

Notice of Meeting and Agenda

Leadership Board

Date	Time	Venue
Wednesday, 18 September 2019	13:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM
Head of Corporate Governance

Membership

Councillor Jacqueline Cameron: Councillor Eddie Devine: Councillor Andy Doig: Councillor Jim Harte: Councillor Lisa-Marie Hughes: Councillor James MacLaren: Councillor Eileen McCartin: Councillor Cathy McEwan: Councillor Marie McGurk: Councillor John McIntyre: Councillor John McNaughtan: Councillor John Shaw: Councillor James Sheridan: Councillor Iain Nicolson (Convener): Councillor Jim Paterson (Depute Convener):

Further Information

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

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

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

For further information, please either email

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

Members of the Press and Public

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

Presentation - A Vision for Paisley Town Centre

Please note that there will be a presentation by the Head of Regeneration at the start of the meeting on "A Vision for Paisley Town Centre" to which all elected members are invited. A report on this matter is considered at item 9 of the agenda.

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.

Presentation

1 A Vision for Paisley Town Centre - Presentation

Presentation by the Head of Regeneration on "A Vision for Paisley Town Centre"

Budget Monitoring

2 Capital Budget Monitoring Report 5 - 12

Report by Director of Finance & Resources

3 Revenue Budget Monitoring 13 - 24

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

Best Value, Performance Management and Corporate Planning

4 Management Arrangements within Children's Services 25 - 28

Joint Report by Chief Executive and Director of Children's Services

5 Right for Renfrewshire - Transformation and Change Programme 2020/21-2022/23 29 - 44

Joint Report by Chief Executive and Director of Finance & Resources

Economy, Regeneration, Development and Renewal

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Report by Chief Executive

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Joint Report by Chief Executive and Director of Finance & Resources

8 Scottish Government Regeneration Capital Grant Fund 2020/21 Stage 2 Applications 83 - 86

Report by Chief Executive

9 A Vision for Paisley Town Centre and Progress Report of Paisley Town Centre Action Plan 2016/26 87 - 94

Report by Chief Executive

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Report by Chief Executive

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Tourism and Events

12	Paisley Fireworks	113 - 120
	Report by Chief Executive	

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13	Scottish Government - Public Health Scotland Consultation	121 - 132
	Report by Chief Executive	



To: LEADERSHIP BOARD

On: 18 SEPTEMBER 2019

Report by: Director of Finance and Resources

Heading: Capital Budget Monitoring Report

1. Summary

- 1.1 Capital expenditure to 21st June 2019 totals £2.354m compared to anticipated expenditure of £2.360m for this time of year. This results in under spend of £0.006m for those services reporting to this board, and is summarised in the table below:

Division	Current Reported Position	% Variance	Previously Reported Position	% Variance
Leisure Services	£0.001m u/spend	0% u/spend	n/a	n/a
Chief Executives	£0.005m u/spend	0% u/spend	n/a	n/a
Total	£0.006m u/spend	0% u/spend	n/a	n/a

- 1.2 The expenditure total of £2.354m represents 7% of the resources available to fund the projects being reported to this board Appendix 1 provides further information on the budget monitoring position of the projects within the remit of this board.

2. **Recommendations**

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

3. **Background**

- 3.1 This report has been prepared by the Director of Finance and Resources in conjunction with the Chief Executive and the Director of Development & Housing Services.
- 3.2 This capital budget monitoring report details the performance of the Capital Programme to 21st June 2019, and is based on the Non-Housing Capital Investment Programme which was approved by members on 28th February 2019, adjusted for movements since its approval.
-

4. **Budget Changes**

- 4.1 Since the last report budget changes in 2019-20 totalling £1.288m have arisen which reflect the following:-

- **Leisure Services**

Budget re-profiled from 2018-19 to 2019-20 (£0.050m):

- Leisure Investment Programme (£0.050m).

Budget transfers into Leisure Services (£1.613m)

- Community Halls Refurbishment (£1.613m) along with £0.923m in 2020-21 to give a total of £2.536m from Infrastructure, Land & Environment as the project will now be led by Renfrewshire Leisure in conjunction with Property Services.

- **Chief Executives**

Budget carried forward from 2018-19 to 2019-20 (£0.771m):

- City Deal (£0.600m);
- Paisley Temporary Libraries (£0.171m).

Budget brought forward to 2018-19 from 2019-20 (£0.261m):

- St James Playing Field (£0.044m);
- Paisley Museum (£0.106m);
- Paisley Learning & Cultural Hub (£0.111m).

Budget re-profiled to 2020-21 from 2019-20 due to updated cash-flows received (£5.120m):

- City Deal (£5.120m).

Budget increases in 2019-20 (£1.659m):

- Town Centre Capital Fund (£1.459m) for grant offer accepted from Scottish Government and reported to the Leadership Board on 19th June 2019;
- AMIDS (£0.200m) as part of grant received from Scottish Enterprise for capital works at the Advanced Manufacturing Innovation District Scotland.

Implications of the Report

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

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

List of Background Papers

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

The contact officers within the service are:

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

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Leadership - Appendix 1

RENFREWSHIRE COUNCIL

CAPITAL INVESTMENT STRATEGY - NON-HOUSING SERVICES

BUDGET MONITORING REPORT

BOARD: LEADERSHIP

Project Title	Prior Expenditure to 31/03/2019* £000	Approved Programme @28/02/19 £000	Current Programme MR 3 £000	Year To Date Budget to 21-Jun-19 £000	Current Year					Full Programme - All years		
					Cash Spent to 21-Jun-19 £000	Variance to 21-Jun-19 £000	% Variance	Cash to be Spent by 31-Mar-20 £000	% Cash Spent	Total Programme to 31-Mar-22 £000	Total Cash Spent to 21-Jun-19 £000	Total Cash to be Spent to 31-Mar-22 £000
LEISURE SERVICES												
Leisure Investment Programme	52,235	0	50	5	5	0	-3%	45	10%	52,619	52,240	379
Grass Pitches & Changing Facilities	3,220	392	392	240	239	1	1%	153	61%	4,249	3,459	790
Community Halls Refurbishment	0	0	1,613	0	0	0	0%	1,613	0%	2,536	0	2,536
Total Leisure Services	55,455	392	2,055	245	244	1	0%	1,811	12%	59,404	55,699	3,705
CHIEF EXECUTIVES												
City Deal Projects												
Glasgow Airport Investment Area	7,952	17,821	15,731	1,195	1,195	0	0%	14,536	8%	39,861	9,147	30,714
Clyde Waterfront & Renfrew Riverside	14,134	1,022	1,622	250	247	3	1%	1,375	15%	68,959	14,381	54,578
Airport Access	2,404	3,730	700	30	30	0	1%	670	4%	20,925	2,434	18,491
City Deal Related Projects												
GAIA Regeneration	0	0	0	0	0	0	0%	0	-	5,500	0	5,500
AMIDS: Public Realm Phase 1 Netheron Square	0	0	200	0	0	0	0%	200	0%	2,477	0	2,477
Paisley Venues & Town Centre Infrastructure												
Paisley Art Centre Redevelopment	76	275	275	0	1	-1	100%	274	0%	2,500	77	2,423
Paisley Town Hall Redevelopment	725	3,045	3,045	70	68	2	3%	2,977	2%	22,000	793	21,207
Flexible Outdoor Facility/Travel & Accessibility Infrastructure	138	2,400	2,400	0	0	0	0%	2,400	0%	10,000	138	9,862
St James Playing Fields Redevelopment	322	590	546	5	4	1	20%	542	1%	7,500	326	7,174
Paisley Museum	2,660	3,400	3,294	420	419	1	0%	2,875	13%	42,500	3,079	39,421
Town Centre Capital Fund	0	0	1,459	0	0	0	0%	1,459	0%	1,459	0	1,459
Paisley Learning & Cultural Hub	992	1,746	1,635	140	143	-3	-2%	1,492	9%	7,000	1,135	5,865
Paisley Temporary Library	543	0	107	5	3	2	41%	104	3%	650	546	104
Temporary Heritage Library	36	0	64	0	0	0	0%	64	0%	100	36	64
Total Chief Executives	29,982	34,029	31,078	2,115	2,110	5	0%	28,968	7%	231,431	32,092	199,339
TOTAL LEADERSHIP BOARD	85,437	34,421	33,133	2,360	2,354	6	0%	30,779	7%	290,835	87,791	203,044

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



To: Leadership Board

On: 18 September 2019

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

Heading: Revenue Budget Monitoring to 21 June 2019

1. Summary

- 1.1 Gross expenditure is equivalent to budget and income is equivalent to budget, which results in a break even for those services reporting to this Policy Board.
- 1.2 The financial position for services reporting to this Board is summarised in the table below:

Division / Department	Current Reported Position	% variance	Previously Reported Position	% variance
Leisure Services	Breakeven	-	n/a	-
Adult Services	Breakeven	-	n/a	-
Economic Development & City Deal	Breakeven	-	n/a	-
Chief Executives	Breakeven	-	n/a	-

2. Recommendations

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

3. Budget Adjustments

There are no material budget adjustments to report.

4. Leisure Services

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

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

4.1 Projected Year End Position

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

5. Adult Services

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

At this stage in the financial year Adult Services reflects a breakeven position. However, it should be noted that there are continued pressures within the care at home service in addition to pressures within the Adult Placement budget reflecting both impact of increasing demand and SDS. These pressures are being offset by underspends in employee costs relating to vacancies throughout the service.

5.1 Projected Year End Position

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

6. Economic Development and City Deal

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

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

6.1 **Projected Year End Position**

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

7. **Chief Executive's**

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

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

7.1 **Projected Year End Position**

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

Implications of the Report

1. **Financial** – Net revenue expenditure will be contained within available resources.

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

List of Background Papers

None

Author: Lisa Dickie, Extension 7384

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2019/2020
1st April 2019 to 21 June 2019

POLICY BOARD : LEADERSHIP BOARD

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
	£000's	£000's	£000's	£000's	%	
Employees	36,660	9,116	8,979	136	1.5%	underspend
Premises Related	891	234	229	5	2.1%	underspend
Supplies and Services	13,716	3,883	3,920	(37)	-1.0%	overspend
Transport Related	801	187	187	(1)	-0.5%	overspend
Support Services	557	90	92	(2)	0.0%	overspend
Third Party Payments	58,446	13,453	13,495	(42)	-0.3%	overspend
Transfer Payments	6,452	1,738	1,874	(136)	-7.8%	overspend
Depreciation and Impairment Losses	0	0	0	0	0.0%	breakeven
GROSS EXPENDITURE	117,524	28,701	28,778	(77)	-0.3%	overspend
Income	(27,135)	(7,327)	(7,404)	77	1.1%	over-recovery
NET EXPENDITURE	90,389	21,373	21,373	0	0.0%	breakeven

	£000's	
Bottom Line Position to 21 June 2019 is breakeven of	<u>0</u>	<u>0.0%</u>
Anticipated Year End Budget Position is breakeven of	<u>0</u>	<u>0.0%</u>

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2019/2020
1st April 2019 to 21 June 2019

POLICY BOARD : LEADERSHIP BOARD

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
				£000's	%	
Adult Social Care	70,826	16,344	16,344	0	0.0%	breakeven
Leisure Services	10,446	2,931	2,931	0	0.0%	breakeven
City Deal	0	0	0	0	0.0%	breakeven
Economic Development	2,550	502	502	0	0.0%	breakeven
Chief Executive	6,567	1,596	1,596	0	0.0%	breakeven
NET EXPENDITURE	90,389	21,373	21,373	0	0.0%	breakeven

	£000's	
Bottom Line Position to 21 June 2019 is breakeven of	<u>0</u>	<u>0.0%</u>
Anticipated Year End Budget Position is breakeven of	<u>0</u>	<u>0.0%</u>

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2019/2020
1st April 2019 to 21 June 2019

POLICY BOARD : LEADERSHIP BOARD: ADULT SERVICES

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
	£000's	£000's	£000's	£000's	%	
Employees	30,863	7,122	6,987	135	1.9%	underspend
Premises Related	353	81	75	6	7.4%	underspend
Supplies and Services	1,763	407	446	(39)	-9.6%	overspend
Transport Related	800	185	186	(1)	-0.5%	overspend
Support Services	70	16	16	0	0.0%	breakeven
Third Party Payments	58,331	13,461	13,503	(42)	-0.3%	overspend
Transfer Payments	4,718	1,089	1,225	(136)	-12.5%	overspend
GROSS EXPENDITURE	96,898	22,361	22,438	(77)	-0.3%	overspend
Income	(26,072)	(6,017)	(6,094)	77	1.3%	over-recovery
NET EXPENDITURE	70,826	16,344	16,344	0	0.0%	breakeven

	£000's	
Bottom Line Position to 21 June 2019 is breakeven of	<u>0</u>	<u>0.0%</u>
Anticipated Year End Budget Position is breakeven of	<u>0</u>	<u>0.0%</u>

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2019/2020
1st April 2019 to 21 June 2019

POLICY BOARD : LEADERSHIP BOARD: ADULT SERVICES

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
	£000's	£000's	£000's	£000's	%	
Older People	48,387	11,166	10,740	426	3.8%	underspend
Physical or Sensory Difficulties	6,014	1,388	1,397	(9)	-0.6%	overspend
Learning Difficulties	13,579	3,134	3,409	(275)	-8.8%	overspend
Mental Health Needs	2,209	510	668	(158)	-31.0%	overspend
Addiction Services	637	146	130	16	11.0%	underspend
NET EXPENDITURE	70,826	16,344	16,344	0	0.0%	breakeven

	£000's	
Bottom Line Position to 21 June 2019 is breakeven of	<u>0</u>	<u>0.0%</u>
Anticipated Year End Budget Position is breakeven of	<u>0</u>	<u>0.0%</u>

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2019/2020
1st April 2019 to 21 June 2019

POLICY BOARD : LEADERSHIP BOARD: LEISURE SERVICES

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
				£000's	%	
Premises Related	443	138	138	0	0.0%	breakeven
Supplies and Services	10,384	2,793	2,793	0	0.0%	breakeven
Transport Related	0	(0)	(0)	0	0.0%	breakeven
Support Services	0	0	0	0	0.0%	breakeven
Transfer Payments	(0)	0	0	0	0.0%	breakeven
Depreciation and Impairment Losses	0	0	0	0	0.0%	breakeven
GROSS EXPENDITURE	10,826	2,931	2,931	0	0.0%	breakeven
Income	(381)	0	0	0	0.0%	breakeven
NET EXPENDITURE	10,446	2,931	2,931	0	0.0%	breakeven

	£000's	
Bottom Line Position to 21 June 2019 is breakeven of	<u>0</u>	<u>0.0%</u>
Anticipated Year End Budget Position is breakeven of	<u>0</u>	<u>0.0%</u>

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2019/2020
1st April 2019 to 21 June 2019

POLICY BOARD : ECONOMIC DEVELOPMENT

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
	£000's	£000's	£000's	£000's	%	
Employees	1,705	626	626	0	0.0%	breakeven
Premises Related	95	15	15	0	0.0%	breakeven
Supplies and Services	10	26	26	0	0.0%	breakeven
Transport Related	0	0	(0)	0	0.0%	breakeven
Support Services	478	11	11	0	0.0%	breakeven
Transfer Payments	820	156	156	0	0.0%	breakeven
Capital Charges	0	0	0	0	0.0%	breakeven
GROSS EXPENDITURE	3,108	834	834	0	0.0%	breakeven
Income	(558)	(332)	(332)	0	0.0%	breakeven
NET EXPENDITURE	2,550	502	502	0	0.1%	breakeven

	£000's	
Bottom Line Position to 21 June 2019 is breakeven of	<u>0</u>	<u>0.0%</u>
Anticipated Year End Budget Position is breakeven of	<u>0</u>	<u>0.0%</u>

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2019/2020
1st April 2019 to 21 June 2019

POLICY BOARD : LEADERSHIP BOARD: CHIEF EXECUTIVE

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
				£000's	%	
Employees	4,093	795	794	1	0.0%	underspend
Premises Related	0	0	1	(1)	0.0%	breakeven
Supplies and Services	1,559	364	362	2	0.0%	underspend
Transport Related	1	0	0	0	0.0%	breakeven
Support Services	9	1	1	(1)	0.0%	overspend
Third Party Payments	115	0	0	0	0.0%	breakeven
Transfer Payments	914	490	491	(1)	0.0%	overspend
GROSS EXPENDITURE	6,691	1,650	1,649	0	0.0%	breakeven
Income	(124)	(54)	(54)	0	0.0%	breakeven
NET EXPENDITURE	6,567	1,596	1,596	0	0.0%	breakeven

	£000's	
Bottom Line Position to 21 June 2019 is breakeven of	<u>0</u>	<u>0.0%</u>
Anticipated Year End Budget Position is breakeven of	<u>0</u>	<u>0.0%</u>



To: Leadership Board

On: 18 September 2019

Report by: Chief Executive and Director of Children's Services

Heading: Management Arrangements within Children's Services

1. Summary

- 1.1. The purpose of this report is to seek approval to implement a change to the management structure in Children's Services. This change to structure will release a saving, whilst also continuing to ensure the delivery of an integrated children's services directorate in Renfrewshire.

2. Recommendations

- 2.1. Members are asked to approve the change to the senior management structure as detailed in the report and delegate authority to the Director of Children's Services to implement the change in consultation with the convenor.
-

3. Background

- 3.1. In 2014, a Children's Services Directorate was created bringing together Child Care and Criminal Justice with Education and Community Learning and Development. This new service was led by a Director, supported by three Heads of Service and an Assistant Director with specific remit for education.
- 3.2. The Director was also the Chief Social Worker for the council and thereafter the Assistant Director was appointed with the additional remit as Chief Education Officer.
- 3.3. Over the last five years the service has worked to become a fully integrated Children's Services Directorate. During this time, there has also been personnel changes to senior management within Children's Services. This has resulted in changes to Chief Officer posts and the position that they hold within the directorate.

- 3.4. Previously, the Director of Children's Services held the post of Chief Social Worker. This post is now the responsibility of the Head of Service (Child Care and Criminal Justice).
 - 3.5. Previously, the Assistant Director (Education) held the post of Chief Education Officer. This post is now the responsibility of the Director.
 - 3.6. Further, in April 2018, it was agreed at Leadership Board that Community, Learning and Development would transfer from Children's Services to Communities and Planning Services.
 - 3.7. Due to changes in personnel, initially on a temporary basis and thereafter on a permanent basis, the current management structure has not included an Assistant Director post. To support this, some changes were made to the remits and responsibilities of officers within the service. These changes were also made to support and reflect enough focus on national and local priorities.
 - 3.8. The priorities and the resultant outcomes are evidenced in the service improvement plans and the Standards and Quality report.
 - 3.9. Over the last eighteen months, the service have undergone a number of inspections by the Care Inspectorate and Education Scotland. These focus on the care and education of our children and young people. The outcomes of these inspections has been overall very positive.
 - 3.10. Renfrewshire is one of nine Attainment Challenge authorities. As part of this, the service were inspected in October 2018 and became the first local authority to be graded as making excellent progress.
 - 3.11. The service believe that the positive outcomes achieved will continue and as such are able to delete the post of Assistant Director.
-

Implications of this report

1. **Financial**
The proposal will generate an efficiency which will support overall service efficiencies in line with council requirements.
2. **HR and Organisational Development**
The proposal ensures that the service will continue to have an appropriate balance of skills, experience and capacity both to fulfil it's priorities and also carry out statutory responsibilities. There is no impact to any individual members of staff.
3. **Community/Council Planning**
None.

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 it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health and Safety**
None.
9. **Procurement**
None.
10. **Risk**
None.
11. **Privacy Impact**
None.
12. **Cosla Policy Position**
None.
13. **Climate Risk**
None.

List of Background Papers

None.

SQ/KO/LG
27 August 2019

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To: Leadership board

On: 18 September 2019

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

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

1. Overview and Key Messages

- 1.1 This report follows on from that provided to the Board in June, providing a further update on the work progressed over the summer period to prepare the Council to move into the next phase of the Council's change and transformation programme.
- 1.2 This next phase, represents the fourth major phase of what has become a long term programme, which has been consolidated as a permanent and recurring feature of the Council's strategic agenda. As outlined in more detail in the report, phase IV of this long term programme, to be branded 'Right for Renfrewshire', will adopt a new approach to identifying, developing and designing new change and transformation opportunities.
- 1.3 This process will employ a standardised methodology to support a structured service redesign process, which will be progressed in phases over a number of years, to modernise how the Council operates as an organisation and support a greater pace of change in the deployment of new digital capabilities. It will also look to defining and focusing service delivery on those priority outcomes that the Council has committed to delivering, how we can work more effectively with communities and partners in this regard.
- 1.4 There is a requirement to progress phase IV of this long term programme in distinct sub-phases over the three year period, acknowledging the importance of maintaining stability within the organisation coupled with the limits on the capacity of the organisation to effectively manage a defined number of service redesign processes

running in parallel at any one time. The report outlines in detail those service areas that are proposed to form the basis of sub-phase 1 and which will support the Council's response to addressing the immediate budgetary challenge for 2020/21.

2. Recommendations

2.1 It is recommended that the Board:

- i. Note the update provided in the report on the work progressed over the summer period to support the Council to prepare for the next phase of the long term change and transformation programme.
- ii. Note that to support the next phase of the transformation and change programme, it is anticipated that a series of structured service redesign review processes will be progressed over the three year period of the programme.
- iii. Note the series of service areas proposed to constitute sub-phase 1 of the programme and note that work will continue to be progressed to develop proposals for future phases and which will be reported back at appropriate future board meetings.
- iv. Note the critical role the programme will play in supporting the Council's response to the anticipated financial challenge over the medium term period and the expectation of that this will influence the size and composition of the Council's workforce over the medium term.
- v. Note the range of measures that will be implemented to pro-actively support the Council to carefully manage a planned reduction in the workforce with the clear objective of protecting the existing workforce whilst delivering sustainable services.
- vi. Approve the proposed enhancement to the terms of the Council's voluntary severance scheme to support the change and transformation programme moving forward, as outlined in paragraph 6.2 (third bullet).
- vii. Note that regular update reports will continue to be brought to the Board at appropriate key junctures as the overall programme is progressed

3. Long Term Change and Transformation Programme – Phase IV

- ### **3.1**
- Since 2009 the Council has and continues to develop and progress a long term programme of corporate change and transformation. This programme has undoubtedly been partly driven by the need for the Council to respond pro-actively to the impact of the of the reduction in public sector spending that has developed across the UK since the global financial crisis emerged in 2008. However, more significantly, the key driver throughout this period has been the ongoing priority of the Council for it to continue to modernise, deliver better services and outcomes for citizens across Renfrewshire. This principal objective remains relevant today, albeit it is recognised that throughout this time and indeed moving forward, the strategic context in which the Council operates as well as the strategic priorities of the Council will continue to adapt and change over time. As outlined in the previous report to the Board in the last reporting cycle, the Council continues to progress this long term process of strategic change and modernisation and is at a key stage of transitioning to a new phase, which will represent the fourth incarnation of this long term programme.

