities to engage new audiences. We know more about our audience than ever before. Our data provides attendee age and demographics, where people travel from, who they bring, purchase patterns, and how likely they are to return. This is complemented by insights gathered through Paisley Is destination marketing which identifies topics and experiences, popular with visitor audiences and likely to inspire attendance at events. We will:

- Use Mosaic profiling to learn more about our target audiences and to identify how best to inspire their attendance at events.
- Develop audience personas and use these to shape programming and marketing messages.
- Create programme to increase the number of event attendees aged 16–24 and those aged 45+, living within 30-minutes of Renfrewshire.
- Continually improve accessibility at events for people with physical disabilities and neurodivergence, ensuring the best possible experience.
- Work with local groups who represent our ethnic minority communities and people with a disability to develop programming and better understand their barriers to participation.



## Our visitors

- Most event goers live within a 30-minute drive of Paisley town centre... coming to our event is the main reason for their visit.
- Halloween attracts people from across Scotland and people are willing to travel further to experience the spectacle.
- Renfrewshire events attract lots of families and most people visit in a family group...the exception is The Spree which attracts couples and adult groups.
- One in five event goers come from the three most deprived data zones in Renfrewshire, influenced by ease of access and free programme.
- The Food and Drink Festival has a broad appeal with foodies split equally between families and adult groups.
- All events have high satisfaction levels, averaging 95%, demonstrating the quality of programming—most people say they are likely to come back again.
- Social media is the most popular way people hear about our events and word of mouth—the best form of promotion, ranks highly too.

## 2. Event and programme development

In 2019 event attendances at Halloween Festival, Spree and Paisley Food and Drink Festival reached record numbers, with Halloween attracting over 40,000 visitors. Renfrewshire Council events regularly listed as ‘must see’ in national and UK media.

To remain relevant and to continue to attract national funding, media coverage and engaged audiences, it is essential events respond to national themes and policies. This includes the introduction of new and emerging technology, accessibility and green credentials, and the use of new spaces.

### Event development

We will expand digital content, use new locations and venues and reduce the requirement for mass gathering. The completion of cultural infrastructure works in 2023/24 will enable the programme to evolve once again. The Council’s ongoing commitment to providing free to access cultural events is a major factor when designing our programme of events. A programming framework will be developed over the duration of the strategy to support future event delivery from 2024.

We will:

- Continue to work with EventScotland on themed years programming and explore external funding and partner programme opportunities
- Continue to support the work of EventScotland national advisory group, ensuring compliance with all public health guidance in relation to live events
- Develop flexible events and programmes reducing risk of cancellation ensuring residents and visitors have access to high quality experiences
- Explore new and underused spaces within the town ensuring events can take place in a safe and controlled manner

“What Hogmanay is to Edinburgh, Hallowe’en is to Paisley”

The National

Paisley Halloween Festival featured in ‘The Best of What’s on in Scotland’

The Sunday Times

Featured in ‘Must visit food festivals’

Olive Magazine and Delicious Online

The Spree featured in ‘The best sounds of Scotland’

Metro

Paisley Halloween Festival featured in—‘7 nights going out or staying in? Top tips to fill your diary’

Sunday Mail

### Programme development

Our programme development for 2022 and 2023 can be summarised under three themes:

| Innovative content  | Accessible  | Sustainable and Greener  |
|---|---|--|
| Align programme with Scotland the Perfect Stage, EventScotland themed years and local and national cultural strategy.   | Be known for inclusive, accessible events.  | Identify new event sites in Paisley and across Renfrewshire.   |
| Create programmes that respond to new and changing event trends, adopting digital and hybrid events as our standard programming approaches.                           | Where possible, commit to free or nominal ticket prices reducing financial barriers to attendance.  | Deliver safe events, able to comply with public health guidance.   |
| Continue to deliver events that capture the imagination, tell unique and relevant stories; and that explore unique and surprising aspects of Renfrewshire’s heritage. | Work closely with the ‘Great Place Scheme’, Future Paisley, local schools and nurseries and youth services to engage children and young people and link programme to building cultural capital, wellbeing and attainment. | Continue to work with Zero Waste Scotland to minimise the environmental impact of council events.  |
| Elevate our connections to Gaelic culture through programming ahead of hosting the Royal National Mod in 2023.  | Build cultural capacity through co-design with local communities, groups and cultural organisations.  | Where possible, support environmental initiatives through our event programmes, that raise awareness of climate change and the positive changes people can make. |
| Explore opportunities for significant and impactful indoor and outdoor programming, ahead of cultural venues re-opening in 2023.                                      | Create opportunities for local organisations and artists to work with national partners across dance, drama, film, digital, literature, music, craft, and visual art.   | Ensure our events are environmentally sustainable working towards Renfrewshire’s aim of net zero.  |
| Work with Scotland’s national houses.   | Work with health and social care colleagues to connect programme with Future Paisley funded projects delivered through CAHSC such as social prescribing.  |  |
| Take a multi art form approach to major events, from visual art and spectacle to circus, dance, music, and film.  | Work with trusted partners to reach previously excluded groups and encourage their participation.   |  |

### 3. Community engagement and volunteering

Community contribution is integral to our programming and is fully integrated with professional work. Through event programming, positive relationships have been established with volunteers, local groups and communities, made even stronger during the pandemic. This has transformed our approach to event design and is helping to build new partnerships, reveal important local stories and identify local talent.

In 2022 and 2023 we will expand our youth group connections and strengthen links with multi-cultural and intergenerational groups. We will continue to expand programming to be inclusive of people with physical and learning disabilities, ensuring performance and participation opportunities are maximised and to deliver the best possible event experience. We will

develop our approach to socially engaged practice and actively reach out to groups who are harder to reach, exploring barriers to participation and learning from them. We will review what it means to be a volunteer and provide meaningful opportunities for individuals to build and develop their skills and experience, beyond the events programme. We will:

| Develop team expertise and knowledge  | Build capacity within local groups and communities   | Take a targeted approach – no one size fits all   | Create meaningful volunteering opportunities   |
|---|--|---|--|
| Learn from national strategies and policies that inform community engagement and develop best practice.                   | Establish conversations with groups to establish how they would prefer to engage with the events programme.  | Taking a flexible approach to engaging with local groups, designed around the needs and capacity of each group.   | Create a range of access points for volunteers across event operations and ensure opportunities are widely publicised.                           |
| Participate in continued professional development to build expertise in accessible programming and event accessibility.   | Regularly attend meetings of DEAR, Ethnic Minorities Steering Group, Art Connections and others, to share information and opportunities within the events programme. | Actively recruit groups that would benefit from specific opportunities generated by each event. Listen to their needs and ensure learning is taken forward into events. | Recognise volunteer contributions to events through awards and programme credits (Saltire, Duke of Edinburgh).                                   |
| Take a broad view of accommodating differing needs and fully explore training gaps across the wider event delivery teams. | Support community led events by offering support and guidance and act as a sounding board for groups developing new events.  | Establish meaningful links with multi-cultural groups, intergenerational groups and groups supporting people with a disability.   | Extend the volunteering training package and work with partners to develop a pipeline to further education or employment for regular volunteers. |
|   | Work with schools and cultural champions in advance of events to promote participation opportunities that take place out of the school term.                         | Explore barriers to participation with groups we are engaging and address this through design and programming.  | Develop a volunteer action plan.   |

### 4. Local business engagement

Supporting businesses to capitalise on the footfall from events working closely with Paisley First, local development trusts, business consortiums and the Renfrewshire Chamber of Commerce.

We will continue to work with local business networks and groups to ensure event readiness and to support business to fully benefit from opportunities events deliver. We will:

- Identify opportunities and impact for local businesses during the concept stage of events so that programming and marketing opportunities are considered.
- Regularly share information with local businesses on the development and delivery of the annual programme and the potential opportunities.
- Build fringe activity into visitor events enabling businesses to programme and host complementary activities and design customer offers and experiences.
- Work council services to ensure town readiness in advance of events.

### Measuring performance and impact

Achieving our objectives and will be measured through external evaluation of visitor events and through reporting on our Key Performance Indicators. Event performance will be reported as part of the council's performance reporting cycle.

## Contact us

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Renfrewshire Council

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**To: Leadership Board**

**On: February 23, 2022**

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**Report by: Chief Executive**

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**Heading: Paisley Museum Reimagined Ltd update**

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### **1. Summary**

This report updates Leadership Board on the progress of Paisley Museum Capital Appeal, delivered by charitable trust Paisley Museum Reimagined (PMR) Ltd (SC049225), and the impact of Covid-19 on major gift solicitation. In addition, the report updates members on changes made to the Board of Trustees.

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### **2. Recommendations**

Members are asked to please note the report.

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### **3. Background**

3.1 PMR Ltd is an independent company (Charitable Trust), established by Renfrewshire Council in 2019 to drive the Capital Appeal for Paisley Museum and create a revenue income stream for the museum on re-opening. PMR Ltd was officially registered as a charity by OSCR on 16 April 2019.

3.2 A small fundraising team was recruited in January 2019, tasked with raising £5 million through a major gift campaign, now led by Fundraising and Capital

Appeal Manager Andy Robin and reporting to the Council's Head of Marketing and Communications. As previously reported to members, four Trustees were originally appointed to the Trust Board - Councillor Iain Nicolson, Marion White MBE, James Lang (Chair) Director, Scottish Leather Group Ltd and Jack McVitie CEO LEBC. The inaugural PMR Ltd board meeting was held on 29 May 2019.

