

Notice of Meeting and Agenda

Leadership Board

Date	Time	Venue
Wednesday, 02 December 2020	13:00	Teams meeting,

KENNETH GRAHAM
Head of Corporate Governance

Membership

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

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

Recording of Meeting

This meeting will be recorded for subsequent broadcast via the Council's internet site. If you have any queries regarding this please contact Committee Services on 07534 058160. To find the recording please follow the link which will be attached to this agenda once the meeting has concluded. Please note that only meetings of the Emergencies Board from 17 April 2020 onward have been recorded for broadcast.

Chair

In Attendance

Recording of Teams meeting of the Leadership Board - 2 December 2020

https://www.youtube.com/watch?v=N_XSyrFq36A

Apologies

Apologies from members.

Declarations of Interest

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

Budget Monitoring

1 Revenue and Capital Budget Monitoring Report 5 - 18

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

Climate Change

2 Climate Change Sub-committee 19 - 22

Minute of meeting of Climate Change Sub-committee held on 28 October 2020

3 Climate Change Update 23 - 82

Report by Chief Executive

Strategic Planning

4 Right for Renfrewshire – Change & Transformation 83 - 100

Programme 2020/21 – 2022/23

Joint Report by Chief Executive and Director of Finance & Resources

5 Best Value Assurance Report - Progress Update on 101 - 112

Improvement Plan

Report by Chief Executive

6 Council Plan Progress Update 113 - 162

Report by Chief Executive

7 EU Exit 163 - 170

Report by Chief Executive

Digital Inclusion

8 Digital Strategy Update 171 - 184

Report by Director of Finance & Resources

Economy, Regeneration, Development and Renewal

9	Renfrewshire Visitor Plan 2018-2021- Final Year Update	185 - 218
	Report by Chief Executive	
10	AMIDS District Heating Network	219 - 226
	Report by Chief Executive	
11	Extension to the Scottish Government Town Centre Fund 2020-21	227 - 234
	Report by Chief Executive	
12	Scottish Government 'Regeneration Capital Grant Fund 2020/2021' : Award of Grant Funding	235 - 238
	Report by Chief Executive	
13	Paisley Townscape Heritage/ Conservation Area Regeneration Scheme: Variance to Grant Award - 44 High Street, Paisley	239 - 242
	Report by Chief Executive	
14	Great Place Scheme: Project Extension, Grant Award and Community Grant Scheme	243 - 246
	Report by Chief Executive	



To: Leadership Board

On: 2 December 2020

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

Heading: Revenue and Capital Budget Monitoring as at 18 September 2020

1. Summary of Financial Position

- 1.1. The table below outlines the projected Revenue and Capital outturn positions as at 31 March 2021 across all services reported to the Leadership Board. Further analysis on the expected variances for each service is provided in the Appendices to this report.
- 1.2. For the financial year 2020/21, the projected outturn position is split into Core (or business as usual) and COVID-19 related variances to help readers understand the impact of the pandemic on service finances.

Table 1: Revenue						
Division	Revised Annual Budget £000	Projected Outturn Core £000	Projected Outturn COVID-19 £000	Total Projected Outturn £000	Budget Variance £000	Budget Variance %
Adult Services	72,259	70,501	0	70,501	1,758	2.4%
Chief Executives	21,297	21,619	3,680	25,299	(4,002)	(18.8%)
Communities, Housing & Planning Services (Paisley Legacy)	415	415	0	415	0	0.0%

Table 2: Capital						
Division	Revised Annual Budget £000	Projected Outturn Core £000	Projected Outturn COVID-19 £000	Total Projected Outturn £000	Budget Variance £000	Budget Variance %
Chief Executives	£25,115	£25,115	£0	£25,115	£0	0%
Leisure Services	£1,095	£1,095	£0	£1,095	£0	0%

2. Recommendations

Members are requested to:

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

3. Revenue

- 3.1. The Revenue Budget Monitoring report at Appendix 1 identifies a projected annual overspend of (£2.244m) (2.4% of total budget) for all services reporting to this Policy Board. Detailed division service reports can be found in Appendix 2, along with an explanation of each significant projected variance.
- 3.2. The projected outturn is based on information currently available and assumptions made by service budget holders. Any changes to these projections will be detailed in future reports to this Board.
- 3.3. The main reasons for the projected outturn position are indicated in the appendices showing both the subjective analysis (what the budget is spent on) and the objective analysis (which division is spending the budget).
- 3.4. The most significant areas to bring to member's attention relate to the projected impact of the COVID19 on both Renfrewshire Leisure and the HSCP.
 - At present RL remain heavily impacted by the response to the COVID crisis with facilities only recently re-opening (in some cases only partially reopening) under the Scottish Government's phase three arrangements and as a consequence have experienced a significant loss of income. More recent Scottish Government restrictions on indoor activities also impacts on costs and income levels. It is anticipated that over the course of the remainder of 2020/21 RL will experience only a partial financial recovery due to the ongoing operational restrictions impacting on the revenue recovery as well as additional operational costs. It is forecast that over the course of 2020/21 the Council could be required to provide RL with up to an additional £4.3m of financial support and this is reflected

within the reported figures. RL continues to try and mitigate this position through securing additional national government support where eligible.

- Within adult services managed by Renfrewshire HSCP, the service has been required to take unprecedented measures in response to the coronavirus pandemic, including substantial levels of support to external care providers in order to ensure their ongoing financial sustainability. As at period 6, the service estimates that costs incurred specifically in relation to COVID-19 may reach £14m by the end of the financial year, of which £5.6m relates to payments to private adult and elderly care providers in order to ensure their ongoing financial sustainability. The Scottish Government has provided confirmation that all reasonable additional costs associated specifically with the crisis will be fully funded and funding is flowing to HSCP's on this basis. In this context, additional costs specifically relating to the COVID response is not therefore included within this report on the clear expectation of these costs being funded directly by the Scottish Government. Outwith COVID19 specific costs, the service is forecasting a £1.8m underspend on core service provision primarily due to vacancies across a range of service area. The outturn year end underspend will be incorporated into IJB reserves and this forecasted year end position will be taken into account in the financial planning arrangements for 2021/22 operating between the Council and the HSCP.

4. Revenue Budget Adjustments

- 4.1. Members are requested to note from Appendix 1 that budget adjustments totalling £0.691m have been processed since the last report. These related mainly to:
- £0.085m transfer of funding to the Chief Executives Service for the management of the continued delivery of free sanitary products in communities,
 - £0.145m transfer of funding from reserves for the continued delivery of the Public WiFi and Tackling Poverty multi-year programmes, and
 - £0.473m transfer of budget for Local Partnership grants from Finance & Resources to the Chief Executives Service to reflect management responsibility for the programme.

5. Capital

- 5.1. The Capital Investment Programme 2020/21 to 2024/25 was approved by the Council on 9th March 2020.
- 5.2. The Capital Monitoring report at Appendix 3 indicates movement in the approved capital programme for the Chief Executive's Service for the year of £6.866m which is explained further below.

- 5.3. For Leisure Services the approved capital spend for 2020/21 is £1.095m.
- 5.4. The Capital Monitoring report at Appendix 3 indicates no change in the approved capital programme for Leisure Services, with the programme expected to continue in line with projected timescales at this stage.
- 5.5. Further detail, including reasons for significant variances, can be found at Appendix 3.

6. Capital Budget Adjustments

- 6.1. Since the last report, budget changes in totalling £6.866m have arisen which reflect the following:

Budget Carried Forward to 2021-22 from 2020-21 (£6.866m) due to continuing amendments to programme timescales arising as a result of the Covid-19 pandemic:

- City Deal Related Projects – AMIDS: Public Realm Phase 1 (£0.565m)
 - Paisley Venues & Town Centre Infrastructure (£3.829m);
 - Town Centre Capital Fund (£2.250m);
 - THI/CARS 2 (£0.222m).
-

Implications of this report

1. **Financial** – The projected budget outturn position for Leadership Board Revenue budget is an overspend of (£2.244m). Income and expenditure will continue to be monitored closely for the rest of the financial year and, where necessary, steps will be taken to mitigate any overspend.

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

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

2. **HR and Organisational Development**
None directly arising from this report.
3. **Community/Council Planning**
None directly arising from this report.
4. **Legal**
None directly arising from this report.

- 5. Property/Assets**
Capital projects will result in new assets (City Deal) and refurbishment and improvement to Cultural Infrastructure and Public Realm assets.
- 6. Information Technology**
None directly arising from this report.
- 7. Equality and Human Rights**
The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
- 8. Health and Safety**
None directly arising from this report.
- 9. Procurement**
None directly arising from this report.
- 10. Risk**
The potential risk that the Council will overspend its approved budgets for the year will be managed at a Council-wide level by the Chief Executive and Directors.
- 11. Privacy Impact**
None directly arising from this report.
- 12. Cosla Policy Position**
N/a.
- 13. Climate Risk**
None directly arising from this report.

List of Background Papers

Revenue Budget and Council Tax 2020/21 Council 9th March 2020

Non-housing Capital Investment Programme, Prudential Framework and Treasury Management Strategy, and Capital Strategy 2020/21 to 2022/23
Council, 9th March 2020.

Author: Valerie Howie, Revenue
 Geoff Borland, Capital

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2020/21
1st April 2020 to 18th September 2020

POLICY BOARD : LEADERSHIP BOARD

Objective Summary	Revised Annual Budget at Period 3	New Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Adult Services	72,259	0	72,259	70,501	0	70,501	1,758	2.4%	1,589	169
Chief Executive's Service	20,606	691	21,297	21,619	3,680	25,299	(4,002)	(18.8%)	(4,057)	55
Communities, Housing & Planning Services (Paisley Legacy)	415	0	415	415	0	415	0	0.0%	0	0
NET EXPENDITURE	93,280	691	93,971	92,535	3,680	96,215	(2,244)	(2.4%)	(2,468)	224

Subjective Summary	Revised Annual Budget at Period 3	New Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Employees	39,829	1,032	40,861	38,956	(100)	38,856	2,005	4.9%	1,280	725
Premises Related	821	74	895	965	0	965	(70)	(7.8%)	(109)	39
Transport Related	802	0	802	633	0	633	169	21.1%	64	105
Supplies and Services	14,316	219	14,535	14,647	3,740	18,387	(3,852)	(26.5%)	(4,068)	216
Third Party Payments	58,351	3,934	62,285	57,413	0	57,413	4,872	7.8%	565	4,307
Transfer Payments	8,146	(2,812)	5,334	9,425	0	9,425	(4,091)	(76.7%)	(351)	(3,740)
Support Services	125	(9)	116	104	0	104	12	10.3%	23	(11)
Depreciation and Impairment Losses	0	0	0	0	0	0	0	0.0%	0	0
GROSS EXPENDITURE	122,390	2,438	124,828	122,143	3,640	125,783	(955)	(0.8%)	(2,596)	1,641
Income	(29,110)	(1,747)	(30,857)	(29,608)	40	(29,568)	(1,289)	(4.2%)	128	(1,417)
NET EXPENDITURE	93,280	691	93,971	92,535	3,680	96,215	(2,244)	(2.4%)	(2,468)	224

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2020/21
1st April 2020 to 18th September 2020

POLICY BOARD : LEADERSHIP BOARD - ADULT SERVICES

Objective Summary	Revised Annual Budget at Period 3	New Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Older People	48,808	(2,697)	46,111	44,175	0	44,175	1,936	4.2%	2,224	(288)
Physical or Sensory Difficulties	6,041	308	6,349	6,606	0	6,606	(257)	(4.0%)	(654)	397
Learning Difficulties	14,303	2,322	16,625	16,760	0	16,760	(135)	(0.8%)	(302)	167
Mental Health Needs	2,445	49	2,494	2,342	0	2,342	152	6.1%	273	(121)
Addiction Services	662	18	680	618	0	618	62	9.1%	48	14
NET EXPENDITURE	72,259	0	72,259	70,501	0	70,501	1,758	2.4%	1,589	169

Objective Heading	Key Reasons for Projected Variance
Older People	Underspends in employee costs reflecting vacancies due to recruitment issues. Under occupancy in external care homes due to COVID pandemic.
Physical or Sensory Difficulties	The overspend within PD is mainly due to pressures on the Adult placement budget reflecting the impact of increasing demand and SDS.
Learning Difficulties	The overspend within LD is mainly due to pressures on the Adult placement budget reflecting the impact of increasing demand and SDS.
Mental Health Needs	Underspends in employee costs reflecting vacancies due to recruitment issues.

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2020/21
1st April 2020 to 18th September 2020

POLICY BOARD : LEADERSHIP BOARD - ADULT SERVICES

Subjective Summary	Revised Annual Budget at Period 3	New Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Employees	31,334	905	32,239	30,324		30,324	1,915	5.9%	1,165	750
Premises Related	353	0	353	368		368	(15)	(4.2%)	(10)	(5)
Transport Related	800	0	800	631		631	169	21.1%	64	105
Supplies and Services	1,735	0	1,735	1,724		1,724	11	0.6%	(47)	58
Third Party Payments	58,232	3,934	62,166	57,294		57,294	4,872	7.8%	565	4,307
Transfer Payments	5,990	(3,571)	2,419	6,012		6,012	(3,593)	(148.5%)	28	(3,621)
Support Services	70	0	70	58		58	12	17.1%	13	(1)
Depreciation and Impairment Losses	0	0	0	0		0	0	0.0%	0	0
GROSS EXPENDITURE	98,514	1,268	99,782	96,411	0	96,411	3,371	3.4%	1,778	1,593
Income	(26,255)	(1,268)	(27,523)	(25,910)		(25,910)	(1,613)	(5.9%)	(189)	(1,424)
NET EXPENDITURE	72,259	0	72,259	70,501	0	70,501	1,758	2.4%	1,589	169

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2020/21
1st April 2020 to 18th September 2020

POLICY BOARD : LEADERSHIP BOARD - CHIEF EXECUTIVE'S SERVICE

Objective Summary	Revised Annual Budget at Period 3	New Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Chief Executive and Management	353	13	366	364	15	379	(13)	(3.6%)	(28)	15
Policy and Commissioning	4,036	691	4,727	4,908	(40)	4,868	(141)	(3.0%)	(377)	236
Marketing and Communications	2,886	0	2,886	2,671	(620)	2,051	835	28.9%	664	171
City Deal	0	0	0	0	0	0	0	0.0%	0	0
Regeneration and Economic Development	2,291	(13)	2,278	2,638	25	2,663	(385)	(16.9%)	(16)	(369)
Leisure Services (incl Renfrewshire Leisure)	11,040	0	11,040	11,038	4,300	15,338	(4,298)	(38.9%)	(4,300)	2
NET EXPENDITURE	20,606	691	21,297	21,619	3,680	25,299	(4,002)	(18.8%)	(4,057)	55

Objective Heading	Key Reasons for Projected Variance
Policy and Commissioning	The adverse variance represents the net effect of a reduction in employee costs due to staff turnover and staff on parenting leave which will assist in funding an element of the costs incurred in responding to the COVID-19 pandemic, set against expenditure on strategic investment projects which will be funded by a further drawdown from earmarked reserves as required.
Marketing and Communications	The favourable variance has arisen as a result of the net reduction in costs from the cancellation of the Renfrewshire Council events programme for 2020, together with a reduction in employee costs due to staff turnover and staff on parenting leave.
Regeneration and Economic Development	The adverse variance reflects the costs of studies commissioned to assist in determining the impact on the Renfrewshire economy of COVID-19 together with the cost of irrecoverable grant due to staff redeployment and the expected drawdown from earmarked reserves to fund the projected revenue costs associated with the Cultural Infrastructure Programme.
Leisure Services (incl Renfrewshire Leisure)	The projected costs of supporting Renfrewshire Leisure with a revised level of requisition as a result of the net impact of income loss and increased costs incurred as a result of the closure of facilities during the lockdown period.

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2020/21
1st April 2020 to 18th September 2020

POLICY BOARD : LEADERSHIP BOARD - CHIEF EXECUTIVE'S SERVICE

Subjective Summary	Revised Annual Budget at Period 3	New Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Employees	8,331	127	8,458	8,468	(100)	8,368	90	1.1%	115	(25)
Premises Related	468	74	542	597	0	597	(55)	(10.1%)	(99)	44
Transport Related	2	0	2	2	0	2	0	0.0%	0	0
Supplies and Services	12,581	219	12,800	12,923	3,740	16,663	(3,863)	(30.2%)	(4,021)	158
Third Party Payments	119	0	119	119	0	119	0	0.0%	0	0
Transfer Payments	1,905	759	2,664	3,162	0	3,162	(498)	(18.7%)	(379)	(119)
Support Services	55	(9)	46	46	0	46	0	0.0%	10	(10)
Depreciation and Impairment Losses	0	0	0	0	0	0	0	0.0%	0	0
GROSS EXPENDITURE	23,461	1,170	24,631	25,317	3,640	28,957	(4,326)	(17.6%)	(4,374)	48
Income	(2,855)	(479)	(3,334)	(3,698)	40	(3,658)	324	9.7%	317	7
NET EXPENDITURE	20,606	691	21,297	21,619	3,680	25,299	(4,002)	(18.8%)	(4,057)	55

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2020/21
1st April 2020 to 18th September 2020

POLICY BOARD : LEADERSHIP BOARD - PAISLEY LEGACY

Subjective Summary	Revised Annual Budget at Period 3	New Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Employees	164	0	164	164	0	164	0	0.0%	0	0
Premises Related	0	0	0	0	0	0	0	0.0%	0	0
Transport Related	0	0	0	0	0	0	0	0.0%	0	0
Supplies and Services	0	0	0	0	0	0	0	0.0%	0	0
Third Party Payments	0	0	0	0	0	0	0	0.0%	0	0
Transfer Payments	251	0	251	251	0	251	0	0.0%	0	0
Support Services	0	0	0	0	0	0	0	0.0%	0	0
Depreciation and Impairment Losses	0	0	0	0	0	0	0	0.0%	0	0
GROSS EXPENDITURE	415	0	415	415	0	415	0	0.0%	0	0
Income	0	0	0	0	0	0	0	0.0%	0	0
NET EXPENDITURE	415	0	415	415	0	415	0	0.0%	0	0

RENFREWSHIRE COUNCIL
CAPITAL INVESTMENT STRATEGY - NON-HOUSING SERVICES
1st April to 18th September 2020
POLICY BOARD: LEADERSHIP

Project Title	Prior Years Expenditure to 31/03/2020*	Current Year 2020-21						Full Programme - All years			
		Approved Budget 2020-21	Budget Adjustments in 2020-21	Revised Budget 2020-21	Projected Outturn 2020-21	Budget Variance (Adverse) or Favourable		Total Approved Budget to 31-Mar-25 £000	Projected Outturn to 31-Mar-25 £000	Budget Variance (Adverse) or Favourable	
	£000	£000	£000	£000	£000						
LEISURE SERVICES											
Leisure Investment Programme	52,266	334	0	334	334	0	0%	52,600	52,600	0	0%
Grass Pitches & Changing Facilities	3,564	637	0	637	637	0	0%	4,201	4,201	0	0%
Community Halls Refurbishment	19	124	0	124	124	0	0%	2,536	2,536	0	0%
Lagoon Internal Play Centre	0	0	0	0	0	0	0%	500	500	0	0%
Total Leisure Services	55,849	1,095	0	1,095	1,095	0	0%	59,837	59,837	0	0%
CHIEF EXECUTIVES											
City Deal Projects											
Glasgow Airport Investment Area	21,931	15,340	563	15,903	15,903	0	0%	38,944	38,944	0	0%
Clyde Waterfront & Renfrew Riverside	15,116	17,921	-16,203	1,718	1,718	0	0%	82,848	82,848	0	0%
Airport Access	2,934	1,202	-1,202	0	0	0	0%	96,346	96,346	0	0%
City Deal Related Projects											
GAIA Regeneration	0	2,000	0	2,000	2,000	0	0%	5,500	5,500	0	0%
AMDS: Public Realm Phase 1 Netheron Square	89	2,277	-2,125	152	152	0	0%	2,983	2,983	0	0%
Paisley Venues & Town Centre Infrastructure											
Paisley Art Centre Redevelopment	233	400	-393	7	7	0	0%	2,800	2,800	0	0%
Paisley Town Hall Redevelopment	1,613	3,366	-2,193	1,173	1,173	0	0%	22,650	22,650	0	0%
Flexible Outdoor Facility/Travel & Accessibility Infrastru	266	2,519	-2,415	104	104	0	0%	9,700	9,700	0	0%
Playing Fields and Sports Development	392	1,404	-1,249	155	155	0	0%	7,500	7,500	0	0%
Paisley Museum	5,979	5,616	-4,351	1,265	1,265	0	0%	42,500	42,500	0	0%
Town Centre Capital Fund	329	1,333	-203	1,130	1,130	0	0%	3,709	3,709	0	0%
Paisley Learning & Cultural Hub	1,593	2,802	-2,219	583	583	0	0%	7,000	7,000	0	0%
Retail Improvement Fund	0	0	100	100	100	0	0%	100	100	0	0%
Townscape Heritage CARS 2	911	2,285	-1,460	825	825	0	0%	4,099	4,099	0	0%
Total Chief Executives	51,386	58,465	(33,350)	25,115	25,115	0	0%	326,679	326,679	0	0%
TOTAL LEADERSHIP BOARD	107,235	59,560	(33,350)	26,210	26,210	0	0%	386,516	386,516	0	0%

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

Objective Heading	Key Reasons for Potential Variance
City Deal Projects/City Deal Related Projects	The programme has been delayed as a result of the Covid-19 pandemic with net projected expenditure of £18.967m slipping into future years to reflect revised timescales.
Paisley Venues & Town Centres Infrastructure	As as result of the Covid-19 pandemic, a total £12.820m of programmed expenditure has been reprofiled into future years to reflect revised timescales.
Town Centre Capital Fund	£2.250m of the additional funding approved by Council on March 9th has been reprofiled into 2020-21 in order to prioritise expenditure for the grant awarded by Scottish Government which requires to be fully committed by 31 March 2021.