The Current Strategic Context for Change

- 3.2.1 The Council's vision for Renfrewshire is, "Working together for a thriving and connected Renfrewshire, creating opportunities for all." This vision recognises the real opportunity to transform Renfrewshire and the outcomes the Council delivers by working closely with partners, communities, and businesses to progress the Council plan's five strategic outcomes:
- Reshaping our place, our economy and our future
 - Building strong, safe and resilient communities
 - Tackling inequality, ensuring opportunities for all
 - Creating a sustainable Renfrewshire for all to enjoy
 - Working together to improve outcomes
- 3.2.2 The Council plan identifies that: 'The Council has a vital role to play locally; shaping the places which people live and work in, driving the local economy, providing education and learning, supporting and caring for vulnerable people and facilitating local democracy.'
- 3.2.3 The Council is committed to continuing to evolve its role and relationships with communities, partners and businesses to improve outcomes for Renfrewshire. It is recognised that for services to remain fit for purpose and sustainable the Council needs to focus on where it can make the biggest difference on the key priorities across Renfrewshire with what is expected to be reduced levels of resources.
- 3.2.4 As a placemaker, the Council recognises it can better meet the future needs of Renfrewshire by developing deeper collaboration with both communities and partner agencies. Through communities getting more directly involved in their area, and partners working more closely with the Council to agree new ways to meet community needs, the Council will be better placed to support investment and the need to develop Renfrewshire 'the place'. Strategically this will support the conditions to ensure individuals and communities across Renfrewshire continue to have inspiring, vibrant villages and town centres characterised by excellent infrastructure, housing, sporting and leisure facilities and open spaces.
- 3.2.5 The Council's financial outlook continues to present a pressing requirement for the Council to achieve change and transformation to deliver financially sustainable services and savings over the medium term and indeed there is the risk that over the medium term this pressure could intensify. However, this represents only a single dimension and the current strategic case for transformation and change extends beyond merely the financial context, but rather is more significantly driven by a number of key strategic influences
- Renfrewshire faces **demographic changes** which are already increasing demand and compelling the Council to consider how it designs, specifies and delivers services to meet the changing needs of its residents. This includes a projected 13% decline in the working age population by 2037 coupled with a projected 79% increase in the number of people aged 75+ by 2037. This will impact on a range

of services supported by the Council, particularly Education, Social Care and Housing.

- What citizens and communities expect of their Councils is also changing, particularly in the context of **rapid digital transformation as a continuous and permanent feature of our environment** in general and of customer service and service delivery in particular. The ability to transact and interact with the Council and indeed consume services at a time and place convenient to the citizen is an increasing expectation on the Council. This rapidly developing landscape will have a key strategic influence on how the Council organises itself and utilises digital technology to increase the organisation's efficiency and effectiveness, make better use of data at our disposal to guide service provision as well as responding to the demands of citizens who want to access information, receive communication, transact and contact the Council through digital channels.
- Driving forward key interventions to stimulate **inclusive economic prosperity** and improve outcomes for its communities. The innovative, culture-led regeneration continue to deliver benefits and investing over £100m in key cultural assets. The Council is driving growth in the wider Renfrewshire and city region through the development and delivery of £274 million of investment through Renfrewshire's three City Deal infrastructure projects covering the Glasgow Airport Investment Area, Airport Access and Clyde Waterfront and Renfrew Riverside projects as well delivering a £40 million medium term investment in the wider road infrastructure and a new multi-million pound medium term employability programme across Renfrewshire .
- **Enhancing community engagement, participation and empowerment** following the Scottish Parliament passing the Community Empowerment (Scotland) Act 2015 to give new rights to community bodies and new duties to public sector authorities. The Act envisages proactive support from Councils (and Community Planning Partners) to help communities to do more for themselves and have more say in decisions that affect them. Better community engagement and participation leads to the delivery of better, more responsive services and better outcomes for communities. It is recognised the important contribution that local communities make to the quality of life in Renfrewshire. It is also recognised that both improved customer experience and community empowerment are integral to the future configuration of the Council, and its activities, as well to interactions with the Council. Renfrewshire has excelled in effective community engagement and is addressing inequality, with the approach to cultural regeneration generating unprecedented levels of engagement. In addition, the Council has a strong track record of collaboratively delivering and facilitating a range of multiple award winning community initiatives with partners including,
 - Team Up to Clean Up, Active Schools and Street Stuff, gold award winner in the Local Matters category of the COSLA excellence awards in 2017.
 - The Council has been notable award winners at the COSLA excellence awards in the Tackling Inequalities and Improving Health category for the Renfrewshire literacy approach, and was awarded the Campbell Christie Public Service Reform Award 2016 for Renfrewshire's Joint Employability Project, providing tailored support to pupils from low income families as part of the wider Invest in Renfrewshire programme, which since its formation has driven Renfrewshire's youth unemployment ranking from 27th in Scotland to 4th.

Continuing to develop more significantly our engagement and indeed partnership working with our communities represents and increasingly important strategic priority and will require to feature significantly in how the Council organises itself, deliver services and seeks to achieve key outcomes for Renfrewshire's communities.

- The ongoing strategic public sector reform agenda across Scotland, including for example: -
 - Ongoing reform in Health and Social Care which place the individual at the centre of an integrated and holistic approach to their needs;
 - New requirements in Education, empowering schools, enhancing parental and pupil involvement, and driving improvement through collaboration;
 - The Local Governance Review, which presents an opportunity to design a public service approach which responds directly and effectively to the place-based challenges of our region.

3.3 Refreshed Approach to Change and Transformation - Vision of the Future Council

- 3.3.1 As referenced above, the Council has had considerable success in delivering change and transformation at scale since before 2010. This has involved a wide range of change, delivered through several phases of the transformation programme over the past decade, such that change, and transformation has increasingly become a permanent feature of the Council's strategic agenda.
- 3.3.2 The change delivered to date has been both considerable and wide ranging, from deploying new technologies and digital capability, to innovating on a range of fronts with new delivery models including for example the expanded Leisure Trust arrangements, Health and Social Care arrangements as well as key collaborative projects covering for example strategic waste and indeed the City Region arrangement. Financial benefits have been realised through opportunities to reconfigure both Council structures as well as discrete services and functions, streamlining of the size and shape of the workforce has been significant over the past 10 years as well as rationalising the scale of the Council's assets utilised to deliver services.
- 3.3.3 As outlined in the previous report to the Board, there will be an increased reliance placed upon the change programme moving forward to deliver a greater level of financial savings than has been delivered over recent years. In this context, as well as recognising the long term journey of change the Council has already been on since before 2010, there is a need to adopt a fresh approach to developing and designing change and transformation moving forward in order to avoid the risk of responding to an intensifying financial challenge by simply reducing costs within the context of current service models. Without identifying, developing, designing and delivering fundamental change and transformation across the Council that is sustainable and places the Council in a position to deliver against its key priorities, addressing the financial challenge at the estimated scale envisaged will most likely lead to an approach focused on cuts in service, risking both service sustainability, quality and performance and ultimately constraining the ability of the Council to deliver against its key strategic priorities.
- 3.3.4 In approaching this challenge, it is important that the Council is able to begin to articulate a vision and blue print of what it is envisaged will characterise and define the

Council's future state in 3 – 5 years. Detailed below are some of the key attributes that undoubtedly exist today but which are envisaged will become significantly stronger features of the Council as it moves forward and transforms through this period:

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

3.3.5 As noted in the June Leadership Board report, over the course of the summer the Corporate Management Team has undertaken a significant programme of preparatory work to prepare for taking forward a revised approach. The programme currently being designed will constitute a series of structured service redesign processes across a range of areas of the Council's existing service arrangements. These reviews will be framed around functional service groupings and will therefore cut across existing service structures and will deploy a standardised approach and methodology, creating consistency in both approach and deliverable outputs from reach review.

4. The Financial Context

4.1 In the previous report provided to the June cycle of the Board, an outline of the Council's current and anticipated future financial position was provided and which is summarised for reference below:

- The Council's current financial position remains stable and within the financial planning parameters established when the Council set its budget for 2019/20.

- In setting the 2019/20 budget, the Council committed to approximately £7.7m of non-recurring spending, reflecting the temporary spending capacity that was available at that time, which was predominantly due to the more positive outcome on government grant confirmed as part of the Scottish Government's budget for 2019/20.
 - Notwithstanding this positive outcome for 2019/20, it is anticipated that it represents only temporary respite and it is forecast that the Council will face potentially significant medium term financial challenges in each of the following three years, with uncertainty in respect to the overall scale.
 - After taking account of the of the non-recurring spending in 2019/20, a net budget gap of between £26 million - £67 million over the three year period 2020 – 23 is currently forecast.
 - For financial planning purposes, the Council is progressing on the basis of a central financial planning scenario with an estimated forecast budget gap of approximately £45 million to be addressed over the three year period.
- 4.2 In the absence of material disruption to public finances that may accompany a no deal Brexit scenario, greater certainty would be expected to emerge in each of the key areas of influence on the Council's financial outlook moving forward over the course of 2019 and moving into 2020. Most significantly, in relation to future Scottish Government Grant prospects in line with the emerging suggestions of a single year UK budget announcement in the Autumn and subsequent Scottish Government Budget announcement planned for December. Given the current uncertainty both politically and economically at a UK level in respect to Brexit, there is now a clear prospect of there being no multi-year UK Government spending review in the autumn as originally intended, which may as a consequence result a continuation of single year Scottish Government budgets.
- 4.3 In these circumstances as in previous years, it is important that the Council continues to adopt a sustainable medium-term perspective in developing and delivering the financial strategy and budget planning for 2020/21 – 23. In this context, it is recommended that the Council progresses the strategy on the basis of planning to target the delivery of the majority of savings in years 1 and 2 of the strategy to provide a prudent and appropriate level of financial flexibility for the Council over the course of this medium term period of uncertainty. This will ensure that as a clear position emerges over the coming months for 2020/21 and potentially beyond, the Council is well placed to adequately and sustainably address the overall budget gap without being forced to respond over a short period of time, recognising there may again be comparatively limited time between announcement of government grant and statutory dates by which the Council may set its budget and Council tax.
- 4.4 In seeking to secure net budget savings to address the estimated £45 million budget gap over the three year period, it is recognised this will be progressed through a range of measures in addition to the transformation programme. For planning purposes, it is estimated that potentially up to £20 million of net saving/cost mitigation measures can be secured over the three year period through a combination of the following
- Corporate Financing Savings - as outlined previously to members, the existing debt smoothing strategy has in effect been completed in terms of releasing medium term savings. Recent statutory accounting changes has opened up the opportunity for a fresh review of the Council's long term debt/loans fund

arrangements. This is anticipated to provide an avenue to generate a fresh tranche of annual debt savings to support the 2020/21 budget position. It should be noted however, that any such opportunity will be materially smaller in scale than previous, restricted potentially to circa £2 million.

- Service Based Efficiencies and Budget Reallocation – similar to previous years, work will be progressed with service Directors to develop and deliver a range of smaller scale service led efficiencies along with work to identify budget reallocation opportunities. Both these measures seek to create headroom within existing service resources to offset the financial impact of new emerging budget pressures on service across the Council. This approach has proved successful in previous years in mitigating on a net basis the impact of new unavoidable budget pressures albeit it is recognised this is likely to become increasingly more challenging for Directors.
- IJB Financial Planning - similar to the approach adopted for the first time in 2019/20, it is proposed to maintain a core financial planning assumption that the maximum cash growth applicable to the IJB delegated resources will be approximately 2% per annum (this may be subject to assessment against any specific grant conditions set as part of the financial settlement from the Scottish Government). In contrast to the forecast reduction in Council revenues (net movement in grant and Council tax), this would continue to represent a significant positive redirection of resources by the Council to protect the long term year on year cash growth in Adult Social Care Service resources to meet increasing demographic demand and cost pressures. Despite this, it remains probable in the context of the scale of annual cost pressures that the IJB has experienced over recent years, it will be required to progress its own service change, efficiency and transformation agenda managed through the IJB Board governance arrangements in order to secure savings and efficiencies to maintain a balanced and sustainable budget.
- Council Tax – the option of annual Council tax increases are anticipated to remain available to the Council as part of their annual budget setting considerations, with the operation of a cap set by the Scottish Government continuing to be a probable feature of future grant settlement arrangements (previous caps have ranged between 3% - 4.79%).

4.5 Taking into account the detail outlined above, for planning purposes it is recommended that the next phase of the Transformation Programme should be progressed on the basis of targeting to deliver sustainable and recurring savings of up to £25 million over the next three years.

4.6 In line with the recommended approach, it is proposed that an initial planning profile over the three year period of £7 million / £13 million / £5 million is established. This recognises both the time and effort required to develop and build momentum across the programme, whilst seeking to support the objective of securing financial flexibility across the three year financial planning period. It should be recognised however that this may be subject to change and there will be a need to keep under close review both the required scale and shape of this proposed saving profile as greater certainty emerges on the Council's financial challenge moving forward.

5 Year 1 Phase of the Programme

- 5.1 As outlined previously, it proposed to progress this next phase of change and transformation over a three year period. In managing the proposed phasing of the programme, there is a need to develop and bed down the new service design approach across the organisation, and additionally recognise and acknowledge the capacity within the organisation to manage multiple service redesign projects running concurrently. There is therefore a requirement to create multiple phases of the programme running across the full three year period.
- 5.2 In this context the following service areas have been proposed for inclusion in phase 1 and which are anticipated will contribute to supporting the Council addressing the budget setting cycle for 2020/21. These proposed first phase service areas provide an appropriate spread across Council services to avoid the risk of over burdening any specific area of the Council, as well as balancing the first phase across service areas that have generally been less heavily impacted by change over recent years. In addition, in recognition of the importance of the services provided by Renfrewshire Leisure to the delivery of the Council's strategic objectives, and the annual review of the service payment to Renfrewshire Leisure from the Council, they are also engaged in the transformation programme and are seeking to adopt a similar process for the review of the services they provide on the Council's behalf.
- **Customer & Transaction Services** – this represents service areas predominantly across Customer and Business Services but will extend to a number of other distinct functional areas across Finance & Resources, Housing and Education Administration where there is similar business processes and customer interaction activities. Although much of these areas have undergone considerable change on an individual basis over the past number of years, considering these areas now as part of a single redesign exercise provides significant opportunity to take advantage of the adoption and application of standardised business process review approaches, identification of opportunities to functionally align processes, make better planned use of staff resources across functions, creating common and more efficient customer journeys. Additionally, these service areas encapsulate those business functions and processes within the Council with the greatest level of digital maturity where significant untapped opportunities in relation to further digital deployment and development can be most easily accessed to drive efficiency and productivity gains. This will include continuing to further exploit digital capabilities that the Council has already invested in such as Business World, Customer Portal and Advanced Automation technology as well as considering new and emerging digital technologies and capabilities.
 - **Placeshaping Core** – this will seek to strengthen and integrate strategic development and associated work programmes around Place, enabling the Council in its unique role as a Placeshaper. This service core will be responsible for the development of strategies that shape the future of Renfrewshire as a place, including the Housing, Planning, Economic Development, Investment, Sustainability and Placemaking Partnerships. The Place Delivery team brings together the key operational teams who support the delivery of the Placeshaping strategy. By aligning functions which define strategy development in Renfrewshire, the Council can enable a more integrated approach to growth across these areas aligned to the Council's strategic priorities by creating greater opportunity to:
 - avoid duplication or dissipation of effort,
 - maximising council and 3rd party investment,

- simplifying and consolidating related strategies
 - driving more integrated and coordinated place-based work programmes
 - simplifying the engagement of external bodies with the council on place-based development.
- **Community Development** - the Community Development service redesign project will consider functions aligned around shared outcomes focused on shared geography (neighbourhoods) or shared customers or users (people). This opens up the potential to consider new groupings/alignment of how services are organised around communities, looking after our place in terms of Neighbourhood-based services and helping people reach their potential as well as early intervention and prevention activities linked to a number of people-based services. Through the service design process, opportunities will be explored to further integrated and or align such services by maximising the opportunities for information sharing, common workflow, processes, skillsets, scheduling, and assets. This will apply not only to service groupings but across all operational delivery to support customer journeys and information sharing. It will also consider those service which seek to help people in our communities reach their potential.
- **Community Protection** – this service redesign project will consider service functions and groupings focused around Community Protection, seeking to explore opportunities to further integrate by maximising the opportunities for information sharing, common workflow, processes, skillsets, scheduling and assets. It will bring together under a single redesign review regulatory services which share common outcomes around protecting Renfrewshire’s communities. The benefit of this would be the opportunity to integrate functions working towards similar outcomes, improve information sharing, common processes and workflow across functions, design common skillsets to increase resilience and to support improved customer journeys.
- **Facilities Management** – this service redesign will look to build on the long term integration of hard and soft facilities management services across the Council, looking to exploit further opportunities and efficiencies through aligning and integrating arrangements to deliver corporate facilities maintenance and repairs, Housing maintenance and repairs as well as soft facilities management related services.
- **Early Prevention and Intervention** – will consider arrangements around early intervention and prevention activities focused within Children and young people social care, homelessness and criminal justice services. This redesign process will look to build upon long term approaches developed by the Council over many years that has sought to develop and implement strategies to mitigate cost growth in social care settings through carefully planned commissioning and service redesign projects. Such approaches have sought to deliver first and foremost better outcomes for families and young people, whilst reducing demand for and cost of service provision. It is recognised key developments in this particular service redesign are likely to deliver benefits over both the short, medium and longer term, recognising the nature of the service and the need to maintain stability for existing clients.

6. Workforce Planning

- 6.1 Given the scale of the anticipated financial challenges to be addressed over the medium term and the element that is expected to be delivered through the change and transformation programme, it is recognised there will be an inevitable requirement to manage the workforce requirements of the Council on a phased basis over the three year period.
- 6.2 In this context, it is critical that the Council not only delivers genuine change and transformation across the Council to ensure service sustainability but is well prepared to manage this process of workforce change in a structured fashion. This will support a smooth transition of organisational change whilst delivering the necessary reduction in the workforce in a manner which seeks to safeguard as far as possible existing employees. The implementation of the undernoted actions will assist the Council in pro-actively preparing for such workforce changes as part of each of the defined service redesign processes.
- Vacancy Management - the use of Vacancy Management will assist in realigning the workforce and provide flexibility on how we implement workforce change.
 - Review of Contract Arrangements - active review of existing short term appointments and contracts will be undertaken to determine if there is a continuing need for such arrangements to be renewed or extended, and whether vacancies are to be filled as they come to a natural end. In addition, such posts where deemed to have a continuing need may be utilised to assist in the potential redeployment of employees who may be displaced as a result of service efficiencies as referred to below.
 - Voluntary Severance Scheme – it is unlikely the above measures will in themselves be sufficient to generate an adequate reduction in workforce numbers over the three year period. Similar to previous years therefore, it is intended that the Council's voluntary early retirement and voluntary redundancy scheme be made available to the workforce. It is therefore intended that running alongside the change and transformation programme, will be a severance programme seeking expressions of interest in voluntary early retirement/ voluntary redundancy from those areas of the workforce affected by the specific services being reviewed. Benchmarking of the Council's existing scheme offer to employees across Scottish Local authorities has recently been completed. This has confirmed that relative to others, the Council's existing severance scheme offer for voluntary early retirement for those officers eligible to access their pension (enhancement to pension entitlement of up to 4 added years with up to 30 weeks redundancy) is within the middle cohort across Scotland. Contrasting this position, the offer under voluntary redundancy arrangements (up to 45 weeks redundancy pay) is at the lower end across Scotland. In this context it is proposed to enhance the voluntary redundancy package to an offer of up to 52 weeks dependant on age and length of service. This would lift the Council's offer to within broadly the middle cohort of councils across Scotland and would provide a more attractive offering to secure a potentially greater level of interest in voluntary release from officers not yet eligible to access their accrued pension entitlement. As with all previous years and in line with accepted good practice, achieving an appropriate payback period of approximately 2 years will continue to be adopted when assessing use of the voluntary severance scheme as part of delivering overall change and transformation. Additionally, in line with existing governance requirements an annual report will be provided to the Finance, Resources and Customer Services Policy Board on the use and application of the scheme and the overall payback period secured each year.

- Redeployment – it is recognised that despite the use of the above measures to manage the required reduction in the workforce in service areas undergoing transformation and change, there remains the potential for some existing employees who wish to remain employed with the Council to be displaced from their current roles. In such circumstances the Council will look to manage affected employees through existing redeployment arrangements.

7. Engagement and Communication

7.1 In the previous report to the Board, it was outlined that strong communication and engagement will be a key ingredient to support success in this next phase change and transformation. In this context, an integral element of the reshaped transformation programme moving forward will be a structured, positive and pro-actively managed engagement and communication workstream led by the Head of Marketing and Communications, ensuring staff, partners and key stakeholders, most notably Renfrewshire's public, remain active participants in the programme moving forward.

7.2 Our Values/Our Renfrewshire Engagement Programme

7.2.1 As reported to the Board in February, plans were outlined for an early engagement programme with staff and local people to stimulate discussion on the Council's organisational values providing the opportunity to ensure this early work informed the developing shape of the change and transformation programme.

7.2.2 The purpose of the engagement was to clarify the Council's collective values and use this to build our brand, shape our people policies, improve communications and be clear about the role and future purpose of the Council - what the Council stands for, what is most important to us and our promise to staff and communities. This will help to drive a workplace culture that will support Right for Renfrewshire – the brand for this next phase of change and transformation - and realise the Council's future vision. It will also become the foundation for an informal agreement with staff and communities on how we will work together to continue to build a better Renfrewshire in the coming years.

7.2.3 Our Values/Our Renfrewshire engagement ran from April to June and engaged almost 4,000 individuals – staff, local citizens, young people and elected members:

- All services within the workforce took part in Our Values; 967 members of staff took part in workshops and 818 took part in an online staff survey providing invaluable insight into the values most important to staff and the workplace culture required to support future service delivery and staff wellbeing.
- 2,214 local people completed the Our Renfrewshire online survey or took part in community engagement sessions, facilitated by Engage Renfrewshire. Three sessions took place with young people delivered by Youth Services. The results of this engagement provide insight into current perceptions of the Council, the importance of public service, areas for improvement and the values that matter most to people.
- Interviews took place with 8 elected members – 3 administration, 3 opposition and 2 independents, and one local MP. This took the format of an hour-long Q&A on public perceptions of the Council and the values most important to local government services and our collective success.

7.2.4 The engagement programme was well received and has identified common values most important to Council staff in the delivery of public services and most important to local people in their relationship with the Council. The Our Renfrewshire engagement campaign was publicly backed by the Council Leader and carried in the local press and Renfrewshire-wide digital sites and community websites. 29 posts were issued via the Council's social media channels, reaching an audience of 510,863. Combined media coverage throughout the campaign achieved a final OTSH figure of 1,188,794.

7.2.5 Analysis and research findings

A significant amount of data was collected through the engagement programme and analysis of the findings took place over a period of 6 weeks and re-tested to ensure the integrity of the findings. The combined data was cleansed, and weighted, common words grouped to add more validity to the analysis and the most significant were analysed for meaning. All questions asked of the groups involved in engagement were reviewed and analysed. Results for each group were ranked and defined, and then merged. This has provided a list of 10 values considered to be most important across all groups:

Value	Staff	Community
Respect	83%	17%
Honest / honesty	80%	20%
Support / Supportive	66%	34%
Help / Helpful	16%	84%
Fair / Fairness	56%	44%
Efficient / Efficiency	12%	88%
Responsive	3%	97%
Trust	77%	23%
Progressive	78%	22%
Innovative	73%	27%

Further development work is taking place with the Corporate Management Team to translate findings into meaningful values statements that will underpin the future organisation, our people policies and the development of our brand. The statements will be tested with staff before launch and will provide guiding principles for the organisation as we continue our transformation journey, reflect our role in public service and will shape how we act and communicate in future.

7.2.6 Next steps

The next steps in this process will commence from October, building on the Council's agreed values and will include 2 main areas of work:

- Development of a values and behaviours framework integrated across our people and HR policies and internal communication of our organisational values. The framework will be used as a foundation for Right for Renfrewshire and to underpin future culture change across the organisation.
- Development of our Council brand and a refreshed brand communication strategy and brand narrative, targeting local people and partners and supporting the Council's future transformation. This will include developing a new Council website.

Engagement results will continue to be communicated and shared with staff, local groups and residents and the project commences. In addition to the specific engagement associated with this values exercise, there will be regular engagement and communication channels maintained with both the Trade Unions and staff as the change and transformation redesign programme progresses. This will include general engagement and communication across the whole workforce, with deeper engagement and communication arrangements deployed as part of specific service redesign exercises, targeted at the staff groups and stakeholders most directly touched by the redesign exercises.

- 7.2.7 As previously indicated regular update reports will be provided to the Board at appropriate key stages in the delivery of specific service redesign exercises outlined in the report.