- 3.3 In addition, and to help raise awareness of the Appeal, five patrons were recruited: John Byrne, Professor Frances Fowle, Dr Pam Hogg, Much Hon. Duncan Paisley of Westerlea and Dr Heather Reid. Three Appeal Ambassadors were also identified to help drive major gift donor profiling and cultivation - David MacLellan, Russell Crichton and Guy Stenhouse, with a further Ambassador Nick Kuenssberg OBE joining the team in 2020.
- 3.4 The Fundraising Strategy and Case for Support, two key documents required to drive the Capital Appeal, were approved by the Paisley Museum Reimagined Trustee Board in May 2019. The strategy identified over 600 prospective donors as well as 160 Trusts and Foundations who had the capacity to support the Appeal.
- 3.5 The Future Paisley Reimagined brand, PR strategy and dedicated website- [www.reimagined.paisleymuseum.org](http://www.reimagined.paisleymuseum.org) went live in February 2020. Their purpose to raise the profile of the Appeal and maintain UK-wide interest in the refurbishment of Paisley Museum during its temporary closure.

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#### **4. Impact of COVID-19**

- 4.1 Throughout 2019, the Fundraising team identified potential major donors and recruited trustees, patrons and ambassadors to cultivate major donor relationships. The inaugural cultivation event at Paisley Museum was scheduled for 26 March 2020, hosted by former Director of V&A Dundee, Philip Long OBE. The event was cancelled due to the Covid19 national lockdown.
- 4.2 The impact of Covid-19 has been significant for the Capital Appeal with all face-to-face cultivation of major donors paused. This has been particularly difficult for the campaign because donor relations were at an early stage, given the previous lack of philanthropy linked to Paisley Museum. During the initial stages of Covid-19, many Trusts and Foundations temporarily closed their application process.
- 4.3 Despite this delay to the Capital Appeal timeline, work continued to refine the Fundraising Strategy and develop a new Case for Support in response to the impact of the pandemic, and to design a corporate fundraising campaign and

begin the design of a public campaign, due in 2023. In addition, several Trust and Foundation applications were made, with two significant successes during the pandemic; the Wolfson Foundation (£200,000) and Reo Stakis Foundation (£100,000), with the CEO of the Wolfson Foundation, Paul Ramsbottom OBE stating Paisley Museum *'is a stand-out project in the UK'*. The revised fundraising strategy and timeline was approved by the Board of Trustees in January 2022.

- 4.4 The UK and International PR campaign has continued throughout the pandemic, generating 11.3 million opportunities to hear or see something positive about Paisley Museum and the Capital Appeal from 87 positive media articles. This has led to contact between prospective donors and the fundraising team. Publicity has included the museum's Syrian Glass collection, the Corozal Dredger, the 150th anniversary of Paisley Museum and successful grant awards.
- 4.5 PMR Ltd trustees and patrons have continued to meet virtually during the pandemic and took part in a tour of the museum and the Secret Collection on 15 November 2021 prior to the restart of the Capital Appeal and before the re-introduction of Covid-19 restrictions. Given the recent relaxation in measures and further changes expected to be announced in February, in-person site visits with potential major gift donors will now recommence, with the first event planned for March 4, 2022.

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## 5. Income update

- 5.1 To date, £864,000 has been secured and pledged for the Capital Appeal (£806,000 from Trusts and Foundations and £58,000 from individual donors).
- 5.2 The success of applications to Trusts and Foundations has been very positive, and the Appeal remains on target to secure £1.5m from this income stream. London-based funders Garfield Weston Foundation and the Wolfson Foundation donated £300,000 and £200,000 respectively. Local funders the Hugh Fraser Foundation and the Reo Stakis Charitable Foundation pledged £200,000 and £100,000 respectively.
- 5.3 There are currently 7 mid-level grant applications pending and a major grant application has been submitted by invitation to the Foyle Foundation. The team continue to cultivate a range of suitable funders who have the capacity to make significant donations.
- 5.4 Siblings Adrian and Brian Coats and Professor Frances Fowle (PMR Ltd Patron) toured the museum in August 2019 and subsequently made a gift worth £51,300. Both this gift and the donation received from Andros Stakis (Reo Stakis Charitable Foundation), reinforces the importance of being able to

engage face-to-face with potential funders and support visits to the museum site and Secret Collection. Only then, can the scale of the ambition of the project and its impacts be fully realised.

- 5.5 We expect to reach targets for major donations (High Net Worth Individuals), corporate giving and the Public Campaign, now restrictions have lifted, and the Capital Appeal has restarted.
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## **6. Trustee Board**

6.1 There have been some changes to the Board of Trustees, with new appointments agreed in consultation with Council Leader Iain Nicolson, Renfrewshire Council's Chief Executive and the Chair of the Trustee Board:

- In August 2019, Dr John Scally (National Librarian and CEO of National Library of Scotland) was appointed as a Trustee. Dr Scally retired from his NLS role on 1 October but continues in his role as PMR Ltd trustee.
  - Trustee Jack McVitie, CEO LEBC, passed away following a short illness in September 2020.
  - Bob Grant, CEO of Renfrewshire Chamber of Commerce was recruited as PMR Ltd as trustee in September 2021 and will support plans to cultivate leading corporates in 2022.
  - Approaches to join the Board of Trustees have been made with Flora Martin MBE and Sara Spiers, Managing Director at Spectrum Service Solutions Ltd.
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## **7. Next Steps**

7.1 The re-activation of major donor cultivation is now a priority. Appeal Ambassadors met with the fundraising team on 16 November and bespoke plans have been agreed, with Appeal Ambassadors working to reviewed prospect lists.

7.2 Trusts and Foundations work is continuing with medium level funders targeted in the next 12-months. Seven applications are currently live, with a decision on the Foyle application expected in April 2022.

7.3 Introductory meetings with Renfrewshire's leading corporates will commence in early 2022.

7.4 The fundraising team will begin the planning process for the Public Campaign in 2022, with a view to going live 6 months ahead of museum re-opening.

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## Implications of the Report

1. **Financial** – none
2. **HR & Organisational Development** – none
3. **Community/Council Planning** – none
4. **Legal** – none
5. **Property/Assets** – none
6. **Information Technology** – none
7. **Equality & Human Rights** - none
8. **Health & Safety** – none
9. **Procurement** – none
10. **Risk** – none
11. **Privacy Impact** – none
12. **Cosla Policy Position** –not applicable

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## List of Background Papers:

Leadership Board paper: Paisley Museum Reimagined Ltd Update, June 19, 2019

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**To: Leadership Board**

**On: 23 February 2022**

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**Report by: Chief Executive**

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**Heading: Renfrewshire Leisure Limited – OneRen Annual Report**

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**1. Summary**

- 1.1 Renfrewshire Leisure Limited, now trading as OneRen, recently published its annual review of 2020/21 which highlights the contribution that the organisation makes to the achievement of Council Plan, Community Plan and National Outcome priorities through the wide range of projects, events and activities that it provides in the local community.
- 1.2 The annual review, included within appendix one, also outlines the organisation's main achievements, business performance and summary financial statements and forms part of the Council's performance monitoring arrangements. The review of 2020/21 is substantially influenced by the onset of the Covid pandemic.
- 1.3 OneRen is currently preparing its annual business plan, which will be submitted to the next Leadership Board cycle. The business plan will outline how the organisation will continue to recover its business as we move through the next stages of the pandemic. The plan will also highlight OneRen's role in recovery for local communities as well as next steps in progressing the organisation's transformation programme.

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## **2. Recommendations**

- 2.1 It is recommended that the Leadership Board:
- I. Notes Renfrewshire Leisure's annual review of 2020/21.
  - II. Notes the update on the development of Renfrewshire Leisure's annual Business Plan for 2022/23.

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## **3. Background**

- 3.1 The Services Agreement with OneRen sets out the terms for it to deliver cultural, leisure and sport services within Renfrewshire. This specification:
- relates to the management of the cultural, leisure and sport facilities operated by OneRen within the council area;
  - sets out standards, specifications, procedures and other requirements to be followed by OneRen in the provision of cultural, leisure and sports services.
- 3.2 One of the terms in the Services Agreement is the development of an annual Business Plan. The plan sets out OneRen's priorities to deliver its strategic objectives and demonstrates its commitment to deliver the related strategic priorities set out in the Council and Community Plans. Last year, the business plan for 2021-22 was approved by OneRen's Board in March 2021. It was presented to and approved by Leadership Board in April 2021.
- 3.3 Over the last year, quarterly monitoring meetings have taken place with Council/OneRen colleagues to review delivery of the service specification and contribution to Council Plan priorities. The annual review included as appendix one forms part of the Council's monitoring arrangements and is included with this report for noting.
- 3.4 As a result of the Covid pandemic, service provision has had to adapt in line with Government restrictions. OneRen moved swiftly to ensure continued provision of services through each stage of lockdown, restrictions easing and recovery, utilising a combination of digital channels and other delivery mechanisms to ensure that people, particularly those with underlying health conditions, or at risk from loneliness and isolation remained supported throughout the pandemic. Staff innovation has been central to this role, where new solutions and services have been required to meet community needs in these new circumstances.
- 3.5 OneRen staff have also played an important role in terms of the wider public health response to the pandemic by providing and staffing four mass vaccination centres.
- 3.6 Overall, OneRen's role within the overall Covid response, its adapted service delivery and successful reopening plans have been progressed through close dialogue with the Council in addition to the usual monitoring arrangements, in recognition of the exceptional circumstance impacting on service delivery throughout 2020/21 and 2021/22.