Minute of Meeting

Climate Change Sub-Committee

Date	Time	Venue
Wednesday, 28 October 2020	14:00	Teams Meeting,

Present

Councillor Bill Brown, Councillor Neill Graham, Councillor John Hood, Councillor Cathy McEwan, Councillor Marie McGurk, Councillor Iain Nicolson, Councillor John Shaw

In Attendance

Councillor McCartin; G McNeil, Director of Environment & Infrastructure; L McIntyre, Head of Policy & Commissioning, P Moss, Strategic Planning & Policy Development Officer and G Crawford, Senior Communications Officer (all Chief Executive's); F Carlin, Head of Planning & Housing Services and O Reid, Head of Communities & Public Protection (both Communities, Housing & Planning Services); G Hutton, Head of Operations & Infrastructure and L Rennie, Operations Manager (both Environment & Infrastructure); and M Conaghan, Legal & Democratic Services Manager, T Slater, Senior Committee Services Officer and J Barron, Assistant Committee Services Officer (all Finance & Resources).

Declarations of Interest

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

1 Climate Change Sub-Committee - Meeting Arrangements

There was submitted a report by the Head of Policy and Commissioning regarding the meeting arrangements for the Climate Change Sub-committee.

The report advised that, at its meeting on 16 September 2020, the Leadership Board agreed to establish a Sub-committee of the Board, which would provide oversight of the strategic actions being undertaken by the Council in response to the climate change emergency. The report also outlined the remit, membership and meeting arrangements

for the Sub-committee, as agreed by the Leadership Board.

It was proposed that, when required, the membership of the Sub-committee should be extended to include additional non-voting members. It was further proposed that Councillor Hood be appointed as the Vice-chair of the Sub-committee. Both proposals were agreed.

DECIDED:

(a) That the remit of the Sub-committee, as agreed by the Leadership Board at its meeting on 16 September 2020, be noted;

(b) That the membership of the Sub-committee should be extended to include additional non-voting members when required; and

(c) That Councillor Hood be appointed as the Vice-chair of the Sub-committee, in line with the agreed terms of reference.

2 Update on the Council's Response to the Climate Emergency

There was submitted a report by the Head of Policy and Commissioning providing an update on the Council's response to the climate emergency.

The report provided a summary of the work undertaken, to date, by the Council to respond to the climate emergency at a strategic level. It outlined the work undertaken specifically by the Climate Emergency Working Group, following the declaration of a climate emergency by Renfrewshire Council in June 2019.

The report also highlighted the key recommendations agreed by Council at its meeting on 27 February 2020 to respond to the climate emergency, and summarised the detailed actions approved at that time. Whilst service level activities in relation to climate change had continued to be progressed in line with existing priorities, the report noted that, at strategic level, work on the climate change agenda had been paused due to the COVID-19 pandemic.

Following discussion on the appendix to the report, which outlined the key action plan, it was noted that the implementation of the pilot initiative to turn 75 local homes into low energy homes as set out in the 'Energy' section could not be taken forward at this time due to the costs involved. It was proposed that the action set out in the 'Waste' section 'to reduce unnecessary single use plastic use' be changed to 'to eliminate unnecessary single use plastic'. This was agreed.

There was further discussion on various issues, including improving awareness of recycling and promoting better use of Household Recycling Waste Centres, engagement with communities, clarity of the Carbon Offset Plan, the conservation of mature trees in relation to new housing developments and the importance of planning and the Local Development Plan.

DECIDED:

(a) That the update provided on the work undertaken, to date, by the Council to strategically respond to the climate agenda be noted;

- (b) That the update on recent policy developments and the impact of Covid-19, outlined in sections 4 and 5 the report, be noted;
- (c) That the next steps for progressing the Council's response to the climate emergency, outlined in section 6 of the report, be agreed; and
- (d) That it be agreed that the action set out in the 'Waste' section in the Appendix 'to reduce unnecessary single use plastic use' be changed to 'to eliminate unnecessary single use plastic'.

3 Public Bodies Climate Change Duties Reporting 2019/20

There was submitted a report by the Director of Communities, Housing and Planning Services regarding the requirements of the Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Amendment Order 2020.

The report advised that the Council was required to prepare an Annual Report, detailing progress in helping to mitigate and adapt to climate change. Renfrewshire Council's Public Bodies Climate Change Duties Report for 2019/20, which covered the period 1 April 2019 to 31 March 2020, was appended to the report.

DECIDED: That Renfrewshire Council's Public Bodies Climate Change Duties Report for 2019/20 be noted and referred to the Leadership Board for approval at its meeting on 2 December 2020.

4 Creation of Biodiversity Areas in Communities - Consultation Outcome

Under reference to Item 4 of the Minute of the meeting of the Infrastructure, Land and Environment Policy Board held on 26 August 2020, there was submitted a report by the Director of Environment and Infrastructure relative to the outcome of the consultation on the creation of biodiversity areas in communities, which had been undertaken during August and September 2020.

The Director of Environment and Infrastructure and Operations Manager also gave a presentation on the feedback from the consultation, the next steps that would be undertaken and future communication and engagement proposals. Officers responded to members' comments and questions.

DECIDED:

- (a) That the outcome of the consultation and support for the development of biodiversity locations in Renfrewshire be noted;
- (b) That the development of biodiversity areas in the locations that received 75% or more positive support from communities over the next 3 years be endorsed; and
- (c) That it be noted that regular updates on the creation of biodiversity panels and proposals to develop wider biodiversity areas would be submitted to future meetings of the Climate Change Sub-committee.



To: Leadership Board

On: 2 December 2020

Report by: Chief Executive

Heading: Climate Change Update

1. Summary

- 1.1 As agreed by Leadership Board on 16 September 2020, work has been undertaken to establish a climate change sub-committee of the Leadership Board. The remit of the sub-committee requires that members provide oversight and scrutiny of the Council's activities on climate change, and specifically its progress in terms of meeting its target of achieving net zero carbon emissions by 2030.
- 1.2 The first meeting of the sub-committee took place on 28 October 2020, during which members received an update in relation to recent policy developments, funding announcements and on the recent biodiversity consultation lead by the Environment and Infrastructure Service. Members also considered the Public Sector Climate Duty report that is prepared and submitted to Scottish Government on an annual basis.

2. Recommendations

- 2.1 It is recommended that members of the Leadership Board:
- Note the update in terms of activities being progressed by the Climate Change Sub-Committee; and
 - Homologate the submission of the Public Sector Climate Change Duties Report 2019/20 at Appendix 1 to the Scottish Government by officers in line with the deadline of 30 November 2020.

3. Background

- 3.1 On 16 September 2020, members of the Leadership Board agreed that a sub-committee of the board would be established to maintain oversight of the progress being made by the Council in achieving its target of net zero carbon emissions by 2030. It was agreed that a key role for the sub-committee would be to consider and contribute to the development of a climate change adaptation plan for Renfrewshire. The sub-committee does not have decision making powers, but can refer items to the Leadership Board for approval.
- 3.2 The sub-committee met for the first time on 28 October 2020, and it was agreed at this meeting that Councillor Hood would be appointed as vice chair. This is in line with the terms of reference agreed by Leadership Board in September 2020, which sets out the requirement for the vice chair position to be filled by a member of the sub-committee from an opposition group.
- 3.3 At the first meeting of the sub-committee, elected members received an update on recent policy developments in relation to the climate change agenda, including in relation to recent funding announcements made by the Scottish Government in relation to climate change. In recognition of the requirement for the Council to continue to take forward its approach to the climate emergency at pace, it was agreed that the following actions would be prioritised:
- Progress to be established against all key actions agreed by Council in February 2020, in order to gain an accurate current position of activities being undertaken.
 - Provide an overview of current funding opportunities available to the Council in relation to Climate Change.
 - Progress work on the development of an adaption plan which will set out how the Council will work with partners to significantly reduce carbon emissions in Renfrewshire.
 - Develop methods to allow full, meaningful and safe engagement with Renfrewshire's communities, such as via a digital Citizen's Assembly or other focus groups and forums and surveys.
- 3.4 An update on these activities will be provided at the next sub-committee meeting on 9 December 2020.

4 Public Bodies Climate Change Duties Reporting 2019/20

- 4.1 At its meeting on 28 October 2020, the Climate Change Sub Committee also considered the Council's Annual Public Bodies Climate Change Duties Report for 2019/20.

- 4.2 All 32 local authorities in Scotland are signed up to Scotland's Climate Change Declaration. Signatories to the Declaration acknowledge the importance of climate change and are committed to:
- Mitigating their impact on climate change through reducing greenhouse gas emissions
 - Taking steps to adapt to the unavoidable impacts of a changing climate
 - Working in partnership with their communities to respond to climate change.
- 4.3 The Declaration recognises the key role Scottish local authorities play in helping to tackle the challenges of climate change. Signatories to Scotland's Climate Change Declaration have committed to preparing an Annual Report detailing their progress in mitigating and adapting to climate change. This provides an important mechanism for the public sector to lead by example in addressing climate change.
- 4.4 The Council's climate change report for 2019/20 was submitted to the Scottish Government 30 on November 2020 in line with the statutory deadline, and is now attached for homologation at Appendix 1.

5. Biodiversity – discussion on initial consultation outcomes.

- 5.1 Members of the sub-committee received a presentation from the Director of Environment and Infrastructure and his team in relation to the recent consultation exercise undertaken on biodiversity within Renfrewshire's communities, outlining some of the key feedback received and next steps for consulting and engaging on these proposals
- 5.2 Over 1700 individual responses were received through the consultation. Over 1200 of those responding were supportive of biodiversity areas being created across Renfrewshire with support for these areas being created in parks, road side verges, local neighbourhoods and around community facilities. Feedback was provided by communities on how they would like to see the locations taken forward and the type of biodiversity they would like to see developed.
- 5.3 Specifically, views were also sought on a number of potential biodiversity areas across Renfrewshire's communities. From the consultation, 33 locations received 75% or greater support from communities to be developed into biodiversity locations. It is these locations that will be taken forward to be developed into biodiversity areas over the next 3 years, with appendix 2 of this report setting out the 11 locations that will be developed and implemented with communities over the next year. Engagement and involvement of local

communities, community councils and local partnership groups will now commence to discuss the various options for creation of biodiversity areas at each location, on a site by site basis.

- 5.4 All local elected members, Community Councils, Local Partnerships and residents specifically engaged with will be communicated with advising of the outcomes of the consultation and that further engagement that will take place with them in the development of biodiversity locations in their communities.
- 5.5 Further updates on these proposals will be provided to the Climate Change sub-committee in March 2021.

Implications of the Report

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

List of Background Papers

None

Author: Laura McIntyre, Head of Policy and Commissioning
Chief Executive's Service

TABLE OF CONTENTS

Required

[PART 1: PROFILE OF REPORTING BODY](#)

[PART 2: GOVERNANCE, MANAGEMENT AND STRATEGY](#)

[PART 3: EMISSIONS, TARGETS AND PROJECTS](#)

[PART 4: ADAPTATION](#)

[PART 5: PROCUREMENT](#)

[PART 6: VALIDATION AND DECLARATION](#)

PART 1: PROFILE OF REPORTING BODY

1(a) Name of reporting body

Renfrewshire Council

1(b) Type of organisation

Local Authority

1(c) Number of FTE staff in the organisation

6,500

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

1(e) Overall budget of the body

Specify approximate £/annum for the report year.

Budget	
£ 427,986,000	

1(f) Report year

Specify the report year.

Report Year	Report Year Comments
Financial (April to March) 2019/20	

1(g) Context

Provide a summary of the body's nature and functions that are relevant to climate change reporting.

In 2007 all 32 Scottish local authorities signed up to Scotland's Climate Change Declaration. Signatories to the Declaration acknowledging the importance of climate change and were committed to:

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

The climate change report submitted in November 2020 for 2019/20 will be the fifth mandatory submission by Renfrewshire Council, as required by public bodies that are seen as 'major players'.

For public sector bodies, reporting on climate change activity is considered good practice as it:

- Increases accountability and transparency, making it easier for the public to understand how Renfrewshire Council is performing in climate change areas;
- Assists with integrating climate change objectives in corporate business plans and embeds climate change action in all services; and
- Assists with establishing a climate change reporting hierarchy and the mainstreaming of climate change within organisation decision making

PART 2: GOVERNANCE, MANAGEMENT AND STRATEGY

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

Council and Boards 1 April 2019 to 31 March 2020

The Council's agreed framework for decision making and policy development is based on a series of policy boards. In addition to the Leadership Board, Audit, Risk and Scrutiny and Petitions Board, Regulatory Functions Board and Cross Party Sounding Board the Council also operates the following thematic policy boards that reflect policy priorities rather than Council service structures. The boards during 2019/20 were:

- Education and Children's Services Policy Board
- Infrastructure, Land and Environment Policy Board
- Finance, Resources and Customer Services Policy Board
- Communities, Housing & Planning Policy Board

Each of these policy boards will have initiatives that contribute to the Council's work on adaptation and reducing its carbon emissions. In particular activity relating to the Carbon Management Plan, biodiversity, development planning and sustainable development falls within the remit of the Communities, Housing & Planning. Matters relating to waste management, transportation, flooding and the Carbon Management Plan are reported to the Infrastructure, Land and Environment Board.

In September 2020, the Council's Leadership Board agreed to establish a climate change sub-committee. The remit of the sub-committee requires that members provide oversight and scrutiny of the Council's activities on climate change, and specifically its progress in terms of meeting its target of achieving net zero carbon emissions by 2030. The first meeting of the sub-committee took place on 28 October 2020.

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

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

During 2019/20, the Council it established a Climate Emergency Working Group (CEWG) to take forward its response to the climate change emergency it declared on 27 June 2019. Since its establishment, the Working Group has considered a range of evidence on climate change and the changes required to meet its 2030 target for net zero carbon emissions in Renfrewshire.

1. Fuel Poverty Steering Group: A group that meets regularly to discuss ways in which fuel poverty can be reduced. Membership is cross service and includes representatives from other agencies such as the Citizens' Advice Bureau and the Home Energy Scotland (HES). Climate Change considerations are embedded throughout the Council through the following:

- The Council has used the CCAT (Climate Change Assessment Tool) which will help to foster cross-organisational engagement and assessment.
- The Carbon Management Plan contains specific objectives to reduce emissions that are included in the Council's other corporate and strategic documents, including the Council's Plan – "Thriving People, Connected Communities" 2017-22
- Through the Council's procurement service, sustainability and community benefits are considered in the development of all contract strategies. The Sustainability Test has been designed to identify and prioritise the impacts of your procurement across the 3 strands of Sustainable Procurement – Social, Economic & Environmental which climate change considerations.
- The Council's Energy Management Team organise a range of events and awareness raising activities for staff relating to emissions reduction and energy saving throughout the year and across Council services.
- The Council continues to participate in Earth Hour annually which helps to raise awareness to staff of the need to reduce emissions and increase sustainability.

2(c) Does the organisation have specific climate change mitigation and adaptation objectives in its corporate plan or similar document?

Objective	Doc Name	Doc Link
We want the Council to play its part in tackling climate change by focusing on reducing energy use and carbon emissions across all aspects of our operations, making sure that the majority of waste collected is recycled and working with our partners to make Renfrewshire's economy and communities as sustainable as possible.	Renfrewshire Council Plan "Thriving People, Connected Communities" 2017-22"	http://www.renfrewshire.gov.uk/councilplan
Renfrewshire Council has set a target to reduce its total annual carbon footprint by 19,389 tCO ₂ e by the end of financial year 2019/20, this equates to a reduction of 36%.	Renfrewshire Council Carbon Management Plan 2014/15-2019/20. Section 2, page 19.	www.renfrewshire.gov.uk/media/1767/CarbonManagement-Plan-20142020/pdf/CarbonManagementPlan2014-2020.pdf

Environment & Infrastructure has a lead role in creating a sustainable Renfrewshire through increasing its use of alternative fuel in fleet vehicles and its work to increase recycling and reduce waste sent to landfill. In relation to climate change, the service works to put into place appropriate flood management plans. The service will also work with partners to achieve Sustainable Food City Status and to encourage people to enjoy Renfrewshire's green spaces by keeping local streets, town centres, parks and open spaces, clean and attractive.	Renfrewshire Council, Environment & Infrastructure Service Improvement Plan 2019 – 2022.	http://www.renfrewshire.gov.uk/media/9516/Environment--Infrastructure-Service-Improvement-Plan-2019---22/pdf/Environment___Infrastructure_Service_Improvement_Plan_2019-22.pdf?m=1554211701390
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

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

Although the Council has no formal climate change plan or strategy it established a Climate Emergency Working Group (CEWG) to take forward its response to the climate change emergency it declared on 27 June 2019. Since its establishment, the Working Group has considered a range of evidence on climate change and the changes required to meet its 2030 target for net zero carbon emissions in Renfrewshire.

A number of recommendations from the group have been brought forward to inform a programme of work, and actions to be taken to both reduce and offset carbon emissions, with a primary focus on the reduction of carbon emissions. The key recommendations focus on the actions that the Council can take to:

- Adapt its existing practices to reduce carbon emissions e.g. transport, waste, energy.
- Offset carbon emissions from its activities
- Engage with businesses, communities and citizens
- Support required changes to culture and behaviours; and
- Innovate and develop expertise to maximise external investment opportunities.