Implications of this Report

Financial – The report provides a brief update on the Council's financial outlook over the medium term and the key role the next phase of the transformation and change programme will play in addressing this in a sustainable fashion. The report also references an expectation of the Council being required to access additional skills and capacity to progress the programme and that the financial implications of this will be contained within existing approved resources.

HR & Organisational Development - as outlined in the report. Specific implications on the size and shape of the Council's future workforce will emerge as detailed service redesign exercises are progressed and will be reported to the board at appropriate milestones in the programme.

Community/Council Planning – any implications will emerge as part of future changes agreed as part of the programme. Members should however keep in mind that over the medium term the Council is anticipated to have less resources in both cash and real terms and as such there will be a requirement to increasingly make key choices to direct reducing resources to support the delivery of those outcomes of greatest priority as defined in the Council Plan.

Legal – any implications will emerge as part of future changes agreed as part of the programme.

Property/Assets – any implications will emerge as part of future changes agreed as part of the programme

Information Technology - implications will be subject to any future changes agreed as part of the programme.

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

Health & Safety - any implications will emerge as part of future changes agreed as part of the programme.

Procurement – any implications will emerge as part of future changes agreed as part of the programme.

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

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

Cosla Policy Position – n/a

List of Background Papers

(a) Background Papers - none

Author – Alan Russell, Director of Finance & Resources



To: Leadership Board

On: 18 September 2019

Report by: Chief Executive

Heading: Renfrewshire Economic Strategy 2020 - 2030

1. Summary

- 1.1 In November 2016 the Leadership Board approved the establishment of an Economic Leadership Panel in order to develop a collaborative approach to the development of the Renfrewshire economy and to specifically lead and advise on the development of a longer-term economic strategy for Renfrewshire - the first of its kind.
- 1.2 Under the leadership and guidance of the Panel the first Economic Strategy for Renfrewshire has now been prepared. The Strategy sets out how Renfrewshire, as a place, is already significantly improving its competitiveness by investing £1.4 billion in innovation, economic infrastructure and skills development; but also concludes that more needs to be done to address the economic challenges facing the area and allow business and local people to benefit from the investment.
- 1.3 The Strategy sets out a number of strategic ambitions for the Renfrewshire economy: -
- more, and better jobs for local people
 - growing the value of the Renfrewshire economy and positioning Renfrewshire as the centre of manufacturing innovation, and research and development
 - growing our working-age population and supporting people on long-term sickness back to employment with more secure earnings
 - reducing the skills gaps and shortages experienced by local businesses
 - improving our economic infrastructure, including better public transport and digital connectivity

- 1.4 The Strategy sets out our collective mission to strengthen the Renfrewshire economy in ways which people, businesses and places can contribute to and benefit from that growth.
- 1.5 The Strategy is attached to this report. The Economic Leadership Panel has approved the content of the Strategy and commends it to the Council for adoption.
-

2. Recommendations

- 2.1 It is recommended that the Board:
- (i) welcome the preparation of the first Economic Strategy for Renfrewshire under the leadership and guidance of the Economic Leadership Panel;
 - (ii) accepts the invitation of the Economic Leadership Panel to adopt the strategy as Renfrewshire's formal economic plan, of which the Council is a key contributor and enabler; and
 - (iii) note that the Strategy will be officially launched by the Economic Leadership Panel and the Cabinet Secretary for Finance, Economy and Fair Work on 20 September.
-

3. Background

- 3.1 In November 2016 the Leadership Board approved the establishment of an Economic Leadership Panel (the Panel). The Leadership Board recognised the importance of strong engagement with the local business sector to drive forward local economic development and the formation of the Panel was seen as the mechanism to develop that relationship. In addition to private sector representation on the Panel, other senior stakeholders have joined from the University of the West of Scotland, West College Scotland, Scottish Enterprise and Skills Development Scotland. The Council is represented on the Panel by the Council Leader and Chief Executive. The Leadership Board also approved a short-term Economic Framework in 2016 to provide a strategic context for the City Deal projects and our cultural regeneration ambitions pending the development of a longer-term strategy. A key purpose and activity for the Panel has therefore been to lead and advise on the preparation of an Economic Strategy for Renfrewshire.
- 3.2 The Panel has been meeting since August 2017 to consider how best to develop, grow and support Renfrewshire's economy. A series of sectoral groups have supported the main Panel to look at specific issues relating to manufacturing, creative industries, tourism, care and transport/infrastructure. The Panel, which is chaired by James Lang of the Scottish Leather Group, are all passionate advocates of the strengths of and opportunities for Renfrewshire and have brought fresh perspectives to the formation of the strategy.

- 3.3 The preparation of the Renfrewshire Economic Strategy has developed over the last 10 months. At its most recent meeting the Panel agreed the final content of the strategy and in doing so to recommend it to the Council for adoption as the collective strategic statement for the development of Renfrewshire's economy over the next decade. The strategy is attached to this report. The Panel will continue to meet and will consider a delivery (action) plan and will monitor and consider changes to the strategy as the context and circumstances for economic growth change over the period ahead. Regular updates will be brought back to the Leadership Board on progress.

4. The Renfrewshire Economic Strategy

- 4.1 The Strategy has been prepared within the context of significant investments and opportunities both coming to and arising in Renfrewshire and amidst a wider context of technological, environmental and economic change. The investments in City Deal projects and the national investments they have attracted, such as the National Manufacturing Institute Scotland and the Medicines Manufacturing Innovation Centre, ground the Renfrewshire economy firmly as the City Region's centre of excellence for advanced manufacturing. Renfrewshire's economic infrastructure (road, rail and air assets) are positive attributes, as are the principal campuses of both the University of the West of Scotland and West College Scotland.
- 4.2 The Strategy is grounded in a robust evidence base and economic analysis that included consideration of our economic sectors; population; employment and income levels; education and skills; and productivity, innovation and investment. Our economy is strong, particularly in manufacturing, construction and transport & storage, with new sectors emerging in creative industries; tourism and care. Our employment rate at 75.5% is higher than the national rate and among the highest across the Glasgow City Region local authorities. We have over 5,600 businesses located in Renfrewshire and in 2017 we exported over £2 billion of goods and services across the world. The analysis also highlighted the economic challenges we must address to strengthen and improve the competitiveness of the Renfrewshire economy in the future. These challenges will require a co-ordinated response to allow us to tackle them effectively. The Strategy sets out 8 Economic Challenges –

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

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

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

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

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

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

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

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

4.3 Under each Challenge a series of interventions are proposed. These include –

- Completing the planned Advanced Manufacturing Innovation District Scotland (AMIDS) and development of 1.5 million sq.ft. floorspace on its Netherton Campus and looking ahead at future land and property needs
- Developing a Renfrewshire Skills Plan between national and local skills organisations; schools, further and higher education; and local business and industry
- Agreeing and delivering a Renfrewshire approach to inclusive growth and strengthening our employability partnership and framework
- Continuing to identify opportunities and market Renfrewshire as a place to live, learn and work and as a location for new manufacturing and research & development operations
- Close collaboration of all the public sector organisations to develop seamless investment, training and advice services for businesses
- Delivering a new public transport link to Glasgow Airport/AMIDS from Paisley town centre and reimagining Paisley Gilmour Street Station as a modern public transport interchange
- Delivering world class digital connectivity and the application of SMART technology to manage efficient transport, waste and energy systems
- Completing the Council's cultural infrastructure programme and identifying the next opportunities for significant visitor growth

- 4.4 The collective outcome of these interventions is expressed in 6 Ambitions, that by 2030 we will –



5. Next steps

- 5.1 The Scottish Government Cabinet Secretary for Finance, Economy and Fair Work will launch the Strategy with the Chair of the Economic Leadership Panel and the Council Leader on Friday 20th September 2019.
- 5.2 A detailed action plan that will specify particular roles, timescales and progress indicators will be developed with the Panel over the coming months. This will include work on plans to cover manufacturing, creative industries, tourism, care and transport sectors of the economy. In addition, a Renfrewshire prospectus will be prepared, capturing the most significant attributes of Renfrewshire, profiles of the highest profile businesses and business people and highlighting future opportunities to live, work and invest here.

Implications of the Report

1. **Financial** – None beyond existing approved budgets
2. **HR & Organisational Development** – None, additional resource has already been budgeted for and recruitment underway for an officer to support the development and implementation of actions and the monitoring and evaluation of the impacts of the interventions within the strategy.

3. **Community/Council Planning –**
 - *Our Renfrewshire is thriving – the Strategy will be central to maximising economic growth that is inclusive and is sustainable*
 - *Our Renfrewshire is well – promoting economic activity among all citizens and communities will support the reliance of individuals, families and neighbourhoods*
 - *Our Renfrewshire is fair - the Strategy seeks to deliver inclusive growth, reducing barriers for individuals to access the workplace*
4. **Legal - None**
5. **Property/Assets – None**
6. **Information Technology – None**
7. **Equality & Human Rights**

The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety - None**
9. **Procurement - None**
10. **Risk - None**
11. **Privacy Impact - None**
12. **COSLA Policy Position – the Strategy supports the COSLA Priority to support and develop Local Economies and Inclusive Growth**
13. **Climate Risk - none**

List of Background Papers

- (a) Background Paper 1 - Renfrewshire Council Economic Framework, November 2016

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

AM/SMcM
15 August 2019

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(Tel: 07958 009520)

Renfrewshire's Economic Strategy

2020 - 2030

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Foreword

As chair of the Renfrewshire Economic Leadership Panel, I am delighted to present Renfrewshire's Economic Strategy.

Renfrewshire has a rich history of producing, manufacturing and exporting products sought after across the globe and in doing so supporting the livelihoods of thousands of families across the area's towns and villages.

Our economy is strong. Renfrewshire is an important base for manufacturing and engineering and is seeing its economy diversify further, driven by emerging technology and creative businesses. Some of the most exciting investments in a generation are now being made that will deliver new capacity for research and innovation, new businesses and industrial space, new infrastructure, revitalised town centres and new homes. Local business supports this strategy. As a Leadership Panel we all share a collective pride in Renfrewshire and we are determined to deliver long-term economic success.

We face global and UK related economic challenges and so the approaches the Panel has advised on, to develop new ideas, to build on the qualities and assets of our places and to capitalise on emerging opportunities provide a solid foundation for moving Renfrewshire forward.

We look forward to continuing to work together to achieve the ambitions of this strategy and deliver sustained and inclusive economic growth for Renfrewshire.

James Lang

Director, Scottish Leather Group, and Chair of the Renfrewshire Economic Leadership Panel

Renfrewshire's Economic Strategy is the culmination of close partnership working between Renfrewshire Council, business leaders, our further and higher education institutions and national economic and skills development agencies. The Economic Leadership Panel, established in 2017, was a first of its kind for Renfrewshire.

Our economy has fantastic foundations on which to grow. We have high levels of employment and have committed substantial investment to grow the economy. We are going further by developing new neighbourhoods to live in and investing in our cultural infrastructure and new places to visit. Combined with our proud industrial heritage, as a place rich in making, creativity and innovation, we are building our reputation as the centre of Scotland's modern-day manufacturing sector.

We face significant challenges and barriers, not least with areas of persistent poverty and so it is vital that, as we invest in our economic future, we ensure Renfrewshire is a place of inclusive growth where no one is left behind.

Renfrewshire Council plays a pivotal role in developing the local economy. The projects being delivered by the council through the City Deal will be transformational for Renfrewshire and will create opportunities for everyone. Investment in skills, in innovation and in the economic infrastructure of Renfrewshire needs to continue to further advance the progress already being made.

Realising our ambitions will create more and better jobs, grow the size of the economy, increase our working age population and tackle economic inactivity.

I look forward to working together with colleagues on the Economic Leadership Panel to deliver the future that Renfrewshire rightly deserves.

Councillor Iain Nicolson
Leader of Renfrewshire Council

Executive summary

Renfrewshire's roots are in making. A place with a strong industrial heritage, renowned for its world-class manufacturing industries. We are the base for some of the UK's biggest engineering, technology and logistics companies and home to the National Manufacturing Institute Scotland, with ambitions to become Scotland's centre for advanced manufacturing.

Renfrewshire is a place of learning, home to one of Scotland's largest further education colleges, West College Scotland, and the University of the West of Scotland, recognised for its world-leading research in engineering.

Renfrewshire is a place of culture, creativity and design, globally connected and a place that is investing in its economy – with £1.4 billion committed to economic infrastructure, innovation and developing skills for the future. This includes:

- £274 million of City Deal investment improving our transport connections and creating the conditions to attract jobs and opportunities.
- Development of the Advanced Manufacturing Innovation District Scotland (AMIDS) in partnership with Scottish Enterprise and Scottish Government, placing Renfrewshire at the heart of Scotland's manufacturing future.
- £100 million to transform our cultural venues including Paisley Museum, attracting visitors and tourists to share in our story.
- Building more than 5,000 new homes by 2030, creating new spaces for families to grow and people to prosper.

This economic strategy is the culmination of collaboration between Renfrewshire Council,

private-sector business, knowledge institutions and public-sector agencies, directed by the Renfrewshire Economic Leadership Panel.

The strategy is set against the UK and Scottish economic contexts and has considered future technology and infrastructure advancements and the effects of responses to climate change challenges. It recognises the uncertainty surrounding Brexit and the potential implications for the supply of labour, funding, trade and research, and the need for Renfrewshire's response to be agile to future economic conditions.

The Renfrewshire economy is strong, particularly in manufacturing, construction and transport and storage, with new sectors emerging in creative industries, tourism and care. Renfrewshire-based businesses exported over £2 billion of goods and services across the world in 2017. Nevertheless, the strategy identifies eight economic challenges that must be overcome for the area to continue to thrive in future, including reversing a projected decline in our working-age population.

Renfrewshire's employment rate is higher than the national rate, yet 20% of the working population are economically inactive, with a significant proportion of people not in work due to long-term sickness.

We continue to make strides in educational attainment, but there are skills shortages and skills gaps felt keenly by local employers and too many new businesses are not surviving their third year.

Inward investment needs to play a greater role in Renfrewshire's economic future given the area's connectivity and the opportunities opened-up by new investments, and there is a pressing requirement to identify more land for business growth.

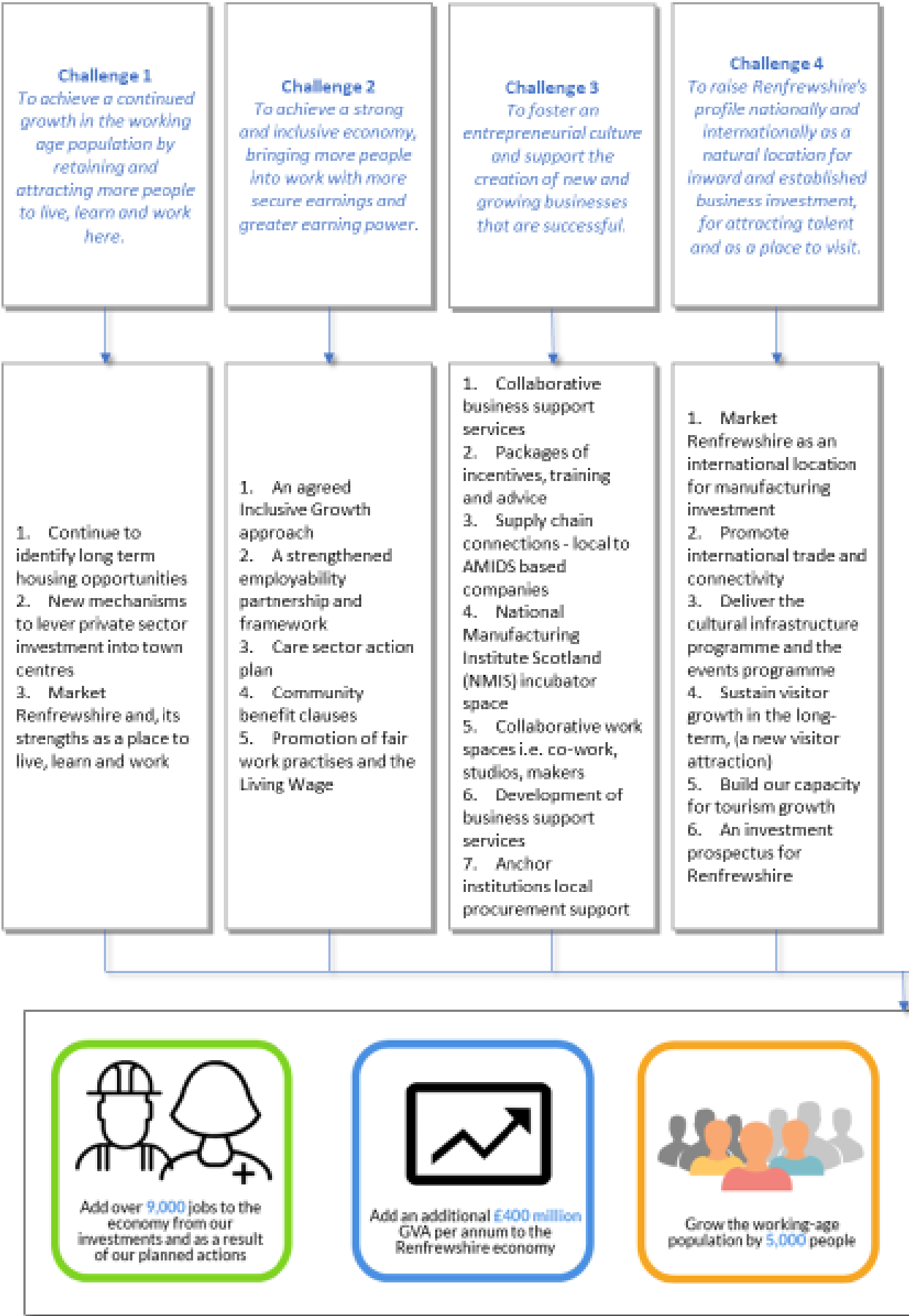
The Renfrewshire Economic Strategy sets out key interventions to meet Renfrewshire's economic challenges head on, creating a strong and inclusive economy, with more secure jobs providing fair and better work.

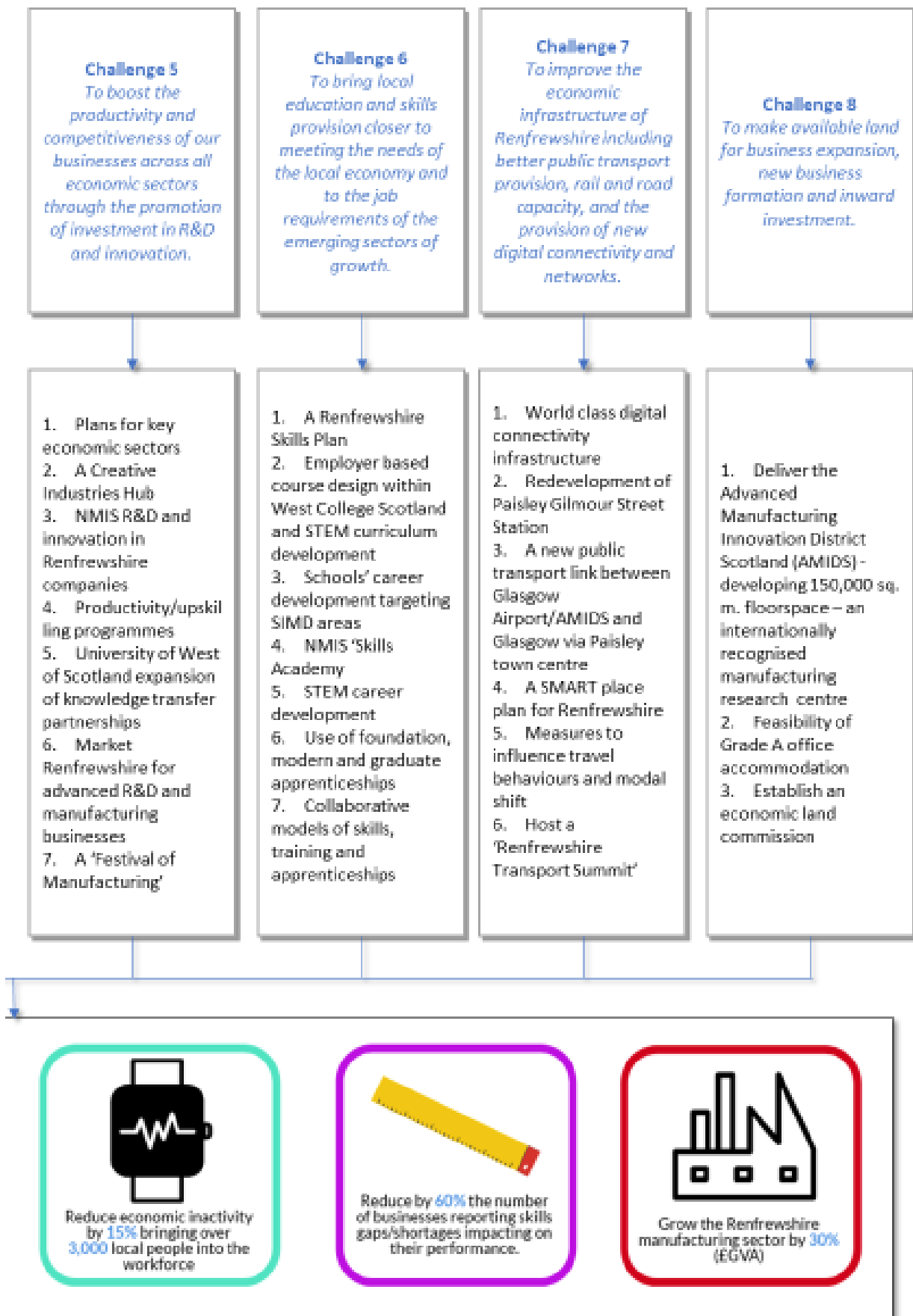
This will include maximising the potential of AMIDS and promoting Renfrewshire as a destination to live, visit, work and invest in. Its success will be measured against six long-term strategic ambitions to be achieved by 2030.

- Add 9,000 jobs to the economy
- Add an additional £400million GVA (Gross Value Added) each year to the economy
- Growing the working-age population by 5,000 people
- Reduce economic inactivity by 15%, bringing 3,000 local people into the workforce
- Reduce the number of businesses reporting skills gap and shortages by 60%
- Grow the manufacturing sector by 30%

Summary Diagram 1 illustrates our programme.

Summary Diagram 1: Renfrewshire Economic Strategy





Introducing Renfrewshire

Renfrewshire is a place with a strong industrial heritage, a place long renowned for its world-class manufacturing industries. It is the base for some of the UK's biggest engineering, technology and logistics companies, a significant factor in the Scottish Government's decision to locate the National Manufacturing Institute Scotland here. Renfrewshire is a place of culture and creativity, a place that is globally connected and a place that is investing in its economy.

Renfrewshire today is –

- Significantly improving its competitiveness by investing more than £1.4 billion in innovation, economic infrastructure and skills including:
 - The Advanced Manufacturing Innovation District Scotland, known as AMIDS, which will be an internationally-recognised centre for innovation, research and advanced manufacturing. Backed by Scottish Enterprise and the Scottish Government it has already attracted £168 million of investment commitments including:
 - The National Manufacturing Institute Scotland (NMIS), an industry-led centre of manufacturing expertise focusing on research, skills development, productivity and innovation – making Scotland a global leader in advanced manufacturing. This is a £65 million investment funded by the Scottish Government and University of Strathclyde.
 - The Medicines Manufacturing Innovation Centre (MMIC), a world-first centre offering pharmaceutical companies of all sizes services to develop and adopt novel manufacturing techniques and transform processes and technologies to accelerate the speed of bringing new drugs to the market. This is a £56 million joint venture between GSK, Astra Zeneka and CPI and Innovate UK.
 - Investment of more than £100 million by Renfrewshire Council in creative and cultural infrastructure and programmes.