#### **4. Development of the Business Plan for 2022/23**

- 4.1 OneRen is currently drafting its annual business plan and budget for 2022/23 which considers the provision of cultural, leisure and sporting services. The organisation operates in a complex and challenging financial environment, which has been exacerbated by the Covid pandemic.
- 4.2 The charity is presently managing a range of significant priorities; particularly, the ongoing development of the Cultural Infrastructure Programme, Future Paisley cultural projects and the development of its transformation programme.
- 4.3 The business plan being drafted will reflect the financial challenges being experienced by OneRen, with particular reference to the uncertainties being experienced by the culture and leisure sectors as a result of the pandemic.
- 4.4 Discussions are ongoing with the Director of Finance and Resources to cover both the updated forecast of the level of support required in 2021/22 (in line with the position previously agreed by the Leadership Board) as well as the core service payment and principles around potential additional support which may be required over 2022/23 on the basis that the pandemic is likely still to have an impact on the charity's commercial/other income in the coming year.
- 4.5 The budgets are currently being developed for inclusion in the Business Plan which will be submitted to the next Leadership Board, following approval by the OneRen Board in March. Due to the retirement of two Board members, OneRen is currently recruiting for two new directors.

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#### **Implications of the Report**

1. **Financial** – not applicable
2. **HR & Organisational Development** – not applicable
3. **Community/Council Planning** –
  - *Our Renfrewshire is thriving* – Our services recruits and trains volunteers and creates a pathway into employment;
  - *Our Renfrewshire is well* – Our cultural, leisure and sport services and programmes help to maintain positive physical and mental health and well-being;
  - *Our Renfrewshire is fair* – our services and programmes are accessible to all our citizens;
  - *Reshaping our place, our economy and our future* – development and delivery of the cultural infrastructure investment programme supports the regeneration aspirations for the area;
  - *Building strong, safe and resilient communities – Tackling inequality, ensuring opportunities for all* – our services and activities are accessible to all our citizens;
  - *Creating a sustainable Renfrewshire for all to enjoy –our programmes build sustainability through volunteer and community development;*
  - *Working together to improve outcomes* – partnership working to deliver shared outcomes remains a key priority in our company strategy.

4. **Legal** – N/A
  5. **Property/Assets** – N/A
  6. **Information Technology** – not applicable
  7. **Equality & Human Rights**
    - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
  8. **Health & Safety** – not applicable
  9. **Procurement** – not applicable
  10. **Risk** – not applicable.
  11. **Privacy Impact** – not applicable.
  12. **Cosla Policy Position** – not applicable.
  13. **Climate Change** – not applicable.
- 

#### **List of Background Papers**

- (a) n/a
- 

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ONE  
REN

Annual Report  
2020/2021



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



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# National Performance Framework

[nationalperformance.gov.scot](http://nationalperformance.gov.scot)

OneRen aligns itself with the Scottish Government's national outcomes, part of the National Performance Framework.





Start  
to  
heal.

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## CHAIRPERSON'S INTRODUCTION Changing lives for the better

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**Councillor**  
**Lisa-Marie Hughes**  
Chairperson of the Board  
OneRen

**This is an annual report that is probably unlike any other. Even at the time of publishing our report for 2019/20, the scale of the pandemic impact on us all was clear.**

One year on, and whilst we look to the future with a mixture of optimism and excitement for the difference we can make, we can't over-estimate the impact of COVID-19 on those for whom we work, the people of Renfrewshire.

Our vision is for everyone locally living lives which are healthy, happy and fulfilled. Against that ambition, the last 18 months have presented huge challenges.

After long periods of enforced relative inactivity, we are working with local people to rebuild their physical and mental wellbeing. To do that, we want to inspire everyone through our culture, leisure and sports programme.

As we work our way back from those dark lockdown periods, we can be proud of how the charity has adapted to serve. We have learned that we can deliver tangible impact through online leisure resources; we've learned that we can inspire a new generation of readers through library services - with downloadable content, remote click and collect and home delivery formats proving popular; and we've learned that there is a growing desire for artistic and cultural inspiration that we are ideally placed to meet.

We can, and will, hold on to the positives from the last two years. Every single day, every part of OneRen is playing its role in rebuilding health and wellbeing. I think you will see from the highlights in this Annual Report our clear determination to serve.

**We are here to change lives for the better.**



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## INTRODUCTION

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**OneRen – the new trading name for Renfrewshire Leisure is the local charitable trust providing culture, leisure and sporting opportunities to help people enjoy active and healthy lives.**

We are passionate about the part we play in improving life-long physical and mental health in every one of our communities.

Our trust provides a range of affordable, accessible

and ambitious services that are open to all and that improve personal, social and economic outcomes.

At the start of the pandemic in March 2019, with our operational buildings closed to the public, our team went all out to help ensure that priority services were delivered in the community and went above and beyond their normal duties – continuing to do so all year.

OneRen has provided complementary activities and services to support health and wellbeing throughout the coronavirus pandemic by providing a vital touchpoint for everyone in this time of social distancing and isolation.



## KEY STATS & TIMELINE

Between March 2020 and March 2021 our venues were open for less than a third of the year. Our physical venues were open for a third of the year yet we still delivered:



▶ **18 March 2020**

All operational facilities closed to the public

▶ **29 May 2020**

Re-opening of bowling and golf course

▶ **20 July 2020**

Re-opening of libraries

▶ **14 September 2020**

Re-opening of leisure centres and heritage Centre

▶ **9 October 2020**

Closure of indoor fitness classes

▶ **20 November 2020**

All facilities – except golf course – closed to the public

▶ **12 December 2020**

Re-opening of leisure & libraries facilities

▶ **14 December 2020**

Heritage centre re-opened

▶ **26 December 2020**

All facilities – except golf course – closed to the public

▶ **26 April 2021**

All facilities re-opened  
(gyms, pools, libraries & heritage centre)

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# Creative, vibrant and diverse cultures are expressed and enjoyed

## PAISLEY BOOK FESTIVAL

Paisley's second book festival went digital and attracted over 20,000 viewers in February 2020.



Inspired by people's engagement with the written word during lockdown, the theme of the festival was Radical New Futures, imagining the kinds of futures readers and authors would like to see post-pandemic.

The most popular events in the adult programme

in terms of numbers were Scottish Masculinities with Douglas Stuart, Graeme Armstrong & Andrew O'Hagan, Get the Door Frank with Janey Godley, Songs for a Scabby Queen with Kirstin Innes and Outi Smith, Melanie Reid and Chris Brookmyre & Dr Marisa Haetzman: UWS in Conversation with Ambrose Par.

**"Paisley Book Festival was the vanguard of digital book festivals"**

Jasper Sutcliffe, UK Publisher and Affiliate Manager Bookshop.org

**"You've made me so proud to be a buddy."**

Audience Member



8,725  
ticket  
sales

20,296  
total  
views

75  
artists

£13,825  
in  
donations

54  
events



**BLACK HISTORY MONTH**  
RENFREWSHIRE  
OUR CULTURE - OUR FUTURE



**BLACK HISTORY MONTH**

**Black History Month Cultural Programme 2020 – Our Culture, Our Future.**

This event was delivered via online platforms and digitally through Jambo! Radio and was comprised of; *'Museum of Me'* an online exhibition, as well as a range of online and digital performances on Ren TV and Jambo Radio, which included several *'Cultural Conversations'*.

The programme culminated with an online webinar on the representation of black, Asian and minority ethnic talent in the arts in Scotland and Renfrewshire. Over 350 people took part in various activities throughout the duration of the programme.

The cultural programme was created in partnership with: OneRen's Cultural Services, Engage Renfrewshire, Jambo! Radio, Pachedu, University West of Scotland and Action for Culture and Ethics and the School of African Culture.

# ONE REN

## TINY REVOLUTIONS RENFREWSHIRE

A new creative arts project called Tiny Revolutions Renfrewshire was launched to encourage people to collaborate and engage in creative activities and to develop partnerships across the culture and health sectors during the pandemic.

The initiative maintained connections with and linked up a wide range of local partners under the umbrella of one project throughout lockdown. These included the Kairos Women's Space, NHS Arts at Leverndale, Dykebar and the Recovery Café, The STAR Project, Who Cares Scotland with Paisley Museum Reimagined, Erskine Arts, Right2Dance, ART Boss Young Producers, ReMode and CREATE Paisley.



## RENFREWSHIRE WRITERS FORUM

The first meeting of the Renfrewshire Writers' Forum took place online to open a dialogue with local writers, assess and meet their needs, and drive-up ambition in the writing sector locally.



**"Art Boss is loads of fun and inspires me to do new things every day."**

## ARTBOSS

ArtBOSS is a young producers programme for care experienced people aged between 14 and 18.

The project delivered various activities during this time including 18 workshops and digital sessions. Development tasks were produced such as poster design, character creation, elevator pitches, TikTok dance & sign language tutorials, and positive wellbeing tasks.

**"I like that Art Boss can be fun and creative as well as being able to freely participate in a local group where we share the same interests."**





## REN TV

- Stuck in the House began in April on Ren TV, featuring leading Scottish musicians performing from their homes on a Thursday evening.
- Story Time began on Ren TV with a range of professional childrens' storytellers and theatre makers delivering high quality engagements for children and families.
- The Arts Team has helped produce and broadcast a range of short films on Ren TV including 'When Renfrew Roared' and the 'Renfrew Rhymer'.

"Uch this made me smile from ear to ear!"



## LOCAL SHORT FILMS

During the pandemic we worked with local filmmakers by supporting or producing local short films with local interest at their heart.

18,998

total views for our local short film series

### Top Highlights

- History of Paisley by Falconer Houston 5112 views
- Watch the Birdie 2389 views
- A Lion Rose in Paisley 1555 views
- The Renfrew Rhymer 2759 views
- When Renfrew Roared 3840 views
- Renfrew on film 2233 views

## ONLINE PERFORMANCE HIGHLIGHTS

Lost in PantoLand – a collaboration between Paisley Arts Centre and PACE this online panto also featured 9 interactive performances, which sold out within a week.