Topic area	Name of document	Time Period Covered
Adaptation	Renfrewshire Local Development Plan – Strategic Environmental Assessment	2014 - 2019
	Renfrewshire Proposed Local Development Plan – Strategic Environmental Assessment	2021 - 2026

Business travel	Carbon Management Plan	2014/15-2019/20
Staff Travel	Carbon Management Plan	2014/15-2019/20
Energy efficiency	Carbon Management Plan	2014/15-2019/20
Fleet transport	Carbon Management Plan	2014/15-2019/20
Information and communication technology	Renfrewshire Council Plan	2017 - 2022
Renewable energy	Carbon Management Plan	2014/15-2019/20
Sustainable/renewable heat	Renfrewshire Local Development Plan	2014 – 2019
	Renfrewshire Proposed Local Development Plan	2021 - 2026
	Renfrewshire Local Housing Strategy	2016 - 2021
Waste management	Carbon Management Plan	2014/15-2019/20
Water and sewerage	Carbon Management Plan	2014/15-2019/20
Land Use	Renfrewshire Local Development Plan	2014 – 2019
	Renfrewshire Proposed Local Development Plan	2021 - 2026
	Renfrewshire Local Housing Strategy	2016 - 2021
	Local Biodiversity Action Plan	2018 – 2022
	Core Path Plan	2009 – to date

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

1. At the meeting in February 2020, the Council's Climate Emergency Working Group (CEWG) reported back on the progress achieved to date in terms of responding to the declaration of a climate emergency in June 2019, progress made in terms of responding to climate change to date and identified key recommendations to inform a programme of work, and actions to be taken to both reduce and offset carbon emissions, with a primary focus on the reduction of carbon emissions.

The key early priorities for the Council will be:

- Establishment of a sub-committee of the Council's Leadership Board which would allow the work of the CEWG to continue.
- Ensure climate change has a mainstream focus within the Council, linking to the Placeshaping review as part of Right for Renfrewshire programme and ensuring that the Council has aligned staffing resource and developed the required expertise to deliver on this agenda.
- The development of an adaptation plan for Renfrewshire Council within the next 6 months which sets specific targets for carbon emissions across transport, waste, housing and includes key actions to be taken to achieve net zero by 2030.
- The establishment of a citizens forum or assembly to engage with local people and communities on this agenda in a meaningful way, specifically identifying opportunities to engage with young people around this agenda. Engage with key partners and with the wider business community to collaborate and make impactful change across the whole of Renfrewshire. Engaging with Scottish Government and more widely to identify potential funding streams which could be used to invest in and accelerate the Council's activities.

2. Renfrewshire's Carbon Management Plan 2014/15 – 2019/20: The Council has set a target to reduce its carbon footprint by 19,389 t CO₂e (36%) by the end of the financial year 2019/20, building on the reduction of 28% that was achieved through the previous CMP. A range of projects have been identified to achieve this ambitious target focusing on:

- **Upgrade to Efficiency** – continuing to upgrade inefficient buildings and replace inefficient appliances;
- **Build Better** – all new buildings to be sustainably designed and resource efficient through adherence to 'Renfrewshire Councils Sustainable Building Design' document;
- **Move to clean power** – continue with the purchase or generation of electricity from renewable sources;
- **Fuel efficient transport** – continued investment in cleaner vehicles;
- **Waste** – increase recycling rates from domestic properties and reduce the quantity of waste being sent to landfill;
- **Procurement** – continue with, and expand the criteria for the procurement of products that use less energy, last longer and are good for the environment;
- **Awareness** – create a culture of awareness across the organisation through all the areas covered under this Carbon Management Plan.

<http://www.renfrewshire.gov.uk/media/1767/Carbon-Management-Plan-2014-2020/pdf/CarbonManagementPlan2014-2020.pdf?m=1459247197793>

3. Flood Risk Prevention:

Reducing flood risk is crucial as climate change in Scotland may affect the impact that flooding has across the country. The Flood Risk Management (Scotland) Act, 2009 introduced a sustainable and modern approach to flood risk management reflecting Scotland's needs and accommodates the impacts of climate change. The Flood Risk Management (Scotland) Act, 2009 requires the Council to:

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

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

- Surface Water Management Plan / Study of Hillington / Cardonald / Penilee area jointly progressing with Glasgow City Council to identify the most sustainable suite of options to manage flood risk from all sources. Completion is imminent regarding Renfrewshire Council's collaboration agreement, as proposed measures are wholly within GCC boundaries, and wholly benefiting GCC, for this cross Local Authority Boundary catchment investigation.
- An integrated catchment study with Inverclyde Council and Scottish Water covering the Erskine Waste Water Treatment Catchment area (i.e. all of Renfrewshire excluding Paisley, Langbank, Lochwinnoch and Renfrew sewerage catchment areas) is ongoing. The study will identify the catchment needs resulting from the combined flood risk from the interaction between sewers, rivers and surface water and will inform future surface water management plans and flood studies to identify the most sustainable combination of measures to reduce overall flood risk to the community, infrastructure, the environment and cultural heritage.

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

4 The Local Development Plan

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

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

The Renfrewshire Local Development Plan and the Proposed Plan are supported by a number of documents including an Environmental Report and Habitats Regulation Appraisal. These documents help ensure that the protection and enhancement of the environment is central to the plan and that policies, proposals and strategies support measures to adapt to the likely effects of climate change and do not have a significant negative impact on the environment.

The Proposed Local Development Plan was approved by Communities, Housing & Planning Policy Board on the 12th March 2019 as the settled view of the Council. Extensive consultation has been carried out in preparing the Renfrewshire Proposed Local Development Plan and the twelve-week consultation period ended in June 2019 with 1,444 representations submitted. This consultation is a statutory requirement which allowed individuals, community organisations, businesses land owners, developers and public agencies to submit representations to the Council on the content of the Plan. Following the extensive consultation the Council prepared a response on the issues and the Proposed Renfrewshire Local Development Plan was submitted to the Directorate for Planning and Environmental Appeals on 31st January 2020 for Examination. The Examination commenced on the 12th May 2020. Once through Examination and any modifications are made to the Plan where required, the Council will adopt the Renfrewshire Local Development Plan replacing the existing adopted Renfrewshire Local Development Plan. The Plan is programmed for adoption early in 2021.

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

5. Investment in Renfrewshire:

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

The ongoing regeneration of Community Growth Areas at Johnstone South West and Dargavel Village, Bishopton are underpinned by plans which seek to positively impact on the environment, particularly through integrated green infrastructure which address surface water, access and habitat improvements.

In 2019 the Council supported the community of Spateston, a residential neighbourhood within the town of Johnstone, to prepare a local Place Plan for the area, providing a framework for a range of social and economic initiatives, community activities and local environmental improvements.

Renfrewshire's City Deal Projects

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

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

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

Bid Legacy:

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

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

Strategic Housing Investment Plan

The Strategic Housing Investment Plan sets out how investment in affordable housing will be targeted to meet the objectives of Renfrewshire's Local Housing Strategy 2016-2021 and meet the affordable housing supply target of 200 homes each year to 2021. A new draft Strategic Housing Investment Plan which covers the period 2021/22 to 2025/26 was approved in October 2020.

The Strategic Housing Investment Plan supports the building of new homes in sustainable locations which helps regenerate communities including the re-development of vacant sites and regeneration at Paisley West End, Millarston, Glenburn and Ferguslie and the delivery of new Council

homes at Johnstone Castle and Dargavel Village. The Strategic Housing Investment Plan continues to encourage and maximise opportunities for energy efficiency and promote the incorporation of greener measures in future new build developments.

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

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

As such, our initial scores are as follows and were achieved using the CCAT prototype in December 2014.

Governance = 50%,

Mitigation = 95%,

Adaptation = 17% and

Behaviour Change = 46%.

2(h) Supporting information and best practice

Place Plans:

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

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

Guidance has been prepared by the Council to support other communities across Renfrewshire to prepare Place Plans, providing the basis for further environmental enhancements within the area.

Green Network Blueprint:

As a member of the Glasgow and Clyde Valley Green Network Partnership (GCVGNP), Renfrewshire Council has contributed to the publication of a Green Network 'Blueprint' document which provides a strategic framework for identifying key access and habitat assets across the area and future opportunities for their protection and enhancement. The Blueprint aligns with proposals in the Renfrewshire Core Path Plan 2020 and the outcomes of habitat assessment undertaken with GCVGNP are informing the development of emerging revision of the Renfrewshire Core Path Plan and delivery of actions in the Renfrewshire Biodiversity Action Plan.

Renfrewshire Biodiversity Action Plan:

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

PART 3: EMISSIONS, TARGETS AND PROJECTS

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

3b Breakdown of emissions sources

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

Emission source	Scope	Consumption data	Units	Emission factor	Units	Emissions (tCO2e)
Grid Electricity (generation)	Scope 2	19,658,543	kWh	0.25560	kg CO2e/kWh	5,024.7
Grid Electricity (transmission & distribution losses)	Scope 3	19,658,543	kWh	0.02170	kg CO2e/kWh	426.6
Natural Gas	Scope 1	45,406,651	kWh	0.18385	kg CO2e/kWh	8,348.0
Water - Supply	Scope 3	239,354	m3	0.34400	kg CO2e/m3	82.3
Water - Treatment	Scope 3	227,386	m3	0.70800	kg CO2e/m3	161.0
Diesel (average biofuel blend)	Scope 1	1,237,129	litres	2.59411	kg CO2e/litre	3,209.2
Petrol (average biofuel blend)	Scope 1	89,480	litres	2.20904	kg CO2e/litre	197.7
Car - diesel (average - unknown engine size) miles	Scope 3	1,135,550	miles	0.27901	kg CO2e/mile	316.8
Grid Electricity (generation)	Scope 2	5,428,572	kWh	0.25560	kg CO2e/kWh	1,387.5
Grid Electricity (transmission & distribution losses)	Scope 3	5,428,572	kWh	0.02170	kg CO2e/kWh	117.8
Grid Electricity (generation)	Scope 2	19,658,543	kWh	0.25560	kg CO2e/kWh	5,024.7
All Waste						2,439.0
					Total	21,710.7

3c Generation, consumption and export of renewable energy

	Renewable Electricity	Renewable Heat	
--	-----------------------	----------------	--

Technology	Total consumed by the organisation (kWh)	Total exported (kWh)	Total consumed by the organisation (kWh)	Total exported (kWh)	Comments
Photovoltaic	187,984	62,491	1,674,460	0	50% of all generation for PV arrays less than 30kW are exported.
Biomass					

3d Targets										
Name of Target	Type of Target	Target	Units	Boundary/scope of Target	Progress against target	Year used as baseline	Baseline figure	Units of baseline	Target completion year	Comments
Carbon Management Plan	absolute		tCO2e reduction	All emissions	23681	2012/13	53515.01	tCO2e	2019/20	The reduction from 53,515 tonnes to 23,681 tonnes is a saving of 55.7%.

Projects and changes

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

Emissions source	Total estimated annual carbon savings (tCO ₂ e)	Comments
Electricity	85	LED and PV
Natural gas	120	New Gas boilers, BMS and heating controls at various buildings
Other heating fuels	227	Conversion from Oil to biomass
Waste	671	Increased Recycling
Business Travel	68	Introduction of electric pool cars
Water and sewerage	-	Water and sewerage
Travel	-	Travel
Fleet transport	-	Fleet transport
Total	1,171	

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

Project name	Funding source	First full year of CO ₂ e savings	Are these savings figures estimated or actual?	Capital cost (£)	Operational cost (£/annum)	Project lifetime (years)	Primary fuel/emission source saved	Estimated carbon savings per year (tCO ₂ e/annum)	Estimated costs savings (£/annum)
Conversion from Oil to biomass	Capital	227	Actual	400,000		25	Gas oil litre	Conversion from Oil to biomass	Capital
New Gas boilers, BMS and heating controls at various buildings	Capital	120	Estimated				Natural Gas	New Gas boilers, BMS and heating controls at various buildings	Capital
Increased recycling		671	Actual				Refuse Municipal to Landfill	Increased recycling	

3g Estimated decrease or increase in the body's emissions attributed to factors (not reported elsewhere in this form) in the report year	0
-------------------------------------------------------------------------------------------------------------------------------------------------	---

3h Anticipated annual carbon savings from all projects implemented by the body in the year ahead		
Source	Saving	Comments
Electricity	386	Largest saving from migrating data centre to the cloud.

PART 4: ADAPTATION

4(a) Has the organisation assessed current and future climate-related risks?

If yes, provide a reference or link to any such risk assessment(s).

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

The Council's Corporate Risk Register is approved by the Audit, Risk and Scrutiny Board each year and is monitored on an ongoing basis by the Corporate Risk Management Group. The current corporate risk register was approved on 28 May 2019. This includes the Corporate Risk 'Climate change, sustainability and adaptability.' This corporate risk is currently assessed as a moderate risk and is owned by the Director of Finance and Resources. In managing this risk the following is noted within the Corporate Risk Register:

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

The Energy Management Team:

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

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

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

Flood Risk Assessment and Resilience

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

There is a prioritised programme of flood studies and flood surface water plans for several areas across Renfrewshire which commenced in 2017/18. An integrated catchment study with Inverclyde Council and Scottish Water covering the Erskine Waste Treatment Catchment area (i.e. all of Renfrewshire excluding Paisley, Langbank, Lochwinnoch and sewerage catchment areas).

Any studies completed by December 2019 through flood strategy process will be put forward by the Scottish Government for funding prioritisation. A collaborative Surface Water Management Plan with Glasgow City Council covering Hillington and Cardonald will be put forward by Renfrewshire Council. Funding for such studies will be available from December 2022. Capital funding within this is not ring fenced.

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

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

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

Metropolitan Glasgow Strategic Drainage Plan

The Flood Risk Management (Scotland) Act 2009 encourages a coordinated approach to share services and seek economies of scale when tackling flood risk management. A very good example of putting this coordinated partnership working into practice is through the Metropolitan Glasgow Strategic Drainage Partnership (MGSDP) which involves a number of agencies including several local authorities, SEPA, Scottish Water and Scottish Enterprise. The Metropolitan Glasgow Strategic Drainage Partnership vision is to transform how the city region thinks about and manages rainfall to end uncontrolled flooding and improve water quality. The Metropolitan Glasgow Strategic Drainage Partnership hope to achieve this by integrated drainage plans and local surface water management plans delivering a range of integrated measures across the Metropolitan Glasgow area, which includes Renfrewshire

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

Waste Service Change

In December 2018 Renfrewshire Council delivered a transformational waste and recycling service change which significantly altered the way that waste and recycling is collected from households. The service changes completely re-routed collections across the whole of Renfrewshire, affecting 90,000 households, 1200 commercial waste customers.

The objectives of the Council's waste strategy and associated changes to the waste collection service as set out in the report to Policy board in November 2017 were to:

- Reduce the amount residual waste produced by households
- Increase the amount of waste that is recycled
- Segregate recycling material to improve the quality and quantity of recyclate, which would in turn make it easier and more cost effective to process for recycling.
- All of the above supporting transition to compliance with the Scottish Government's objective of recycling 60% of household waste by 2020.

The Service Change was implemented in December 2018, with householders transitioning over December from a two weekly to a three weekly residual waste collection for around 67,000 households; Provision of an additional recycling bin for all Renfrewshire households to separate their recyclate into two distinct streams of paper & cardboard, plastics, cans & glass.

The Service Change has delivered positive outcomes, supporting the strategic objectives of the service change through the approach taken by Renfrewshire's households to reduce their residual waste and presenting more recyclable waste shown through:

- Residual waste tonnage from households dropping by 11.5%
- 42.6% increase in waste presentation from households in their food and garden bins
- Overall increase in recycling, with a 3.8% compared to 2018, taking the recycling figures to June 2019 to 53%
- Processing costs of the separated recycle streams is less than the mixed recycle, delivering the cost efficiency agreed by Policy Board.

The service implemented the second phase of the rollout of the further segregated recycling service across the areas of Erskine. The roll out covered some 3,500 households in the areas of Park Mains, Bargarran, North Barr and Rashielee. A public information campaign was carried out across those areas to let people know what was happening and when. This used local media, social media, direct communications to affected households and a series of public roadshows within the local communities.

Clyde Valley Residual Waste Project, Treatment & Disposal of Residual Waste

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

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

Sustainable Travel Planning

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

Air Quality

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

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

Strategic Planning

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

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

Climate Ready Clyde

The Climate Ready Clyde project is a cross-sector initiative funded by the Scottish Government and the partners include the eight constituent local authorities including Renfrewshire council, University of Glasgow, University of Strathclyde, NHS, Transport Scotland, SPT, SEPA and SGN. The project is to create a shared vision, strategy and action plan for an adapting Glasgow City Region. The project aims to develop a clear strategic approach to allow the City Region to become climate ready in response to the future climate changes. Climate Ready Clyde brings the partners together to work strategically to minimise the risks of climate change and build on the opportunities this brings for our economy, society and environment. The aim is to publish a City Region Adaptation Strategy and Action Plan in late 2020 which will seek to ensure Glasgow City Region's economy, society and environment is not only prepared, but continues to flourish in the face of the impacts arising from the climate crisis.

Renfrewshire Local Development Plan

The Local Development Plan is a statutory document that facilitates and guides the future use of land within Renfrewshire providing a map based guide for shaping the area over the next ten years. The current Renfrewshire Local Development Plan was adopted in 2014 and provides the spatial development strategy for the next 5-10 years. Renfrewshire Council are currently preparing the next Local Development Plan. The Proposed Local Development Plan was approved by Communities, Housing & Planning Policy Board on the 12th March 2019 as the settled view of the Council.

The Proposed Renfrewshire Local Development Plan continues the focus of sustainable economic growth within Renfrewshire, identifying where there are opportunities for change, regeneration and enhancement, and directing developments to locations that are economically, socially and environmentally sustainable. The Plan continues to promote sustainable patterns of development that contribute towards minimising carbon and greenhouse gas emissions and mitigate climate change through the policy framework. Provision has been made in the Proposed Local Development Plan for the promotion of the low carbon economy and mitigation and adaptation through sustainable urban drainage and flooding measures and improvements to the water environment.

Extensive consultation has been carried out in preparing the Renfrewshire Proposed Local Development Plan and the twelve-week consultation period ended in June 2019 with 1,444 representations submitted. This consultation is a statutory requirement which allowed individuals, community organisations, businesses land owners, developers and public agencies to submit representations to the Council on the content of the Plan. Following the extensive consultation the Council prepared a response on the issues and the Proposed Renfrewshire Local Development Plan was submitted to the Directorate for Planning and Environmental Appeals on 31st January 2020 for Examination. The Examination commenced on the 12th May 2020. Once through Examination and any modifications are made to the Plan where required, the Council will adopt the Renfrewshire Local Development Plan replacing the existing adopted Renfrewshire Local Development Plan. The Plan is programmed for adoption early in 2021.

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

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

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

Supporting Successful Places

The delivery of successful and sustainable places is a key focus for the Council. The Council has recognised the need to take account of climate related risks to secure a sustainable approach to place making within Renfrewshire in order to protect its communities now and in the future. This is reflected in the range of work undertaken by the Council in relation to place, including the preparation of Centre Strategies, Local Place Plans and strategies for integrated green infrastructure at the Community Growth Areas of Johnstone South West and Dargavel Village. The delivery of these strategies and projects strongly support the enhancement of natural environment resources across Renfrewshire and reflect policies within the Council's corporate policy framework, such as the Local Development Plan, which support the creation and enhancement of sustainable communities.

Renfrewshire's Vacant and Derelict Land Strategy

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

Renfrewshire's City Deal Projects

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

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

The National Manufacturing Institute Scotland (NMIS) is an industry-led international centre at the centre of AMIDS of manufacturing expertise where industry, academia with public-sector support all work together to transform skills, productivity and innovation making. This is an exemplar project showcasing the best of Scottish construction technology and engineering demonstrating new technologies and methodologies. NMIS was the first project to be granted planning consent as part of the AMIDS campus. The second project to be granted consent is the Medicines Manufacturing Innovation Centre (MMIC) which aims to ensure the UK is a technology and innovation leader in pharmaceutical manufacturing. It will plug the gap in support for small molecule manufacturing innovation and drug manufacture. Both projects are high quality innovative designs that fit and take cognisance of the surrounding area, they are sustainable with a BREEAM excellent rated building and grounds and are sustainable. Public realm and amenity space are at the centre of

The AMIDS site which provides the setting for both the NMIS and MMIC facilities. Detailed consideration was given to ensure that the area offered good pedestrian and cycling friendly connections, well designed public realm which has sustainability integrated with rain gardens and other low carbon positive environmental interventions, space for seating, walking and exercise as well as areas of play at the heart of an innovative investment campus.