This includes transformational investments in Paisley Museum and Art Galleries, Paisley Town Hall and in new events and capacity to attract visitors to the area.

- Investing £274 million from the Glasgow City Region City Deal to develop new locations for employment and infrastructure connections.
- Home to one of Scotland's largest further education colleges, West College Scotland (WCS), a modern, ambitious and innovative college that provides excellent vocational training, development training for businesses and links to local and international companies.
- The base of the University of the West of Scotland (UWS) which is recognised for its world-leading research in a number of areas, including the Institute of Thin Films, Sensors and Imaging for medical and engineering applications and its work on gravitational waves and 5G networks. UWS is Scotland's largest school of nursing and has the No.3-ranked civil engineering programme in the UK.
- The location of Glasgow International Airport linking Renfrewshire to 120 domestic and international destinations. The businesses around the airport employ more than 5,000 people and support a further 5,000 jobs in their supply chains across Scotland.
- Served by the M8, central Scotland's main east – west artery and by 10 rail stations with Paisley Gilmour Street, the fourth-busiest station in Scotland.
- Constructing over 5,000 new homes in the next 10 years.
- Delivering the Invest in Renfrewshire programme, one of the largest private-sector partnerships in Scotland involving more than 1,100 companies supporting 1,500 people a year in skills and employability programmes.
- Providing economic leadership where public and private sectors alongside knowledge institutions and a strong chamber of commerce 'work collaboratively to create better conditions for economic growth, social cohesion and employment generation'¹ through the formation

¹ Organisation for Economic Cooperation and Development (<https://www.oecd.org/cfe/leed/OECD-LEED-Local-Economic-Leadership.pdf>)

of the Renfrewshire Economic Leadership Panel.

Strategic context

The UK Government's Industrial Strategy (2017) aims to build upon the UK's economic strengths and potential by boosting productivity and the earning power of people. It sets out five foundations for a transformed economy:

1. **Ideas**, to be the world's most innovative economy
2. **People**, to generate good jobs and greater earning power
3. **Infrastructure**, to deliver a major upgrade to the UK's infrastructure
4. **Business environment**, to be the best place to start and grow a business
5. **Places**, to have prosperous communities across the UK.

Scotland's Economic Strategy (2015) seeks to support economic growth and tackle inequality through economic investment, innovation, inclusion and internationalisation. The Scottish Government's programme for government (2018-19) reasserts the ambition for economic growth that is sustainable and inclusive as a way to increase wellbeing and commits to promoting skills and innovation, new technology, advanced manufacturing, infrastructure to enable low-carbon growth and broadband networks. It also plans to grow Scotland's export performance and has recently published 'A Trading Nation' a 10-year plan to almost double the value of Scottish exports, targeting 26 countries most likely to deliver the largest, most sustained export growth. The overall aim is to help make Scotland the most competitive place in the UK to do business.

This aim is also reflected in the Government's National Performance Framework, which expresses national outcomes for Scotland as a more successful country. The outcomes link the realisation of the potentials of people and communities with a globally competitive and entrepreneurial economy through education, fair work, protection from discrimination, the sharing of opportunities and the protection of the environment.

These challenges are taken up in Scottish Enterprise's new strategy and operating plan

'Building Scotland's Future Today' that seeks to deliver the conditions for growth, build business resilience, nurture and inspire ambition and create more high-quality jobs to support families through a more place-based approach, working with local authorities to deliver inclusive economic growth.

The focus of the Glasgow City Region Economic Strategy (2016) is to deliver sustained and inclusive economic growth through improving productivity, boosting incomes, strengthening and growing the business base to create more and better jobs; and increasing the working age population by supporting more people into work and attracting and retaining talent to the Glasgow City Region (the City Region).

There are wider influences on Renfrewshire's future economy. Technology is radically and rapidly changing the way people live and work. It is predicted that increasing number of roles and functions may become automated and others replaced by artificial intelligence. New types of jobs are emerging, these needing new approaches to education and training, with creative thinking and skills becoming increasingly important. Furthermore, climate change is one of the major challenges for this, and the next generation. Scotland is making bold moves in setting climate change targets that will resonate throughout the economy and the infrastructure that supports it.

Brexit

The UK is facing significant political, economic and social change following the referendum vote to leave the European Union (EU). At the time of writing there is uncertainty about what will happen at national and regional level, with likely impacts to labour supply, the loss of EU funding streams, on jobs and investment linked to European trade and on universities' ability to attract EU academics, students and research investment.

In February 2019 the Scottish Government published illustrations of the potential impacts of

a no-deal Brexit². There remains significant uncertainty about future trade arrangements. The sectors anticipated to see the greatest impact include construction, transportation and aspects of manufacturing. Due to its concentration of workforce in these sectors Renfrewshire could potentially be one of the most affected areas in Scotland. It is recognised this strategy will need to be agile and be updated and adapted as more detail and certainty emerges regarding Brexit.

What the statistics tell us

To inform this strategy, published data on economic trends and comparisons has been analysed to provide a starting point and baseline to identify and establish the actions required to strengthen and grow the Renfrewshire economy.

Population

The population of Renfrewshire is 176,830, representing a 1.1% increase since the last population census in 2011. This growth is around half of the rate at which the city region and Scotland is currently growing. Long-term population projections, based on past trends, present Renfrewshire's population growth as modest, expected to reach 181,600 at 2041 and dependent on migration to the area.

Estimates of non-UK born residents in Renfrewshire suggest a growing population over the last 10 years with around 11,000 people in 2017. Many of those will be coming to Renfrewshire to work. Registrations for National Insurance numbers in the last five years show an average of 725 registrations per annum from overseas nationals, 80% of whom are from the EU – a supply of labour now thrown into doubt by Brexit.

The age profile of the area is broadly similar to Scotland with 17% under 16 years old, 64.4% aged 16-64 (the working-age population) and 18.6% aged 65 or over. However, the working-

age population band although currently static is on a downward trend over the longer term.

The demographic challenge for Renfrewshire's economy is to achieve a continued growth in the working-age population. This means retaining and attracting talent to support Renfrewshire's economic ambitions. This growth will largely be driven by migration from outside the area, a process affected by factors such as opportunities for work, for housing, for education and on the perception of the area as a place to live, learn and work.

Employment and income

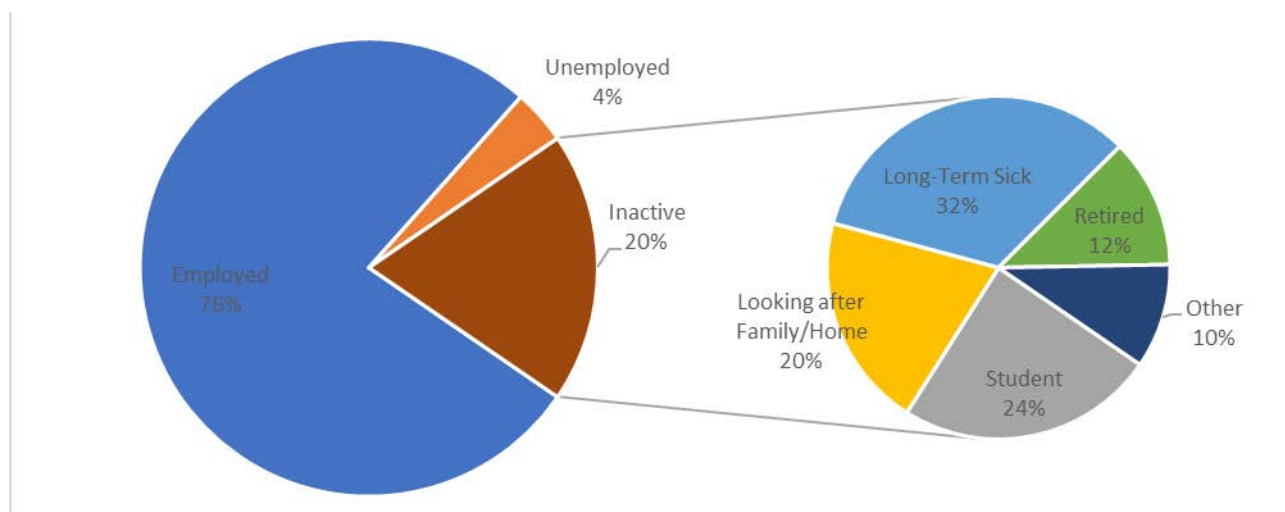
In March 2019 Renfrewshire's employment rate was 75.5% (85,700 people), among the highest across the eight local authorities of the city region and higher than the national rate of 74.5%.

Figure 1 illustrates Renfrewshire's economic activity. This includes unemployment which at 4.8% is higher than the Scottish rate of 4.1%. There are also those who are economically inactive, which represents approximately 20% of the working age population. Compared to the Scottish average, Renfrewshire has a significantly higher proportion of long-term sickness (32% against 27%). Evidence indicates a strong economic case for action to remove health-related barriers to work and to the health benefits of being in good work³. Supporting those who are economically inactive to move into employment and training will increase the potential labour supply for future economic growth.

² No-deal Brexit: economic implications for Scotland (<https://www.gov.scot/publications>)

³ [Health matters: health and work](#) - Public Health England, 31 January 2019

Figure 1 Renfrewshire economic activity 2019



to health or other issues. Bringing more people into work or into better jobs will deliver more secure earnings and greater earning power.

Median weekly earnings for full-time employees working in Renfrewshire are £523. This is £40 lower than the Scottish median. There are 23,450 people, including dependants, across Renfrewshire classed as income deprived, who are dependent on benefits to support their household income.

The Scottish Index of Multiple Deprivation (SIMD) definition for multiple deprivation includes people's employment, health, education, access, housing and crime. Renfrewshire has 4.3% of the 20% most deprived areas in Scotland, the eighth highest concentration among Scotland's 32 local authorities. These are all urban areas, often near town centres and major employment locations. While deprivation exists across all of Scotland's more sizeable cities, it is this proximity of those areas to some of Renfrewshire's strongest and developing economic assets which is a striking juxtaposition.

Although employment rates are high in Renfrewshire, a more inclusive economy is needed, one that enables people to contribute to and benefit from economic opportunities, particularly people that are unemployed, or are economically inactive due

Economy

Renfrewshire's distinctive economic strengths are in:

- Manufacturing
- Transportation and storage
- Construction
- Public sector (administration and health services)

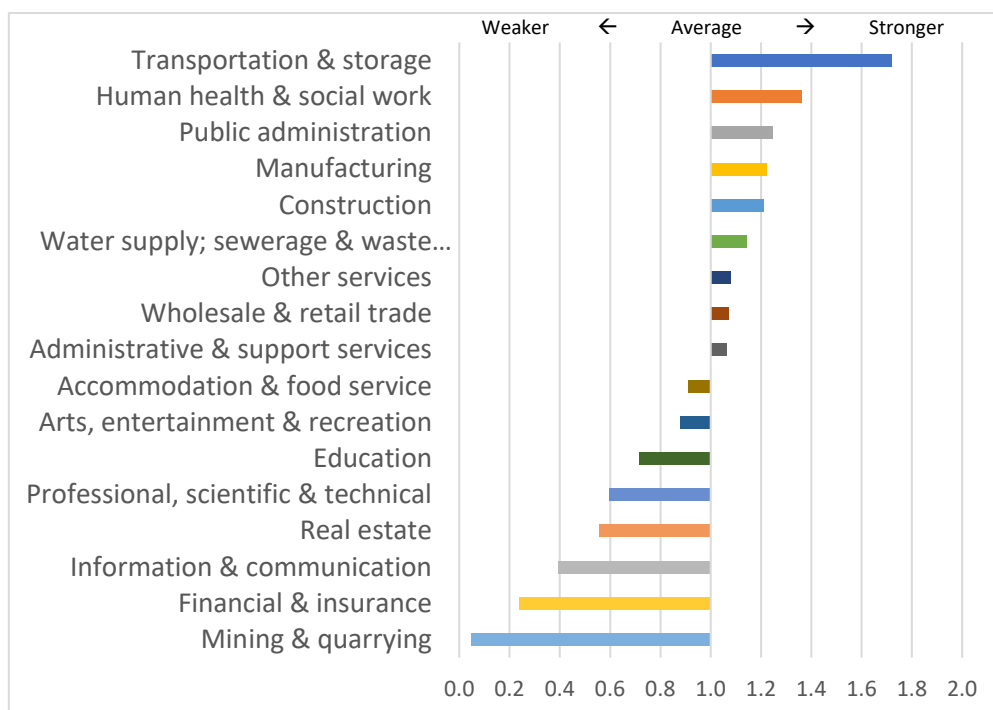
Figure 2 showing Location Quotient⁴ data demonstrates the relative local significance of these sectors to the Renfrewshire economy compared to Scottish levels.

In 2018 there were 5,645 businesses in Renfrewshire, 80% with less than 10 employees and 225 with more than 50 employees (less than 4% of the total). The number of businesses with less than 10 employees (micro businesses) has grown by 12% since 2010 and those with 10-50 employees up by 11%. Several sectors saw strong

⁴ Location quotients are a local measure of the concentration of jobs in sectors of the economy as compared to national averages. A value higher than 1 shows a higher

concentration locally and less than 1 a lower local concentration.

Figure 2 Location quotient of Renfrewshire economic sectors



growth in numbers of businesses in the same period:

- Professional, scientific & technical activities – up 41%
- Information & communication – up 30%
- Administrative & support services – up 26%
- Manufacturing – up 19%

In 2017, 650 new businesses started in Renfrewshire, a rate of 57 per 10,000 of the working age population. This is below the city region rate of 59 per 10,000 and the Scottish rate of 61. This, despite start-up businesses having increased by 20% in the last five years.

The three-year survival rate of new-start businesses in Renfrewshire is 58.7% (2017), below the national rate of 60.4% and the third lowest in the City Region.

Productivity overall is £42,300 GVA per head, which lags behind Scotland's £45,300 GVA per head. That gap has been narrowing, due to national levels of productivity falling. If the local economy could achieve productivity equal to Scotland's current level, Renfrewshire would

contribute an additional £200 million GVA per annum to the overall Scottish economy.

Investment in research and development (R&D) by Renfrewshire businesses amounts to more than £28 million per annum. This is £160 per head of population, 30% less than the equivalent Scottish level. 60% of the Renfrewshire R&D investment comes from manufacturers and well ahead of the Scottish level of 47%.

Figures from Scottish Development International show more can be done to attract foreign based investors to Renfrewshire, with three investments since 2014 creating 90 jobs. Attracting more foreign direct investment to Renfrewshire, particularly advanced research and development aligned to AMIDS, is a priority for this economic strategy.

Manufacturing employs 9,000 people and accounts for 23% of Renfrewshire's £2.82 billion (GVA) economy⁵ which, although declining slightly since 2013, is the largest contributor of GVA to the local economy. It is the most productive sector of the Renfrewshire economy at £74,500 GVA per head which is also ahead of

⁵ GVA and employment figures use the Scottish Government's Scottish Annual Business Statistics, certain parts of the public sector, financial sector and

the value of property transactions are excluded from this source.

the Scottish manufacturing level of £69,850 per head.

International exports from Renfrewshire were valued at £2.1 billion in 2017, 6.4% of all Scotland's exports and the second highest in the city region area. The Renfrewshire Chamber of Commerce processed over 12,000 export documents in 2018, the third highest in Scotland. Renfrewshire manufacturing generates more than £1 billion of those exports⁶ with food and drink (£370 million), chemical and pharmaceutical (£313 million) and metal/machinery fabrication (£298 million) our largest exporting sectors. Exports to EU and non-EU nations are evenly split. The food and drink sector is the largest exporter to non-EU countries; chemical and pharmaceutical exports the largest to EU destinations.

Manufacturing and in particular advanced manufacturing is recognised as being a driver of productivity in the Scottish and UK economies. It is crucial to the continued success of the Renfrewshire economy.

The transportation and storage sector is also of particular local significance with local companies turning over £1 billion per annum, employing 7,000 people and with productivity regularly greater than £70,000 GVA per head and well ahead of the Scottish level of £53,000 GVA per head.

While manufacturing and transportation and storage are traditional strengths of the Renfrewshire economy, new sectors are emerging. The creative industries, tourism and care sectors are ones that are playing increasingly important roles in creating a more diverse and inclusive economy.

- The creative industries is a diverse sector that includes digital businesses, architecture, design, events, marketing and many more business types in both the private and social economy sector. The contribution of the cultural and creative sectors to the wider economy, employment, regeneration and

attractiveness of places and community wellbeing is widely recognised. It is cited in Scotland's Economic Strategy as a key growth sector and is also part of the thinking in the UK Industrial Strategy. The creative industries offer a diverse, and often flexible, range of job and volunteering opportunities.

In Renfrewshire the creative industries contribute more than £120 million GVA to the local economy and employ more than 2,000 people. The sector is characterised by an abundance of freelancers, self-employed and small-scale business enterprises.

West College Scotland and University of the West of Scotland both offer extensive curriculums across the creative industries and have mature links to industry. New types of jobs are emerging, requiring new approaches to education and training. It is thought creative jobs are some of the least likely to become automated as the ability to imagine and innovate is the least likely to be replicated.

In Renfrewshire the sector is particularly focused on digital industries, which drive 60% of the sector's output. Its productivity, at £61,000 GVA per head, is 8.6% higher than the sector average for Scotland. The local sector grew by 13% in 2017 and employs 2,170 people.

- Renfrewshire's growing reputation for culture, events and its commitments to significant investments (£100 million for heritage buildings, town centre public realm, events and cultural programmes) in cultural infrastructure and visitor attractions, such as Paisley Museum and Art Galleries and Paisley Town Hall, are marking a diversification and emerging profile for the area's offer. Day visitors, currently around 2.25 million per annum and overnight tourists, at 37,000 per annum, spend a combined £62.5 million in Renfrewshire⁷. Some 5,000 people are already employed in the Renfrewshire

⁶ Renfrewshire Council estimate based on 2017 Scottish Manufacturing International Exports data

⁷ All figures from the GB Day Visitor and GB Tourist surveys 2017.

tourism sector particularly in hotels and visitor accommodation.

- Health and social care is expected to make one of the largest contributions to regional GVA growth by 2028 and a major employment sector accounting for more than 12,000 jobs in Renfrewshire. Over the next 10 years the childcare sector is expected to grow by 44%, largely due to the Scottish Government's commitment to expand the provision of free early learning and childcare provision for all three and four-year-olds by 2020.

Renfrewshire's economic strengths are in its strong manufacturing, transportation and construction sectors. Productivity levels and the need for more investment in R&D and innovation across the whole economy present a challenge for further strengthening and growing our established businesses. Our business start-ups and business survivals are below Scottish levels, presenting an entrepreneurial challenge to create new businesses that are successful over the longer term. Inward investment should play a greater role in Renfrewshire's economic future given the area's connectivity and the opportunities being opened-up by new investments. New sectors in creative industries, tourism and care are identified as having the potential of diversifying the economy further and offering more opportunities for long-term, sustained and inclusive economic growth.

Skills and education

The number of Renfrewshire residents qualified at SCQF Level 8 (the equivalent of a Higher National Diploma (HND) and above is 40.5% approximately 4% below the all Scotland average. Qualifications at lower levels are equal to those seen across Scotland, but the number of Renfrewshire residents with no qualifications at

all is 10.2%, a little higher than the Scottish figure.

This lag in residents gaining SCQF8 qualifications is affected by the pace at which younger generations, who have been encouraged to stay in education for longer than their older peers, move into and through the workforce. The levels of residents with a minimum of a SCQF8 qualification has grown by 10 percentage points over 10 years, mirroring national trends.

Nevertheless, Skills Development Scotland⁸ data point to skills gaps and shortages identified by employers for occupations requiring that level of qualification.

This research also highlights employers in the area are more likely to have recruited someone in the last 12 months and are more likely to have a vacancy than employers across Scotland. One-in-10 employers have a vacancy which is hard to fill and is because of a skills shortage – slightly higher than the equivalent rate for Scotland. Around 19% of Renfrewshire employers report skills gaps in their existing workforce and recent survey undertaken by West College Scotland identified nine out of 10 employers would provide more training if they could, with time rather than funding being the main barrier to delivering more.

Looking ahead, forecasts provided by Skills Development Scotland, based on national economic trends, suggest over the next 10 years, up to 1,000 additional jobs will be created in the Renfrewshire economy as a result of existing business growth. This does not take account of known strategic interventions included in this strategy. In addition, there will be around 35,000 job openings as a result of people leaving the workforce or leaving jobs. The result is that there are likely to be jobs available right across the local economy including in retailing, transport, administration, early learning and childcare, social care, construction, tourism and manufacturing.

⁸ Figures from the UKCES Employer Skills Survey for the 'west region' that also includes East Renfrewshire, Inverclyde and West Dunbartonshire.

Broad economic trends are placing more demands on the need for a well-qualified workforce – for those moving into work and for those in-work that need to develop their skills. The role of technology in driving those changes is reflected in national strategies. With workforce demand continuing to be high but pressures coming from the potential shrinking in the working-age population and uncertainties in the role of overseas migration, the contribution of those that are currently economically inactive will become more important than ever to the continued economic success of the economy. Renfrewshire's skills gaps and shortages are already impacting on local employers, requiring a concerted local effort to bring local education and skills provision closer to meeting the needs of the local economy and to the job requirements of the emerging sectors of growth.

Place

Renfrewshire's connectivity will be enhanced further with a new £90 million bridge, the first opening road bridge over the River Clyde, connecting Renfrew to West Dunbartonshire and Glasgow, opening in 2022 and including new linking roads, cycling and pedestrian infrastructure.

Better connectivity is crucial to Renfrewshire's economy as approximately 30,000 people travel into Renfrewshire to work. Almost 32,000 travel out from Renfrewshire to work in other areas.

Car travel is the dominant mode of travel to work, accounting for 73% of journeys made. This reliance on car journeys is contributing to particular issues of congestion on the M8 motorway and the A737 trunk road to and from North Ayrshire as well as on the local road network. Public transport use at 19% ranks it fifth across the city region with active travel - walking and cycling, at just over 5% which is significantly below levels seen across Scotland.

There are several transport and connectivity issues facing Renfrewshire. In particular:

- Available capacity on transport networks – the popularity of Renfrewshire as a place to live and work has created capacity issues on its road and rail networks often operating at maximum capacity.
- Improved access to largest job locations by public transport - Renfrewshire's principal business locations (Inchinnan, Glasgow Airport, Westway and Hillington) have grown over recent decades. However, none of these locations are particularly well linked by public transport or to residential communities in an integrated way. A public transport connectivity solution is also required for AMIDS.
- Public transport as facilitator of economic growth – public transport can increase the ability of all households to access employment locations and make the local economy more productive by reducing travel times to access jobs and services. Going forward, future action plans should assess improvements to Renfrewshire's transport network that will meet our economic objectives.

In 2018, 137 hectares of land was allocated for business and industrial use across Renfrewshire. Nearly 65% of this land is in just two locations, either within AMIDS (65 hectares) or at Hillington Park (23 hectares).

The most significant part of the AMIDS site is the Netherton Campus, where work to enable the development of 52 hectares of land started in summer 2019. NMIS and MMIC are the anchor institutions around which this innovation campus will develop.

Renfrewshire's housing market is showing strengths in terms of overall sales and in levels of new house building. Targets now embedded into the local housing strategy and the local development plan seek the construction of over 5,000 houses by 2030.

Access to superfast and ultrafast fibre broadband, fast Wi-Fi and mobile communications are essential foundations for economic growth and innovation. Infrastructure evolves at a fast pace, but digital connectivity is an expected asset of successful places and is therefore a focus of UK and Scottish Governments' strategies for economic success. While digital infrastructure has

been provided by the market to date, a new ground-breaking approach to digital connectivity in Renfrewshire is now being advanced, through leveraging additional private-sector investment to provide a new digital platform for businesses, public sector, residents and visitors to provide fixed, mobile and Wi-Fi connections as one network, positioning Renfrewshire at the head of the UK's and the global shift towards full-fibre digital infrastructure.