**Pictish Trail:** Lost Map takeover – Part of the Stuck in the House music sessions on Ren TV.

**Carla J Easton:** Olive Grove Takeover – Another Stuck in the House music session, this was the first Olive Grove takeover session.

**Voyager: Out of Place** – The first Out of Place collaboration with Paisley FM, binaural piece about how sounds can define what means to be human.

## TALK OF THE TOWN

A series of outdoor visual arts projects designed to promote pride in Paisley and raise spirits featured on a large-scale billboard in Paisley's Gilmour Street.

"The idea of my piece of writing on the billboard was to try to get people in the town feel uplifted and to raise their spirits. It's an amazing idea to have creative writing on a billboard. When I heard my piece was chosen, I was blown away."

Roddy Scott



# ONE REN

## RENFREWSHIRE'S CULTURAL RECOVERY AND RENEWAL FUND

This is a three-strand fund developed to support the cultural ecology of Renfrewshire adapt to the impact of Covid-19. These included:

### CULTURAL ORGANISATIONS SUPPORT FUND

This fund was available to Renfrewshire's cultural organisations to allow them to make adaptations to protect income and to ensure their sustainability moving forward with over £100,000 being awarded to successful applicants.

### TOWN CENTRE AND NEIGHBOURHOOD CREATIVE INSTALLATIONS

This grant programme was set up to encourage people to return to town centres and enjoy their local neighbourhoods across Renfrewshire by creatively animating sites, stimulating the local economy, and improving quality of life.



#### VACMA

The fifth round of OneRen's VACMA scheme, delivered in partnership with Creative Scotland took place in Feb 2021, with funds awarded to 6 artists.

**"Thank you, I am delighted ... and it's made me feel a bit more confident about applying for funding in the future."**

Award recipient



#### MASTERCLASSES

This year the arts team delivered a series of successful masterclasses for local artists funded through Creative Scotland's Venue Recovery Fund.

They worked collaboratively with local artists across film, music, theatre and visual arts to create a programme of masterclasses that aimed to develop and discuss creative practice and promote skills development.

**"It was just really well put together. It just made me feel more confident in what to do when releasing music."**

**"First class guidance and practical toolkit on increasing and managing diversity in the rehearsal room."**





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R E N

# Ensure children grow up loved, safe and respected so that we realise their full potential

## INSPIRED CHILDREN'S EXHIBITION

During lockdown the Museums and Heritage team developed the 2021 Inspired Children's Exhibition online, which generated huge social media engagement.

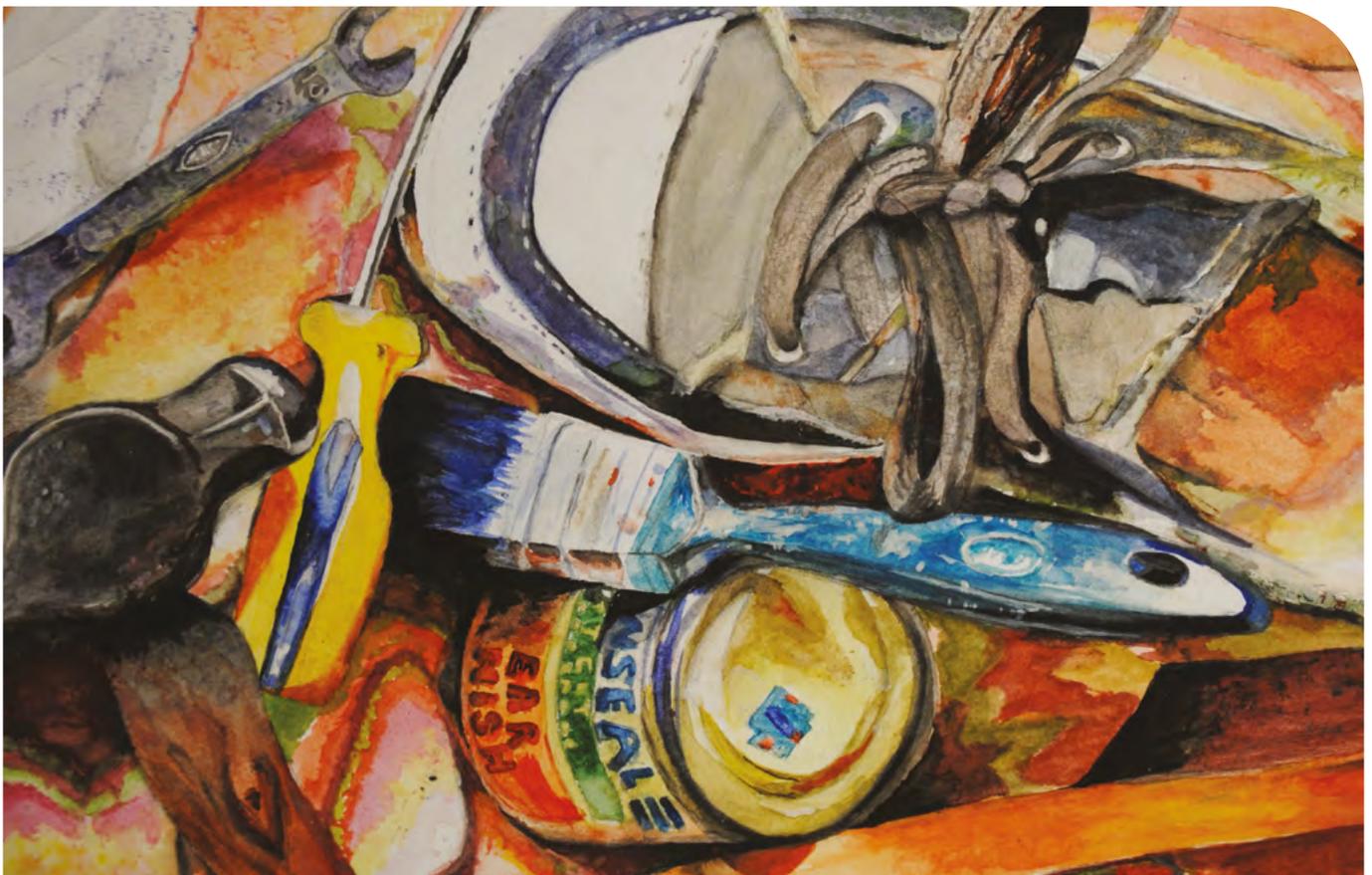
The 19th Annual Young People's Art Exhibition had 291 entries and showcased the very best creative talent from Renfrewshire schools and Early Learning and Childcare Centres. This year schools were encouraged to host their own 'opening events' in class. This year we were also delighted to welcome our guest Curator CREATE Paisley.

**"Thank you, I'm absolutely thrilled for the children. It's wonderful that all the pieces will be on display at the exhibition."**

Lochfield Primary School

**"This was definitely a needed pick me up for our department – such wonderful news."**

Park Mains Primary



# ONE REN

## ARTISTS AND RESIDENTS

An arts collaboration project with pupils from Paisley Grammar to create artwork for hoardings outside Paisley Museum and a project with Gallowhill Primary School to create a short film about P7 transitioning to S1.

The artwork was on display throughout the summer of 2020 and features the outcomes from two of the Artist & Resident projects produced in Gallowhill pre-lockdown.

**“Our School community has benefitted widely from the experience of having yourself, Richard and the artists engage with us in such a professional and co-operative, fun and exciting way.”**

Lisa Cassidy, Art teacher

## OPEN MIND SUMMIT

This online event was held on 9th October with 155 registered to attend.

In its second year, the summit continued to attract individuals across many sectors to come together to explore the role of creativity and culture in improving mental health and wellbeing for children and young people.

This year the Summit specifically looked at the theme *‘how can creativity help children and young people overcome isolation and loneliness’*.



## GALLOWHILL ARTISTS & RESIDENTS FEELGOOD CHILDREN'S FESTIVE ART TRAIL

Over the school winter holiday, the streets of Gallowhill were transformed into a Festive Art trail with 289 bright and joyous drawings and paintings.

These were created by the pupils at St Catherine's Primary School and Gallowhill Primary School lining the lampposts along the Active Communities 5k walking route in the area. The idea was dreamt up by the newly formed local community group - Feel Good Gallowhill - to bring some festive cheer to the area. The trail was also featured in the Light Up Renfrewshire film made by the events team in the run up to Christmas.

**“Brilliant idea and brilliant outcome – I love this”**

Social Media

**“Loved seeing this when I was out walking – well done all the kids”**

Social Media



## ACTIVE SCHOOLS

Active Schools support began in most schools from the 17th August with Active Schools Coordinators supporting delivery of outdoor physical activities.

In order to support recovery from Covid-19 and to strengthen sport and physical activity in schools, a range of new posts were created. For example, St Catherine's Primary School appointed an Assistant Active Schools Coordinator, and most primary schools contracted a coach to deliver a minimum of 5 hours of sport and physical activity per week.

Active Schools have continued to support all Renfrewshire schools by delivering over **7,691** hours of additional sport and physical activity opportunities within COVID-19 tier restrictions. These sessions have

**7,691**  
No. of  
hours

**130,632**  
No. of  
attendances

had over **130,632** attendances and covered a wide variety of outdoor activities and sports. Active

Schools are also continuing to support volunteer and coach development by offering sports leader and Renfrewshire School of Sport Education (RSSE) opportunities.

Due to current COVID-19 tier restrictions the RSSE programme has been adapted to offer more pupils the opportunity to take part. The programme has grown from 75 to 110 pupils for 20/21 and has also become more accessible, as more of the programme is completed through online learning.