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

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

This work will provide better links for the communities on both sides of the river including Renfrew, Yoker and Clydebank. The Compulsory purchase Order for the land assembly was confirmed in April 2020.

The environmental impact of the Renfrewshire City Deal projects was considered at a regional level as part of the Clydeplan Strategic Development Plan and again through the Environmental Assessment of Policy E2 - City Deal Investment Framework Policy in the Renfrewshire Local Development Plan Proposed Plan. The environmental impacts of the CWRR and AMIDS projects have also been considered as part of the planning application process for each project, on both a stand-alone and cumulative level to ensure that the potential combined impacts of both projects are fully understood and mitigated where required. The proposed developments been designed to be sufficiently resilient to projected climate changes, but also the surrounding environment is not predicted to encounter any significant climate change effects.

Biodiversity

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

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

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

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

Forestry and Woodland

Renfrewshire Council is working with the other Clydeplan authorities to develop an updated Forest and Woodland Strategy to replace the Glasgow and the Clyde Plan Valley Forestry and Woodland Strategy. The review of the Forestry and Woodland Strategy will take a more detailed look at the role of forestry, the climate change emergency and climate change mitigation and adaptation. This review will feed into guidance which will assist in the protection of existing woodlands and the delivery of national woodland creation targets. It will ultimately set the context for forest management and expansion across Renfrewshire.

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

Building Adaptive Capacity

Energy Awareness

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

Training

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

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

Climate Related Risk Assessment

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

Policies and Plans

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

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

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

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

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

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

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

Partnership working

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

- The Renfrewshire Growing Grounds Forum supports local residents and groups to maintain and increase of the quantity and quality of growing opportunities for people across Renfrewshire. Managed jointly by Renfrewshire Council and Renfrewshire Health and Social Care Partnership, the Forum represents more than 50 organisations including allotment and community garden associations, development trusts and voluntary sector bodies. The Forum has created a valuable support and guidance network for members, including assistance in securing leases, funding advice and specialist growing advice.
- The Council continues to support the Local Outdoor Access Forum which meets to discuss access related matters. It is comprised of access users such as cyclists and walkers, land owners and managers, community groups and local or national organisations. The role of the Forum is to advise on matters of access rights, disputes and supporting the preparation of access strategies and Core Paths Plans.
- The Council are working with partners through the Renfrewshire Strategic Energy Group (RSEG) to promote, develop, and deliver energy strategies and sustainable energy efficient initiatives in Renfrewshire to help achieve national targets. The Local Development Plan Delivery Programme will align with and support the emerging energy strategies and initiatives of the RSEG.
- Through the partnership approach of the Metropolitan Glasgow Strategic Drainage Partnership, being a member of Clyde and Loch Lomond Local Plan District along with the Clyde Area Advisory Group for River Basin Management, Renfrewshire Council aim to support improvements to drainage infrastructure and reduce flooding and flood risk whilst improving the condition of water bodies, improving habitats and enabling development.

Communication

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

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

Education

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

Fair Trade

The Council has continued to support the fair trade movement across Renfrewshire. Working with Street Stuff, Rainbow Turtle, Just Trading Scotland, The Scottish Fair Trade Forum, Cotton Roots (fair trade clothing supplier) and St Mirren Football Club, Renfrewshire were involved in promoting fair trade during a Scottish Premiership match between St Mirren and Livingston on 14 December 2019. Prior to the match, the players conducted their pre match warm up with the Fairtrade and Scottish Fair Trade Forum logos on the front of the shirts, and "Renfrewshire Supports Fair Trade" on the back of the shirts. At the end of the pre match warm up, the shirts were distributed amongst attendees at the match and at half time, a lucky winner was drawn to win a fair trade hamper filled with items from Just Trading Scotland and Rainbow Turtle. The matchday programme featured a page dedicated to fair trade, describing the plans for the day, what fair trade is and why it is important and ways to support fair trade.

The Renfrewshire Fair Trade Steering Group supported a Fair Trade Schools Conference that was held in Tweedie Hall, Linwood on 23 January 2020. The conference was held in the lead up to Fairtrade Fortnight 2020 and the event hosted workshops from Just Trading Scotland and Rainbow Turtle with the focus on the 90kg Rice Challenge, Social Enterprise, Fairtrade Schools Status and Global Citizenship.

On 29 February 2020, Rainbow Turtle hosted a Fairtrade Fortnight ceilidh that was supported by the Renfrewshire Fair Trade Steering Group in the Wynd Centre in Paisley.

The Atrium in Renfrewshire House also hosted Christmas fair trade stalls that were manned by Fair Trade Scotland and Just Trading Scotland. The Steering Group also provided funding to support fair trade stalls at Gryffe High School on the last Friday of every month, with the stalls containing fair trade products from Rainbow Turtle. A fair trade Christmas stall was also held at Erskine Hospital's annual fayre at Ingliston Equestrian Centre in Bishopton.

Dargavel Village, Bishopton

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

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

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

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

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

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

Integrated Green Infrastructure - Johnstone South West

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

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

This provides for a number of linked interventions including the deculverting of watercourses, supported by the creation of swales, new woodland areas and storage ponds.

The Surface Water Management Strategy for the area is now being implemented to support residential development with associated infrastructure and landscape improvements, in line with the masterplan for the area.

Home Energy Efficiency Programme for Scotland –

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

4(d) Where applicable, what progress has the body made in delivering the policies and proposals referenced N1, N2, N3, B1, B2, B3, S1, S2 and S3 in the Scottish Climate Change Adaptation Programme(a) ("the Programme")?

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

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

					<p>Sustainable Urban Drainage Systems) or by restoration in some cases, for example, some of Renfrewshire's peatland habitats.</p> <p>Native woodland and wetlands are particularly important for these purposes and their roles should be recognised through appropriate conservation management. The Council and its partners will aim to maximise the levels of carbon storage and other ecosystem services such as control of soil erosion and water regulation.</p>
Sustain and enhance the benefits, goods and services that the natural environment provides.	N3	Natural Environment		N/A	N/A

Understand the effects of climate change and their impacts on buildings and infrastructure networks.	B1	Buildings and infrastructure networks		<p>SEPA and Renfrewshire Council have worked in partnership to produce the Clyde and Loch Lomond Flood Risk Management Plan which sets the policy framework for the recently reviewed Renfrewshire Local Flood Risk Management Plan.</p> <p>The Council worked closely with SEPA on the review of River Basin Management Plans and will now contribute to the implementation of The River Basin Management Plan for Scotland's River Basin District 2015-2027.</p>	<p>The Renfrewshire Proposed Local Development Plan reflects the requirements of the revised River Basin Management Plan.</p> <p>A Strategic Flood Risk Assessment was undertaken of both the adopted Renfrewshire Local Development Plan and the Proposed Local Development Plan which directs new development to areas with little or no flood risk, thereby ensuring that the overall risk of flooding is not increased.</p> <p>This is an important element of the climate risk assessment for land use within Renfrewshire.</p> <p>Officers also attend the Clyde Area</p>
------------------------------------------------------------------------------------------------------	----	---------------------------------------	--	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

				<p>The Climate Ready Clyde project has a shared vision, strategy and action plan for an adapting Glasgow City Region. The project aims to develop a clear strategic approach to allow the City Region to become climate ready in response to the future climate changes. Climate Ready Clyde brings the partners together to work strategically to minimise the risks of climate change and build on the opportunities this brings for our economy, society and environment. The aim is to publish a City Region Adaptation Strategy and Action Plan by 2020</p>	<p>Advisory Group and have worked with SEPA officers to identify potential projects for Water Environment Fund inclusion and the Council's responsibilities under the Water Environment Act.</p>
Provide the knowledge, skills and tools to manage climate change impacts on buildings and infrastructure.	B2	Buildings and infrastructure networks		N/A	N/A
Increase the resilience of buildings and infrastructure networks to sustain and enhance the benefits and services provided.	B3	Buildings and infrastructure networks		<p>The Renfrewshire Local Development Plan and the Proposed Local Development Plan reflect Scottish Government policy and guidance on flooding.</p> <p>.</p>	<p>The ongoing work between the Council and SEPA relating to flooding and the development of the Clyde and Loch Lomond Flood Risk Management Strategy has set a framework for action for the Council to address flooding in areas at most risk.</p>

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

				opportunities which are located beside or close to existing active travel, public transport and road networks.	
				Clydeplan was approved by Scottish Ministers on 24th July 2017	<p>Renfrewshire Council has been fully involved in the development of the Strategic Development Plan – Clydeplan.</p> <p>Climate change adaptation is incorporated throughout Clydeplan and it sets the framework which supports the region to build resilience and adapt ensuring the City Region is a low carbon place. Clydeplan has set the policy framework for the emerging Renfrewshire Local Development Plan</p>
				The Renfrewshire Local Housing Strategy was adopted by Renfrewshire Council in January 2017 following extensive public consultation. Seven strategic outcomes are identified in the Strategy, including' Outcome 4: Homes are fuel efficient and fuel poverty is minimised'. Climate change and adaptation are considered in conjunction with reducing Fuel Poverty and improving the energy efficiency of Housing Stock.	The annual update of the Local Housing Strategy has been prepared. It highlights key achievements and progress in the delivery of the identified Strategic Outcomes and Actions in the Local Housing Strategy 2016-2021 facilitated by housing providers and partners over the last year.
				The Renfrewshire Fuel Poverty Strategy reflects the commitment of Renfrewshire Council and its community planning partners to reaching the Scottish Government's target to eradicate fuel poverty.	The revised Fuel Poverty Strategy seeks to tackle the factors that put householders at risk of fuel poverty that the Council and partners can influence.

				<p>The UK government has also made significant changes through the Welfare Reform programme that will affect people's income levels. These changes present both a key opportunity and challenge to reduce fuel poverty.</p> <p>The Renfrewshire Strategic Energy Group (RSEG) has been set-up to promote, develop, and deliver energy strategies and sustainable energy efficient to help reduce fuel poverty across Renfrewshire.</p>	<p>It seeks to build on existing partnerships and procedures to refocus our approach to tackling fuel poverty in Renfrewshire.</p>
				<p>The Council recognises its responsibility to meet the requirement of the Energy Efficiency Standard for Social Housing (EESH).</p> <p>The approved Renfrewshire Fuel Poverty Strategy contains a range of measures to assist in meeting the milestones set through the Standard.</p>	<p>Renfrewshire Council and partner Local Housing Associations continue to be successful in securing funding through the Home Energy Efficiency Programme for Scotland Area Based Scheme (HEEPS:ABS) and the Energy Company Obligation (ECO) for a range of projects.</p> <p>The Council is required to ensure that all stock achieves the minimum energy rating under the Energy Efficiency Standard for Social Housing (EESH) by the first milestone of 31 December 2020.</p> <p>The EESH will be achieved through the capital funding plans for planned investment programmes, together with Government sourced supplementary funding (e.g. HEEPS:ABS) and other external sources such as ECO.</p>

Understand the effects of climate change and their impacts on people, homes and communities.	S1	Society		N/A	N/A
Increase the awareness of the impacts of climate change to enable people to adapt to future extreme weather events.	S2	Society		We've spent about £10 million on flood schemes. This has let us build flood prevention schemes and introduce good maintenance and management measures in watercourses and culverts. The flood prevention schemes which have been built have been shown to be effective in reducing flooding and local communities have benefited from a range of awareness raising and capacity building initiatives intended to build resilience in areas affected by flooding. Leaflet campaigns and public events have been held and information is available through the Council's website.	The Council works in partnership with Inverclyde and East Renfrewshire to provide its Civil Contingency Service. Risks associated with flooding, infrastructure and other incidents are monitored and regularly reviewed by the Council and its Risk Management Partners.
Support our health services and emergency responders to enable them to respond effectively to the increased pressures associated with a changing climate.	S3	Society		N/A	N/A

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

Strategic Development Plan

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

Renfrewshire Local Development Plan

Following the framework set by the Strategic Development Plan, the adopted Renfrewshire Local Development Plan provides the land use policies and proposals to support sustainable economic growth and a low carbon economy for Renfrewshire. The Proposed Renfrewshire Local Development Plan was published in early 2019 and is currently under examination by the Scottish Ministers. It is anticipated that the Local Development Plan will be adopted early in 2021. Policies in the Proposed Renfrewshire Local Development Plan relating to climate change have been strengthened where required in line with Scottish Planning Policy.

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

Policies and Plans

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

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

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

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

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

N1-8

Renfrewshire Council regularly updates its flooding data and has worked closely with SEPA and other local authority partners on the development of the Clyde and Loch Lomond Local Flood Risk Management Strategy (December 2015) and the Clyde and Loch Lomond Local Plan District Local Flood Risk Management Plan (June 2016).

The Flood Risk Management Plan was published in June 2016 and describes the agreed ambition for managing flooding and the priority of actions to be taken forward to deliver this. The Flood Risk Management Plan provides additional detail on the local responsibility, funding, prioritisation and coordination of actions. Taken together, these documents are the single point of reference for the public in describing the response and commitment of public bodies to address flooding.

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

N1-10

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

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

N2-2

The Nature Conservation (Scotland) Act 2004 created a duty on public bodies to further the conservation of biodiversity. The Renfrewshire Biodiversity Action Plan 2018-2022 was published in May 2018. The Wildlife and Natural Environment (Scotland) Act 2011 requires public bodies to publish a report every three years on the actions taken to meet biodiversity duty.

The next Renfrewshire Biodiversity Duty Report is due to be published in early 2021 and will illustrate the progress on the positive and ambitious approach to biodiversity conservation and promotion set out in the Biodiversity Action Plan.

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

The Proposed Renfrewshire Local Development Plan was published in early 2019 and is presently with the Scottish Ministers for examination. The Proposed Renfrewshire Local Development Plan provides the land use policies and proposals to support sustainable economic growth and a low carbon economy for Renfrewshire and reflects other council corporate documents such as the Biodiversity Action Plan and Access Strategy.

N2-11

Renfrewshire Council contributed to the development of the Forest and Woodland Strategy for the Clydeplan area as part of the development of Clydeplan Strategic Development Plan. Renfrewshire Council are working with the other Clydeplan authorities to develop an updated Forest and Woodland Strategy and a draft will be published towards the end of 2020.

The review of the Forestry and Woodland Strategy will be taking a more detailed look at the role of forestry and climate change mitigation and adaptation. This review will feed into a Forestry and Woodland Guidance which will assist in the protection of existing woodlands and the delivery of national woodland creation targets.

B1-13

The Clyde and Loch Lomond Local Flood Risk Management Strategy (December 2015) and the Clyde and Loch Lomond Local Plan District Local Flood Risk Management Plan (June 2016) are now in place.

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

B1-14

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

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

B3-3

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

The State of the Environment Report provides a robust information base for the Strategic Environmental Assessment of the Renfrewshire Local Development Plan and has informed the emerging Local Development Plan. The State of the Environment Report is updated on a regular basis.

The publication of the State of the Environment Report is an important step in the monitoring process as trends can be identified and the indicators show if the status of indicators is improving, deteriorating or if there is no change. Planning applications stemming from the development plan are also monitored.

B3-6 and B3-7

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

S2-5

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

4(h) Supporting information and best practice

Carbon Management Plan Implementation

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

Risk Management

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

Sustainable Places and Regeneration

Advanced Manufacturing and Innovation District Scotland

The Advanced Manufacturing Innovation District Scotland (AMIDS) will be based next to Glasgow Airport and is expected to put Renfrewshire at the heart of Scotland's manufacturing industry, estimated to create up to 6,000 jobs and boost Scotland's manufacturing sector by £535million in GVA a year. Renfrewshire Council's City Deal Project Team, responsible for the delivery of the enabling infrastructure for the AMIDS at the Glasgow Airport Investment Area site, is committed to the most sustainable approach and delivery of the project. It was therefore decided that PAS 2080 'Carbon Management in Infrastructure' was to be embedded in the delivery of the project from the outset, beginning with developing the designs. Applying the standard to the scheme meant reducing carbon throughout its lifecycle: from the design and construction process to operations, and ultimately by cutting end user emissions.

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

Acknowledging the importance of supply chain involvement, carbon reduction was incorporated as a key metric within the procurement process. Tendering contractors were assessed based on their technical and professional understanding of PAS 2080 principles, and subsequently challenged to demonstrate their ability to reduce carbon by a further 20% against the specimen design baseline using a consistent carbon accounting methodology. Contractual requirements were also established for the successful tenderer to ensure the continued measurement and monitoring of carbon throughout construction. Using the PAS 2080 process, has enabled the project to become a low-carbon industry leader and achieving significant carbon savings. Optimisation during the design stage resulted in savings of nearly 6,000 tonnes of carbon, and further reduction is anticipated during project construction. Overall, carbon

savings of at least 6,500 tonnes are expected in association with cost savings of nearly £12M. Early findings from the GAIA project clearly show the carbon and cost benefits of effective carbon management at early design stages.

Centres

Renfrewshire Council secured funding to deliver a second heritage-led regeneration project in the Paisley Town Centre Conservation Area. The £4.5 million pound project is funded by Renfrewshire Council, Heritage Lottery Fund and Historic Environment Scotland and will be delivered over a 5-year period from 2016 to 2021. The project continues to invest in successful partnerships; develop skills; animate the streetscape; and build on best practice and offers the opportunity for climate change adaptability and conservation enhancement.

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

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

PART 5: PROCUREMENT

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The council's new or rebuilt properties are continuing to achieve A+ energy efficiency rating and B rating for environmental impact for CO₂ emissions as a minimum

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

5(c) Supporting information and best practice

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

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

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

PART 6: VALIDATION AND DECLARATION

6(a) Internal validation process

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

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

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

6(b) External validation process

Planning Performance Framework

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

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

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

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

Strategic Environmental Appraisal

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

Local Development Plan Examination

The Local Development Plan examination deals with issues that have arisen through the Proposed Plan that remain unresolved. Any outstanding objections are subject to Examination by Independent Reporters appointed to act on behalf of the Scottish Ministers. The Reporters weigh up the issues whilst considering input from a variety of sources and stakeholders before reaching a conclusion and a recommendation.

On completion of the Examination, the Reporter prepares and publishes their recommendations and submit those to Renfrewshire Council. The Examination report and the Council's responses to the Reporter's recommendations will be made available for public inspection. If required Renfrewshire Council will then modify Renfrewshire Proposed Local Development Plan in light of the Reporter's recommendations.

The Clydeplan Strategic Development Plan (2017) and the Adopted Renfrewshire Local Development Plan (2014) were subject to examination prior to their adoption.

1,444 representations were submitted in response to the Proposed Local Development Plan consultation. These representations were grouped into 23 issues. Schedule 4 Reports detailing each of the 23 issues were prepared and along with all the supporting evidence this was submitted to the Scottish Ministers on the 31 January 2020 for examination. The Examination into the Plan is will progress throughout 2020 and adoption of the Renfrewshire Local Development Plan is anticipated early in 2021.