Renfrewshire in 2019 is in a position where significant investments in new economic locations and housing mark it out as a place of growth. To enhance the competitiveness of the Renfrewshire economy there are infrastructure challenges to address regarding public transport, rail and roads, and in the provision of new digital connectivity to meet economic needs. The continued availability of land for business growth and investment also presents a challenge.

Renfrewshire's economic challenges

Challenge 1

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

Challenge 3

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

Challenge 5

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

Challenge 7

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

Challenge 2

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

Challenge 4

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

Challenge 6

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

Challenge 8

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

Addressing our economic challenges

Our mission is to strengthen and grow the Renfrewshire economy in ways which people, businesses and places can contribute to and benefit from that growth.

In 2019 Renfrewshire stands at the start of a period of unprecedented investment planned across public and private sector developments, giving Renfrewshire remarkable opportunities to grow the economy and to create jobs.

Our challenges are clear as are our opportunities, arising from the £1.4 billion of investment in innovation, economic infrastructure and skills – opportunities that align with the main pillars of the UK Industrial Strategy.

Challenge 1

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

Renfrewshire's inherent qualities and opportunities offer a fantastic quality of life for the area's residents and employees. Part of our approach to economic growth encompasses continuing to offer and develop good-quality housing, town centres, and opportunities to live healthier lifestyles.

Objectives:

To offer attractive, well-connected communities in sustainable locations – places of the highest quality in which to live.

To deliver new housing opportunities to support and grow Renfrewshire's working-age population.

Interventions:

1. Continue to identify long-term housing opportunities to retain and encourage new working-age people and families to live in Renfrewshire.
2. Work with Renfrewshire partners to devise a mechanism to lever private-sector investment into town centres.
3. To market Renfrewshire, demonstrating its cultural, educational, environmental,

residential and employment strengths as a place to live, learn and work.

Challenge 2

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

Employment levels in Renfrewshire are already higher than average but so too is unemployment. As the nature of work changes, the skills and attributes people need to succeed must evolve. We must ensure the benefits of future economic growth are felt by all across Renfrewshire's towns and villages and nobody in our area is left behind. Those who are currently economically inactive are a future labour supply for the growing economy.

Objectives:

To maintain our high employment levels and lower unemployment levels.

To improve economic participation and reduce inequalities across Renfrewshire to allow more people to contribute to and benefit from the local economy.

Interventions:

1. Agree a Renfrewshire inclusive growth approach including early intervention actions to develop pathways for those with health and wellbeing challenges to becoming more economically active
2. Strengthen our employability partnership and framework, to support people to be job-ready and to access employment or self-employment; and to support those in low paid/low skilled work to progress to better paid employment.
3. With partner agencies develop a care-sector action plan to develop skills, recruitment and career progression strategies and small business growth.
4. Use community benefit clauses in contracts to target those furthest removed from the labour market and to maximise opportunities for trainees and apprentices directly targeting opportunities and benefits at local communities.

5. Engage with businesses across all sectors to promote fair work practises and the Living Wage.

Challenge 3

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

Renfrewshire has a strong business base, a strong partnership between those businesses through the Renfrewshire Chamber of Commerce and opportunities for further growth in several high-value sectors including advanced manufacturing, creative industries and through making more Renfrewshire companies international in terms of trade and investment.

Objectives:

To increase the number of business start-ups and their rates of survival and attract more businesses to locate in Renfrewshire.

To build supply-chain capability to support Renfrewshire's manufacturing cluster.

To grow the creative industries as a new dimension of the local economy.

Interventions:

1. Development of a collaborative and streamlined system across the public-sector organisations providing business support services, to provide a single point of entry for all businesses and prospective businesses seeking assistance to develop and grow.
2. Support business sustainability, productivity, competitiveness and growth through an integrated package of incentives, training and advice.
3. Build collaborative approaches to supply chain connections between local companies and AMIDS based companies
4. Work with the NMIS incubator space to realise opportunities for the local economy through new company formation, spin-out and establishment in Renfrewshire.
5. Identify and deliver opportunities for new collaborative work spaces such as co-work space, studios and makers spaces

6. Enhance business support services and how they are delivered and promoted to meet the varied needs of all sectors of the economy.
7. Support SME supply-chain companies by bringing together the anchor institutions of Renfrewshire to build local wealth through procurement of supplies and services.

Challenge 4

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

The flagship investments bringing NMIS and MMIC to the developing, internationally focused AMIDS, are a strong confirmation of Renfrewshire's credentials for further inward investors.

Culture is central to regeneration in Paisley. The investment to transform Paisley's cultural venues, particularly the museum, is recognised by the Scottish Government in its programme for government as central to Scotland's society, culture and economy.

The tourism sector is recognised as one of Scotland's key growth sectors. For Renfrewshire a thriving tourism industry built around the area's own offer can generate significant economic benefits and improve how the area is perceived to a wide audience of not just visitors but of potential investors.

Objectives:

To promote Renfrewshire internationally as the city region's centre for manufacturing research and innovation, companies, jobs and education.

To attract and increase foreign direct investment and talent to Renfrewshire as a place to live, learn and work.

To develop and promote Renfrewshire as a thriving tourist, leisure and cultural destination.

Interventions:

1. Utilise the profile of NMIS and AMIDS to market Renfrewshire as an international location for manufacturing investment.

2. Through Scottish Enterprise, Scottish Development International and Renfrewshire Chamber of Commerce, promote international trade and connectivity by supporting those looking to export to new markets and expansion of existing markets.
3. Deliver the £100 million cultural infrastructure programme to drive visitors to Paisley's renewed attractions, and the events programme to position Paisley on a national and international stage as a unique, must-see, events destination.
4. To sustain visitor growth in the long-term, beyond the reopening of Paisley Museum, to develop a new visitor attraction to complement the investment in cultural infrastructure.
5. Build our capacity for tourism growth, developing skills, delivering customer service training and creating new partnerships.
6. Develop a Renfrewshire prospectus - a clearly defined and publicised investment proposition to attract more investment, visitors and talent that supports long-term economic growth.

Challenge 5

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

A growing Renfrewshire economy means boosting business productivity, higher-level skills and increasing research and development activity. AMIDS has the potential to foster more productive businesses in Renfrewshire and across Scotland while inspiring other smaller companies to innovate and better use new emerging technologies and processes.

Objective:

To improve the competitiveness of local companies that are innovative and internationally focused.

To strengthen the manufacturing sector, making it more responsive to technological change,

digitisation in production processes, and more efficient and better use of data and smart systems, known as Industry 4.0.

To maximise the benefits of the investments in advanced manufacturing centres for local businesses.

Interventions:

1. Put in place sector plans for our key economic sectors in order to improve resilience and support their growth.
2. Develop a Creative Industries Hub – an industry-led centre of excellence, centrally located and exploring collaborations with knowledge institutions.
3. With NMIS, work to extend uptake in R&D and innovation investment in Renfrewshire companies
4. Develop programmes to support productivity, focused on upskilling the existing workforce and equipping people with the skills and higher learning that will support them to navigate a fast-changing labour market
5. Expand the footprint and influence of UWS knowledge transfer partnerships with local industry, particularly in the areas of shared strength – engineering, computing and communication networks, creative industries, tourism and healthcare.
6. Maximise the profile of AMIDS and NMIS to market Renfrewshire as an investment location for advanced R&D and high-skilled manufacturing businesses.
7. Establish a Festival of Manufacturing to champion local companies and locations on a global stage.

Challenge 6

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

All levels of education are available in Renfrewshire. With schools, college and university engagement through the Renfrewshire Economic Leadership Panel, we have the

opportunity to align our skills and education systems to encourage and support local people to reach their personal and professional potential and delivers a relevant supply of skills for economic growth.

Objective:

To improve qualification and skill levels, enabling Renfrewshire people to access the opportunities of a growing local and regional economy.

Through greater collaboration, develop the skills that employers need now and in the future, and build better knowledge of the world of work.

Interventions:

1. Develop a Renfrewshire Skills Plan that will focus on:
 - a. Reducing skills gaps and shortages in Renfrewshire, upskilling the existing workforce and equipping people with the skills that will support them to navigate a fast-changing labour market
 - b. Helping people to get into work, stay in work and progress in their chosen career
 - c. Meeting future skills and higher learning needs through engagement with local employers and joined-up academic and skills planning at a local level
 - d. Complementing the Regional Skills Investment Plan produced by Skills Development Scotland
2. West College Scotland will work with employers in designing learning to deliver industry relevant skills and integrate STEM skills across all of its programmes
3. Improve and expand school engagement in career development, training and skills with a focus on schools with a high concentration of pupils from SIMD areas.
4. Work with the NMIS 'Skills Academy' to implement skills development programmes for Renfrewshire manufacturing companies.
5. Work as a partnership and with organisations such as Glasgow Science Centre to build visibility of science, digital, technology, engineering and manufacturing careers from young ages and regularly through schools.
6. Accelerate collaboration between companies and education/training providers to develop and expand the use of foundation, modern and graduate apprenticeships.
7. Implement collaborative models of skills development, training and apprenticeships for established businesses.

Challenge 7

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

Renfrewshire's economic infrastructure must offer a level of accessibility and connectivity that allows business to become as productive and innovative as it possibly can be. The transport, storage and logistics sector is also a very significant employer within Renfrewshire. This sector and the infrastructure it relies on are vital to securing the success of the area's economic opportunities.

Objective:

To be better connected through physical and digital infrastructure to regional and national economies.

To work together to deliver a transport network capable of supporting the growth of the local and city region economy.

Interventions:

1. Deliver a world-class digital connectivity infrastructure for local people, organisations and businesses.
2. Redevelop Paisley Gilmour Street station as Renfrewshire's public transport hub.
3. Develop a new, direct public transport link between Glasgow Airport, AMIDS and Glasgow city centre, through Paisley town centre.
4. Apply SMART city thinking to energy use, waste management, water use and transport through a SMART place plan for Renfrewshire.
5. Develop and implement measures to influence travel behaviours and modal shift including, exemplary networks for walking and cycling, park and ride and demand management measures for private car use.
6. Host a Renfrewshire Transport Summit working with the Renfrewshire business and transport community in the development of future transport ideas and strategies

Challenge 8

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

Critical to the delivery and underpinning of economic growth is the availability of appropriately-sized and located land and premises for future businesses. This is a very competitive market between places across the city region and Scotland, however it is a market that Renfrewshire, through the actions expressed in this strategy, can play a significant part.

Objective:

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

Interventions:

1. Deliver the Advanced Manufacturing Innovation District Scotland (AMIDS), developing 150,000 sq. m. floorspace on the Netherton Campus and making AMIDS an internationally-recognised centre for innovation, research and advanced manufacturing.
2. Undertake feasibility work to examine the potential for speculative Grade A office accommodation within the growing AMIDS area.
3. Establish an economic land commission to evaluate and make recommendations for land requirements considering those factors of change such as automation, transportation and digital services that will influence future demand and what Renfrewshire needs to compete.

Strategic ambitions

To deliver successfully this economic strategy will require partners across public sector, private business and third sector to align, coordinate effort and champion Renfrewshire as a place to work, live and invest.

Our responses to the economic challenges include short, medium and long-term strategic interventions. Collectively, these interventions will deliver significant benefits to the area.

These benefits are set out in Figure 3 as six strategic ambitions – to be achieved by 2030. They target jobs, the size of the economy, the working-age population, economic inactivity, skills and growth of Renfrewshire's manufacturing sector. Our view from Renfrewshire in 2030 is presented overleaf.

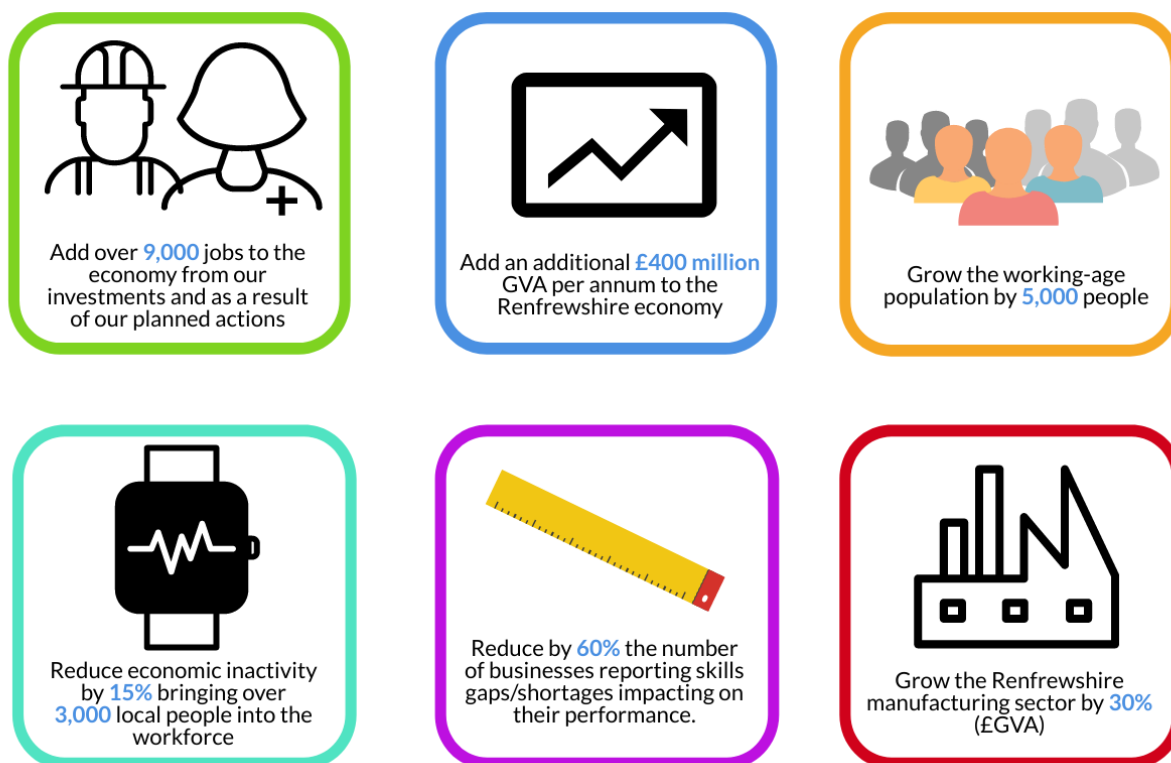
Delivery

Economic leadership, partnership working and coordination in planning, and the delivery of actions will be key to maximising the positive impact of this strategy.

The actions required to achieve Renfrewshire's 2030 ambitions will be set out in a delivery plan that identifies lead partners, timescales, near-term priorities and short-term performance targets, as milestones towards our longer-term goals.

The Renfrewshire Economic Leadership Panel will monitor progress and direct the strategy and action plan in line with any changing circumstances and new and emerging opportunities, ensuring Renfrewshire's Economic Strategy remains relevant and our economy is successful and inclusive as we move through the next decade.

Figure 3 Strategic ambitions to 2030



The Renfrewshire economy in 2030

We are entering a period of transformation in Renfrewshire that will positively impact on everyone who lives, works, visits and invests here. By taking advantage of emerging opportunities and by focusing our collective expertise to overcoming our economic challenges, we will deliver successfully the six ambitions of Renfrewshire's Economic Strategy. Our success will reach all parts of the area and the places and people within it.

An international reputation for advanced manufacturing, making new products for a new world and a location of choice for mobile investment and business.

The Advanced Manufacturing Innovation District Scotland with world-leading researchers at the National Manufacturing Institute Scotland and Medicines Manufacturing Innovation Centre, driving forward innovation and skills.

A transformed internationally-significant museum, town hall, arts centre and learning hub in Paisley town centre, attracting new visitors and tourists.

The first opening road bridge over the River Clyde connecting communities to jobs, education, healthcare and leisure pursuits and creating the conditions for transformational development along the waterfront.

A transport link between AMIDs, Glasgow Airport and Paisley Gilmour Street Station and an additional 1,500 jobs on the site of the airport, handling more passengers to more destinations.

Skilled and connected with a diversified economy and a university and college explicitly connected to local industry.

Over 9,000 new jobs created in the previous decade through capital investments, growth in manufacturing sector by 30% and a creative sector, doubled in size.

New neighbourhoods for families to grow and people to prosper, attracting relocators who value Renfrewshire's culture, lifestyle and transformed town centres.

No-one left behind and thousands of local people moved from being inactive or unemployed out of poverty and into employment.



To: Leadership Board

On: 18 September 2019

Report by: Chief Executive and Director of Finance and Resources

Heading: EU Applications and Funding

1. Purpose

- 1.1 This report advises the Board on the suspension of payments from the Scottish Government while work with the European Commission (EC) is undertaken to resolve a compliance issue relating to the European Social Fund (ESF) programmes.
 - 1.2 The report also provides an update on the Council's EU Funding applications and the award of the next phase of EU support.
-

2. Recommendations

Board members are asked to:

- (i) note the suspension of payments from the EC to Scottish Government and the efforts to date by Renfrewshire Council alongside other local authorities, to help resolve the compliance issues;
- (ii) note that Renfrewshire Council have already put measures in place to reduce EU spend until there is a satisfactory resolution to the compliance issues;
- (iii) note the successful delivery of the Phase 1 EU Programmes to end of December 2018 and the EU claims totalling £4,954,411 (ESF) and £458,471 (ERDF) submitted by Renfrewshire Council. Also note the allocation of £391,165 (ESF) in Phase 1 for Poverty and Social Inclusion which will be delivered and claimed by the Council in Phase 2;

- (iv) note the new EU Applications submitted by Renfrewshire Council that have been approved by the Scottish Government for a Phase 2 programme running until the end of 2022 totalling £4,370,975 (ESF) and £549,059 (ERDF) over this period.
-

3. Background

- 3.1 The Council's Economic Development team has been a lead applicant for EU Structural funding for many years. The most regular funding sources have been European Social Fund (ESF) to support the delivery of people focussed employability services and European Regional Development Fund (ERDF) to support business growth, start up and development services.
- 3.2 The current EU Structural Funds Programme covers the period 2014-20 with activities being able to run to the end of December 2022.
- 3.3 The EU Structural Funds for Scotland are managed by the Scottish Government (SG). The SG is the Managing Authority and the Paying Authority for EU Structural Funds in Scotland. As such it is responsible for drawing down EU funds and paying claims submitted by local authorities in respect of approved projects. Funds are drawn down from the European Commission in line with EU Regulations.
- 3.4 The first phase of the current programme (2015-18) was successfully completed by end December 2018 and more information on this is outlined in section 5 of the report. The ESF activities at the Council were subject to a series of compliance and verification visits by the Scottish Government's EU funding team over that period with no fundamental concerns being raised.
- 3.5 At Leadership Board on 20th June 2018 officers indicated that the new Council funding allocation to Invest in Renfrewshire of £4.5M for 2019–22 would enable EU funding applications to be submitted for that period. EU funding should augment the Council commitment to economic development and allow for the expansion of services.
- 3.6 Council ESF applications were submitted and recently approved for Phase 2 of the programme as outlined in section 6 of the report.

4. Suspension of EU Payments from EC to Scottish Government

- 4.1 The Council was made aware, via a letter issued by Scottish Government to European Structural Funds Lead Partners on 24th May 2019, that payments of EU funds from the EC to Scottish Government had been suspended following a Commission audit.
- 4.2 The letter indicated that until corrective action was taken by the Scottish Government, the European Commission would cease making payments in respect of the programme. Further information indicated that the issues related only to the ESF programme. The value of ESF grant due to the Council through the programme is £4,954,411 in phase 1 and £4,762,140 in Phase 2 (£391,165 for PSI and £4,370,975 ESF).

- 4.3 In order to resolve the non-compliance issues the Scottish Government have asked all lead partners to provide previous claims information in a different format, using a particular (unit cost) methodology.
- 4.4 The Scottish Government (Managing Authority) wrote to Lead Partners on the 5 July to seek additional information and a deadline of 26 July was set for responses. The Scottish Government received a good response rate, with 61 of the 73 ESF operations in scope responding by the start of August including that of this Council, with work continuing to increase the response rate still further. Only when the exercise is complete can a final assessment be made of how much money will be able to be claimed by the Managing Authority (i.e. the Scottish Government) from the European Commission.
- 4.5 The 15 November 2019 is the deadline for resolution to the audit issues however it is the intention of SG to complete its work as early as possible in September before relaying its findings to the European Commission. The possibility of the UK leaving the EU without a deal on 31 October 2019 has to be taken into consideration.
- 4.6 The full risk to the Council and local government as Lead Partners (although there are other stakeholders equally affected) in delivering on the currently approved ESF Strategic Interventions is difficult to quantify without further detailed information from the Scottish Government.
- 4.7 While there have been some recent moves to indicate that the issue is one for the Scottish Government to resolve there have equally been no formal reassurances that all claims paid to date are safe and that outstanding claims and new phase 2 claims will be honoured.

Potential Implications for Renfrewshire

- 4.8 Renfrewshire Council have received ESF grant payments of £2,730,112 towards Phase 1 activities, with £2,224,299 still to be paid. At the moment all claims are being checked and verified in the usual way but will not be paid until the issues with the EC have been resolved.
- 4.9 It is too early to say what the impact on the Phase 2 programmes currently underway will be and whether the claims and payment processes will remain or will change. Renfrewshire Council are one of only a few applicants with full ESF approvals for Phase 2 and delivery is going to plan.
- 4.10 The Phase 2 ESF programme relies on receiving £4,370,975 ESF grant income to the Council for the delivery of employability services. Any reduction in funding would affect staffing levels, programme delivery and job creation through traineeships, internships and wage subsidies.
- 4.11 As a precaution all non-essential spending has ceased across the ESF programmes in Renfrewshire until the issues of non-compliance have been addressed and claims are being paid. This means that all ESF supported staff vacancies have been frozen, no further contracts for ESF training or support will be commissioned and job creation measures have ceased (where ESF is a key funder of this).

- 4.12 In 2018 the Economic Development Service undertook a full-service review and redesign in light of the changes in available funding. Should there be any ongoing issues with ESF compliance, and it becomes clear that a reduction in funding support is likely, then a further service redesign and downsize would need to be undertaken as an urgency.

5. Phase 1 EU Structural Funds 2014 -20 Programme

- 5.1 Renfrewshire Council were successful in securing EU funding in Phase 1 of the Programme and submitted claims as follows for the 2015-18 period for the delivery of employability and business development services:

5.1.1 Youth Employment Initiative:

ESF Programmes	Total Cost of Programme Delivery	ESF Grant	Council Match Funding	Comments
Youth Employment Initiative (YEI) (Feb 2015 – Sep 2018)	£5,290,155	£3,517,042	£1,773,113	YEI was a 3 year programme only and closed at the end of Sep 2018
<p>The YEI programme was used to augment the Councils work on youth unemployment.</p> <p>YEI funding was used to support employability services to 1,385 young people aged 16-29 with 479 moving directly into mainstream employment.</p> <p>In addition, 375 people moved into paid jobs/ traineeships/internships which were subsidised by ESF support (139 traineeships and 64 internships and 180 wage subsidies).</p> <p>Job creation was a key element of this application.</p>				

5.1.2 ESF Pipeline Programme

ESF Programmes	Total Cost of Programme Delivery	ESF Grant	Council Match Funding	Comments
ESF Pipeline Programme Phase 1 (Apr 2015 – Sep 2018)	£2,681,032	£1,137,988	£1,543,044	ESF Pipeline Programme to be delivered over 2 phases: Phase 1 April 2015-Dec 2018
Estimated claim for Oct-Dec 2018	£1,037,391	£299,381	£738,010	Phase 2 Jan 2019 – Dec 2022.

The Phase 1 ESF Pipeline Programme primarily supported unemployed people aged 30+ with multiple barriers to work. During Phase 1: 1,606 people were supported through Council employability services co-funded by ESF; 474 moved directly into work and 264 secured qualifications.