## ACTIVE EVERYDAY

The Active Schools team undertook the SportScotland challenge of staying active every day in February.

All activities were showcased throughout the month via the Sport Services twitter account @RLSportServices and encouraged children to take part in each challenge.

**14**  
hours  
of yoga

**28**  
hours  
of fitness

**442**  
miles  
walked

**181**  
miles  
ran

**997**  
miles  
cycled

**21**  
hours  
of spin classes

## BIKEABILITY

The Bikeability programme has been delivered to 34 schools with support from Children's Services and Headteachers.

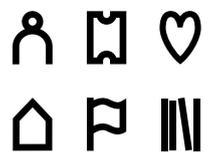
To date approximately 184 bikeability sessions were delivered in level 1/2/3 resulting in 388 young people completing the bikeability course. Approximately 64 people were recruited and trained as bikeability CTA Instructors. The team have also been working with Cycling Scotland and Wallace Primary to secure the Cycle Friendly Primary School Award.



**400**  
pupils

**64**  
teachers &  
volunteers

ONE  
REN



# Healthy and Active



**Health and Wellbeing services in OneRen have continued to offer innovative and trailblazing services to support Renfrewshire residents in partnership with Macmillan Cancer Support and NHS Greater Glasgow & Clyde.**

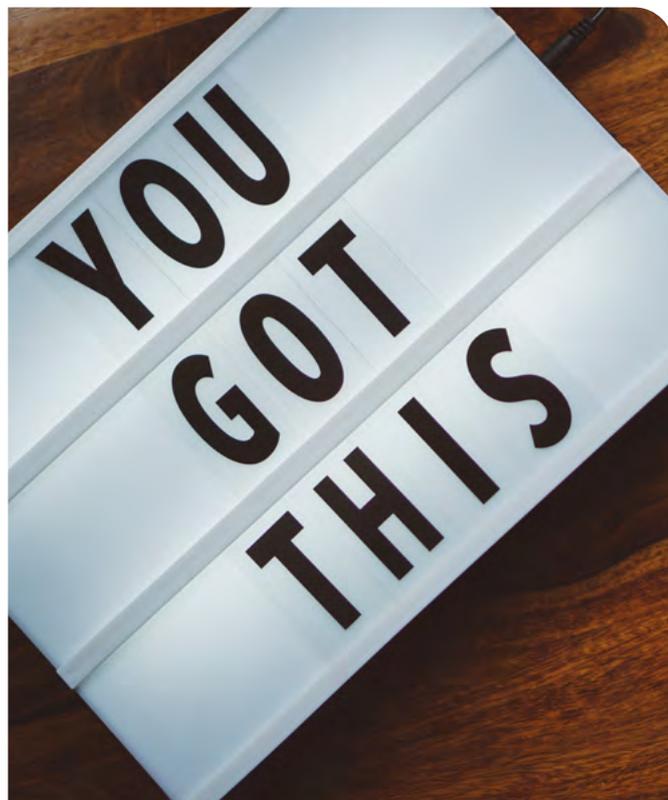
## HEALTH & WELLBEING

At the start of lockdown we moved our classes online and welcomed 1,217 attendances to our virtual live programme, with 12 classes delivered per week. Sixty-two clinical referrals have been made into our Health & Wellbeing team for support, with 254 consultations supporting new and existing service users having been held. Our NHS GGC partnership has continued to grow in this period, working with Royal Alexandra Hospital ICU to ensure covid-19 discharges and long-covidpatients have the support they need for returning into their communities.

**Our walking challenge** saw 154 community members sign up to walk the furthest distance in 10-days and there were 71 attendances to our Tier 3 community health walks. Sport & Health services have now been trained in mental health awareness in support to reduce stigma and support those impacted by mental health in our schools and communities.

The Health & Wellbeing team delivered 173 classes with 1,385 attendances to the virtual live Macmillan Cancer Support and NHS GGC programme. 187 clinical referrals have been made into our team for support, with 591 consultations supporting new and existing service users.

There have been 9000 attendances to live virtual vitality classes since lockdown began. The team also welcomed 58 new health and wellbeing members.



## CUSTOMER FEEDBACK

**"I am 76 and attend Gentle Movement, Easy Yoga and Step Up which are excellent for improving mental and physical health. Great instructors, great initiative, thank you."**

**"The programme of classes provided over the past year has been a godsend."**

**" I lost my wife earlier this year and have been very lonely. The classes have allowed me to feel part of something and have really helped me during lockdown."**

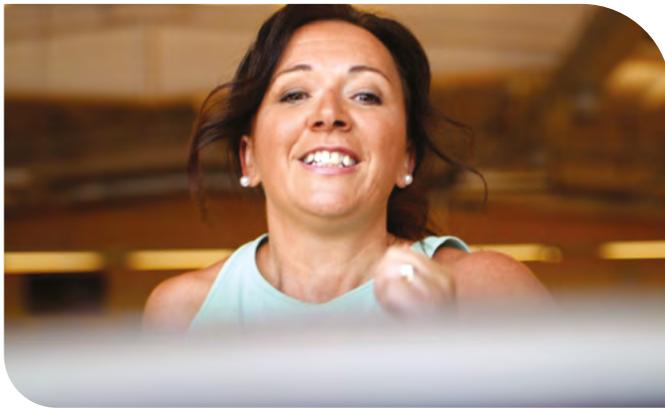
# ONE REN



Although our leisure centres closed from March 2019 our teams worked really hard to be ready for re-opening in September 2019. Strict government guidelines were adhered to with safety being our number 1 priority.

## RE-OPENING OF LEISURE CENTRES (SEPTEMBER 2020)

We were delighted to open our doors again on the 14 September.



**Fitness classes:** Although operating a slightly reduced timetable, these classes were well attended with **4100** places booked before the suspension of indoor fitness classes on 9 October.

**Swimming:** **15161** bookings, with additional swim sessions available during the October holidays.

**Clubs:** A total of **2754** attendees participated in 'dry' clubs at Renfrew Leisure Centre, Lagoon and Onx. **1,530** attended the Ren96 swim club.

**Football bookings:** **14,965** participants played at the football pitches at Renfrew Leisure centre and Johnstone hub.

*"All the rules in place and enforced with a smile. Big shout out to the staff at ON-X in Linwood. Now, if you could just get my muscles to stop complaining..."*

## OUTDOOR FITNESS CLASSES

After the suspension of indoor fitness classes in October, the leisure team quickly organised a timetable of outdoor fitness classes which proved very popular with customers.

In total, 2131 customers attended these classes before restrictions were back in place. These classes were resumed when restrictions were lifted on the 12 March, allowing the outdoor class timetable to resume.

*"RL leisure doing so well with the restrictions. Well done!"*



*"This has been the best experience of the new distancing measures that I have experienced. Well done - keep up the amazing work"*



### ONLINE CLASSES

#### WE LAUNCHED A NEW MICRO-SITE FOR MEMBERS TO ACCESS ONLINE FITNESS

classes, run by OneRen instructors. This included an on-demand fitness library which members could access at any time. The online fitness classes proved to be popular with members, with **109** videos available in total which gained **5,870** views and accessed by **769** members.

*"Amazing, thanks so much for doing this, it will be a real lifeline during the next 3 weeks or more of level 4, perfect timing"*

*"Thanks guys, I have been doing these all week, cheered me up seeing well missed faces"*

### COMMUNITY SPORT HUBS

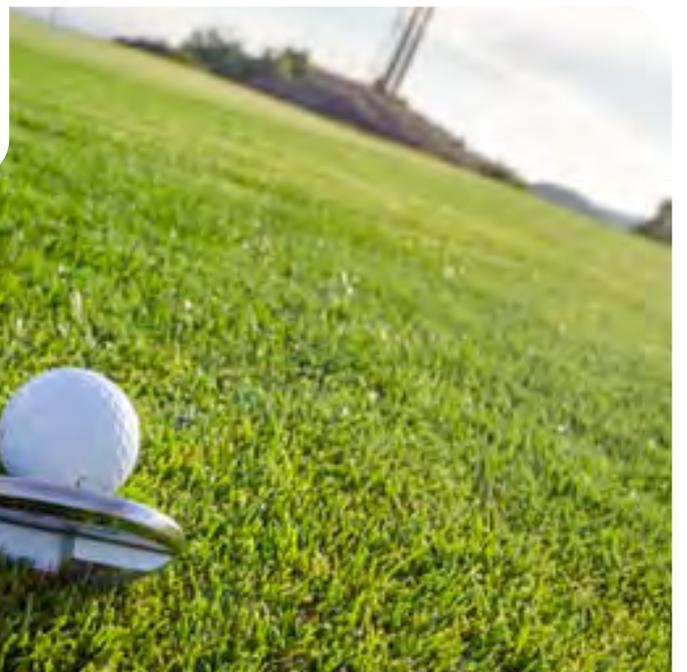
The Sports Services team have continued to support the Hub Exec Group and Hub Clubs.

During this period, the team have promoted and organised online webinars/workshops to help clubs recover post lockdown. Funding was made available from sportscotland used to provide access to training such as First Aid (COVID Update), Coach Education, PPE, Safeguarding Child Protection, Mental Health Awareness and Scottish Disability Sport Coaching.

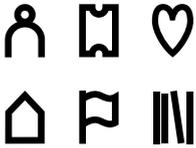
### OUTDOOR LEISURE

Following Government guidelines, we were delighted to re-open and welcome the community back to Barshaw Golf Course, Lochfield Bowling Green, and Robertson Park Bowling Green on Friday 29th May.

We received **2,835** bookings at Barshaw Golf Course between July – September – a **25% increase** in income from golf bookings compared to this point the previous year.