Appendix 2

<u>Ward</u>	<u>Location</u>	<u>Town/ Area</u>
2	Montgomery Avenue/Road - Strip Adjacent to M8	Paisley
3	Verge within Barshaw Park at Oldhall Road	Paisley
4	Woodside Park - Located in Woodland Area	Paisley
8	Auchenlodment Road	Johnstone
9	Cunningham Road - Residential Tree Embankment	Kilbarchan
9	Lochwinnoch Recreation - Waterway Biodiversity	Lochwinnoch
10	Mill Lade - Waterway Biodiversity	Linwood
10	Shaw Place	Linwood
11	Station Road - Strip Adjacent to Railway	Bishopton
12	A726 Central Reservation at Centreholm Roundabout	Erskine
12	Erskine Shopping Centre Embankment - Adjacent to Steps	Erskine



To: Leadership Board

On: 2nd December 2020

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

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

1. Key Messages

- 1.1 In February 2020 a previous report to the Board updated members on the Council's anticipated financial outlook over the period 2020 – 2023 and the work progressed to prepare for the next phase of the Council's change and transformation programme, "Right for Renfrewshire" (R4R).
- 1.2 The February 2020 report provided members with an update on the first series of changes emerging from the tranche 1 service redesign exercises. R4R represents a strategic programme, that is key to supporting both the Council's medium term financial strategy but also the strategic objective to modernise and ensure services across the Council remain sustainable and best placed to meet the most important objectives of the Council and Renfrewshire's citizens. In this context and in parallel to the proposed implementation programme for the tranche 1 service redesigns following the February report, it was planned that work would commence over the first half of 2020 to scope the next tranche of the programme.
- 1.3 The Council's medium term financial strategy had established a central planning scenario of being required to secure £25 million of transformational savings from the Right for Renfrewshire (R4R) programme over the period 2020-23. The 2020/21 budget incorporated the planned delivery of savings arising from the first tranche of R4R changes which were forecast to deliver only circa £5.8 million of recurring savings over the period 2020 - 22.
- 1.4 Following the onset of the coronavirus pandemic in the first quarter of 2020, the R4R programme was formally paused in response to the Council and its resources being fully focused on managing the COVID19 response. The delivery and implementation of the initial tranche one R4R transformation changes have been disrupted and delayed; as has work to bring forward and develop the second tranche of R4R transformation changes intended to support the delivery of the much more significant balance of savings of circa £19 million over the remaining period 2021/22-2022/23.

- 1.5 It was previously reported to the Board that as part of the tranche 1 service redesigns a net reduction of around 130 full time equivalent posts across services was planned to be facilitated predominantly through the release of employees under voluntary severance. As part of managing the Council's COVID19 pandemic response coupled with recognising the delay to the implementation of the transformational change, a number of the planned staff releases were postponed to the end of 2020/21 through voluntary agreement with individual staff members. This approach sought to support wider Council capacity during the pandemic response whilst seeking to continue to ensure a structured and well managed release programme aligned to the process of change and transformation, mitigating the risk of service disruption.
- 1.6 As reported to full Council in September as part of the updated Financial Outlook report, the pace at which the Council is able to step back up and deliver this strategic transformation programme over the medium term period is subject to significant uncertainty and will require to be balanced with the ongoing demands placed on the Council from both the COVID19 emergency as well as the increased demands to support the subsequent social and economic recovery across Renfrewshire.
- 1.7 This report provides the board with predominantly an update on the revised implementation arrangements for the tranche 1 service redesigns, which the Corporate Management Team have been focused on remobilising over recent months. COVID19 continues to significantly impact corporate capacity and this is now expected to continue well into 2021. Therefore, it is likely that work to establish plans for further tranches of change projects will be similarly pushed back into 2021.
- 1.8 Notwithstanding and as outlined in more detail in the report, the experience of the COVID19 response has in some instances reaffirmed existing direction of travel and indeed accelerated some aspects transformation. This has been particularly true in respect to the digitisation of services, where uptake in transacting digitally with the Council and households registering to use the Council's Customer Portal having both accelerated significantly during the pandemic. Additionally, the scale of response from communities to provide support to the most vulnerable across their own areas and work in partnership with the Council throughout the pandemic has provided strong real time validation that the underlying principles of the Community Development redesign were sound and that even more potential exists to work much more effectively and productively with communities . The scale of the community response during COVID19 has provided a solid foundation and a real opportunity to successfully build upon this experience and support the enablement of locality based multi-functional teams aligned to the Local Partnership Boundaries which strengthen connections across services and to the community and third sector groups, creating more integrated joined up services which are responsive to local needs, and are simpler to navigate from the perspective of the service user/ customer or citizen
- 1.9 In addition, although the objective to secure £25 million of recurring savings from the R4R programme remains a major and very necessary objective to support the financial sustainability of services, it is now expected that the phasing of future savings arising from the programme will unavoidably change significantly from that previously assumed as part of the medium term financial plan.
- 1.10 Notwithstanding, the delivery of sustainable savings from the R4R programme has quickly become much more critical as a consequence of the impact of COVID19, with achieving medium term financial sustainability now an acute challenge for the Council.
- 1.11 This significantly heightened financial risk profile reinforces the need for the Council to be decisive, making more substantial and at times more challenging decisions than it has previously in order fully commit to the delivery of significant change and transformation. Without substantial levels of managed transformation and change

delivered at pace once we are beyond COVID19, the Council risks drifting into a financial crisis. Such territory would require the Council to rapidly reduce, cut and downsize services in order to address a growing financial sustainability gap and meet its legal requirement to achieve a balanced budget.

2. Recommendations

2.1 It is recommended that the Board:

- i. Note the latest update on the Right for Renfrewshire Programme.
- ii. Note the progress achieved in relation to the tranche 1 service redesigns and the revised implementation timelines in the context of the disruption caused by the COVID19 pandemic to the programme delivery.
- iii. Note the expectation that the delivery of future savings from the programme is now expected to be significantly altered from previous planning assumptions by the ongoing impact of the COVID19 response and recovery period and that the impact of this significant change has informed the recommended adjustments made to the financial strategy approved by Council in September 2020.
- iv. Note that further reports will be brought to future cycles of the board to provide updates on the progress achieved in relation to the identification of those service areas that will be proposed to constitute tranche 2 of the programme.

3. Background – Right for Renfrewshire

3.1 “Right for Renfrewshire” (R4R) represents the fourth phase of what has become a long term strategic programme, with major change and transformation being consolidated as a permanent and recurring feature of the Council’s strategic agenda.

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

- The Council will be leaner and more efficient, a digitally leading public sector body, doing the right things well, responsive to citizens changing needs and expectations and which prioritises more limited resources to where it can make the biggest positive impact on peoples’ lives across Renfrewshire.
- The Council has a much clearer focus on its core purpose and what it is best placed to deliver, facilitate and enable on behalf of communities, partners, staff and businesses.
- The Council has a much more structured approach to designing services, where there is a clearer basis which underpins the service scope, standards, quality and cost of services that exist.
- The Council is better organised to have more adaptable structures where roles, teams and functions are designed to deliver excellent universal services for all communities whilst focusing our specialist resource on more complex customer needs.
- The Council works better with communities and recognises that the Council’s role will be as much about building capacity to allow communities to play a bigger

direct part in tackling the issues that affect them the most and where the Council enables communities to reach their potential and understand their needs.

- The Council will develop improved collaborative practice with partners to better achieve common goals for Renfrewshire and collectively invest our energy and resources where they make the most impact
- The Council has a workforce focused on where they will make the biggest impact, where all have opportunities to develop careers along clear pathways and feel motivated and positive about being part of the Council. The Council will be a leader in attracting and retaining talent and staff will be better supported to do their jobs and will be more empowered to innovate and find solutions.

3.3. Over the course of the second half of 2019, the Corporate Management Team progressed a significant amount of work to take forward a series of structured service redesign processes across a range of areas of the Council's existing service arrangements as part of tranche 1 of the R4R programme.

3.4 The redesign exercises were framed around functional service groupings cutting across existing service structures and deployed a standardised approach and methodology, creating consistency in both approach and deliverable outputs from each exercise. The following redesign exercises are encapsulated within R4R tranche 1:

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

3.5 The financial strategy at that point was underpinned by a requirement for the R4R transformation programme to support the delivery of £25 million of recurring revenue savings over the medium term period to 2023. An initial phasing assumption of savings of £7 million, £13 million and £5 million was made for each financial year through to 2023. The approved 2020/21 budget ultimately planned for £3.5 million of recurring savings to be released in 2020/21 with a further £2.3 million of linked full year effect savings in 2021/22 from the Tranche 1 service redesigns. To remain broadly in line with the financial strategy at that time, a further £14 million of transformation savings would require to be secured as part of the 2021/22 budget and a further £5 million in 2022/23.

3.6 Members will however be aware, that at the onset of the coronavirus pandemic, a decision was taken to formally pause the R4R programme, recognising the capacity of the Council was required to be fully diverted to support the emergency response. The Council continues to remain on an emergency footing in line with the new Strategic Framework now operating significant restrictions across Scotland as part of the ongoing public health response to managing what is now recognised as the second phase of the pandemic over the winter period.

- 3.7 The corporate management team has over recent months been remobilising the R4R programme with the initial focus on stepping back up implementation of the tranche 1 service designs that were paused earlier in 2020. In addition, due to the requirement to continue to divert resources to supporting the ongoing COVID19 response and subsequent social and economic recovery, it has not been possible despite best efforts to progress any meaningful work in relation to identifying, scoping and developing further tranches of transformational activity.
- 3.8 It is therefore recognised that the R4R programme has and is likely to continue to suffer significant delay in the context of the original three year financial strategy planning horizon. Additionally, there remains a significant risk that even once remobilised and restarted, the pace at which transformation work can progress will continue to be hampered and constrained by the capacity of the organisation continuing to flex to support the changeable demands that emerge from the ongoing emergency response and recovery process.
- 3.9 At this stage, it is now inevitable that the phasing of the targeted R4R savings of £25 million will change significantly from that previously assumed as part of the medium term financial plan. It is likely that only limited further savings will be deliverable during 2021/22, with delivery of the majority of the planned savings pushing back into 2022/23 and potentially extending into a fourth year in 2023/24. The scope, scale and planned savings associated with a second tranche for R4R is expected to be brought forward to the Board in February, to provide financial planning certainty for the 2021/22 budget process. However, it is expected at this stage, that this will be relatively smaller in scale and focused on areas less immediately impacted by the COVID19 demands.
- 3.10 In part in response to the context of the disruption to the transformation programme and delivery of associated savings along with a range of other uncertainties which have increased the risk of significant financial volatility for the Council, the September Council meeting approved a range of adjustments to the Council's financial strategy. However, as outlined to the full Council, such adjustments are temporary in nature, and are designed to: -
- mitigate short term financial volatility risk,
 - mitigate the need to make unstructured service cuts to achieve an immediately balanced budget in 2021/22 and
 - secure the Council time to continue to recover from the COVID19 disruption and remobilise at scale the delivery of managed and sustainable transformational change as originally planned.
- 3.11 As outlined to members previously, R4R is now the primarily vehicle to support delivery of the Council's financial strategy following the natural conclusion of other major contributors such as the long term debt smoothing strategy. In this context, it is a necessity, to secure the financial sustainability of services, that the Council remains highly focused on delivering the R4R transformation programme and securing the targeted £25 million of savings.
- 3.12 Indeed, this has rapidly become much more critical as a consequence of the impact of COVID19, with achieving medium term financial sustainability now an acute challenge for the Council. Should the Council fail to achieve this financial objective or fail to achieve it at the required pace, and in the absence of any unexpected and significant positive change in the key drivers underpinning the Council's financial outlook, there is a severe risk that this will develop into a major financial crisis for the Council over the medium term.

- 3.13 This significantly heightened financial risk profile reinforces the need for the Council to be decisive, making more substantial and at times more challenging decisions than it has previously in order fully commit to the delivery of significant change and transformation. Without substantial levels of managed transformation and change delivered at pace once we are beyond COVID19, the Council will, as referred to above, risk drifting into a financial crisis. Such territory would require the Council to rapidly reduce, cut and downsize services in order to address a growing financial sustainability gap and meet its legal requirement to achieve a balanced budget.
- 3.14 Outlined in the main body of this report are updates in relation to each of the tranche 1 reviews. As covered in greater detail in respect to each individual update, the planned savings from the tranche 1 service reviews remains unchanged in overall terms, but with a material shift in the phasing of recurring savings being released with this now expected to be £1.6 million in 2020/21, £3.5 million in 2021/22 with £0.7 million now expected to slip into 2022/23.

4. Customer Transactions

- 4.1 As previously outlined for elected members, the Customer Transactions service design brings together Customer and Business services functions around mediated access to services and transactional (repeatable), universal business services. The service areas within the scope of the service design exercise sit predominantly within the existing Customer and Business services division within Finance and Resources and encompasses: Customer Service Centres; the Customer Contact Centre; School administrative support; Revenues and Financial support; Payroll and Employee Services; Frontline and administration support for Adult Services and Children's Services; and General administrative support to council services.
- 4.2 The service areas within scope already have a long-established track record of delivering change, transformation and modernisation. This has supported the service over the long term to:
- deliver on a sustainable basis more consistent and reliable services with, in many instances increased access and choice,
 - improve performance and deliver services that are more responsive to both internal and external customer needs,
 - support the release of sustainable cost efficiencies over a long-term period, and
 - support the delivery of income growth and improved income collection performance.
- 4.3 In this context, the Customer Transactions service design has been focused primarily on the delivery of existing transformation and modernisation projects, that seek to accelerate the deployment of new digital capabilities and adoption of underlying service re-design principles.
- 4.4 The key enablers of the planned service transformation are focused upon the full deployment of existing digital capabilities developed in recent years. In this context, the intended direction of travel in relation to service change was already well developed and underpinned by both the successful delivery and implementation of the enabling digital technology and by a range of early proof of concept pilot activity. As previously reported to the Board, the key programmes being taken forward as part Customer Transactions includes the expansion of deployment of Advance Automation, the ongoing development and deployment of Business World, continuing to progress at pace the digital first programme to accelerate the expansion of the digitisation of services, building on the highly successful platform of work achieved to date in relation

to establishing digital capability through the development of the Customer Portal, and lastly Digital Customer Services modernising the offering provided through our existing customer engagement channels.

4.5 Overview of Implementation Progress and Impact of COVID19

The planned programme of implementation work has suffered an inevitable degree of disruption as a result of COVID19. The most obvious impact has been the need to continue to progress this transformational programme remotely, with all associated staff operating from home since late March. Despite the additional challenges such working constraints bring to progressing the critical collaborative work that underpins this work programme, the service has continued to make significant progress. Although there has been inevitable slippage in some areas of planned work, in some instances there has been a very significant acceleration of planned transformational changes in direct response to the demands emerging from the COVID19 response.

4.6 In addition, the advent of COVID19 restrictions has placed very particular demands on the wider public to interact and engage with the Council through digital means as a direct consequence of lockdown restrictions and the closure of face to face contact services. Consequently there has been a marked increase in the shift to digital engagement with monthly digital transactions tripling in volume over the course of 2020 and the number of registered MyAccount users increasing to 69,476 representing more than 4 out of every 5 households in Renfrewshire.

4.7 In addition, the Council's digital capabilities have been critical enablers during the pandemic period to support the rapid deployment of a wide range of financial support measures to families and businesses. The digital capabilities in terms of both the underlying technology but also in-house skills, have ensured large scale application and payment processes have been deployed digitally in a rapid fashion, supporting streamlined and efficient processes from application through to payment.

4.8 Overall, the onset of and period of the core pandemic impact has been less disruptive to the planned delivery of this service design than may have been envisaged, due primarily to the underlying technology capabilities already established and the high level of in-house skills developed over recent years, which ensured the service capabilities remained highly adaptable to the changed working environment.

4.9 Prior to COVID19, the Customer & Business services implementation plan was targeted at supporting the staged release of savings over the course of 2020/21. It was estimated that the overall phasing of associated financial savings would amount to £1 million in 2020/21, increasing to £2.170 million on a full year recurring basis moving into 2021/22. As a result of the associated disruption, it is now envisaged that the full transformational change will now be completed in the lead up to the summer period 2021 changing the shape of the phasing of savings delivery to be broadly £0.8 million in 2020/21, increasing to £1.9 million in 2021/22 with the full year saving of £2.170 million per annum taking effect from financial year 2022/23. In addition to the staffing changes, around £1m of net savings were planned from Council Tax yield growth and this is expected to push back into 2021/22, reflecting the overall disruption to collection activities in 2020/21.

5. Placeshaping

5.1 Members will recall from the update report to the Leadership Board in February 2020 that a service redesign of a range of strategic functions across the Council had been agreed as a Tranche 1 review, including for example Regeneration, Economic Development, Land Use Planning and Development Management, Tourism and the delivery of our key infrastructure programmes focussed on the development of Renfrewshire as a place.

- 5.2 The report identified that Placeshaping was about using our resources and influence to lead, support and promote the wellbeing of our communities and citizens, and that the Council has a strategic role in setting the vision for Renfrewshire as a place, providing political and economic leadership that can bring together the wider public sector, knowledge institutions and our business, voluntary and community organisations to help secure the future well being of Renfrewshire and the people who live here. The report identified that a new approach to Placeshaping at that time was a significant opportunity to work better with partners and ensure everyone benefitted from the economic growth that we were projecting at the start of the year including from the developments at AMIDS, our cultural regeneration programme and the Clyde Mission recently identified by the Scottish Government as a key asset.
- 5.3 Since the onset of the pandemic, the Council has played a key role in Renfrewshire in the crises response, working with partners, industry and communities to both manage the immediate impact of the virus, but also to plan for our economic and social recovery as a place. There has been a real focus in recent months in Renfrewshire on true partnership working between the public, private and third sectors, to deliver an holistic local response to the many challenges we have faced together as a place, with the nation's recovery plans underpinned by a well-being economy. This aligns closely with the objectives of our planned approach to placeshaping. The principles of placeshaping and the need for us to reconfigure and integrate these key services in the Council have been further reinforced and strengthened over the past eight months, to ensure Renfrewshire is in the best possible position to tackle some of the challenges ahead and seize any new opportunities, including the importance of developing a resilient place for now and the future, the impact of new ways of working across Renfrewshire, the increase in opportunities for active travel, and the new challenges for our local economy and being ready to respond to any opportunities through our recovery planning.
- 5.4 Whilst the reorganisation of services has been delayed, and a number of those who had planned to leave the Council agreed, at the Council's request, to remain in service until March 2021 as a direct result of the pandemic, officers are now progressing the reconfiguration of services over the remaining months of the current financial year in order that the planned financial targets (£0.615 million of savings towards the Council's financial strategy through the use of VR/VER reducing the staffing complement 10 posts) can be delivered and services are able to continue to operate effectively once the posts are vacant.
- 5.5 To better support greater integration of specialist functions, sharing of knowledge, skills transfer and ultimately maximise the impact of all these services at the Council's disposal, the main changes to the management arrangements now being progressed includes the identification of the Head of Policy and Commissioning as the strategic lead officer to support the work of the Climate Change Sub Committee and the important work they are leading on the development of the Council's Climate Change Adaptation Plan. This will allow stronger links to be created across a range of Council services engaged in this work including transport, environment, planning and economic development. In addition following the resignation of the previous strategic lead for Future Paisley, this work across the Council and its key partners will be broadened to focus on a wider set of strategic objectives both for Paisley and the wider geography of Renfrewshire, led by the Head of Marketing and Communications, with the cultural lead sitting wholly with the Chief Executive of Renfrewshire Leisure. The management of the work of the City Deal team and the cultural infrastructure team will be brought together to ensure we maximise the skills and resources available to deliver these strategically important programmes, and there will be a reorganisation and integration of the existing regeneration, economic development and planning and development management teams, with a fresh focus on economic recovery, our approach to inclusive growth, ensuring that opportunities for economic investment are available to

all members of our communities, and bringing all of the place planning services together in the Chief Executive's service. Whilst there will be some changes at senior officer level in terms of operational roles and responsibilities, there will be no impact on the political management arrangements. It is anticipated that the changes to the management structures will be implemented by Spring of 2021, and members will be kept fully briefed on any key changes.

- 5.6 Finally, whilst the planned review of surplus land and commercial property have yet to commence, the planned implementation of the new system to enable Development Management to operate digitally remains on track and will be operational from 5th February 2021. As well as providing our Development Management and Building Standards teams with a much improved ICT system, it also gives us the capability to use this to increase the efficiency of our current business processes and modernise ways of working.