5.1.3 Poverty and Social Inclusion Programme (ESF)

ESF Programmes	Total Cost of Programme Delivery	ESF Grant	Council Match Funding	Comments
Poverty and Social inclusion (2015-2022)	£977,916	£391,165	£586,751	Programme was approved in 2015 but is mainly being delivered 2019 – 2022. No claims submitted as yet.
The PSI ESF fund supports customised approaches to inclusion and poverty. No claim has been made as yet for the ESF Poverty and Social Inclusion Fund, but activities have included Project Search programmes (supporting young people with Learning Disabilities).				

5.1.4 ERDF Programmes

ERDF Programmes	TOTAL Cost of Programme Delivery	ERDF Grant	Council Match Funding	Comments
Growing Businesses in Renfrewshire	£880,033	£352,013	£528,020	This application covered Renfrewshire, East Renfrewshire and Inverclyde
Compliance Costs	£62,438	£24,976	£37,462	
Business Growth Renfrewshire	£203,704	£81,482	£122,222	
ERDF supports the Council's services to local businesses. Support from ERDF contributes to Business Development Grants, staffing, Workshops and Advisory Support Services.				
In Phase 1, 194 companies were supported through grants and workshop support.				
The Growing Businesses in Renfrewshire application included Renfrewshire, East Renfrewshire and Inverclyde. The figures for Renfrewshire Council alone are £712,329 total costs, £284,932 ERDF and £427,397 match funding.				

- 5.2 Renfrewshire Council have received ESF grant payments of £2,730,112 for Phase 1 activities with £2,224,299 still to be paid. At the moment all claims are being checked and verified in the usual way but will not be paid until the issues (referred to above) with the EC have been resolved. ERDF claims are meantime being paid in full.

6. Phase 2 EU Structural Fund 2014-20 Programme

- 6.1 Following the Council approval of a further Invest in Renfrewshire Programme at Leadership Board on 20th June 2018 work was undertaken to develop new (Phase 2) EU applications to be delivered from 2019-22.
- 6.2 With the closure of the YEI programme (only available for 3 years) all employability services would be supported through the Employability Pipeline Programme. This programme would therefore be an all-age service.
- 6.3 Renfrewshire Council had been offered an indicative grant award for the whole 2014-20 programme from the Pipeline programme. Phase 1 of the programme had been delivered broadly to plan and the Phase 2 allocation was available for the 2019-22 period. This allocation was much smaller than the levels required by the Council. However, the Council were successful in securing a larger share of the EU funding of an additional £2M (approx.)

6.3.1 ESF Pipeline Programme

ESF Programmes	Total Cost of Programme Delivery	ESF Grant	Council Match Funding	Comments
ESF Pipeline Programme Phase 2	£8,741,949	£4,370,975	£4,370,975	The ESF intervention rate for Phase 2 increased to 50% (rather than 40% in phase 1)
The Phase 2 ESF Pipeline Programme aims to support 4,400 people in Renfrewshire over the next 4 years with over 1,000 moving into employment.				

6.3.2 ERDF Programme

ERDF Programmes	TOTAL Cost of Programme Delivery	ERDF Grant	Council Match Funding	Comments
Growing Businesses in Renfrewshire	£658,000	£263,000	£394,800	This application covered Renfrewshire, East Renfrewshire and Inverclyde
Compliance	£100,382	£40,152	£60,230	
Business Growth Renfrewshire	£614,769	£245,907	£368,862	
The second Phase of ERDF further supports the Council to assist local Businesses. Support from ERDF contributes to Business Development Grants, staffing, Workshops and Advisory Support Services. Whilst the Growing Businesses in Renfrewshire application includes Renfrewshire, East Renfrewshire and Inverclyde, the Total Cost of Delivery for Renfrewshire alone is £378,000 with ERDF grant support of £151,200.				

- 6.4 The Phase 2 figures stated above could change following the final resolution of the EU compliance issues. If this happens a further report will be presented to Board.

Implications of the Report

- Financial** – as detailed in the main body of the report, whilst there has been an indication that the current issues being experienced are for the Scottish Government to resolve with European colleagues, should this not be achieved, categoric reassurance has not been provided at this stage that there will be no knock on financial implications for local authorities as Lead Partners. This uncertainty in respect to exposure to any potential financial risk that may or may not ultimately emerge, applies to claims both for the Phase 1 programme and potentially has implications for the new phase 2 programme. As detailed in the report, in relation to the phase 2 programme, precautionary actions are being put in place in the interim to mitigate against this risk.
- HR & Organisational Development** –A full restructure of Economic Development was undertaken during 2018 and the new staffing structure (for phase 2 of the EU programmes) is complete.
- Community Planning**
Jobs and the Economy –The report outlines funding to grow and support the Renfrewshire Economy and to support people into work.

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** – there will be a range of smaller services procured over the next 4 years with the support of colleagues in procurement.
 10. **Risk** – ESF and ERDF applications are not approved yet however the structure and service outlined in the report have anticipated a much smaller allocation than we expect to receive and so risk is minimised. In addition the new service will commence 1st October 2018 and the EU funding will be confirmed at that point.
 11. **Privacy Impact** - None
 12. **Cosla Policy Position** - Not applicable
 13. **Climate Risk** - Not applicable
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List of Background Papers

- (a) Council Budget Report, 2nd March 2018
 - (b) Invest in Renfrewshire Future Funding and Services, Leadership Board 20th June 2018
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AM/RC

August 2019

Author: Ruth Cooper, Economic Development Manager

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To: Leadership Board

On: 18 September 2019

Report by: Chief Executive

Heading: Scottish Government RCGF 2020/2021: Stage 2 Applications

1. Summary

- 1.1 The purpose of this report is to inform the Board of the successful outcome of a Stage 1 application to the Scottish Government's Regeneration Capital Grant Fund (RCGF) for the Johnstone Health and Wellbeing Community Hub project.
- 1.2 The next step in the grant application process requires the authorisation of the Board - to submit a Stage 2 application, to accept any subsequent grant award and to support the delivery of the project.
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2. Recommendations

- 2.1 It is recommended that Board:
- (i) notes the success of the Stage 1 Scottish Government RCGF 2020/2021 grant application for Johnstone Health and Wellbeing Community Hub;
 - (ii) authorises the Head of Regeneration to submit the Stage 2 Scottish Government RCGF 2020/2021 grant application for this project; and
 - (iii) authorises the Head of Regeneration to accept any subsequent grant award from the Scottish Government RCGF 2020/2021 and coordinate the delivery of the project accordingly.
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3. Background

- 3.1 The Scottish Government have operated a competitive Regeneration Capital Grant Fund (RCGF) of approximately £25 million each year since 2014. The Council has been successful in securing funding through this scheme for a number of regeneration projects including the restoration of the Russell Institute, the Paisley Museum Re-Imagined project and the Learning & Cultural Hub at 22 High Street, Paisley. Support was also provided to the Linwood Community Development Trust to successfully secure RCGF funding for the Mossedge Village project in 2017.
- 3.2 RCGF applications follow a two-stage process, with successful applications at Stage 1 being invited to submit more detailed Stage 2 application by 11th October 2019.
- 3.3 The Scottish Government informed applicants on 5 September 2019 that they had received 103 applications at Stage 1 with a total grant request of £96 million. Given the very competitive nature of the Fund the Government has fed back that only applications that were clearly able to demonstrate that they would meet the specific criteria of the Fund along with its wider aims, while demonstrating an ability to start within the next financial year have been invited to progress to Stage 2. There are 55 projects now proceeding to Stage 2 with a total grant ask of £49.4 million.
- 3.4 Among the successful Stage 1 applications is the **Johnstone Health and Wellbeing Community Hub**. This project is being developed by Active Communities within the former Police Scotland building in Johnstone, with the ownership of the building being pursued by Active Communities by way of a Community Asset Transfer. The RCGF request is for £730,000.
- 3.5 In the period since the submission of the Stage 1 application Active Communities have made good progress in developing the project and securing the package required to meet the total estimated project cost of £1.7million. This puts the project in good stead for a successful Stage 2 application. The progress to date includes:
- applications to the Scottish Land Fund for the funds to purchase the property and appoint a project manager;
 - Police Scotland are shortly to conclude, under delegated powers, the Community Asset Transfer process in favour of Active Communities;
 - a contribution of £400,000 towards capital works from the Scottish Government's Town Centre Capital Fund - approved by the Council's Leadership Board in June;
 - further funding applications to the National Lottery Community Fund (Community Assets) and the Robertson Trust are being developed by Active Communities.
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4. Next Steps

- 4.1 The Stage 2 application for RCGF funding for Johnstone Health and Wellbeing Community Hub will be prepared and submitted to the Scottish Government by the deadline of 11 October 2019.
 - 4.2 A bespoke agreement between the Council and Active Communities is necessary prior to the Stage 2 application. The Government require the Council as the lead applicant and recipient of the grant to confirm its commitment to the delivery of the project and to meet the terms and conditions of the RCGF grant. This agreement will include appropriate governance and project management arrangements to manage risks associated with the Council's liabilities for project delivery.
 - 4.3 A decision is expected from the Scottish Government on the successful RCGF awards in January 2020. If approved, the grant will be formally accepted and the project delivered accordingly, with the Board being kept updated on progress.
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Implications of the Report

1. **Financial** – a contribution of £400,000 will be made to Active Communities from the Scottish Government's Town Centre Capital Fund to Renfrewshire Council as approved by the Leadership Board in June 2019.
2. **HR & Organisational Development** – None
3. **Community Planning** –
 - ***Reshaping our place, our economy and our future:** working with stakeholders to maximise the opportunities for culture-led regeneration, providing support to make best use of heritage assets.*
 - ***Building strong, safe and resilient communities:** working in partnership with local groups and organisations to achieve positive outcomes.*
4. **Legal** - a legal agreement is required to be signed prior to submission of the Stage 2 application for the project to cover appropriate governance and project management arrangements to manage risks associated with the Council's liabilities for project delivery.
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. 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. An Equality Impact Assessment is being prepared as part of the project requirements

- 8. **Health and Safety** – None
- 9. **Procurement** - None
- 10. **Risks** - None.
- 11. **Privacy Impact** - None
- 12. **Cosla Policy Position** - Not applicable
- 13. **Climate Risk** – not applicable

List of Background Papers

- 1. Report to Leadership Board: 19th June 2019 'Town Centre Capital Fund'
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SMcM/SJ

10 September 2019

Author: *Alasdair Morrison, Head of Regeneration ext 4664*



To: Leadership Board

On: 18 September 2019

Report by: Chief Executive

Heading: A Vision for Paisley Town Centre and progress report of Paisley Town Centre Action Plan 2016-2026

1. Summary

- 1.1 The purpose of this report is to update the Leadership Board on progress in delivering the Paisley Town Centre Action Plan 2016-2026 and on the development of a long term Vision for Paisley Town Centre as an exemplar project supported by the Scottish Government and Scotland's Towns Partnership.
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2. Recommendations

2.1 It is recommended that the Board:

- (i) notes the progress on the delivery of the Paisley Town Centre Action Plan 2016-2026;
 - (ii) note that the Paisley Vision study was presented to and fully supported by the Paisley Partnership Board in July 2019; and
 - (iii) note that the Paisley Vision Report will be used as a basis for future consultation and feasibility testing for future Paisley town centre regeneration projects.
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3. Background

- 3.1 In 2015 an Action Plan was prepared for Paisley Town Centre to reflect the emerging context of a wide-ranging programme of regeneration activity including the City Deal projects, new town centre housing development, Russell Institute restoration and the bid for UK City of Culture 2021. The purpose of the Action Plan was to set out a framework for 2026 for the planned and potential town centre investment by identifying strategic activity areas to deliver transformational change. The Action Plan provides the platform for activity and investment for all potential stakeholders and partners to achieve the repurposing of the town centre.
- 3.2 A draft Action Plan was prepared following a programme of stakeholder consultation and strategic Activity Areas were identified to deliver transformational change. The Activity Areas are:
- Gilmour Street Gateway
 - Paisley West End
 - High Street & University Campus
 - Abbey & River Precinct
 - Improving Connections
- 3.3 The Action Plan identified short, medium and long term objectives over the 10 year period 2016 to 2026 and was approved by the Leadership Board on 30 November 2016.

4. Current Context

- 4.1 Significant progress has been made in delivering the objectives of the Action Plan in its first three years. The momentum created by the bid process for the UK City of Culture 2021 as well as the Council's commitment to a significant programme of cultural infrastructure investment, are key interventions and mobilisers of change for the town centre. In addition, a number of new projects and initiatives have emerged since the preparation of the Action Plan.
- 4.2 This report reviews the Action Plan, identifying progress to date and refreshes objectives and timescales for delivery for each Activity Area.

5. Highlights and Achievements

- 5.1 A large number of the short term actions identified in the Action Plan have either been completed or are making good progress. Below are highlighted some of the key achievements during this period.

- **Gilmour Street Gateway**

A draft masterplan for County Square has been prepared as part of the Council's planned investment in new event spaces and public realm and led to a consultation process to gather views from key stakeholders and the public about the future plans for the area in March 2019. Discussions are ongoing with surrounding property owners and Network Rail have recently committed £300k to improving shopfronts and removing vegetation along the Old Sneddon Street frontage of Gilmour Street station. FRCS Board 4 Sept 2019 approved the appointment of a design team to work up detailed proposals for County Square.

- **Paisley West End**

The redevelopment of the former Co-op site is complete in partnership with Sanctuary Housing and now provides 39 new, modern affordable houses and flats in the West End. Following well attended and positive community consultation events, a phased delivery programme for the remainder of the Council approved West End masterplan area has been developed in partnership with Sanctuary housing and Scottish Government funding has been secured. Discussions with Council tenants on relocation options and the negotiation for purchase of private properties to facilitate the masterplan is now underway.

- **High Street & University Campus**

The Learning and Cultural Hub at No 22 High Street is now on site and making good progress with an agreed work programme. The TH/CARS2 project focussed on improving properties on High Street/New St/Shuttle St/George Place is now in its third of five years with several shopfront and building fabric projects being supported. The High Street area has been the particular focus of new work supported by Scottish Government. This is set out in section 6 below.

- **Abbey & River Precinct**

In recent years this area has seen some of the biggest public events of their kind and attracted large numbers of visitors to the town. A masterplan for enhancing the public space around the Abbey and Town Hall has been developed as part of the planned cultural infrastructure investment and consulted on widely in order to gather views about this much-loved part of the town. The heritage and history of the Abbey and Abbey Drain has been celebrated with the Big Dig 2019 and Abbey Drain Doors Open Day 2019. The former Institute nightclub has been demolished to pave the way for a proposed new residential development and the Kelvin House site is now being actively marketed for development by the Council.

- **Improving Connections**

A masterplan showing a series of improvements to four key gateway town centre road junctions (previously identified and approved by Board in September 2018) has been developed and consulted on. The plan aims to improve access to the town centre and safety for drivers, pedestrians and cyclists.

6. A Vision for Paisley Town Centre to 2030

- 6.1 In 2018 the opportunity to work with the Scottish Government and Scotland's Towns Partnership arose as they wished to commission a study using Paisley as an exemplar of the possible interventions required to overcome the many issues facing traditional town centres, including: weak or no demand for floorspace, the growth in popularity of online retail purchases, the physical configuration of traditional centres.
- 6.2 The focus of the study is the High Street – the area most frequently cited as an indicator of decline in the local context. The exemplar commission was intended to offer lessons for other Scottish town centres to learn from and to explore whether the demise of town centres as we have known them was inevitable and likely to continue or whether a different scenario could be set out
- 6.3 The objective of the study was to consider how physical and spatial interventions in and around Paisley High Street could set out a regeneration vision to 2030. The Town Centre Action Plan was the starting point for this commission. This recognised the considerable consultation and broad framework of priorities and actions within it and to avoid unnecessary research and duplication of existing projects and strategies. The study also utilised the consultative feedback gathered during Paisley's bid for UK City of Culture to understand the strength of feeling and hopes for the future that local people have for their town centre.
- 6.4 In January 2019 a team led by Three Sixty Architecture were appointed for the six-month commission that has involved a process of stakeholder engagement, rigorous testing by a panel of national regeneration and development experts and market testing of the physical interventions proposed within the vision. The final part of the commission was a presentation of the Vision to the Paisley Partnership Board in June 2019.
- 6.5 The result is the Paisley Town Centre Vision and creates a basis on which stakeholders could begin to re-think some of the key buildings and spaces around Paisley High Street
- 6.6 The Vision sets out in detail specific physical interventions to rebalance and repurpose Paisley's High Street and the surrounding streets in order to achieve a step change for the town and a pathway to sustainable regeneration. The Vision also indicates possible projects to repopulate the High Street by repurposing existing underused space and where new attractors such as work and studio space, a food market or a cinema could be situated.
- 6.7 The proposals could be viewed as dramatic. As much freedom as possible was given to the consultant team to tackle identified issues in as imaginative a way as possible and to bring in ideas from best practice in town centre regeneration from around the UK. They therefore include ideas for the radical reworking of property and spaces in order to create new streets and to resize properties where overprovision of floorspace has led to high vacancy levels. The outcome of the study is therefore a vision for a very different Paisley town centre, one that would in many ways be unrecognisable from the current offer.

- 6.8 It should be noted that whilst the approach to preparing a Vision to examine the long term potential of Paisley Town Centre is endorsed by Renfrewshire Council, the ideas and specific proposals for individual buildings and land included in the Vision do not represent Council commitments. The content of the Vision document emerged from numerous sessions with stakeholders where ideas and thoughts were gathered about the “art of the possible”.
- 6.9 The Vision has been jointly commissioned and its outputs are jointly owned with Scottish Government and Scottish Towns Partnership as an exemplar project. It is not possible to publish the Vision at this time. Part of the agreed joint commissioning of a pilot study for town centre regeneration is that the resulting report would be firstly launched (and published) at the Scottish Towns Conference in November 2019. The Conference will see Scottish Ministers launch the Paisley Vision as an exemplar for other Scottish town centres to refer to. Following the Conference, which it is hoped will generate positive media coverage for the town and the Council’s regeneration approach, the Vision will be made available to all interested stakeholders.
- 6.10 The Vision for Paisley document will be presented to the Council’s Leadership Board at this meeting (with an invitation sent to all elected members) and the document will be available to view in person by elected members from the date of this Board by request to the Council’s Head of Regeneration.
- 6.11 Renfrewshire Council owns only a very small number of the properties within the Paisley Vision area, and almost none of the ones for which the Vision document expresses ideas about future change. Whilst the Council wishes to support ambition and investment in all its town centres it should be noted that each of the proposals and ideas in the Vision will require to be tested against a range of criteria including: property ownership, deliverability, funding, economic feasibility as well as community and stakeholder support.
- 6.12 The Council hope that the Paisley Town Centre Vision can become a baseline document for the commencement of discussions about how a nationally significant, historic and popular town centre can be transformed to play an active role in the area for many generations to come. Following the Towns Conference, it is hoped the Vision can form the basis of an ongoing conversation with all stakeholders about Paisley’s future and the appetite for and feasibility of the large scale change it proposes. The hope is that new proposals will emerge which can form detailed regeneration projects to repurpose parts of the existing Town Centre.

7. Conclusion

- 7.1. The regeneration journey of Paisley High Street is underway with good progress being made across all areas of the Town Centre Action Plan. Significant investment in Paisley Museum, the Learning and Cultural Hub, Paisley Town Hall, proposals for improved public spaces are all moving ahead as work continues with the Business Improvement District (Paisley First) to deliver new initiatives such as a pilot project for free car parking.

- 7.2 As presented to the June 19th Leadership Board support for Town Centre regeneration continues across Renfrewshire with investment from the Scottish Government Town Centre Capital Fund being implemented across a range of Renfrewshire's town centres.
- 7.3 The ground work for the future direction of Paisley town centre's regeneration journey is now in place with the development of the Paisley Vision study. The Board is asked to note its support for the continued delivery of the Paisley Town Centre Action Plan and for the preparation of the Paisley Vision study as the basis for future consultation and feasibility testing for new regeneration projects.
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Implications of the Report

1. **Financial** – None at present beyond those already identified in approved Council budgets. Further reports will follow with costs of elements of the Action Plan and Paisley Vision when these are in a position to be implemented.

2. **HR & Organisational Development** –No significant requirements

3. **Community Planning** –

***Reshaping our place, our economy and our future:** – the Action Plan and Vision will significantly support the objectives to develop Renfrewshire's economy, including its town centres as thriving places, supporting local places, businesses and communities.*

***Building strong, safe and resilient communities** - working in partnership with public and private sector stakeholders and organisations to achieve positive outcomes.*

4. **Legal** – No implications at this time

5. **Property/Assets** – The Action Plan and Paisley Vision will lead to a number of specific property and land interventions. The details of these will be brought back to Board (as appropriate) in due course.

6. **Information Technology** – No significant implications.

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** – Any significant risks to the local authority will be monitored as the Action Plan is implemented and reported back to the appropriate Board
11. **Privacy Impact** – None.
12. **COSLA Policy Position** – None.
13. **Climate risk** - The concentration of investment in town centre locations that tend to be the most accessible to those modes other than the private car should over time lead to a lower impact on the climate generally.

List of Background Papers:

- (a) *Leadership Board Report (14 September 2016) - Paisley Town Centre 10 year Action Plan*
 - (b) *Leadership Board Report (30 November 2016) - Paisley Town Centre 10 year Action Plan / Renfrewshire Strategic Economic Framework post consultation update*
 - (c) *Leadership Board Report (19 June 2019) Scottish Government -Town Centre Capital Fund*
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AM/SMcM
10 September 2019

Author: Alasdair Morrison, Head of Regeneration (Ext: 4664)



To: Leadership Board

On: 18 September 2019

Report by: Chief Executive

Heading: Cultural Infrastructure Programme Update

1 Summary

- 1.1 At its meeting on 19 September 2018, the Leadership Board authorised the Chief Executive to progress the projects associated with the approved capital investment in venues and public realm, building capacity and infrastructure which will deliver the Council's cultural regeneration ambitions for Paisley and the wider Renfrewshire area.
- 1.2 This report provides the latest in a series of updates for Members on the progress of particular aspects of the cultural regeneration plan, specifically St James playing fields (and the reprofiling of this project), Paisley town centre public realm and Paisley Arts Centre.

2 Recommendations

- 2.1 It is recommended that the Leadership Board:
- (i) notes the progress on the projects outlined in the report, and in doing so, approve the revised scope of the original project at St James playing fields as outlined in paragraph 3, and the transfer of resources relating to the Paisley Arts Centre as outlined at paragraph 5;
 - (ii) approves the principle of a loan of £200,000 to Kilbarchan Amateur Athletics Club towards the cost of their proposed new athletics facility at ON-X, Linwood as detailed in paragraph 3.13, and delegates authority to the Director of Finance and Resources to conclude the terms of the legal contract between the parties;
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3. St James Playing Fields – Update and Revised Proposals

- 3.1 At the Council meeting of 28 September 2017, the proposed scope of the St. James Playing Fields was approved, as part of the wider Cultural Infrastructure Programme. The project was originally outlined as development of the sports facilities at St. James Park, considering requirements for outdoor space to accommodate large scale events, aligned initially to the City of Culture bid. The scope of the project included upgrade of the St. James playing fields site and the pitch at Ferguslie Sports Centre, provision of an area for temporary staging, new pavilion with events café space, roads and parking improvements and utility infrastructure upgrades.
- 3.3 The project was initiated, and the Project Brief developed to respond to strategic requirements, an assessment of need from local stakeholders, consultation with national sports bodies and a review of existing facilities and demand. The scope of the proposals was defined to include:
- football pitches / rugby pitch and changing facilities;
 - a water-based hockey pitch,
 - closed -circuit cycling / running track,
 - new pavilion and storage facilities,
 - road repairs and new car parking,
 - ground improvements over the events zone and
 - a fully serviced events hardstanding area.
- 3.4 At the time of the update to the Leadership Board on 19 September 2018, the concept design for the St James Playing Fields site was approaching completion and site investigation reports were being analysed. Works to replace the Ferguslie Sports Centre artificial pitch had already progressed as a separate contract and completed in June 2018.
- 3.5 The initial results from ground investigations in summer 2018 (including boreholes, trial pits, ground material sampling and ground water monitoring) confirmed concerns identified in the earlier desktop exercise. The bearing capacity of soils, levels of ground water and considerable liquidity of the surface at the Playing Fields all represented very poor conditions for new development. Whilst poor ground conditions had been factored into the original project budget estimates, further assessment indicated considerable additional measures would be required to alleviate the ground problems (to allow development to take place) and guarantee a sustainable future for the new facilities. Foundations, road bases and hard-standings would all be affected and require specialist solutions which would require significant additional budget to fund.
- 3.6 As part of the intrusive surveys undertaken at St James, the consultants also identified potential contamination issues in relation to the soil at the existing football pitches. Further analysis was undertaken, and this was reviewed by independent consultants. The conclusion reached by both sets of consultants was that the St James site was safe for the public in its current use ie. without disruption to the soil of the existing playing fields.