ONE  
REN



# Live in communities that are inclusive, empowered, resilient and safe

## COLOURING RENFREWSHIRE



Colouring Renfrewshire was a book created for older residents to colour and reminisce while confined to their homes during Covid.

The book included 10 original drawings by 8 Renfrewshire artists depicting scenes and events which celebrate our rich culture and

architecture. 800 copies of the book were printed and all were allocated to care homes, sheltered housing complexes and older people's organisations.

The book was also available online to print and use and some organisations have printed copies themselves. Partner organisations are ROAR, Renfrewshire Care Homes, Renfrewshire Sheltered Housing, Williamsburgh Housing Association, OneRen Sports and Health services. This project is ongoing and is developing into walking tours and a work experience project for young adults with learning disabilities and autism.

## COVID-19 MASS TESTING

Johnstone Town Hall was used as a mass Covid-19 testing location in December.

Working with Renfrewshire Council, the One Ren venues team supported the delivery of the centre over a two-week period (the test centre was opened for a week). Approximately **4500** residents attended the centre.

## MASS VACCINATION CENTRES

Johnstone Town Hall and the Lagoon Leisure Centres have been operating mass vaccine centres (MVC) since 1st February.



## VOLUNTEERING

Staff have continued to volunteer to assist in the delivery of essential and priority services to the most vulnerable in our community.



## DIGITEERS

Since August 2020, libraries have provided digital skills support as part of the Scottish Government's Connecting Scotland initiative, the aim of which is to get 50,000 digitally excluded households online by the end of 2021.

Ten library staff members and five Digiteers were trained as Connecting Scotland Digital Champions and are currently supporting **25** learners on an ongoing basis.



# ONE REN

## Open, connected and make a positive contribution globally

### PAISLEY MUSEUM RE-IMAGINED PROJECT

As part of Renfrewshire's multi-million pound investment in cultural services, work is under way on the £42m transformation of Paisley Museum into a world-class destination showcasing the town's unique heritage and collections.

### ACTIVE PLAN LISTENING PHASE

The process involved in-depth sessions listening to services, organisations and community groups across Renfrewshire. The aim was to understand their objectives and needs, potential challenges faced during the Covid/lockdown period and what Paisley Museum could do for their audiences. The emergent themes from the 'Listen' phase will inform the 'Create' phase, where group discussion will define the activities and plans for the museum. 80 people reached through 66 conversations.

### PROJECT SEARCH 2020/2021 INTAKE

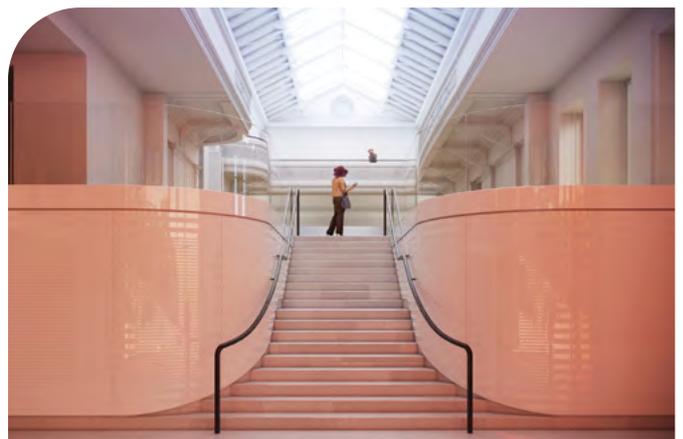
Paisley Museum led 11 online sessions looking at Renfrewshire's history and future with Project SEARCH, an employability programme for young people with additional learning needs. The group are co-producing a story display for the museum about the Paisley UK City of Culture 2021 bid.

### CONSERVATION ASSESSMENTS

Collections staff carried out assessments of 39 scientific instruments and 6 pattern books from the textile collection at the Secret Collection in the final quarter of 2020. These were carried out remotely, over three sessions on Microsoft Teams, with two different conservators. Conservators advised on the condition of the objects, and potential treatments to be carried before display. Carrying out the work over video link meant the assessments could go ahead safely with social distancing and travel restrictions in place.

### INTERNATIONAL OBSERVE THE MOON NIGHT

Science Curator John Pressly and Virtual Assistant Astronomer Matt Wilson delivered a highly popular online live Q&A and lunar viewing on 26th September, which attracted 14,000 'likes' to the Coats Observatory Facebook page, engaging directly with people across Renfrewshire and beyond. The Creative Learning team provided a range of online resources including storytelling and activities that families could enjoy during or after the livestream event. A programme of significant Celestial Events Above Paisley will continue to be delivered online live over the period 2019 – 2023.





**“Museums are not places I would choose to hang out but this project has sparked an interest, thinking about our own history and our own objects made something click.”**

Participant, Who Cares? Scotland –  
Museum sessions 2020

- TIMELINE**
- ▶ Interpretive planning for stories with digital interactivity – Batch 1 completed **June 2020**
  - ▶ Stage 4 Technical Design approval for Main Works confirmed **August 2020**
  - ▶ AV Hardware – Specialist Consultant Appointed for Phase 1 and 2 **August 2020**
  - ▶ Interpretive planning for stories with digital interactivity – Batch 2 completed **August 2020**
  - ▶ Main Works Contract – Invitation to Tender issued **September 2020**
  - ▶ Exhibition Fit-out Contract – Publish Prior Information Notice (PIN) **October 2020**
  - ▶ Conservation Treatment commenced **October 2020**
  - ▶ Stage 4 Design approval for Exhibition Design confirmed **November 2020**
  - ▶ Interpretive planning for stories with digital interactivity – Batch 3 completed **November 2020**
  - ▶ Main Works Contract – Tenders received **November 2020**
  - ▶ AV Hardware – Specification and Budget confirmed **December 2020**
  - ▶ Exhibition Fit-out Contract – Contract Notice and Request to Participate (ESPD) – issued **December 2020** (subsequently reissued **April 2021**)
  - ▶ Interpretive planning for stories with digital interactivity – Batch 4 completed **February 2021**
  - ▶ Specialist appointed for the removal of the organ (1881 August Gern) instrument in the Lecture Hall **March 2021**
  - ▶ Main Works Contract – Board approval **March 2021**



# Thriving and innovative businesses, with quality jobs and fair work for everyone

**We are a significant employer for people in Renfrewshire and are actively working to become an employer of choice.**

## **WE PROVIDE NUMEROUS EMPLOYMENT OPPORTUNITIES.**

For local people and pathways for young people.

We proactively engage with local bodies such as Invest in Renfrewshire, Skills Development Scotland, and the Adopt an Intern programme to boost local economic activity and tackle unemployment. We provide a pathway via Renfrewshire School of Sports and Education (RSSE) for secondary school pupils to train in fitness and coaching often leading to jobs within our Active Schools programme. Additionally, we support work placement requests from schools and colleges providing opportunities for young people in the community to experience a working environment helping them to shape their future.

## **WE EMPOWER & DEVELOP OUR EMPLOYEES**

The charity provides a wealth of opportunities for our staff to upskill and develop themselves in a number of different areas.

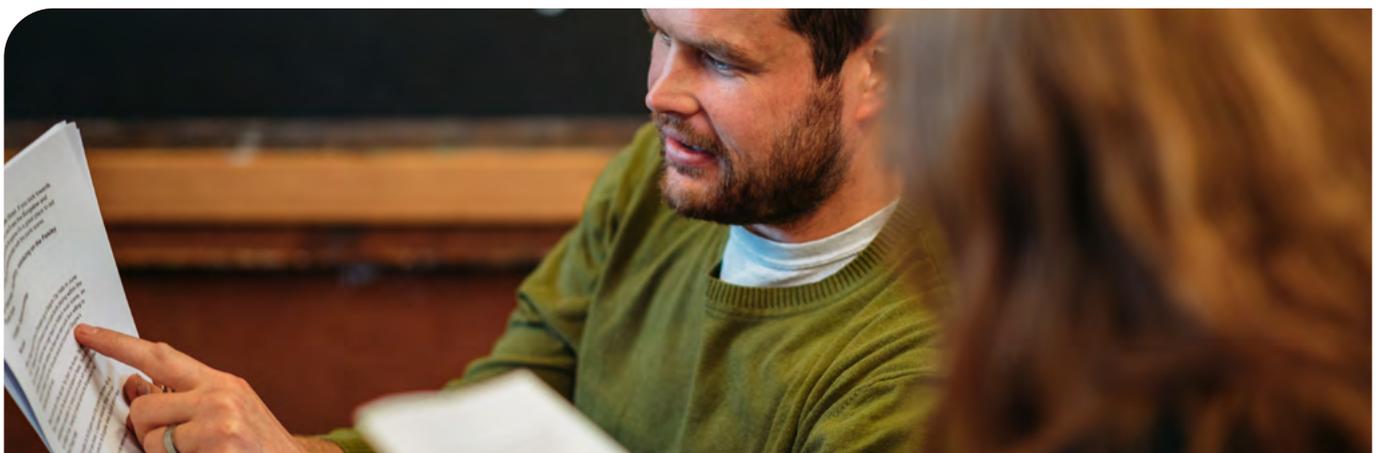
We provide on the job training and support a number of our staff with continued professional development.

## **WE OFFER WORK-LIFE BALANCE**

We are a flexible employer, which is particularly important in the current economic climate. We provide family-friendly policies which allow our staff members a positive work life balance, enabling them to fulfil caring responsibilities.

## **THE GENDER PAY GAP 2020-21**

This was the fourth year OneRen has collated this data on its responsibility under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The snapshot date of 5th April 2019 contained 463 contracted employees which consisted of 193 males and 270 females. The results, once again, indicated a positive gender pay gap, demonstrating that equal opportunities exist for men and women when recruiting and promoting employees within One Ren.