6. Community Development

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

- 6.2 The February 2020 report noted the following areas in scope for this service design:

- The Community Development redesign encompasses 190 posts bringing together a number of service functions which operate across a range of existing Council services, working to support communities and building community capacity, including Community Learning and Development, local housing teams including tenancy management and support and housing advice, and the provision of income advice services. The redesign also includes activities and funding streams such as community grants, participatory budgeting, community asset transfer, third sector support, youth diversionary activities, volunteering and participation and community insight and engagement.
- The scope of the design is to be amended to reflect a wider definition of advice services including homelessness and housing advice and income advice services – with a view to developing a streamlined pathway for advice services. In addition, since COVID the establishment of Neighbourhood Hubs and support and development of these hubs should also be added to the scope of this design. The next phase of development work will also look at opportunities to integrate some HSCP and RL activities with the neighbourhood hub model and to look at opportunities for joint commissioning.

6.3 Since the February report there has been significant progress in this service design.

- The service design is on track to deliver the targeted £0.522 million of savings with £0.253 million being delivered in 20/21 and the balance in 2021/22 through a planned and managed reduction in staffing utilising the Council's voluntary severance arrangements as outlined for the Board in February 2020.
- The design of the proposed locality model and pilot approach although paused as a consequence of COVID-19, aspects of the service design have progressed rapidly as part of the COVID19 response including the establishment of neighbourhood hubs which were established in response to the pandemic and which have proven invaluable providing a linkage between communities, volunteers, third sector partners and the council and partner teams who have been working together to support the community through the crisis. In addition the Local Assistance Team was quickly mobilised and brought together members of staff from across service areas to manage inbound and outreach calls and proved a successful model for providing advice and support and enabling linkages to support services for households who needed support including food and income advice.
- Seven neighbourhood hubs have been established broadly correlating with the seven local partnership areas and providing strong foundations for future development of community and third sector relationships. Work will proceed in this next phase to formalise the structures that are required to support the ongoing development of these neighbourhood hubs and to integrate them into the planned locality operating model.
- Through the course of the pandemic many council services including housing and advice services have been delivered by phone and online changing the service access model for these services. There are key learnings from the experience of these new approaches to service delivery that will be taken forward into the next phase of this service redesign with the key next steps to be progressed
 - Develop the structure and resources required to support the continuing development of the neighbourhood hubs.
 - Develop the arrangements required to support the locality operating model.
 - Progress the development of the integrated advice services model.
 - Progress the development of the generic community development model.

7. Community Protection

7.1 Service Redesign Scope

The Community Protection redesign brings together regulatory and enforcement functions with community safety and public protection services. These services:

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

- Provide public assurance and reassurance and contribute to communities feeling safer
 - Deliver on statutory duties in relation to regulation and enforcement
 - Support the development of legitimate businesses and tackle crime and disorder
 - Ensure a safe built environment within Renfrewshire
- 7.2 The Community Protection service redesign builds on the approach developed in Community Safety as part of the previous Better Council programme. The progress achieved on the service redesign as part of the R4R programme has delivered the initial targeted savings in line with the planned programme through the voluntary severance programme and was on track to deliver subsequent savings and changes prior to pause of programme.
- 7.3 Impact of COVID and Brexit
- COVID-19 and Brexit are presenting significant additional challenges in relation to Community Protection. Regulatory functions have experienced significant pressures as part of the Council's COVID-19 response and as part of the Council's statutory duty to keep people safe – including significant new Legislative and Statutory Obligations relating to public health, Test & Protect, supporting businesses, enforcement responsibilities etc. The service has also been instrumental in the establishment and management of the Schools Contact support team and the establishment of a Local Assistance Team to support vulnerable individuals and those required to self-isolate.
- 7.4 In line with similar regulatory services across Scotland, the requirement to redeploy staff to support COVID-19 response activities has impacted on normal day to day food standards and enforcement work leading to a reprioritisation of workload which has been recognised by national agencies relaxing some of their normal expectations and requirements in relation to statutory inspections - however this backlog of work will require to be addressed as soon as possible.
- 7.5 These pressures strengthen the requirement to increase capacity and build resilience in relation to the Community Protection service as outlined in the original R4R commissioning specification. It is therefore now important to continue with the work required to:
- Review and streamline management structures. The service redesign will create a structure of generic posts supporting a relatively smaller proportion of specialist, professionally defined roles. Some specialist support roles will be reduced with key elements of service provision continued in professional and generic roles as appropriate.
 - Develop integrated management structures and shared support activities to cover Roads Parking Enforcement and Licensing within the Communities and Public Protection service and undertake an associated review of the management of the Licensing administrative support function to reflect its more focused remit.
 - Redesign management structures within Communities and Public Protection. This will involve the removal of management posts within community protection and redeployment of postholders into relevant posts within the Developing Communities service

- Identify, consider and evaluate income generating and charging opportunities across a range of activities including a review of licensing, enforcement and other regulatory fees and charges to ensure they are in line with other Councils and the provision of additional services and cost sharing with partners in relation to operation of the Community Safety Partnership Hub.

7.6 Current Position

Since March 2020, the first tranche of staff reductions was released in line with plans through voluntary severance supporting the delivery of £0.164 million of recurring savings during 2020/21. However, as a result of the review process being paused the full delivery of the redesign of the service has not been completed. It is recognised the service resource and capacity is at this point coming under increased strain. In this context, in the short term, regulatory and enforcement capacity will be maintained to ensure the Council's resilience and ability to deliver on statutory and regulatory requirements during the pandemic and as the service and community is impacted by Brexit is maintained.

The initial R4R review recognised that recruitment and training for qualified regulatory roles is difficult, with a shortage of staff nationally with the required skillset and qualifications – meaning growing capacity and retaining experienced regulatory employees was seen as a priority. The restructure proposed as part of R4R was to support the service in meeting this capacity and skills objective.

Given the unique challenges emerging from COVID19 and the impending Brexit it is now proposed to move forward with R4R service redesign as outlined in the original R4R review to establish a stronger and more resilient service focused on prioritising the areas of greatest risk. In the short term to maintain resilience and capacity this will be progressed without further reductions in the staffing structure with the planned reduction being implemented over the medium term pushing the delivery of further planned savings of £0.282 million into 2022/23.

This will support the delivery of the benefits as set out in the original R4R commissioning specification and bypass immediate recruitment and retention difficulties through establishing a 'grow your own' approach to internal team development and training for EHO's (already proven to be successful in Trading Standards) and increase the capacity and resilience of the overall service to meet the challenges of COVID-19 and Brexit.

8. Facilities Management - Catering

- 8.1 In line with plans previously outlined for the Board in February, the school and social care catering services redesign has progressed over this financial year with the planned services changes being undertaken across the school estate with the integration of the community meals service within the Council's catering service accelerated, due to the pandemic, when the Council took over the operational deliver of the service under the facilities management service in March 2020. The community meals service has since been reviewed and redesigned to update menus and delivery logistics, to make the service more efficient through the use of routing technology and resources needed to deliver the service to link in where required with customers planned care visits.
- 8.2 Over the coming months following the completion of the integration process and a move to new delivery models across the school and social care services, further elements of the redesigns will be taken forward. This will include a more detailed redesign of the community meals service, looking at the medium term needs of the service, its assets and to support a growing demand for the service, particularly in the

context of the experience gained through the COVID19 pandemic. It is expected that further redesign changes and efficiencies will emerge through this process that will be incorporated in to the future R4R benefits pipeline.

9. Facilities Management - Office & Service Workspaces

- 9.1 In February this redesign set out to modernise the way in which Council services operate and the role our offices and operational buildings play, recognising the need for less formal desk space and greater use of technology for the workforce and for customers to engage with the Council. The Covid19 pandemic required the Council to transform how it operated overnight, making greater use of flexible technology, using less buildings and the buildings that have been opened used in different ways for different services.
- 9.2 There has been a significant amount of learning undertaken during the pandemic which has informed significantly understanding of how we can work more flexibly in the future, what and how we use buildings and what the post pandemic office and service building could look and operate like. The remote and flexible working model enforced on the Council by the pandemic has accelerated thinking and demonstrated that the Council has the technical capability to operate with a reduced building portfolio, what our key buildings require to deliver and that there are clear opportunities to rationalise and use buildings differently in the future.
- 9.3 The rapid transformation at scale to remote working and the use of flexible technology has shown that moving forward there will be a need for the radical redesign of more flexible work areas within buildings with greater meeting and collaboration space, with the requirement for physical fixed desks for office based staff reducing substantially as the Council transitions towards a “hybrid” remote working model.
- 9.4 The pandemic has informed and allowed early thinking on the key attributes that could underpin a significant strategic shift in our building needs of the future, acting as a catalyst for a much more radical transition to large scale flexible working than would have previously been thought appropriate for an organisation such as the Council.
- 9.5 Nevertheless, it must be recognised that operational delivery during the pandemic is far from normal both in terms of the Council operational arrangements, service demands and indeed the expectations that are placed on the Council by the public. It is important that a major acceleration to a hybrid operating model is not informed solely by the experience through the pandemic but also considers how the Council will operate moving forward, how future services are being redesigned through R4R, how the Council's workforce needs may change and have been altered through the COVID19 experience and lastly the long term and lasting changes that are likely to emerge in how the public and business engage with the Council. In this context planning and design work is commencing now to inform a structured assessment of the scale, timing and investment requirements to support a major strategic shift in the future use of buildings. This was already outlined in the February report to the Board as a medium term programme of work but is likely to accelerate in both pace and potential scale of change moving forward over shorter term period.

10. Facilities Management - Community Facilities Booking and Access

- 10.1 The redesign is intended to support increased utilisation of community assets and create new facilities management roles to support community access to community facilities. From a customer perspective, the focus is on providing a better and more coordinated service aligned to meet needs and requirements as well as improved flexibility through better booking arrangements and more empowered community self management of access and egress arrangements.
- 10.2 Since the start of the pandemic the majority of the Council's community facilities have been closed, with buildings made available to support the delivery of learning,

childcare, neighbourhood hubs and for community groups providing services in support of responding to the pandemic. The planned review of the facilities has continued to progress over the last 6 months with a detailed understanding of the use of community facilities clearly established, identifying the single largest use of community facilities being to provide wrap around childcare focused around school provision.

- 10.3 Over two thirds of all community bookings are in the evening, with the planned redesign of the staffing model moving to a peripatetic model that supports the usage required by communities and which has facilitated as planned the release of £0.200 million of associated savings phased equally across 2020/21 – 2021/22. Access to some of these facilities during the pandemic was undertaken on a self access and egress model. Empowered community self access is one of the key aspects of the redesign and the examples piloted over the last 6 months has proven to be successful and will be taken forward into and inform the longer lasting redesign. As outlined in the original redesign scope, the pricing structure and booking system are being actively reviewed and redesigned over the months ahead to create a simplified pricing structure and digital booking capability. The progress and outcome in relation to these ongoing aspects of the service redesign will be reported to an appropriate future board cycle.

11. Facilities Management - Integrated Hard Facilities Management

- 11.1 The integrated hard facilities management and redesign was put on hold during the pandemic. The work to fully develop the detailed design of the integrated FM service required will restart in early 2021 will be subject to future reporting.

12. Prevention and Early Intervention

- 12.1 Members will recall that the Prevention and Early Intervention service redesign is focused on improving the lives and outcomes of the most vulnerable members of Renfrewshire's communities. The service areas covered by this review are Children's Social Work, Criminal Justice Social Work and Homelessness Services (including Housing Options and refugee resettlement). Work has been undertaken to refine the scope of this review and to strengthen the linkages with the Community Development review. Homelessness services and housing options will now be integrated into the streamlined advice services model as part of the Community Development workstream. The redesign continues to explore opportunities to give even greater attention on prevention and early intervention through a joined up approach, ensuring that services are flexible and provided as early as possible to meet identified needs. The new approaches will require improved working and data sharing across the services and other council operations.
- 12.2 The experience of the current pandemic has reinforced that families, young people and individuals want services/support to be provided at the earliest point when problems or challenges first arise. Many of our services continue to be provided at a point of crisis and this redesign aims to reshape services to allow greater intervention at the first sign of a problem to prevent further escalation.
- 12.3 The primary objective of the redesign continues to be reducing failure demand from crisis situations thus ensuring optimum use of the resources available to the Council. The future service design will ensure that the Council continues to fulfil its statutory obligations whilst building sufficient flexibility to provide more proactive services. There is a recognition that the Scottish Government continues to legislate and set policy objectives in the area of early intervention and targeted services and any redesign will need to be flexible to allow the appropriate response(s).
- 12.4 This redesign will also incorporate the findings of the Independent Care Review which highlights the needs to focus on prevention and early intervention, improve family support and reduce demand for crisis intervention.

- 12.5 At present, the ongoing work is focused on the redesign of the children's residential service, building on the successful approach to addressing the balance of care provided in children's social work; building capacity to provide care and support locally for children who were not able to remain with their own family and to develop a family support model to prevent family breakdown.
- 12.6 Work continues to concentrate on exploring ways to improve how we ensure that children are supported, in the first instance, to remain with their own parent(s). If this cannot be achieved, services should identify safe networks within the child's extended birth family and ensure these are supported. Some children will still require accommodation in foster care or residential care.
- 12.7 The service redesign will focus on improving supports to build sustainability in families and communities, where they are supported to develop solutions to their own issues and challenges. This ultimately will provide better outcomes for families whilst at the same time reducing demand for long term high cost crisis intervention services, naturally reducing costs associated with the provision of both internal and external care services over a period of time.
- 12.8 Further work is also being progressed to consider how the redesign will make better use of data to support improvement work on an ongoing basis, identify the roles and skills of the workforce and the difference services are making. Additionally, work is progressing on the model of leadership and management which will support the shift from a reactive approach to Prevention and Early Intervention approaches.
- 12.10 The Prevention and Early Intervention redesign work was at an early stage when the last report was provided in February 2020, with work predominantly paused between March to October 2020. The workstream design group has now been reactivated to progress the key issues outlined above and continue to contribute to the overall transformation objectives of the programme and also the financial objectives to achieve sustainable cost reductions. However, it is recognised that this service redesign, has constraints in this regard. The release of financial benefits is likely to emerge on a phased basis over a medium term period, recognising the necessary lead in times for change and an objective to maintain stable care environments for those already part of existing arrangements. Additionally, there may be a need for the Council to invest to change in order to ensure stability in existing service provision whilst resources are gradually redirected to early intervention and preventative activities that will support medium to longer term change.

13. Our Values – Communication and Engagement

- 13.1 The Council's final corporate value statements and supporting behaviours were reported to Board in February with a planned roll out across the Council from April. Due to the national COVID-19 lockdown in March 2020 the launch campaign was delayed until June 2020.
- 13.2 The formal Our Values launch took place in mid-June and documented part of the Council's response to the global health crisis and the significant contribution the Council made to support the national response. The crisis provided an unexpected opportunity to demonstrate our values in action as we supported key workers, communities and businesses during unprecedented circumstances; we are fair; we are helpful; we are great collaborators; we value learning. The launch package included:
 - Production of a [launch film](#) featuring our staff and members of the local community together,

- Values [case study films](#) of employee's personal accounts of our values in action and an invitation to all staff to share their stories,
 - Design and publication of [Our Values webpages](#),
 - Design and publication of a Living Our Values guide – issued digitally to council staff and posted in hard copy to those without a council email address,
 - Development of Our Values manager training programme.
- 13.3 Further promotion of the Council's values took place to mark World Values Day in October:
- [senior leaders shared their experiences](#) of the council's response to the COVID-19 pandemic through the lens of our values.
 - Videos and blogs were published to mark the global campaign to highlight values in action.
 - Staff produced a values in action pledge and a [showreel of their photographs is available here](#).
 - Values action plans were developed, enabling teams to consider how values and behaviours can be lived in day-to-day interactions and activities.
- 13.4 To ensure Our Values are embedded long-term in day-to-day council life, a new tone of voice guide and brand model has been developed to inform external council communications with local people and partners through all channels, including face-to-face communications. This includes the development of a new council website. Our values are a key part of the Council's internal communication and engagement strategy and are integrated with HR & OD's People Strategy, supporting policy development across the employee journey and directing effective employee engagement. A key focus has been embedding the values within the Council's recruitment process - including the redesign of the council's My Job Scotland content, and they will be included in all job adverts from 2021. Values training for managers 'Leading Our Values' will be launched on iLearn in November followed by 'Living Our Values' training for all staff from February 2021.
- 13.5 Useful links for members reference are outlined below:
- Our Values Launch Film: <https://youtu.be/YXI5vG--a9c>
 - Case Studies and Senior Leader Stories YouTube Playlist: https://www.youtube.com/playlist?list=PLTB8a5W6y4DXObQjrNf_KelfWoA0E0XzT
 - Senior Leader Story Blogs: <http://www.renfrewshire.gov.uk/article/10755/Senior-Leader-Stories>
 - Our Values pledges showreel (YouTube unlisted): <https://youtu.be/cGpP98jGrOM>
 - Our Values Case Studies webpage : <http://www.renfrewshire.gov.uk/article/10749/Our-Values---Case-Studies>
 - [Living Our Values \(pdf\)](#)

Implications of this Report

Financial – the report references the updated financial outlook for the Council as presented to the September 2020 Council meeting and outlines in detail the critical role the R4R programme will play in addressing the challenge of securing financial sustainability over the medium term.

HR & Organisational Development - as outlined in the report the implementation of service redesigns will support the Council to reduce the size and change the composition of the Council's workforce over the course of the medium term future.

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

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

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

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

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

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

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

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

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

Cosla Policy Position – n/a

Climate Risk – None

List of Background Papers

(a) Background Papers - Financial Outlook 2021-2023 – full Council 24th September 2020

Author – Alan Russell, Director of Finance & Resources



To: Leadership Board

On: 2 December 2020

Report by: Chief Executive

Heading: Best Value Assurance Report – Progress Update on Improvement Plan

1. Summary

- 1.1 On 31st August 2017, the Accounts Commission published the Best Value Assurance Report for Renfrewshire Council. The report provided an updated assessment of the Council and its performance, following on from its last audit in 2006.
- 1.2 Overall the report was positive, providing independent assurance to local residents and businesses on the extent to which the Council is achieving Best Value. At that time, Audit Scotland also provided direction on the key areas which the Council should focus its improvement activities on going forward. The report specifically included 7 recommendations relating to areas such as cross party working, community engagement, partnership working, financial sustainability, workforce planning and governance arrangements.
- 1.3 An action plan which set out the Council's proposed actions to progress these recommendations was approved by Council in September 2017.
- 1.4 This report provides an update on progress achieved to date in relation to each recommendation and any related actions. Initially progress against recommendations was reported to the Leadership Board on a 6-monthly basis, however given the significant progress achieved to date, this was amended to reporting on an annual basis as agreed with Audit Scotland.
- 1.5 The annual progress report also includes actions relating to best value which have been recommended by Audit Scotland within its Annual Audit Report. The recently published Annual Audit Report for 2019/20 prepared by Audit Scotland, found that the Council is continuing to make good progress in addressing the recommendations

from the 2016/17 Best Value Assurance Report. In their annual report, Audit Scotland identified potential risks due to the impact that COVID-19 has had on local authorities and recommended an action for the Council to implement on this basis.

- 1.6 The context in which the Council is operating and delivering services against, has changed significantly since the Best Value Assurance Report was published in 2017. In particular since the emergence of the pandemic in early 2020 the organisation as had to respond and adapt at pace to a fundamental level of change, and will be required to continue to do so into the longer term as the full impact of pandemic on the Council's financial position, the local economy and local citizens and communities is realised. The recommendations within the Best Value Assurance Report and linked improvement plan do remain very relevant, and the ongoing work with the Council's external auditors continues to support the organisation's ongoing improvement.

2. Recommendations

- 2.1 It is recommended that members:
- Note the progress achieved in terms of implementing the BVAR improvement plan as detailed at appendix 1.