- 3.7 Due to the new evidence in terms of ground conditions, officers began to consider alternative solutions for elements of the proposed facilities planned for St James Playing Fields, for consideration by elected members.
- 3.8 Officers recommendations for a proposed revised scope for the project are now outlined in the paragraphs below for members review. These have been developed in collaboration with Renfrewshire Leisure and are designed to further support the Renfrewshire Sports Strategy. The revised scope aims to meet the original expectations of what was anticipated to be delivered in the brief for the St James site.
- 3.9 The updated proposals retain the requirement to provide football facilities at St. James and proposes the continued use of existing pitches. The revised proposals for the St James site also includes: -
- Demolition of the existing pavilion and replacement with new modular changing facilities to meet modern requirements;
 - Four existing grass pitches will continue to be maintained and serviced in line with current operations;
 - An improved hardstanding area for parking;
 - Access road repairs and resurfacing, with improved signage and wayfinding;
 - Creation of a new gravel-surfaced park path, along the north-west boundary, linking the site access road to the local footpath network on Greenock Road;
 - A secure staff area and compound and improved temporary facilities infrastructure.
- 3.10 The investment in the new artificial surface at Ferguslie Sports Centre has proven to be a great success. However, the existing changing facilities are outdated and no longer provide suitable accommodation for mixed gender-groups and age-groups. The two grass football pitches at Ferguslie remain popular and it is therefore now proposed to upgrade the changing facilities to maintain and expand the usage, as part of the revised project scope.
- 3.11 In addition, an upgrade of the existing sand-based hockey pitch at On-X Linwood (to provide the water-based pitch in the original project brief) would align with local and national sports strategies. Hockey is played predominantly on sand based / filled pitches. Sand-dressed is a viable surface for school and district level hockey but not for national or international standard competition. There are two full size, sand-based pitches suitable for hockey in Renfrewshire but there is no water-based pitch. Four clubs are based in Renfrewshire; two of these clubs currently play outside of Renfrewshire in order to access suitable pitches. Kelburne and UWS Hockey both play in Glasgow. Kelburne have expressed an ambition to return to facilities in

Renfrewshire, if they become available. The ability to host competition-standard matches is a key requirement and redeveloped facilities at ON-X would offer all the necessary support and infrastructure.

- 3.12 Development of a closed-circuit cycle / running track would also be a suitable complementary sports facility at ON-X, to similarly enhance the campus, enabling multi-sports (e.g. triathlon) events, training and competition. It is anticipated that a closed road cycling circuit would offer safe training facilities and allow novice cyclists to build confidence. Closed road circuits also provide a facility for a wide range of sports in a safe controlled manner.
- 3.13 Finally, in line with ON-X's role as a community sports campus, Kilbarchan Athletics Club have recently announced plans to develop an indoor sprint track and gym adjacent to the existing outdoor athletics track at ON-X. The development will take place on land leased to the Club by Renfrewshire Council. The Council has previously agreed to provide grant support for this project of £0.5m as part of the Club successfully developing a funding strategy to support the delivery of the facility. In recent months the Club have been in ongoing dialogue with HMRC with regards the ability of the Club to reclaim VAT incurred on the project build costs. HMRC have confirmed that unfortunately VAT will not be reclaimable as the Club had originally anticipated. The impact of this is to increase the net build costs for the project by £0.2m, creating an unexpected funding gap for the Club. The Club have approached the Council to explore options to address this gap. Recognising the funding support already committed by the Council to the project, officers have explored with the Club an offer in principle of an interest free loan which would be repayable over the lease term. Working in partnership with officers, the Club have agreed based on their projected income that a loan facility of this nature is affordable and sustainable. As part of the loan agreement, the Council would require to take security over the new facility for the period of the loan to protect the long term interest of the Council.
- 3.14 The original project budget was agreed as £7.5 million. The revised proposals outlined above, at St James, Ferguslie and ON-X, can be delivered within the existing budget allocation and are now recommended for approval by members. It should also be noted by members that £250,000 of the overall budget has already been spent on the upgrade to the sports pitch at Ferguslie Sports Centre.

4. Public Realm and Gateway Improvement - Update

- 4.1 In September 2018, Leadership Board approved investment proposals for development of key public realm and gateway junction improvement projects in Paisley Town Centre as part of the overall Cultural Infrastructure Programme.
- 4.2 Initial public consultation (including engagement with key stakeholders, public consultation events in the Town Centre and an online survey) took place between January and March 2019. These consultations were held to better inform the Council about how people currently use County Square, Abbey

Quarter and the four gateway junctions approved for investment and how they would like to see them developed in the future.

The key findings from respondents to the consultation included:

- Public support for the efforts to improve public spaces in the town;
- belief that the Abbey Quarter should enhance the current vistas and heritage of the area;
- County Square should make the area work better for events and provide more of an impact on arriving in the town;
- The gateway junction improvements were welcomed if they improve access to the town and improve safety for pedestrians and cyclists.

- 4.3 The procurement of an external design team for both of the principal public realm investment areas has been completed and their appointment approved at the Finance and Resources Board on 4 September 2019. The procurement of the design team for the Gateway junctions has commenced and it is expected to be finalised this month. Further stakeholder consultation is planned on the design proposals when they are available.

5. Paisley Arts Centre Update

- 5.1 The key components of the approved upgrade to the arts centre were the complete replacement of the Arts Centre's ageing mechanical and electrical installations and enhancement of the customer experience at the venue.
- 5.2 A concept design for the arts centre has now been developed in collaboration with Renfrewshire Leisure, which delivers on the project requirements and also maximises the potential of the future operation of the venue, whilst delivering visible improvements for customers and users. The anticipated budget required to deliver the proposals has been confirmed as £2.8 million, which is £300,000 in excess of the original project budget estimate, and the Board are asked to approve the virement of £300,000 to the Arts Centre project budget from the public realm budget, which is manageable within the overall financial resources for the programme.

Implications of the Report

1. **Financial** – The costs outlined in this report, for the Cultural Infrastructure Projects, are within the overall budget agreed by Council in September 2017.
2. **HR & Organisational Development** – None
3. **Community Planning** –

Community Care, Health & Wellbeing – The proposals contained within this report are part of the Council's strategy to encourage healthier lifestyles by providing higher quality public spaces for local people and through

enhancements to walking and cycling routes to encourage the use of alternative travel modes.

Jobs and the Economy – The planned investments in Paisley Town Centre will generate jobs during the construction phases of the project. Beyond that, the new revitalised cultural venues will generate permanent employment and trigger investment by the private sector and other organisations into Paisley that will, in turn, generate further employment opportunities and spending into the local economy.

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 individual's human rights have been identified arising from the recommendations contained in the report. The projects and criteria have been developed to provide opportunities across equality groups.
 8. **Health & Safety** – N/A
 9. **Procurement** – All necessary contracts to fulfil the projects outlined in this report will be progressed using the agreed Council procedures.
 10. **Risk** – Risks relating to the individual projects will be assessed at a project level.
 11. **Privacy Impact** – N/A
 12. **CoSLA Policy Position** – N/A
 13. **Climate Risk** -
-

List of Background Papers

- 1 Report to Council: 28 September 2017, "Investment in 2021 Venues and Town Centre Infrastructure"
- 2 Report to Leadership Board: 21 February 2018, "UK City of Culture 2021 – The Bidding Legacy"
- 3 Report to Leadership Board: 12 September 2018, "Cultural Regeneration – Legacy Programme Update"

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

Author Neil Watson; Cultural Infrastructure Programme Director x6167



To: Leadership Board

On: 18 September 2019

Report by: Chief Executive

Heading: Culture, Heritage and Events Fund

1. Summary

- 1.1 The purpose of this report is to seek approval from the Leadership Board for the award of grants selected from the eleventh round of Culture, Heritage and Events Fund applications.
- 1.2 The Culture, Heritage and Events Fund is administered by Renfrewshire Leisure on behalf of Renfrewshire Council. The Fund was established to develop cultural and heritage activity as part of Paisley's UK City of Culture bid and continues to support the development and delivery of cultural and heritage projects and events across Renfrewshire.
- 1.3 The current funding round was publicised via creative and cultural networks, and social media channels. The deadline for submissions was 24 July 2019.
- 1.4 A total of 24 applications were received (compared to the previous round of 13 applications) of which 7 are recommended for the full grant amount requested and 7 are recommended for a partial grant in this round with a total recommendation of £94,732.
- 1.5 Funding was originally intended for applications for activity leading to 2021, however, due to consistent high demand for funds in rounds 1 to 11 the allocated funds have now been fully invested.
- 1.6 An evaluation of the success and impact of the programme to date is currently being conducted, including a members' briefing and feedback session. A report on the evaluation will be brought to the December meeting of board for consideration of the benefits of potential future funding rounds subject to available resources.

2. Recommendations

2.1 It is recommended that the board:

- i. notes the level of interest generated in this eleventh round of the Culture, Heritage and Events Fund;
- ii. approves the recommended grant awards, as detailed in Section 4 of this report to the total value of £94,732;
- iii. notes the committed funds to date of £1,140,000 being the full investment of the Fund by the Council; and
- iv. notes that a report on the evaluation of the CHEF fund will be provided to the December meeting of the Board.

3. Background

3.1 The Economy and Jobs Board of 18 November 2015 approved the establishment of a Culture, Heritage and Events Fund. The fund was launched on 8 February 2016 and applications were encouraged from individuals, organisations and networks that would help to develop capacity to support the ambitions of Paisley's UK City of Culture 2021 bid.

- The initial resources of £500,000 were doubled in February 2017 to provide £1m to support relevant activities in support of the bid.
- The fund stood at £360,000 at the end of 2017, therefore a further £140,000 was added in March 2018 to top the fund back up to £500,000 to support relevant legacy activities up to year 2021.
- This brings the total resources allocated to the CHEF over the bid and legacy period to £1.14m.

3.2. Potential applicants receive guidance on the aims, objectives and outcomes required to be successful for grant funding. Furthermore, an assessment framework was set out to allow assessment of applications received.

3.3 Following the seventh round, responsibility for managing the application and assessment process was transferred to Renfrewshire Leisure's Cultural Services, with financial administration continuing to be carried out by Renfrewshire Council.

3.4 Refreshed guidance for applicants has been provided for round 10 applications onwards, with clearer information on the assessment process and a new checklist to help applicants avoid submitting incomplete applications. Clearer guidelines for assessors have also been introduced. As well as the fund criteria at 4.2, proposals are also reviewed for effective management and financial viability.

3.5 The key objectives of the fund are to:

- increase the number of people taking part in creative activity in Renfrewshire;
- increase opportunities for young people to develop their creative ambition;
- stimulate the local economy;
- realise the potential contribution creativity can make to education, social inclusion and quality of life;
- strengthen and broaden the network of people developing exciting cultural and creative projects and events in Renfrewshire;
- increase the number of people visiting Renfrewshire; and
- raise the profile of Renfrewshire throughout the UK.

Three grant application rounds were held in 2016, a further two in 2017, 4 rounds held in 2018 and 2 held in 2019 and have demonstrated that the fund continues to support activity across Renfrewshire. The total amount of funds committed to projects to date is £1,140,000 inclusive of the current round:

CHEF 2016-21			
Round	No. of projects	Awarded	Balance
Round 1 – March 2016	17	£105,776	£1,034,224
Round 2 – Aug 2016 ¹	18	£125,306	£908,918
Round 3 – Dec 2016	17	£152,679	£756,239
Round 4 – May 2017	13	£78,180	£678,059
Round 5 – Sep 2017	15	£171,199	£506,860
Round 6 – Feb 2018	8	£81,906	£424,954
Round 7 – May 2018	12	£100,240	£324,714
Round 8 – Oct 2018	7	£70,658	£254,056
Round 9 – Dec 2018	9	£109,223	£144,833
Round 10 – Mar 2019	5	£50,101	£94,732
Total to date	121	£1,045,268	£94,732
*Round 11 – Sep 2019	14	£94,732	£0
Cumulative total	135	£1,140,000	£0

**Recommended for the current round*

¹ A review of CHEF papers has uncovered a typographical error in the previous reporting of the Round 2 amount awarded. A previous paper erroneously stated this figure was £125,906. The correct figure is £125,306. The table above has been amended accordingly.

4. Eleventh round applications

4.1 Twenty-four applications were received by the deadline of 24 July 2019

- The total value of requested grants to the eleventh round was £197,694
- A panel met on 12 August 2019 to review the assessment of the applications
- Seven grant applications are fully recommended for approval in the eleventh round
- Seven grant applications are recommended for partial approval in the eleventh round
- Ten applications are not recommended as insufficient information was included with the application, the application was incomplete or the application did not fit with the criteria for the fund.
- Of the 24 applications received, 19 proposed activity in Paisley, 2 Renfrewshire wide, 1 in Linwood, 1 in Lochwinnoch and 1 in Paisley & Johnstone

4.2 Funding decisions are based on the criteria set out in the report approved by the Economy and Jobs Policy Board on 18 November 2015:

- best strategic fit with the fund objectives, themes and criteria
- value for money and leverage of additional funding and/or resources
- event viability, quality of programme, management, marketing and promotion
- public benefit/audience
- legacy opportunities

4.3 Subject to board approval, officers will correspond with all applicants to provide feedback.

5. Spend to Date

5.1 The Board are asked to note the overwhelming interest in the Culture, Heritage and Event Fund since it was initiated.

- The combined number of applicants over the eleven funding rounds has been 359 – from communities, businesses and cultural organisations in Renfrewshire and across Scotland.
- This amounts to a total funding request so far of £3,973,967 of which 135 projects have been supported, amounting to £1,140,000 approved by Renfrewshire Council.
- Over the course of the Culture, Heritage and Events Fund rounds 1-11, 38% of applications have been supported (including those recommended for support in round 11), with 29% of the total funding requested being committed.

Implications of the Report

1. **Financial** – The grant awards outlined in the report will be funded from existing resources earmarked for the Culture, Heritage & Events Fund over the period to 2021. The applications are subject to the Council's new grant conditions which were revised and implemented April 2016.
2. **HR & Organisational Development - None**
3. **Community Planning –**

Community Care, Health & Wellbeing - The Culture, Heritage and Events projects will have a positive effect on wellbeing.

Jobs and the Economy – The bid legacy programme aims to deliver positive economic impacts.
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 the projects and criteria have been developed to provide opportunities across equality groups.
8. **Health & Safety** – none
9. **Procurement** – none
10. **Risk** – none
11. **Privacy Impact** – none
12. **CoSLA Policy Position** – n/a
13. **Climate Risk** – n/a

Author: Laura McIntyre, Head of Policy and Commissioning

PROJECTS RECOMMENDED FOR APPROVAL – ROUND 11

Application round	Applicant	Project	Requested	Award recommended	Reason	Geographic locus
CHEF 11	Glasgow Women's Library	Making Her Mark - celebrating women in Renfrewshire and beyond Work with local vulnerable women in partnership with RAMH and Kairos to improve their skills, confidence, local knowledge and connections to services and resources in Renfrewshire	£8,855	£8,855	Strongly meets the purpose of the fund	Renfrewshire wide
CHEF 11	Steven Anderson	Present Alignment / Dances for Multiple People Working with methods developed through research and practice at the Royal Conservatoire of Scotland the project would provide a pilot series of participatory dance workshops for older people and their carers attending the Royal Alexandra Hospital.	£5,219	£5219	Strongly meets the purpose of the fund	Paisley
CHEF 11	Paisley Sinfonia	Paisley Sinfonia The purpose of the project is to study the practice of orchestral music, in order to foster public knowledge and appreciation of the same by means of public performance	£1500	£1500	Strongly meets the purpose of the fund	Paisley
CHEF 11	Lisa Kowalski	A song for Paisley to be showcased at New York Tartan Week 2020 To fund the writing, recording and promotion of a new song about Paisley and filming of a video featuring the town's good features and optimism about the future. Lisa has been invited to perform at the opening ceremony of New York Tartan Week 2020 and will perform the song there, as well as showcasing it locally.	£2600	£2600	Strongly meets the purpose of the fund	Paisley
CHEF 11	Paisley Opera	Paisley Opera The project will produce four performances of two short operas: the well-loved 'Cavalleria Rusticana' in a new Paisley translation specially commissioned for Paisley Opera and a companion piece of a newly-commissioned opera by highly-regarded young Scottish composer, Liam Paterson.	£18,800	£18,800	Strongly meets the purpose of the fund	Paisley
CHEF 11	Right2dance	Creative Connections The project will strengthen cultural activity and enrich the cultural experience of young people through a free dance initiative in Paisley.	£12,852	£12,852	Strongly meets the purpose of the fund	Paisley

Application round	Applicant	Project	Requested	Award recommended	Reason	Geographic locus
CHEF11	Soundsystems Project CIC	Soundsystems Renfrewshire To deliver a Soundsystems Project for young people aged 14-25 in Paisley or elsewhere in Renfrewshire. Soundsystems is a youth-led project where participants design and build their own 12-volt, bike-transported soundsystem.	£10,995	£10,995	Strongly meets the purpose of the fund	Linwood
CHEF11	Thomas Coats Memorial Choral Society	40th Anniversary Concert To assist with funding for venues in which to rehearse and perform a successful, high quality, public concert in Paisley to celebrate the 40th anniversary of the founding of Thomas Coats Memorial Choral Society.	£2000	£1200 Funding is awarded for venue hire for rehearsals and concert performance only, with the recommendation that the applicant meets RC Schools Music Co-ordinator to discuss engagement with schools and young people	While the proposal for choral activity strongly meets the purpose of the fund, there were weaknesses in the proposed school workshops and engagement activity with young people	Paisley
CHEF11	Media Monty	The High Street: Paisley through the decades A series of 5 short episodes released online filmed at various locations throughout Paisley, with each episode set throughout a decade of Paisley	£9940	£8740 A partial award is recommended for all elements except audio capital equipment (a reduction of £1,200)	Strongly meets the purpose of the fund, capital costs not eligible	Paisley
CHEF11	Fèis Phàislig	Fèis Phàislig Weekly Lessons Fèis Phàislig delivers opportunities in traditional music and Gaelic for those aged 5-25. Weekly lessons take place on Saturday mornings at UWS in Paisley during term time and deliver tuition in accordion, fiddle and guitar to around 40 young people	£8434.10	£5935 A partial award is recommended to cover the cost of tutors' fees and subsidised places only, with venue hire to be funded through other sources.	Strongly meets the purpose of the fund	Paisley

Application round	Applicant	Project	Requested	Award recommended	Reason	Geographic locus
CHEF11	The Vegan Leather	The Vegan Leather – Album Campaign The purpose of the project is to build a strong campaign/tour to promote the album. The project will build our presence as a professional band, further our profile within Scotland/UK, and allow us to continue to support our local music scene in Paisley.	£8550	£5000 A partial award is recommended for: media cost, album PR, radio PR and digital marketing. Other aspects of the activity, including tour costs and merchandise printing, are to be funded from other sources.	Strongly meets the purpose of the fund	Paisley
CHEF11	UWS	Paisley School of Arts This proposal seeks to establish a Living Archive project, focused on raising awareness and inspiring local talent through the significant history of Paisley School of Arts, est.1838.	£9758	£7289 Funding is awarded for the project to be delivered as proposed, with a reduced award for staff costs for archival research and the University to fund any remaining staff costs through other funding sources.	Strongly meets purpose of the fund	Paisley
CHEF11	Pachedu	Pachedu Cultural Café (PACC) The main purpose of the project is to increase the number of people taking part in diverse cultural activities in Renfrewshire. The project also aims to enhance the network of people developing cultural and creative projects in Renfrewshire	£15664	£3000 The applicant proposed staging a large scale event plus 3 smaller cultural cafe events. There were concerns that the larger event presented a risk for the CHEF fund, but the smaller cultural cafes and associated cultural engagement are recommended for support.	Strongly fits the purpose of the fund	Paisley & Johnstone

Application round	Applicant	Project	Requested	Award recommended	Reason	Geographic locus
CHEF11	DRIFT	Single releases The purpose of this project is to establish D R I F T as the go-to electro pop band in the local and Scottish music scene	£4100	£2747 A partial award is recommended to support the recording and production of 2 of the proposed 3 singles. The third single is to be funded by other sources, such as ticket sales, singles sales and merchandise sales. There is no expectation to deliver the workshops proposed in the application.	Strongly fits the purpose of the fund	Paisley

PROJECTS NOT RECOMMENDED – ROUND 11

Application round	Applicant	Project	Requested	Award recommended	Geographic locus
CHEF 11	Action for Culture and Ethics Ltd	Africa – Paisley To celebrate music, fashion, food and culture as part of Renfrewshire cultural heritage.	£9928	No award	Paisley
CHEF 11	Evangelical Believers Outreach Ministries International	Edo Arts and Culture in Scotland The purpose of the project is to showcase Edo arts and culture in Scotland with the hope of enlightening people about the historical relationship that has been in existence between Britain and Nigeria in general and the Edo people in particular.	£4970	No award	Renfrewshire wide
CHEF 11	Ferguslie Community Arts and Social History Group	Ferguslie Park Social History Reunion To continue collating photographic verbal and written material with reference to Ferguslie Parks Social History for the purposes of launching a public photographic exhibition and short film	£1700	No award	Paisley
CHEF 11	Impact Arts Ltd	My (Digital) Story The My (Digital) Story will provide opportunities and a platform for local older people to gain new skills, develop new social networks, work intergenerationally, create and share their stories, and showcase and contribute to the culture of Paisley.	£13744	No award	Paisley
CHEF 11	Jane Donaldson	The Queendom The Queendom is a sanctuary providing a safe space for our clients to transform their physical, mental and emotional health and wellbeing to enable them to be better parents, friends, citizens and employees.	£10920	No award	Paisley
CHEF 11	Jenny's Well Press	Gie it Laldy! The purpose of 'Gie it Laldy!' is to develop and publish a third edition of our already-established literary journal, Laldy!. In addition, it will select two individual authors for writer development and publication and will promote and distribute the publications by hosting three literary events in Renfrewshire.	£15,827	No award	Paisley
CHEF 11	Lochwinnoch Arts Festival	Film made by local children of Lochwinnoch Arts Festival The main purpose of our project is to develop and nurture the identity and character of the Lochwinnoch and its close partner villages via arts and culture.	£2250	No award	Lochwinnoch
CHEF 11	Media Monty	Paisley VR Tour The purpose of this project is to provide Paisley with a cultural and technological edge regarding the town centre with a fully immersive and dynamic 360 virtual reality experience.	£6700	No award	Paisley

Application round	Applicant	Project	Requested	Award recommended	Geographic locus
CHEF 11	Richy Muirhead	SAMAs Paisley Takeover 2020 The project is the 2020 SAMAs Takeover festival which will include artists, workshops, seminars and live performances	£7975	No award	Paisley
CHEF 11	St Matthew's Church	St Matthew's InSPIRES To continue to increase cultural capacity, develop new and wider audiences and expand the use of St Matthew's as a multi-purpose venue.	£14340	No award	Paisley



To: Leadership Board

On: September 18, 2019

Report by: Chief Executive

Heading: Paisley Fireworks

1. Summary

- 1.1 At the request of the Administration, this report provides options for the re-introduction of a Paisley-based fireworks display to the events programme for 2019. Two site options – Renfrewshire House and Barshaw Park have been identified as feasible sites and associated costs are included within this report for consideration. This would supplement the council's annual event programme which was previously agreed by Leadership Board on June 19, 2019.
-

2. Recommendation

- 2.1 Should Members wish to introduce a fireworks event within the 2019 event programme, the available site options are:

Option A: Renfrewshire House – total event cost £145,000, circa 25,000 audience.