## FURLOUGH

OneRen is committed to providing quality jobs and a good working environment.

As part of our commitment to supporting staff, we made extensive use of the UK Government's Coronavirus Job Retention Scheme. Indeed, we went further by voluntarily supplementing payments so that those on furlough received 100% of their earnings. Where it was possible within the terms of the scheme, everyone eligible was placed on furlough.

## KICKSTART



We successfully appointed 3 Kickstart Apprenticeships to work in Museums, Libraries and Sport Services, concentrating on social media for these service areas. We were delighted to offer 1 apprentice a contract within our marketing team after the 6-month period expired.



## COLLABORATION WITH TRADE UNIONS

We worked collaboratively with the Council, the trade unions and our insurers to make our venues as Covid-safe as possible

## RL HEROES OF 2020

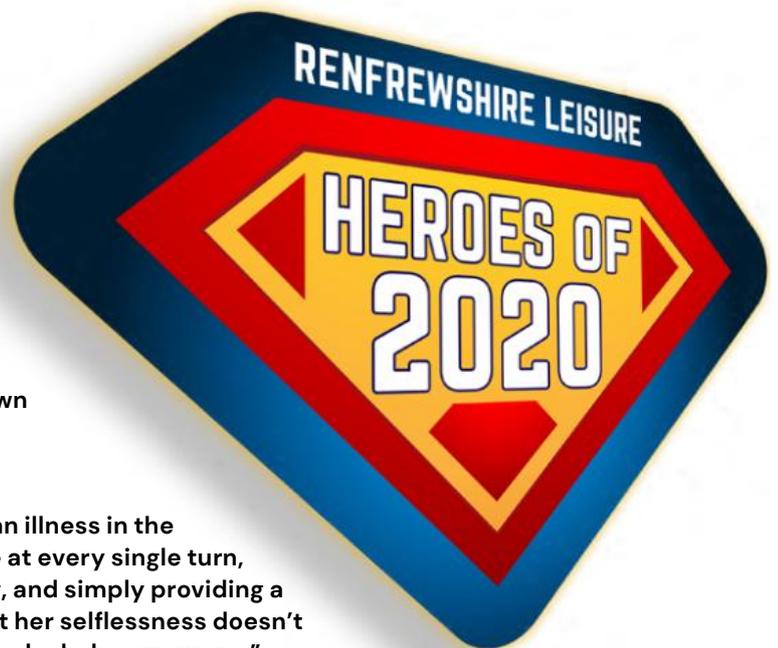
At the end of 2020, an internal campaign recognised and celebrated all members of staff who colleagues had nominated for having gone above and beyond during this unprecedented time.

### HERO TESTIMONIALS:

**"Natalie has continued to work tirelessly to support the teams and provided motivation, guidance and reassurance during the challenging times. What make Natalie a superhero? Her kindness to put her own work stresses/pressures aside to focus on others"**

**"My world has been turned upside down this year as an illness in the family threw life up in the air. Heather has been there at every single turn, providing a shoulder to cry on, helping with shopping, and simply providing a level of friendship that means the absolute world. But her selflessness doesn't stop there, she continues to volunteer at foodbanks – she helps everyone."**

**"For administering first aid including use of the defibrillator to a leisure member in cardiac arrest at the On-x earlier this year. The gentleman went on to recover in hospital, later using RL facilities pre and post lockdown to aid him in his recovery."**





# We are well-educated, skilled and able to contribute to society

4,531

Information enquiries via email and phone

1,750

Book issues through Libraries Direct

56,757

Information enquiries via email and phone

548,351

Library website sessions

7,792,629

Library website page views

1,507

Online Memberships

## LIBRARIES – KEY HIGHLIGHTS

Our libraries have been there for the people of Renfrewshire like never before during Covid.

*The team evolved and innovated to improve resident's wellbeing at a time like no other.*

- Libraries provided free CoderDojo @Home Sessions with Paisley YMCA. This is an online coding club for 8-17-year olds.
- They delivered online Bookbug sessions, and supported people who were shielding with direct home delivery of library materials with support from their volunteer cohort. This was viewed as a vital service, giving people a choice at a time where they had very limited choices over anything else.
- Library staff undertook friendship calls to people who were isolating.
- Weekly Poetry day with the Tannahill Makar and writing workshops (ran for 4 consecutive weeks)
- Thrice weekly book reviews – recommended by a librarian
- Weekly 'Authors Live watch-alongs', "Guess the book" quiz, and live library quiz on social media channels
- 71 online events were organised for children and young adults
- 51 online events for adults
- All 12 libraries opened for a click and collect service on 20th July, offering online selection or phone-in requests, including a "we choose for you" and "Grab and Go" options.
- Libraries Direct service has continued, which was a new innovation in response to lockdown and in partnership with Renfrewshire Council's neighbourhood hubs.
- The team are continuing to work with Renfrewshire Council to deliver the Scottish Government's Connecting Scotland programme, which aims to get digitally excluded households online.
- Libraries have delivered this year's Primary 1 book gifting programme and are currently working with West Primary School on a new Primary 7 Reading Challenge Project.



# Learn life skills.

### BOOK WEEK SCOTLAND 2021

A key project was collaborating with author Ross Collins. Sixty copies of his new book were distributed to families across Renfrewshire, alongside activity packs and 3 online events. The team also organised a series of 5 online Scottish book-themed quizzes and the Skoobmobile team arranged a series of online craft sessions. During the week 10,013 people were reached via social media with 1,317 engagements.



### RE-LAUNCH OF LIBRARIES DIRECT

The new service launched in February. Providing free book delivery to existing and new members of Renfrewshire Libraries who are over the age of 70, people with disabilities and families with children. 368 members of the community signed up to the service 640 items delivered by 1st April

### THE HERITAGE CENTRE

The Heritage Centre reopened to the public on Thursday 17th September with very encouraging comments from their customers.



*“The staff was very helpful and mindful of Covid restrictions. It was a good experience and everything was clear.”*

*“Just to emphasise that in difficult times I think the service has been outstanding”*

*“Staff were all very friendly and put me at ease. Processes in place due to Covid made me feel safe and that others were protected and I was happy to follow them”*

*“This was my first visit since the Covid re-opening, and I was very impressed with the efficiency of the staff in relation to current health restrictions”*



**Victoria Hollows**  
Chief Executive  
OneRen

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**The publication of our Annual Report for 20/21 is an appropriate moment to look back at what has been achieved by everyone at OneRen. Two years ago, we could not have imagined the backdrop against which this financial year for our charity would have unfolded.**

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**Who could have conceived of a situation where we would have been instructed to close our facilities- and where the people of Renfrewshire were told to stay at home?**

It has been extraordinary, but the resilience of local people has been remarkable. Extraordinary circumstances demanded extraordinary solutions, and I am so proud of the way in which the whole team has responded.

We have focused on outcomes rather than processes and re-imagined the way we can meet the needs and expectations of the people of Renfrewshire. We have looked for ways in which we can adapt and improve what we do for the circumstances – and done so very successfully.

We have adapted our processes and venues to ensure everyone felt safe in using them. COVID-19 remains a challenge, and will do for some time yet, and safety remains our top priority across our facilities. We know how much our users and members have appreciated the work we have done, and continue to do, to keep them safe while they have a great time.

We have delivered classes and concerts online. We have worked with members to adapt and improve our leisure membership offering in challenging circumstances. We've worked with our extraordinary team to provide online resources to help locals maintain or rebuild wellbeing of mind and body.

Our support for our community has been evident

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## CHIEF EXECUTIVE STATEMENT

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time and time again – whether making available premises for the use as Mass Vaccination Centres, or through the check-in calls to shielding locals made by library service colleagues.

Launching RenTV has allowed everyone locally to enjoy the very best of Renfrewshire’s blossoming arts and cultural output. Our online channel has been about much, much more than the streaming of fitness classes, and we have been proud to provide such a variety of content, celebrating local talent, in a form that larger numbers can access.

The legacy of the pandemic will be a long one, so whilst we can be proud of what we have done during a time of substantial COVID-19 restrictions, we need to be mindful of the creativity and determination that will be required to navigate the long period of recovery.

The period of lockdown, and extended restrictions have taken their toll, from the loss of volunteer-run clubs, to challenges in bringing our facilities back into full usage once more. We have worked hard, along with the local authority and our other local partners, to mitigate the financial implications of the last 18 months, but big challenges remain to ensure we help each other recover from the impact.

In facing up to these challenges, we will maintain a keen focus on delivering outcomes – that is what drives us as a charity. We want to change lives by delivering life-enhancing and accessible cultural, leisure and sporting opportunities that meet local needs. But

above all, our values will not change. We remain rooted in integrity, excellence, creativity and fairness.

Those values will guide us as we establish old and new ways of making lives locally healthy, happy and fulfilled. We will work hard to ensure that our work is accessible to all, particularly for those who need our help to access the best cultural and leisure opportunities, especially in such challenging times.

These values, and our experience of our staff supporting communities in a variety of ways through the pandemic have helped to shape our new operating brand OneRen, launched as we publish this review at the start of 2022. For the first time in our history, we have adopted a name that is truly inclusive of all our services and teams, and their shared aim of working for the whole community.

We want to meet local needs for the whole community. We are a charity determined to do everything we can to deliver life enhancing opportunities. This annual report will give you a rounded view of the sheer diversity and extent of our footprint across the county. As we look towards the part we will play in delivery of the major cultural investment planned for the coming years – we are well placed to continue to widen our scope and deepen our impact.