3. Background

- 3.1 The statutory duty of Best Value was introduced in the Local Government in Scotland Act 2003. The audit of Best Value is a continuous process that forms part of the annual audit of every council. Audit Scotland reviewed the methodology used to audit Best Value in 2015, and introduced a new approach based on a 5-year programme of engagement and audit, intended to provide greater reassurance to citizens on the extent to which all local authorities are achieving Best Value. Audit Scotland were appointed as the Council's external audit team for this purpose.
- 3.2 Renfrewshire Council was the second of six Councils selected to receive a Best Value Assurance Report in Year 1 as part of the new approach, with the subsequent report published by the Accounts Commission in August 2017. The report included 7 specific recommendations, as set out in Appendix 1 to this report.
- 3.3 Whilst the Best Value Assurance Report is published only once during a 5-year period, the Council's arrangements in terms of progressing and achieving best value are also considered within the Annual Audit Report published each year by Audit Scotland. A small number of recommendations have been made through the Annual Audit Reports, and progress against those pertaining to best value are tracked and reported within each update report to the Leadership Board.

4. Progress Update – Improvement Plan

- 4.1 Significant progress has been achieved in relation to the current improvement plan. A detailed update is provided in Appendix 1 which includes progress updates in relation to the original recommendations made by Audit Scotland in 2017 and in

relation to a small number of recommendations by Audit Scotland within their Annual Audit Reports thereafter.

4.2 The Annual Audit Report for 2019/20 was published in November 2020, and noted this progress, with Audit Scotland stating that: “The Council has an appropriate and effective best value framework in place... The Council continues to make positive progress addressing the recommendations contained in our 2016/17 Best Value Assurance Report”.

4.3 In the Annual Audit Report, Audit Scotland commented on progress in terms of a small number of recommendations which the Council is progressing on an ongoing basis which may be impacted by the COVID-19 pandemic. For example, the impact that COVID-19 may have on issues such as the Council's ongoing financial sustainability and ongoing work in terms of development opportunities for elected members and the Council's focus on community empowerment. Updates against each of the recommendations in relation to impact of COVID has been provided within Appendix 1 to this report.

5. Next steps

5.1 The Head of Policy and Commissioning will continue to act as the link officer in terms of engaging with Audit Scotland on a regular basis around Best Value, through the shared risk assessment process and annual audit work.

Implications of the Report

1. **Financial** – the BVAR sets out how effectively the Council is using its resources and financial planning arrangements.
2. **HR & Organisational Development** – the BVAR sets out the Council's arrangements for Organisational Development and Workforce planning.
3. **Community Planning** – the BVAR assesses how well the Council works with its partners.
4. **Legal** - none.
5. **Property/Assets** – none.
6. **Information Technology** – The BVAR provides examples of how well the Council is using new technology.
7. **Equality & Human Rights** –
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the

recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health & Safety** – none.
9. **Procurement** – none.
10. **Risk** - Shared Risk Assessment is a proportionate and risk-based approach to assessing Scottish Councils.
11. **Privacy Impact** – none.
12. **COSLA** - Welcomed the risk based and proportionate approach to audits.
13. **Climate Risk** – no risks, the paper notes that a Cross-party working group has been established.

Author *Laura McIntyre, Head of Policy and Commissioning*

Appendix One – Progress achieved against the Best Value Assurance Report Improvement Plan.

Audit Scotland Recommendations	What we will do	When will we do this by?	Who is leading on this?	Progress Update –December 2020
1. Councillors should improve cross-party working, given the financial challenges that exist and the important decisions that will need to be made in the future.	Continue to embed Cross Party Sounding Board and identify opportunities for all elected members to work together on issues of common interest and importance for the Council and the Renfrewshire area.	Ongoing	All elected members	<p>Our external audit team from Audit Scotland have made no further recommendations for the Council to improve cross-party working, other than to note the governance arrangements which were put into place during the pandemic, such as the Emergencies Board.</p> <p>Key actions undertaken to address the BVAR recommendation to date include:</p> <ul style="list-style-type: none"> - The establishment of a cross party sounding board in 2017, which has met on a number of occasions to consider issues such as the Council Plan, Community Plan and the review of local governance. - In June 2019, a climate emergency was declared by the Council. Elected Members from the Cross-Party Sounding Board agreed to establish a Climate Emergency Working Group which reported its recommendations to Council on climate change in February 2020. Furthermore, at the Leadership Board in September 2020, it was agreed a sub-committee of the Leadership Board would be established in order to ensure the continued oversight of the climate change response by elected members. The report set out a Terms of Reference, meetings and membership arrangements for a Climate Change sub-committee which met for the first time in October 2020. - In response to the COVID-19 pandemic, the Council established an Emergencies Board to provide and oversight of decision making during the crisis response. The board was established on a cross party basis and operated very effectively for a period of approximately 6 months. Regular communications and briefings were also provided to elected members to highlight current data and information in relation to COVID.

Audit Scotland Recommendations	What we will do	When will we do this by?	Who is leading on this?	Progress Update –December 2020
				<ul style="list-style-type: none"> - Following the restart of policy boards in August/September, a fortnightly cross party briefing was also established to ensure that regular COVID specific information was provided to elected members. This has been much valued as levels of restrictions and community transmission escalated during October and November 2020.
<p>2. Councillors should take advantage of the training and development opportunities that the council provides to ensure they have the necessary skills and knowledge to perform their role effectively.</p> <p>2b. Councillors have not made the most of the training and development opportunities available to them. There is a risk that elected members do not have the necessary training to carry out their role effectively. <i>(recommendation from previous</i></p>	<p>Undertake a review of the current training and development programme through engagement and consultation with elected members, to identify potential opportunities to further support attendance and participation levels.</p>	<p>31 December 2017</p>	<p>Chief Executive All elected members</p>	<p>Progress in terms of the provision of development opportunities for Elected Members continues to be reviewed by Audit Scotland, most recently commenting in their Annual Audit Report 2019/20 that - officers and Elected Members should work together to ensure that training provided reflects new ways of working, is flexible and can adapt to provide the necessary resources and support for elected members to access and complete training.</p> <p>Key actions undertaken to address the BVAR recommendation to date have been noted below:</p> <ul style="list-style-type: none"> • Following a full review of the training and development programme in consultation with elected members, changes were subsequently made to the training and development programme. This has included the use of external speakers, offering twilight sessions and delivering focused weeks of training and development once a year. • This year's scheduled development week had been due to be held in April but was cancelled due to COVID-19. However, a regular programme of briefings and training is available throughout the year for Elected Members on pertinent subjects and are arranged as and when required. • The Improvement Service also recognise that not all elected members will make use of the learning opportunities offered regardless of the support available. To make it easier for elected members to access CPD training resources at a time and place of their choosing, the full range of Improvement Service workbooks are now available in the online Members' Library.

Audit Scotland Recommendations	What we will do	When will we do this by?	Who is leading on this?	Progress Update –December 2020
<i>Annual Audit Report)</i>				<ul style="list-style-type: none"> Elected members are supported to develop own PDPs and continued to be consulted upon the topics for annual training week. <p>Over and above formal training opportunities, it is important to note the significant change to working arrangements that was supported by all elected members during this initial phase of the COVID19 pandemic. All elected members transitioned to working at home and to chairing and participating in meetings using the Microsoft Teams meeting platform. This is now being used for all Council and policy board meetings and for some community meetings such as the Local Partnerships. Individual training and support was offered and provided to all elected members to support this change.</p>
3. The council should review its governance arrangements to ensure they provide for a relationship with Renfrewshire Leisure Limited (RLL) that is clear, independent, and more easily understood by the public.		June 2018 (subject to publication date of Audit Scotland's national review report – scheduled for Spring 2018)	Chief Executive	<p>Audit Scotland has made no further recommendations for the Council to address in relation to governance arrangements for Renfrewshire Leisure.</p> <p>Key actions undertaken to address the BVAR recommendation to date have included:</p> <ul style="list-style-type: none"> Previously the Business Plan was considered by the Leadership Board as an exempt paper, this is no longer the case. The business plan and various update reports are submitted to Leadership Board on a regular basis. In September 2018, two officers from Renfrewshire Council were appointed as observers to Renfrewshire Leisure Board meetings by the Leadership Board. The two officers are the Head of Policy and Commissioning and the Head of Finance. In 2019, the Leadership Board approved proposals to change the composition of the membership of the Renfrewshire Leisure Board, with a further update agreed in September 2020 . Due to the pandemic Renfrewshire Leisure's Business Plan for 2020/21 (which was approved by the Renfrewshire Leisure Board in March 2020) was not able to be formally submitted to the Leadership Board for formal sign off, due to the suspension of policy board meetings.

Audit Scotland Recommendations	What we will do	When will we do this by?	Who is leading on this?	Progress Update –December 2020
				<ul style="list-style-type: none"> • In September 2020, an update to the Leadership Board set out the impact of the COVID-19 pandemic on Renfrewshire Leisure. Outlining both the operational and financial disruption experienced and how the organisation adapted to these changed circumstances. • Three new Independent Directors were recently appointed to the Renfrewshire Leisure Board over the summer 2020 • Regular monitoring meetings have continued to be held between Renfrewshire Leisure and the Head of Policy and Commissioning. • Improvements in the reporting of performance information relating to Renfrewshire Leisure have been made as part of the monitoring arrangements.
<p>4. The council should develop a detailed medium and long-term workforce strategy and plan and implement its organisational development strategy. Implementing both the workforce and organisational development strategies will be critical to managing how future services are provided.</p>	<p>Roll-out Performance Development and Review programme across the Council</p> <p>Implement new leadership and management development programmes</p> <p>Provide 6 monthly updates on the recently approved corporate workforce plan to elected members</p> <p>Implement new management arrangements to integrate existing HR,</p>	<p>Ongoing with six monthly updates to board.</p>	<p>Director of Finance and Resources (in consultation with CMT)</p>	<p>Audit Scotland has made no further recommendations in their 2019/20 Annual Audit Report for workforce planning.</p> <p>Key actions undertaken to address the BVAR recommendation to date have included:</p> <ul style="list-style-type: none"> • Regular progress updates on the OD Strategy are provided to the CMT and Trade Unions. • The Council values were launched in June 2020 following an extensive consultation campaign. Key HR policies will be reviewed and updated, such as absence, flexible and home working policies, to reflect both the new values and the new ways of working. • In November, HR and OD team launched virtual training on the Council Values for managers across the Council. The training aids managers in thinking about how to incorporate the council values into their own work and that of their teams. Subsequently, all staff values training will be rolled out in January 2021. • Over 600 managers and leaders throughout the Council participated across the 'Leaders of the Future' and 'ASPIRE' programmes.

Audit Scotland Recommendations	What we will do	When will we do this by?	Who is leading on this?	Progress Update –December 2020
	organisational development and programme management resources within one function to further strengthen the Council's approach to managing change			<ul style="list-style-type: none"> • These leadership programmes are being replaced with our new Lead to Succeed programme, which offers 3 different options linked to Chartered Management Institute (CMI) accredited qualifications at Levels 2, 3 and 5. These programmes will support leaders of all levels across the Council by combining a range of leadership topics recommended by CMI with additional content that centres around supporting the Council's recovery to COVID-19 and ongoing transformational change. These programmes will be delivered in a blended format to offer maximum flexibility and, while all participants will complete the same learning experience, those who choose to go a step further and complete the related CMI assessments will be fully supported to achieve the accredited leadership qualification. • A new People Strategy will be presented for approval in early 2021, underpinned by comprehensive workforce data. The strategy will integrate the Council's approaches to OD and workforce planning and align other key Council strategies and the Right for Renfrewshire Transformation Programme. The delivery and governance of the new integrated approach will now sit within services and senior managers, with HR & OD providing professional support to achieve planned outcomes. • A key focus of the strategy will be to deliver the required skills and organisational development programmes required to drive cultural and transformational change in the Council, whilst supporting COVID-19 recovery, new service models and new ways of working. • Workforce planning with the Health and Social Care Partnership is updated following Scottish Government guidance, and a refreshed one-year workforce plan will be in place by April 2021, with longer-term plans developed by April 2022. The HSCP recognises the impact that COVID-19 has had on the workforce and support for their health and wellbeing is central to the HSCP's objectives moving forward.

Audit Scotland Recommendations	What we will do	When will we do this by?	Who is leading on this?	Progress Update –December 2020
				<ul style="list-style-type: none"> During 2020, training offered has been more accessible, with many online courses available, on-demand and digital “bite size” training courses, focusing on supporting future transformational change.
<p>5. The council is continuing to review how it will achieve the savings required within the medium-term financial strategy. The council should prioritise how services need to be provided in future to meet these savings</p> <p>5b. The COVID-19 pandemic has introduced further financial challenges. With a projected deficit of up to £28 million. The risk is that the Council may not be able to deal with future financial challenges and deliver required savings without adversely impacting service delivery.</p>	Continue to implement the agreed medium term financial strategy which will focus on delivering required savings through the Better Council Change programme, debt smoothing and effective workforce planning.	March 2020 <i>(end date of Financial Outlook)</i>	Director Finance and Resources / Chief Executive (in consultation with elected members)	<p>Due to the financial impact that the emergency response to COVID-19 has had on local authorities, Audit Scotland has highlighted financial sustainability in their 2019/20 Annual Audit Report.</p> <p>Officers have continued to support the national COVID-19 costing exercise being coordinated through COSLA which is informing ongoing engagement with the Scottish Government as to the full cost across local government of responding to the COVID-19 emergency.</p> <p>In September 2020, an updated financial outlook was presented to Council, taking into account the updated impact of the COVID-19 emergency during 2020/21 and the requirement to adjust the Council’s medium term financial strategy arrangements.</p> <p>The adjustments are to ensure that the Council’s financial strategy is more appropriately positioned to respond to an increasing number of significant risks, uncertainties and indeed new demands arising from COVID-19. These include the risk of a second wave, the potential risk of having to live with COVID-19 and associated restrictions for longer than anticipated and supporting the major challenge of recovery across Renfrewshire’s communities and businesses.</p> <p>The Right for Renfrewshire transformational programme had been paused at the beginning of the pandemic to allow the Council to implement its emergency response. The programme is currently being remobilised and will continue to progress the existing plan of supporting the delivery of £25 million in savings over the period through to 2023.</p> <p>The BVAR action and the new 2019/20 action on financial sustainability will continue to be reviewed as part of our financial management arrangements and reporting to Council and Policy Board.</p>

Audit Scotland Recommendations	What we will do	When will we do this by?	Who is leading on this?	Progress Update –December 2020
<i>(recommendation from the 2019/20 Audit Scotland Annual Audit Report)</i>				
6. Community Planning partners need to plan their budgets and finances together to provide a clearer picture of the overall resources available.	Undertake a Strategic Financial Overview exercise on an annual basis with community planning partners.	Annual basis – March	Chief Executive / Director of Finance and Resources	<p>Audit Scotland has made no further recommendations in their 2019/20 Annual Audit Report for community planning resources.</p> <p>A key priority within Renfrewshire's Community Plan 2017-2027 is to develop a Community Planning Partnership that is sustainable and connected.</p> <p>Partners provide regular feedback on the financial outlook for their respective organisations and are alert to opportunities to continue to work together to deliver more efficient services which provide for better outcomes.</p> <p>Strategic Partnership Agreements have been developed with community organisations as the next step of this work, recognising the shared commitment to strengthen collaborative and partnership working, supporting mutual learning and identifying opportunities for further collaboration where appropriate.</p> <p>During 2019/20, Strategic Partnership Agreements were put into place by Active Communities and Paisley Community Trust.</p> <p>Community Planning Partners continue to work together on emerging policy priorities such as the COVID-19 pandemic, Brexit and the Climate Emergency.</p> <p>Specifically partners are working together to develop a Social Renewal Plan and Economic Recovery Plan for Renfrewshire. These plans are being developed in parallel through the community planning partnership and the Economic Leadership Panel and will set out how partners will work together to respond to the impact the COVID has had on local businesses, communities and residents. The plans provide an opportunity for partners to ensure that all resources available are used collectively to focus on shared priorities.</p>

Audit Scotland Recommendations	What we will do	When will we do this by?	Who is leading on this?	Progress Update –December 2020
<p>7. The council and its partners need to continue to involve communities and work together on joint priorities and to strengthen partnership working. This will provide a positive base to ensure the Community Empowerment (Scotland) Act 2015 is fully implemented.</p> <p>7b. The locality plan identifies broad outcomes for improvement, but it does not refer to localities where action will be focused nor are clear timescales for achieving these set out <i>(recommendation from previous Annual Audit Report)</i></p>	<p>Finalise review of Local Area Committees in Renfrewshire</p> <p>Publish Renfrewshire's Community Plan 2017-2027</p> <p>Embed new governance arrangements for community planning in Renfrewshire, developing shared work plans and priorities in consultation with partners</p> <p>Develop locality plan arrangements in line with the requirements of Community Empowerment legislation, with particular focus on working with partners to engage with those people who are most impacted by poverty in Renfrewshire communities and people.</p>	<p>December 2017</p> <p>1 October 2017</p> <p>March 2018</p> <p>June 2018</p>	<p>Chief Executive</p>	<p>Audit Scotland has made no further recommendations in their 2019/20 Annual Audit Report for progressing the Community Empowerment Act. An action on further developing locality planning was identified in last year's report, this is still being monitored by Audit Scotland and an update on this is also provided below.</p> <p>An area in which significant progress has been made is in relation to the development of new Local Partnerships which have now replaced Local Area Committees.</p> <p>During September 2020, the seven Local Partnerships made 167 funding awards totalling £349,605.30 to community groups to deliver on local priorities. These awards will help support community groups to deliver projects during the remainder of 2020/21. In addition, a second year of the Celebrating Renfrewshire Participatory Budgeting programme was undertaken during September and October 2020. This will enable young people to vote on the allocation of funding to projects in their area to benefit young people aged 12-25. 86 projects have applied for a share of £149,340 Local Partnership funding</p> <p>Due to the pandemic, the Local Partnerships were paused, and the strengthening of the locality plan work did not progress at the original pace intended. Sessions are being planned for January 2021 to resume locality level discussions on local priorities in light of COVID-19.</p>



To: Leadership Board

On: 2 December 2020

Report by: Chief Executive

Heading: Council plan progress update

1. Summary

- 1.1 In September 2017, the Council approved new Council and Community Plans for Renfrewshire, which outlined an ambitious vision for Renfrewshire. The Council Plan covers the period 2017 to 2022 and sets the direction of the organisation, through five strategic outcomes. Service Improvement Plans for each Council service sit under this framework and describe in more detail how these priorities will be achieved, supplemented by a detailed action plan and performance scorecard.
- 1.2 Alongside Service Improvement Plan updates to policy boards, progress against the Council Plan objectives is regularly reported to the Leadership Board to enable scrutiny of the Council's performance and priorities - ensuring the plans are agile enough to respond to local and national emerging themes whilst still delivering on the agreed strategic outcomes.
- 1.3 The COVID-19 pandemic and lockdown has meant that the regular reporting on progress towards Council and service level priorities has been interrupted during 2020. During the initial phases of the pandemic, planned meetings of full Council and all policy boards were paused, with the Emergencies Board put into place in order to support decision making and cross-party scrutiny during this critical period. Due to the cancellation of many policy boards, service improvement plans for each service were not approved by all policy boards at that time.
- 1.4 The impact of the pandemic on Renfrewshire's communities, residents and businesses has been unprecedented and no Council service was untouched by the lockdown and associated restrictions at that time. The Council worked

with partners to continue to deliver vital frontline services throughout the period, and significant numbers of employees also continued to deliver services whilst working from home.