Option B: Barshaw Park – total event cost £90,000, circa 30,000 audience.

- 2.2 Members should note that the current year events budget is fully committed and that costs for the event in the current financial year will be met from under spends across a range of other services in consultation with Service Directors. If there is a desire to continue the event in future years it would need to be accommodated within the budget process.

3. Background

- 3.1 The council's 2019 event programme was agreed in January 2019 and was developed in response to the learnings of the 2018 programme evaluation. Procurement of the programme took place in the first two quarters of the year. 160,000 people are projected to attend council events in 2019 generating an economic impact of £4.5 million. The 2019 calendar (see below) also formed part of a mid-year update to Leadership Board and was supported by Elected Members in June. To date 7 events have been delivered by the events team:

Dates	Event	Attendees/Economic Impact/Local Spend
26-27 April	Paisley Food Festival – UK profile	19,750, EI - £328,883, LS - £779,292, Combined - £1,108,175
18 May	British Pipe Band Championships – UK/International profile	10,000, EI - £379,000, LS - £37,000, Combined - £416,000
2 June	Renfrew Gala Day – local profile	2,000 attendees
22 June	Barshaw Gala Day – local profile	8,000 attendees
6 July	Sma' Shot Day – local profile	9,500, EI – negative £38k, LS - £189,000, Combined - £151,000
10 August	Fire Engine Rally – local profile	2,500 attendees
7-8 September	Doors Open Days – regional and national profile	TBC
11 – 19 October	The Spree – UK profile	
25 - 26 October	Halloween event – UK profile	
10 November	Remembrance Service – local profile	
16 November	Paisley Christmas Lights Switch On – City Region profile	
23 November	Renfrew Christmas Lights Switch On – local profile	
30 November	Johnstone Christmas Lights Switch On – local profile	
7 December	Glen Cinema Torchlight Procession & Abbey Service – local profile/national significance	

3.2 A Paisley fireworks event was not included in the original 2019 programme following a review of event performance/cancellation risk and is not budgeted for in this financial year (2019/20). Additional investment was made in visitor events - Food and Drink festival, British Pipe Bands, The Spree and Halloween Festival, where positive economic impact and national profile can be demonstrated. It also enabled additional investment in Christmas programming and a new £20,000 festive event fund for communities. The rationale for not including a fireworks event is outlined below:

- Event cost – fireworks events are not in scope for external funding with all costs borne by the council and totalling £120,000-£140,000 with a large proportion of costs being fixed safety and infrastructure costs (roof preparation works, road closures and exclusion zones), which cannot be reduced without compromising safety.
- Town centre impact - Our aim is to prioritise investment in events that maximise benefits for local traders and make our town centres busy for a prolonged period. Paisley Fireworks generates a short town centre dwell time and economic impact is low - £57,000 economic impact against an investment of £120,000.
- Available sites - Renfrewshire House is the only feasible firing site within the immediate Town Centre and this incurs significant infrastructure costs (as detailed above) - over £60,000 is required to protect the roof and erect the firing platform.
- Crowd management - due to works at Paisley Town Hall impacting on Abbey Close from 2019 to 2021, the available viewing area and crowd management zones for a Renfrewshire House show are impacted.
- Cancellation risk - due to proximity of private residential properties, listed buildings and major traffic routes, there is an elevated risk of event cancellation or show stop due to wind speed and/or direction. Paisley Fireworks was been cancelled in 2014 and 2018 due to weather conditions and within 24 hours of the event start time, requiring significant public messaging. It was also subject to a show-stop due to weather conditions in 2012.
- Strategy objectives – the event does not contribute to our objectives around community participation and codesign and volunteering, achieving ISO20121 accreditation (reducing the environmental impact of events), and delivering an event programme that meets

demand for sensory inclusive events and supports adults and children with ASN.

- Team wellbeing – events are delivered by a small core team, supported by key personnel across the council from Environment and Infrastructure, Health and Safety and Civil Contingencies. From October to December, the events team work across 9 consecutive weekends in addition to regular work patterns to deliver the winter programme and support more than 90,000 visitors to the town. The pressure of excess hours and growing visitor numbers poses a health and safety risk for council staff.

- 3.3 At the request of Elected Members, Officers have undertaken a further feasibility study over the summer to establish the cost of adding a Fireworks event to the 2019 programme and provide alternative site options for a display in Paisley.

4. Options appraisal

- 4.1 21CC are the Council's main delivery partners for Fireworks events and have worked with the council team to identify alternative event sites to reduce event costs, retain the event within Paisley and minimise cancellation risk. Two locations have been identified as being suitable town centre sites – Renfrewshire House (detailed above) and a new site at Barshaw Park. Seedhill Playing Fields was immediately ruled out due to capacity restrictions and nearby housing developments, and Saucelhill Park is ruled out due to a petrol station being within the hot-fall out zone.
- 4.2 Site investigations have considered several factors to determine the suitability, challenges and risks. We have also considered how we reduce the likelihood of further event cancellations. Within the scope of the study we looked at general space requirements, public viewing and crowd management, restricted zones (i.e. Abbey gardens and graves), locality, condition and nature of adjacent buildings, access to the site (production crew, emergency services etc, public safety, impact on the town if sections of road or public access require to be closed off, safety distances, public access routes, roads and railways, wind direction, overhead obstructions and flight paths, other site-specific parameters.
- 4.3 Our site analysis is outlined below. The projected costs are confirmed as Renfrewshire House, £145,000 and Barshaw Park, £90,000.

Table 1:

Site: Renfrewshire House Audience capacity: 25,000 multi-site	Estimated cost: £145,000
Pros	Cons
Elevated site with several vantage points around the town centre and surrounding suburbs	Significant, fixed infrastructure costs in excess of £60,000 associated with firing from roof – this includes preparatory and protection required to minimise roof damage.
Elevation with no immediate adjacent buildings/obstructions supports angled set pieces/full production scope, and the use of larger shells – highly impressive display.	High cancellation risk due to prevailing wind direction and nearby residential properties and listed buildings.
Safe site that protects set up required & public can't access firing site	Reduced public viewing area due to Town Hall works. Audience needs to be split either side of Abbey with implications for crowd management/egress
Brings audience into the heart of the town centre	Mill Street closure for duration of the show – implications for Blue Light
Well-supported public transport and adequate parking capacity	Multi-day set up which increases costs

Table 2:

Site: Barshaw Park Audience capacity: 30,000 single site	Estimated cost: £90,000
Pros	Cons
Event infrastructure supports up to 30,000 people (increased audience size) with little disruption to the town centre.	Golf course will need to close for 1-day to support set up
Sufficient access for emergency vehicles	Additional security and stewarding will be required to ensure public safety around perimeter of firing site – access from Golf Course. Breach would require a show stop.
Existing perimeter fence forms a natural barrier between event crowd and the public and firing site is not easily accessible to the public	Significant car parking issues and traffic congestion in and around Barshaw Park
Very large fall out area in the prominent wind direction reducing the risk that debris will damage property or cause injury	Some ground damage may be left on the golf course fairway.

Single day set up, reducing costs associated with staffing.	Existing perimeter fence to golf course will need to be dismantled for production crew access to firing site
Ease of maintaining the prescribed safety distances and fall out zones	Unlikely to create footfall to town centre businesses
Lower risk of cancellation due to prevailing wind direction	

4.4 Should Members wish to introduce a fireworks event within the 2019 event programme, the available site options are:

- Option A: Renfrewshire House – total event cost £145,000
- Option B: Barshaw Park – total event cost £90,000.

4.5 Members should note that the current year events budget is fully committed and that costs for the event in the current financial year will be met from under spends across a range of other services in consultation with Service Directors. If there is a desire to continue the event in future years it would need to be accommodated within the budget process.

Implications of the Report

1. **Financial** – an investment of £95,000 to £140,000 will be required to support delivery of a Fireworks event in Paisley.
2. **HR & Organisational Development** – none
3. **Community/Council Planning** –
 - *Our Renfrewshire is thriving* – promoting a positive image and reputation of Paisley, and Renfrewshire as a whole, in Scotland, the UK and internationally
 - *Reshaping our place, our economy and our future* – implement our destination marketing plans | deliver a range of exciting and diverse events to increase visitor numbers and grow local event attendances
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

List of Background Papers

N/A

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To: Leadership Board

On: 19 September 2019

Report by: Chief Executive

Heading: **Scottish Government - Public Health Scotland Consultation**

1. Summary

- 1.1 On 28 May 2019, the Scottish Government published a consultation document relating to the establishment of the new public health body for Scotland – Public Health Scotland (PHS).
- 1.2 The body is being established following a review of public health activities, and the publication of new public health priorities in 2018. It is intended that PHS, will support whole system change across Scotland in terms of reducing health inequalities. Local government have been represented in the development process through COSLA and wider professional organisations.
- 1.3 Following some delays in its proposed establishment, it is now intended that the organisation will be up and running by end 2019, following the recruitment of a Chief Executive, Chair and board members. The consultation focused on some of the key aspects such as partnership working, governance and data and intelligence sharing. Much more detailed planning and engagement needs to be undertaken in terms of how staff working across health improvement and protection activities across sectors (including those employed by local authorities) will work together more closely with the new body.
- 1.4 The deadline set for responses to the consultation was 8 July 2019, during the Council's recess period. In order to meet the deadline, officers submitted a response by the deadline date and homologation of this response is now requested.

2. Recommendations

2.1 It is recommended that members:

- Note that a submission was made to the Scottish Government in relation to the Public Health Scotland consultation on behalf of Renfrewshire Council;
 - Agree to homologate the submission made on behalf of the Council to the Scottish Government in advance of the submission deadline.
-

3. Background

3.1. On 28 May 2019, the Scottish Government published a consultation document relating to the establishment of the new public health body for Scotland – Public Health Scotland (PHS).

3.2 Public health reform is a partnership between Scottish Government and COSLA, however, it is recognised that the combined efforts of partners from across the public, private and third sectors and, importantly, from local communities are vital to achieving this ambition. There are three strands to this joint approach:

- agreeing public health priorities for Scotland;
- establishing a new national public health body for Scotland; and
- developing a whole system approach to improve health and reduce health inequalities.

3.3 These priorities were identified through a review of public health, with new national public health priorities developed in 2018 and embedded within the National Performance Framework. The next stage in the process of reform is the establishment of the new body which will bring together a number of government agencies such as Health Protection Scotland and the Information Services Division (ISD) in the first instance.

3.4 National and local government will have an important role in ensuring that improving the public's health is increasingly at the centre of policy and strategy. It is also important to highlight that it is proposed that local government will work with communities, third sector organisations and public health teams to engage and empower citizens to tackle Scotland's public health priorities.

3.5 In addition, community planning and health and social care partnerships will be enablers of change and will increasingly work with public health teams and communities to realise the reform ambitions for whole system working to improve the public's health, by developing local solutions to local public health challenges.

4. Consultation response

- 4.1 The consultation relating to the establishment of Public Health Scotland ran for a six week period between 28 May and 8 July 2019. The consultation was general in nature, seeking issues on broad areas such as:
- Accountability
 - Governance
 - Strategic planning
 - Links to community planning
 - Engagement with communities
- 4.2 Due to the date for submission being during the summer recess, a response on behalf of the Council was submitted by officers at that time. This is attached as Appendix 1 to this report. The Council's response is broadly supportive of the whole systems change approach to reducing health inequalities being adopted, with the most significant area of commentary being on the requirement of the new body to consider how it will make local relationships work to achieve the greatest impact.
- 4.3 There are no other material issues to note at this time, other than that there is potential for the functions of the new body to be further explored in terms of links with local authorities, particularly around areas such as environmental health and health improvement. Similarly, discussions are also ongoing at a national level in relation to how staff from Public Health Scotland should operate at a local level and where they should sit in terms of location and organisation to achieve the greatest impact. These issues are not included within the scope of the current consultation.
- 4.4 As it was not possible for board approval to be sought given the consultation timetable, the consultation response is therefore presented to the board for homologation.

Implications of the Report

1. **Financial** – none.
2. **HR & Organisational Development** – potential future issues in terms of links between Public Health Scotland and the local government workforce are commented on within the report for wider information, but are not considered within the consultation document itself.
3. **Community Planning** – the new whole system approach to public health will require full engagement and commitment of all partner agencies.
4. **Legal** - none.

5. **Property/Assets** – none.

6. **Information Technology** – none

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

- (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. 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.

A key element of the new approach to public health proposed, is the ability to significantly reduce health inequalities.

8. **Health & Safety** – none.

9. **Procurement** – none.

10. **Risk** – none.

11. **Privacy Impact** – none.

12. **COSLA** - COSLA has a joint role in terms of developing the new approach to public health.

13. **CLIMATE** - none

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

ANNEX A



Consultation on the new national public health body 'Public Health Scotland'

RESPONDENT INFORMATION FORM

Please Note this form **must** be completed and returned with your response.

To find out how we handle your personal data, please see our privacy policy:

<https://beta.gov.scot/privacy/>

Are you responding as an individual or an organisation?

- ☐ Individual
- ☒ Organisation

Full name or organisation's name

Renfrewshire Council

Phone number

Address

Renfrewshire House
Cotton Street
Paisley

Postcode

PA1 1WB

Email

laura.mcintyre@renfrewshire.gov.uk

The Scottish Government would like your permission to publish your consultation response. Please indicate your publishing preference:

- ☒ Publish response with name
- ☐ Publish response only (without name)

Information for organisations:

The option 'Publish response only (without name)' is available for individual respondents only. If this option is selected, the organisation name will still be published.

If you choose the option 'Do not publish response', your organisation name may still be listed as having responded to the consultation in, for example, the analysis report.

☐ Do not publish response

We will share your response internally with other Scottish Government policy teams who may be addressing the issues you discuss. They may wish to contact you again in the future, but we require your permission to do so. Are you content for Scottish Government to contact you again in relation to this consultation exercise?

☒ Yes

☐ No

CONSULTATION QUESTIONS

Chapter 2

Question 1: Do you have any general comments on the overview of the new arrangements for public health?

As set out in the consultation paper, public health reform cannot be achieved by one single organisation, and therefore the partnership approach being developed based on shared leadership and accountability, is welcomed.

The role of local government, community planning partners and the third and community sectors will be key to the success of the new vision and priorities for public health. Whilst the importance of partnership working at national and local levels with these sectors is discussed fully in the report, the mechanisms for achieving these new closer relationships need to be much more fully defined. The consultation indicates that existing strategic planning arrangements will be used through LOIPs and Local Delivery Plans, with the proposed inclusion of Public Health Scotland as a statutory public authority in community planning legislation.

Whilst this approach is to be supported, greater co-ordination of resources may also be required to achieve the step change that is set out in the vision for public health. Resources, including funding to support tests of change, and local strategic needs assessments would also be helpful and welcomed.

Local Authorities and Health and Social Care Partnerships are key enablers of change in local areas and as such early dialogue with Public Health Scotland is important.

The current Information Services Division arrangements by deploying some staff members to the local areas, should be replicated to ensure meaningful collegiate working with local public health teams.

Chapter 3

Question 2: (a)What are your views on the general governance and accountability arrangements?

The consultation paper sets out proposals for the accountability of PHS to COSLA and to Scottish Government. These are welcome given the vital role of local government in terms of tackling the social determinants of ill health.

The paper suggests that ultimately the body, as a special health board, will be accountable first to Scottish Government, with a memorandum of understanding to be developed with COSLA to address joint accountability and involvement of local government. It is suggested that the development of the culture and public messaging in relation to this governance will be very important, in order that all stakeholders including the public, understand this shared approach.

Section 22 notes that Public Health Scotland may recommend potential further action within localities. Further information would be helpful in terms of the scope of this action and the legislative powers that PHS would have to undertake this work.

(b) How can the vision for shared leadership and accountability between national and local government best be realised?

Whilst not specifically referred to in this consultation paper, it is critical that the structures which the new body will develop, reflect the balance required between the national and local focus. There is a clear need for greater collaboration to achieve national priorities, however at a local level, structures need to be in place which facilitate ongoing and meaningful partnership working. For example, how will officers from NHS GGC / Renfrewshire HSCP/ Renfrewshire Council and Public Health Scotland actually work together at a local level.

Question 3: (a) What are your views on the arrangements for local strategic planning and delivery of services for the public's health?

As highlighted above, it is suggested that further work will be required to be undertaken by the new PHS body to develop local and regional partnership arrangements. Utilising existing strategic planning and community planning arrangements will be a helpful starting point, but significant step change will be difficult to achieve without additional resource to coordinate this activity.

(b)How can Public Health Scotland supplement or enhance these arrangements?

It is suggested that PHS should explore whether more targeted/co-ordinated strategic planning arrangements are put into place. For example, community plans or Local Outcome Improvement Plans are all encompassing, and there is often a requirement to undertake more focused activity through alternative mechanisms etc Child Poverty Action Plan. It is suggested that if PHS intends to work with local partners to undertake strategic needs assessments, identifying priorities through enhanced intelligence, then local action plans should be developed and committed to by partners.

Question 4: What are your views on the role Public Health Scotland could have to better support communities to participate in decisions that affect their health and wellbeing?

The role of PHS in terms of supporting communities to participate in decisions about their health and wellbeing is critical to the human rights approach proposed in the consultation. Local authorities are embracing community empowerment and working hard to develop new relationships with communities based on mutual respect and trust. Communities themselves are best placed to consider what the real issues are within local communities and how people might respond to different initiatives to address these.

Renfrewshire has a strong and resilient community sector, with a range of community health and wellbeing initiatives having been developed between statutory services and third and community sector organisations e.g. peer health and community connector type services.

In Renfrewshire the public health work is guided by; NHS Greater Glasgow and Clyde Public Health strategy 'Turning the Tide through Prevention', 2018 -2028, Renfrewshire HSCP Strategic Plan, 2019 - 2022 and Renfrewshire's Community Plan, 2017 -2027. The HSCP has a small dedicated public health team who work with our community planning partners to influence promote and guide activity to improve health and well-being in Renfrewshire. It is imperative that local areas benefit from the creation of Public Health Scotland to support and strengthen local capacity to improve the public's health and reduce health inequalities.

Question 5: (a) Do you agree that Public Health Scotland should become a community planning partner under Part 2 of the Community Empowerment (Scotland) Act 2015?

In Renfrewshire the Director of Public Health for NHS GGC has been a named partner representative on the Renfrewshire Community Planning Partnership Executive Group for several years and is a strong contributor to work we have undertaken in relation to poverty and more recently work in relation to alcohol and drug use. It is worth considering how this would be resourced across all community planning partnerships, with PHS able to effectively engage and be an active member.

(b) Do you agree that Public Health Scotland should become a public service authority under Part 3 of the Community Empowerment (Scotland) Act 2015, who can receive participation requests from community participation bodies?

The use of participation requests can support community groups and organisations to contribute, albeit it would be preferable if engagement had appropriate breadth and depth at local and national levels on an ongoing basis.

(c) Do you have any further comments?

Ensuring strong and meaningful partnerships with the local public health teams in the HSCPs will strengthen the public health expertise in the local areas. The creation of Public Health Scotland is an opportunity to have a concerted effort on public health priorities across Scotland. However, it is important to take cognisance of the local intelligence when implementing pan-Scotland programmes.

Question 6: (a) What are your views on the information governance arrangements?

The ability to share and build much more complete datasets and intelligence on public health issues, will be very important to Public Health Scotland's ability drive evidence-based change. Data sharing issues have historically been very difficult to

overcome and there is a risk that the development of the new body will be limited by any potential complications arising from new information governance arrangements and data sharing.

(b)How might the data and intelligence function be strengthened?

The paper indicates that there is potential for PHS to work at local levels to undertake strategic needs assessments and this is to be welcomed. Funding to support test of change with local authorities and HSCPs may also be worth considering in this regard.

Chapter 4

Question 7: (a)What suggestions do you have in relation to performance monitoring of the new model for public health in Scotland?

The National Performance Framework sets out broad measures/indicators which will demonstrate progress against some of the high-level public health priorities.

It is suggested that as well as monitoring performance and impact in terms of the improvement/decline in health outcomes, the new body will need to more fully evidence work being undertaken to address the inequality gap and report these more openly also e.g. healthy life expectancy may increase but is the gap continuing to widen between the highest and lowest and what is being done to address this.

(b)What additional outcomes and performance indicators might be needed?

As noted for question 7.

Chapter 5

Question 8: What are your views on the functions to be delivered by Public Health Scotland?

The proposed functions appear to be in line with the purpose of the new organisation.

Chapter 6

Question 9: (a) What are your views on the health protection functions to be delivered by Public Health Scotland?

By forming Public Health Scotland, it is important to be clear in the functions that will be delivered. The functions highlighted in the paper appear to be appropriate and subsume much of the work undertaken by Health Protection Scotland and the NHS Health Board during an outbreak.

(b)What more could be done to strengthen the health protection functions?

Local authorities play a key role in delivering public health and health protection functions. There needs to be continuing discussion as to the role being played by local authority in leading the functions locally within the community. Environmental

Health Services are critical in providing assistance for the national body and should be consulted regularly during this process.

Chapter 7

Question 10: (a) Would new senior executive leadership roles be appropriate for the structure of Public Health Scotland and, (b) If so, what should they be?

No comment

Question 11: What other suggestions do you have for the organisational structure for Public Health Scotland to allow it to fulfil its functions as noted in chapter 5?

Please see response to 3 a and 3b. These indicate that careful consideration needs to be given as to how PHS works at a local level to ensure that local government is seen as a joint partner in achieving public health priorities. Local activity will require to be co-ordinated with dedicated resource in place, as opposed to small numbers of staff covering lots of different geographical areas. This would not allow for close relationships and local expertise to be developed.

Question 12: What are your views on the proposed location for the staff and for the headquarters of Public Health Scotland?

No comment.

Chapter 8

Question 13: Are the professional areas noted in the list above appropriate to allow the Board of Public Health Scotland to fulfil its functions?

The list of professional areas is fairly comprehensive, with the inclusion of human rights and lived experience representatives being particularly welcome.

Question 14: (a) What are your views on the size and make-up of the Board?

No substantive comment other than there would be value in including members experienced in the fields of data, research and digital.

(b) How should this reflect the commitment to shared leadership and accountability to Scottish Ministers and COSLA?

No comment further than our response to Q2b

Chapter 9

Question 15: What are your views on the arrangements for data science and innovation?

As highlighted in the response to questions 6a and 6b there are significant benefits to developing a strengthened intelligence driven and evidence-based approach to

improvement and innovation. This is an area where public health officers could work much more closely with local government officers at a national and local level.

It has been beneficial to have the current Information Services Division officers located within the HSCP and we would welcome this continuing in the new PHS arrangements.

Chapter 10

Question 16: What are your views on the arrangements in support of the transition process?

No substantive comments, other than the operational deadline of April 2020 remaining highly challenging given the Chair and Chief Executive posts being only recently advertised.

Chapter 12

Question 17: (a) What impact on equalities do you think the proposals outlined in this paper may have on different sectors of the population and the staff of Public Health Scotland?

No substantive comment – potential challenges and opportunities should be identified through the impact assessment process.

(b) If applicable, what mitigating action should be taken?

No comment

Chapter 13

Question 18: What are your views regarding the impact that the proposals in this paper may have on the important contribution to be made by businesses and the third sector?

No substantive comment – potential challenges and opportunities should be identified through the impact assessment process.