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**Against a challenging year in 2020/21, we are as inspired as ever by our mission and the developing role we play in helping everyone locally live lives that are healthy, happy and fulfilled.**

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## FINANCIAL STATEMENT

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**The charity is funded through a service payment from Renfrewshire Council, grant income and admission fees generated at its leisure and sports facilities and cultural venues.**

**The charity does not trade for profit. Any surplus generated by the charity is applied solely to the continuation and development of the charity for the benefit of the local community.**

The statement of financial activities for the year ended 31 March 2021 on page 33 shows net expenditure of £1,438,747 (2020 £2,003,369) before other recognised gains or losses.

In line with recommended accounting practice, the reported figures include a notional entry for future pension costs which are based on an actuarial review of future pension liabilities for current and previous OneRen employees. Employer superannuation contributions (pension payments) are paid over to Strathclyde Pension Fund for current employees to meet future pension liabilities.

# FINANCIAL PERFORMANCE

## OneRen

Consolidated statement of financial activities  
Including income and expenditure account

For the year ended 31 March 2021

|  | Unrestricted<br>Funds 2021<br>£ | Restricted<br>Funds 2021<br>£ | Total<br>Funds 2021<br>£ | Total<br>Funds 2020<br>£ |
|--|---------------------------------|-------------------------------|--------------------------|--------------------------|
| <b>INCOME</b>  |                                 |                               |                          |                          |
| <b>Operation of leisure and cultural activities</b>            |                                 |                               |                          |                          |
| Income from charitable activities                              | 17,280,878                      | -                             | 17,280,878               | 19,317,277               |
| Commercial trading operations                                  | (280)                           | -                             | (280)                    | 216,330                  |
|  | -----                           |                               | -----                    | -----                    |
|  | 17,280,598                      | -                             | 17,280,598               | 19,533,607               |
| Other incoming resources                                       | -                               | -                             | -                        | -                        |
|  | -----                           |                               | -----                    | -----                    |
| <b>Total income</b>  | <u>17,280,598</u>               | -                             | <u>17,280,598</u>        | <u>19,533,607</u>        |
| <b>EXPENDITURE</b>   |                                 |                               |                          |                          |
| Expenditure on charitable activities                           | 18,715,826                      | -                             | 18,715,826               | 21,449,581               |
| Commercial trading operations                                  | 3,519                           | -                             | 3,519                    | 87,395                   |
|  | -----                           |                               | -----                    | -----                    |
| <b>Total expenditure</b>                                       | <u>18,719,345</u>               | -                             | <u>18,719,345</u>        | <u>21,536,976</u>        |
| Net expenditure before other<br>recognised gains and losses    | (1,438,747)                     | -                             | (1,438,747)              | (2,003,369)              |
| <b>Other recognised gains and losses</b>                       |                                 |                               |                          |                          |
| Actuarial gains/(losses) on defined<br>benefit pension schemes | (7,642,000)                     | -                             | (7,642,000)              | 5,893,000                |
|  | -----                           |                               | -----                    | -----                    |
| <b>Net movement in funds</b>                                   | (9,080,747)                     | -                             | (9,080,747)              | 3,889,631                |
| Total funds brought forward                                    | (1,791,069)                     | -                             | (1,791,069)              | (5,680,700)              |
|  | -----                           |                               | -----                    | -----                    |
| <b>Total funds carried forward</b>                             | <u>(10,871,816)</u>             | -                             | <u>(10,871,816)</u>      | <u>(1,791,069)</u>       |
|  | =====                           |                               | =====                    | =====                    |

## FINANCIAL PERFORMANCE

### OneRen

Consolidated and charity balance sheets

At 31 March 2021

|   | Group<br>31 Mar 2021<br>£ | Charity<br>31 Mar 2021<br>£ | Group<br>31 Mar 2020<br>£ | Charity<br>31 Mar 2020<br>£ |
|---|---------------------------|-----------------------------|---------------------------|-----------------------------|
| <b>FIXED ASSETS</b>                             |                           |                             |                           |                             |
| Tangible assets                                 | 722,155                   | 722,155                     | 943,594                   | 943,594                     |
| Investments                                     | -                         | 1                           | -                         | 1                           |
|   | -----                     | -----                       | -----                     | -----                       |
|   | 722,155                   | 722,156                     | 943,594                   | 943,595                     |
| <b>CURRENT ASSETS</b>                           |                           |                             |                           |                             |
| Stocks  | 74,421                    | 67,356                      | 81,697                    | 74,632                      |
| Debtors   | 4,403,239                 | 4,385,988                   | 4,403,829                 | 4,390,377                   |
| Cash at bank and in hand                        | 221,196                   | 221,076                     | 405,709                   | 405,589                     |
|   | -----                     | -----                       | -----                     | -----                       |
|   | 4,698,856                 | 4,674,420                   | 4,891,235                 | 4,870,598                   |
| <b>CREDITORS:</b>                               |                           |                             |                           |                             |
| Amounts falling due within one year             | 5,052,827                 | 5,024,593                   | 5,466,898                 | 5,446,262                   |
| <b>NET CURRENT LIABILITIES</b>                  | (353,971)                 | (350,173)                   | (575,663)                 | (575,664)                   |
| <b>NET ASSETS EXCLUDING PENSION LIABILITY</b>   | 368,184                   | 371,983                     | 367,931                   | 367,931                     |
| Defined benefit pension scheme liability        | (11,240,000)              | (11,240,000)                | (2,159,000)               | (2,159,000)                 |
| <b>NET ASSETS INCLUDING PENSION LIABILITY</b>   | (10,871,816)              | (10,868,017)                | (1,791,069)               | (1,791,069)                 |
| <b>INCOME FUNDS:</b>                            |                           |                             |                           |                             |
| Unrestricted income funds                       | (10,871,816)              | (10,868,017)                | (1,791,069)               | (1,791,069)                 |
| Restricted income funds                         | -                         | -                           | -                         | -                           |
| <b>INCOME FUNDS INCLUDING PENSION LIABILITY</b> | (10,871,816)              | (10,868,017)                | (1,791,069)               | (1,791,069)                 |
|   | =====                     | =====                       | =====                     | =====                       |
| <b>PENSION RESERVE LIABILITY</b>                | 11,240,000                | 11,240,000                  | 2,159,000                 | 2,159,000                   |
| <b>INCOME FUNDS EXCLUDING PENSION LIABILITY</b> | 368,184                   | 371,983                     | 367,931                   | 367,931                     |
|   | =====                     | =====                       | =====                     | =====                       |

## BOARD OF DIRECTORS



Alan Cunningham, Staff Representative  
Anne Butterfield, Staff Representative  
Ann McMillian, Business Representative  
Bob Darracott, Business Representative  
Eileen McCartin Cllr, Renfrewshire Council  
George Clark, Business Representative  
John Rodger, Sports Representative  
Lisa Marie Hughes Cllr, Chairperson, Renfrewshire Council  
Mary Frances Felletti, Business Representative  
Tom Begg Cllr, Renfrewshire Council  
Valerie Ross, Business Representative

**Structure Governance and Management** – The charity is governed by the rules set out in the Charities and Trustees Investment (Scotland) Act, 2005 and operates as a private company limited by guarantee under the Companies Act. OneRen changed its legal status on 11th November 2014, from a Society under the Industrial and Provident Societies Act 1965 to a charitable company limited by guarantee, to assist with the expansion of OneRen which took place during 2015. The charity’s directors are entitled to attend and vote at any General Meeting of the charity. The maximum number of directors is 11, 3 appointed by Renfrewshire Council, 2 employees and 6 from culture, sport and business communities. Board members are selected based on appropriate skills and experience.

**Risk Review** – The board has conducted its own review of the major risks to which the charity is exposed; systems have been established to mitigate those risks and a risk based audit programme is completed on an annual basis to assess and provide assurance on the controls in place. Internal risks are minimised by the implementation of procedures for authorisation of all transactions and to ensure consistent quality of delivery for all operational aspects of the charity. These procedures are also periodically reviewed to ensure that they still meet the needs of the charity and form part of our quality management system.

**Funds held as Custodians** – None of the board members hold any funds as custodians for the charity. Responsibilities of the Board The Board is responsible for preparing the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice. The board is responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities and Trustees Investment (Scotland) Act, 2005. The board is also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Statement as to Disclosure of Information to Auditors**  
– So far as the board is aware, there is no relevant information (as defined by section 234ZA of the Companies Act 1985) of which the charitable company’s auditors are unaware, and each board member has taken all the steps that they ought to have taken as a board member in order to make them aware of any audit information and to establish that the charitable company’s auditors are aware of that information.

ONE  
REN

## FURTHER INFORMATION

For further information about **OneRen**, please visit our website at: [oneren.org](http://oneren.org)

You can contact us:

**Lagoon Leisure Centre**

11 Christie Street Paisley PA1 1NB

Telephone: 0141 618 6351

**OneRen**, a trading name of Renfrewshire Leisure Limited

Company limited by guarantee no: **490998**

Registered Charity in Scotland: **SC033898**

**OneRen**, a trading name of Renfrewshire Leisure Trading Limited

Company limited by guarantee no: **241310**

VAT Registered Company: **210 0336 83**

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

[#WeAreOneRen](https://twitter.com/weareoneren)

[@weareoneren](https://www.instagram.com/weareoneren)   



COURSE REQUEST

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**REQUEST FOR ATTENDANCE AT CONFERENCES/SEMINARS**

Conference Details:

Managing Conflict – 24/25 February 2022

Organisation/Body: APSE

Venue: Online

The course covers

- Social media policy, permission, and protocols
- Using social media to listen, communicate and engage
- Understanding the context for social media use
- Planning your social media output
- Different types of social media content
- Social media tools and tech

Cost per person: £175.00