- 1.5 During Summer 2020, services worked to restart impacted services in line with Scottish Government guidance. This included a significant programme of work to reopen school and early learning establishments from August 2020 amongst many other aspects. In parallel to this work, the Council also commenced work with partners to develop local recovery plans for Renfrewshire, which will set out the key actions that would be taken jointly to support communities and businesses to recover from the impact of the pandemic going forward.
- 1.6 Unfortunately during recent weeks, Renfrewshire like other areas in Scotland, has once again experienced increasing levels of community transmission of COVID-19, and the Council remains very much in response mode in terms of supporting local people, businesses and communities impacted by COVID-19 and associated current restrictions. The Council has again been required in recent weeks to deliver new services and supports in light of the new Strategic Framework and associated tiers of restrictions introduced by the Scottish Government in October 2020. This includes the provision of business grants, the Self Isolation Support Grant and enhanced support for the Test and Protect process.
- 1.7 The position throughout 2020 has and continues to be, very challenging for services, and progress in terms of implementing actions set out within the Council Plan and Service Improvement Plan has been significantly impacted. In addition, it is recognised that due to the fundamentally different context in which services are operating, there will be a requirement to review existing priorities and activities going forward to ensure that the right type of support is provided to local people, communities and businesses going forward.
- 1.8 In order to maintain oversight and scrutiny of service level performance, Service Update reports have been provided to each policy board since the resumption of policy boards in August 2020. These reports provide a summary of current activities and priorities in light of COVID-19, and have also provided an opportunity to report on performance for the 19/20 year prior to the pandemic.
- 1.9 The purpose of this report is therefore to provide a Council wide progress update, in relation to existing Council Plan priorities and the ongoing COVID-19 response. Appendix 1 provides a detailed summary of progress against key actions and indicators, with a full outturn position provided for 2019/20.
- 1.10 In recognising the importance of regular and relevant service improvement and performance information, work has now commenced to review service improvement planning process and to develop a revised reporting schedule for progress updates to be provided to policy boards. Proposals are outlined within section 4 of this report, with a recommendation that services provide an interim update on performance within the next Service Update report provided

to policy boards from January 2021, with new service improvement plans to be submitted to policy boards from March 2021 which fully reflect the impact of COVID-19 on service delivery.

2. Recommendations

- 2.1 It is recommended that members of the Leadership Board:
- Note progress to achieved against the strategic outcomes since the last update to Leadership Board in December 2019, as outlined in appendix 1; and
 - Note the proposed approach and schedule for reporting performance and developing Service Improvement Plans in 2021.

3. Background

- 3.1 Renfrewshire's Council Plan 2017 – 2022 describes how the organisation will achieve the vision of “working together for a thriving and connected Renfrewshire, creating opportunities for all” through five strategic priority areas:
- Reshaping our place, our economy and our future
 - Building strong, safe and resilient communities
 - Tackling inequality, ensuring opportunities for all
 - Creating a sustainable Renfrewshire for all to enjoy
 - Working together to improve outcomes
- 3.2 While the COVID-19 pandemic has fundamentally changed how we work, deliver services and engage with communities, the organisation’s ambition for Renfrewshire remains and our five strategic priority areas also remain relevant and will underpin our approach to recovery.
- 3.3 As agreed by Council, three core recovery plans are being developed that will shape the immediate activity of the Council – the Economic Recovery Plan, Financial Recovery Plan and the Social Renewal Plan. Taken together these describe how Renfrewshire can learn, recover and build from the experiences of the pandemic - they are cross-cutting and will drive the efforts of officers across the Council.
- 3.4 The Council Plan will continue to sit alongside these three new plans and many of the core objectives are complementary. The approach to recovery is to work together across services and sectors with a focus on the economy, our resilience, supporting our most vulnerable and those most impacted by the pandemic and to deliver a green recovery.
- 3.5 Previous Service Update reports to policy boards have outlined key areas where services have been impacted by the pandemic, described supporting activity towards the recovery efforts and highlighted the immediate priority

areas. This ensured that regular reporting to policy boards took place on an interim basis whilst services continued to focus on the COVID-19 response.

- 3.6 Members will note from Appendix 1 that strong progress has been reported across key priority areas, with activity on target at the point of the lockdown commencing. As outlined in Section 1, the Council Plan is a five-year programme and whilst inevitably there will be delays across the plan due to the impact of the COVID-19 pandemic, it is anticipated there may be areas where progress has been accelerated, for example in the Council's digital workstreams. The full impact of this will be more accurately assessed as we move into the financial year 2021/22 and will tie in with the refresh of the Service Improvement Plans.
- 3.7 Based on the latest available updates, for the 55 actions within the Council Plan, 27 actions have already been completed and the remaining 28 are in progress, reflecting that this is a 5-year plan and some actions relate to long-term programmes.
- 3.8 Areas of progress are highlighted below, grouped under each of the Council Plan strategic outcomes:

3.8.1 RESHAPING OUR PLACE, OUR ECONOMY AND OUR FUTURE

- As part of a range of measures to support local businesses impacted by COVID-19, in July 2020 Renfrewshire Council agreed to make available funding of £1.3m by repurposing existing economic development funding. This allowed the offer of a series of grants and support measures for local businesses to assist in recovery from the economic impact of lockdown. To date over 100 individual businesses have applied for support. Grants and loans amounting to £216,000 have been approved so far to 46 businesses. Approximately 30 additional applications are currently in the assessment process.
- A new and additional programme of COVID-19 Business Grants is now also being administered by the Council on behalf of the Scottish Government. A Business Closure Grant and a Business Hardship Grant have been available from 20 October 2020 for those businesses affected by the additional COVID-19 restrictions put into place over this period in Renfrewshire.
- The Council's Employability Service continues to offer support on jobs and skills development. Over the next month or so the national support programme for employability in response to COVID-19 will become clearer, and the service will undertake a reprofiling exercise to ensure that the best possible services are provided to those who need them most.
- Work has also commenced through the Local Employability Partnership relating to the Youth Guarantee Scheme and alongside partnership working with Engage Renfrewshire and the Chamber of Commerce on the Kickstart Scheme which aims to create 6-month work placements aimed at those aged 16 to 24 who are in receipt of Universal Credit.

- In terms of physical regeneration programmes, within the Cultural Infrastructure Programme the Museum and Town Hall projects are progressing, with the Town Hall Advance Works contract on site now until Christmas. Tendering for both projects is underway and it is anticipated will be on site for their Main Works contracts as early as possible in 2021.
- As part of Renfrewshire's City Deal programme, the Glasgow Airport Investment Area site works are back on site and working at full capacity with an estimated completion date of quarter 2 2021. The City Deal Team continue to work closely with Advanced Manufacturing Innovation District Scotland (AMIDS) partners, Scottish Enterprise, Scottish Government, and stakeholders National Manufacturing Institute Scotland (NMIS) and Medicines Manufacturing Innovation Centre (MMIC) to maintain momentum in preparing the readiness of the AMIDS site for these anchor facilities, and further develop the AMIDS proposition to attract further investment. The Team are also progressing the Clyde Waterfront and Renfrew Riverside Project and aim to commence construction in 2021.
- Work is also progressing well on 95 new Council homes at Johnstone Castle with the development of a further 80 new Council homes at Dargavel Village being completed in October 2020. Other affordable sites are progressing well including at Glenburn, Millarston and Ferguslie with developers working to progress sites safely and in line with Scottish Government guidance in relation to COVID-19.
- As part of Renfrewshire's appeal as an attractive place to live, work and invest, digital places a critical role – even more so through the experiences of the lockdown. It was confirmed in September 2020 that City Fibre are investing in a 700km network providing Renfrewshire residents and businesses with access to the fastest, most reliable gigabit speed connectivity. This is linked to Connectivity as a Service framework that was approved earlier in 2021.
- The Council's live major event programme for 2020 was cancelled due to the ongoing restrictions on mass gatherings. A partial programme was delivered digitally and included Sma' Shot Day, Renfrewshire Doors Open Days, Radical Wars 1820-2020, and Remembrance Day reflections. A new events strategy is being developed to enable the reintroduction of an events programme in 2021 that can accommodate COVID-19 safety measures and restrictions.

3.8.2 BUILDING STRONG, SAFE AND RESILIENT COMMUNITIES

- Renfrewshire Health and Social Care Partnership has played a critical role responding to coronavirus pandemic, protecting and supporting employees and communities, and particularly vulnerable people across the area. The challenges faced by the HSCP during the pandemic have been unprecedented including rapidly changing service provision and ensuring alternative supports for those with critical needs or in crisis; maintaining service provision through high levels of absence due to staff stepped back with underlying health conditions and instances of self-isolation; continuing to work with care homes in Renfrewshire to provide

enhanced support and oversight throughout the pandemic; quickly setting up and delivering 'new' services through the Renfrewshire COVID-19 Assessment Centre, medicines delivery to those shielding and vulnerable, and implementing the enhanced care home testing regime.

- Recognising the impact of COVID-19 on local people, the HSCP have also worked in partnership with local hospices to develop a new bereavement support service and the 'Hear for You' mental health and wellbeing helpline which is being piloted with RAMH.
- The Council's Public Protection team also continue to play a critical role in the Council's response to the virus with Environmental Health Officers continuing to assist Greater Glasgow and Clyde Health Board with the Test and Protect Programme and supporting the management of clusters of positive cases.
- Legislation and guidance in relation to businesses continues to change at a fast pace, leading to regular changes for both Environmental Health and Trading Standards. A range of new regulations give additional powers to local authorities to direct as necessary for the purpose of preventing, protecting against, controlling or providing a public health response to the incidence or spread of infection by coronavirus in the local authority's area. Environmental Health and Trading Standards Officers have also been working to ensure that business premises have as much help and guidance as possible to support them to comply with the new legislation and guidance.
- In terms of community resilience, the Neighbourhood Hub model which was put into place as part of the initial pandemic response, continues to develop with colleagues across the Council and our partners. Seven localities have been established, supported through three physical locations in Renfrew, Paisley and Linwood. The hubs operate on a partnership basis with Renfrewshire Leisure, Renfrewshire Health and Social Care Partnership, Engage Renfrewshire, local groups and organisations across communities, and are supported by local volunteers. The hub teams have provided support services to over 300 households since the start of the lockdown period. In addition, there has been a new focus since October 2020 on those required to self-isolate due to the Test and Protect programme.
- During September 2020, the seven Local Partnerships made 167 funding awards totalling £349,605.30 to community groups to deliver on local priorities. These awards will help support community groups to deliver projects during the remainder of 2020/21. In addition, a second year of the Celebrating Renfrewshire Participatory Budgeting programme was undertaken during September and October 2020, enabling young people to vote on the allocation of funding to projects in their area to benefit young people aged 12- 25. 86 projects have applied for a share of £149,340 Local Partnership funding.

3.8.3 TACKLING INEQUALITY, ENSURING OPPORTUNITIES FOR ALL

- Since the onset of COVID-19, the Partnerships and Inequalities team has engaged with community groups to support the humanitarian response effort. This has included leading the community food network to work in partnership with community groups leading local responses, coordinating distribution of Fair Share community resources and supporting local organisations to build their capacity to deliver local services. Local community groups and the people using their services have been connected to advice and guidance resources and sources of funding, which has supported individuals and households and also built the resilience of community groups.
- The Connecting Scotland Programme was established by Scottish Government and Scottish Council for Voluntary Services to provide digital connectivity to people in priority categories who did not have a device. Phase one of the programme allocated 265 Chromebooks or iPads to people who are digitally excluded, on low incomes and at risk of isolation. This was done in partnership between the Council, Health and Social Care Partnership, and community groups. Community groups received 165 devices to allocate out of the total of 265 provided to Renfrewshire. 40 Chromebooks and iPads were allocated to Renfrewshire Council for distribution through Neighbourhood Hubs. Phase 2 of the programme is now underway, focusing on families, pregnant women and care leavers. Renfrewshire has an allocation of 616 devices, which will be distributed in December and January.
- Throughout the summer, Community Learning and Development provided critical childcare hubs for children of essential workers, with the support of staff from across the Council including Street Stuff coaches. Over 2,000 children and young people came along each week to the hubs over the six-week summer period.
- Schools and early years centres returned full-time in mid-August and have remained open. Schools and early years centres continue to operate rigorous hygiene procedures and risk assessments are regularly updated to reflect the latest guidance. As well as a return to learning, schools and early years centres are placing a particularly strong emphasis on emotional wellbeing and supporting children and young people to manage the impact of both lockdown and the return to school after a prolonged absence. The approach has been developed by the Educational Psychology Service and wellbeing will be a priority throughout the academic session.
- During the initial stages of the pandemic, when operational buildings closed to the public, Renfrewshire Leisure teams moved swiftly to maintain core health services; expand services that engage with community groups; and provide alternative platforms to access cultural, sport and leisure opportunities. Highlights have included the re-opening of Barshaw Golf Course, Lochfield Bowling Green and Robertson Park Bowling Green in May 2020; services providing continuous online content via the Ren TV channel with 15,021 views during this period; a new

creative arts project – Tiny Revolutions Renfrewshire – launched to encourage people to engage in creative activities within their communities; libraries provided free CoderDojo@Home sessions with Paisley YMCA, a coding club for 8-17 year olds; libraries recorded 13,319 e-books loaned during this period, an increase of 3,107 over the same time last year; sports services launched the RL Online Olympics, where there were 4,945 entries from 50 schools over 7 weeks of online sports challenges; and a walking challenge was organised for members of the public to walk the equivalent of the boundary of Renfrewshire (48 miles) across the month of June, with a total of 616 walkers taking part with a combined distance walked of 33,698 miles.

- Although the work of the Alcohol and Drugs Commission was paused during the early stages of the pandemic, members agreed to refocus and reenergise their collective efforts to conclude the programme of work by the end of this calendar year. The Commission met to finalise the report in early November with it being presented to the Council in December 2020.

3.8.4 CREATING A SUSTAINABLE RENFREWSHIRE FOR ALL TO ENJOY

- Climate change remains a key priority area for the Council and a report was approved by the Leadership Board on 16 September 2020, agreeing to establish a Climate Change sub-group to oversee progress as Renfrewshire Council continues to work towards our climate change ambitions. The first meeting of the sub-group took place on the 28 October and a programme of meetings has been timetabled until summer next year. Alongside this, the officers group supporting this workstream is being restarted and will consider what planned activities can go ahead within the current environment.
- Throughout the lockdown, the Council continued to deliver all essential frontline collection services including collections for residual waste, recycling, food and garden waste and commercial collections, supporting the Council's ambitions to increase recycling and reduce waste.
- Over lockdown more than 200 'Team up to Clean Up' clean ups took place across Renfrewshire. The COVID-19 restrictions meant there has been less group activity, however a huge surge in solo picks was evident, with more than 150 litter pickers being *provided to Renfrewshire residents. This enabled volunteers to remove over 1,000 bags of litter from their communities
- In terms of active travel, the first phase of a £300,000 segregated shared cycle way from Bishopton to Glasgow Airport has now been completed - between Bishopton and the Barangarry roundabout. Phase 2, from the M8 motorway junction 29A to the Red Smiddy Roundabout, started in October.

3.8.5 WORKING TOGETHER TO IMPROVE OUTCOMES

- Effective communications have been critical to the Council response to the pandemic and supporting communities throughout lockdown, the easing of restrictions and subsequent reapplication of some measures. This includes public health advice and information on local services, from

lockdown through restart and recovery. The aim has been to keep people informed, maintain public confidence in the Council's ability to respond to the crisis and maintain staff and community morale. The public website has provided a single source of truth on all relevant issues, supported by information updates on all relevant social media platforms and via local community groups and organisations. The public website has had 900,000 users between March and September 2020, 50% more than in the same period last year. Social customer service has also been introduced through Council Twitter and Facebook to provide real time responses to customer enquiries.

- The importance of digital services and connectivity to our resilience as an organisation and as a place, has been emphasised by the experiences of the lockdown and Renfrewshire's new Digital Plan was approved by Leadership Board in September 2020, reflecting this. The strategy outlined an approach to embedding digital across all that the Council does and to ensure that it works collaboratively to maximise the opportunities from emerging digital technologies and new ways of working and doing business.
- A full cycle of virtual board meetings has been successfully implemented and supported, including full council meetings held virtually for all elected members.
- Employee health and wellbeing continues to be a priority for the Council, with the HR and OD team recently conducting a review of the support that the organisation provides to the Council's workforce, with a focus on health and wellbeing in light of COVID-19. The impact on employees will continue to be subject to regular reviews as new ways of working are established, whether that remains working from home or a return to office environments. Working closely with the trade unions, a range of supports were quickly put in place for both frontline employees and those working from home, with health and wellbeing as the key area of focus – key messages were quickly shared to support managers to help their teams and provide the flexibility needed to balance working from home and other caring commitments, including home schooling, during the initial period of the lockdown when schools were closed. Significant work was also progressed to support people to work from home, provide appropriate kit and deploy employees, whose normal job couldn't be carried out, into supporting the ongoing COVID-19 response. Employees who were in the shielding group were also supported, risk assessments were carried out and advice and assistance offered by the HR and OD team and the occupational health service.
- Whilst still in the initial lockdown period, the Council's values were launched, underlining the importance of the work the Council does, the way we work together and the type of organisation we want to be. A new staff engagement tool is being trialled between to improve engagement across the whole workforce and virtual training has been launched on the Council Values for managers across the Council. The training aids managers in thinking about how to incorporate the Council values into

their own work and that of their teams. Subsequently, all-staff values training will be rolled out in January 2021.

3.9 As outlined earlier in the report, there have also been areas where planned activities did not proceed or were not undertaken in the same way due to COVID-19, including the following:

- The programme to support the expansion of Early Years provision was also delayed by the lockdown but works have restarted and good progress is being made. A review of lockdown delays was undertaken, and a revised timetable agreed for works. Currently, 11 projects are completed, a further 7 are on track to complete by the end of December, a further 5 by April 2021 and the remaining 3 by August 2021.
- The Council's housing investment external improvement works programme ceased during lockdown due to the nationwide restrictions and recommenced with an initial 'soft start' in line with government guidance. This impacted on the delivery programme and £650,000 of the Scottish Government's HEEPS:ABS funding will not be drawn down within the funding criteria timescales for 2019/20. These works have been re-profiled to allow them to be carried out during 2020/21, which will ensure all proposed improvements can be completed as expected.
- The roads capital investment programme for 2020/21 was paused due to the outbreak of COVID-19. Following the Scottish Road Works Commissioner's announcement that planned works could recommence in July, there have been 46 carriageways resurfaced, 16 carriageways surface dressed and a further 5 carriageways micro-surfaced.
- Over the last 2 quarters, rather than supporting new business start-ups, the Business Development Team have concentrated on supporting existing businesses through the administration of the COVID-19 grants as the service is primarily responding to the most critical needs of business at the moment.

3.10 Key priority areas of focus moving forward include:

- Continuing to respond to the COVID-19 pandemic, to changes in local restrictions and implementing the Council's recovery plans.
- Continuing to ensure the financial sustainability of the Council, refocusing and repurposing existing resources towards the most important priorities alongside protecting the Council's ability to deliver existing plans.
- Working alongside Renfrewshire's Economic Leadership Panel to develop and agree a two-year Economic Recovery Plan which will be brought back to a future Council meeting for approval.
- Working with our community planning partners to develop a Community Impact Assessment, commencing with a Public Services Panel survey focused on COVID-19 and lockdown experiences which will feed into Renfrewshire's Social Renewal Plan - supporting our vulnerable citizens and communities across Renfrewshire.

- Following a pause in the Right for Renfrewshire programme due to the pandemic, this work has now been restarted and will be accelerated to ensure council services continue to be right for our people and communities into the future.
- Effectively plan and prepare for the potential longer-term impacts of Brexit, focusing on the local economy, employment, poverty and issues facing the Council's workforce.
- Supporting the Climate Change Sub-Committee to deliver action on climate change following the Council's declaration of a climate emergency.
- Continuing to progress our ambitious economic, physical and cultural regeneration programmes including the City Deal programme and town centre developments.
- Implementing the recommendations from the report of the Renfrewshire Alcohol and Drugs Commission, which will be reported to Council in December 2020.
- Continuing to support our employees – this includes the roll out of the employee flu vaccination programme; supporting employees to continue to work from home as the default position, and once approved to manage and support employees to return to the office. A new People Strategy is currently being developed which will integrate the Council's approach to organisational development and workforce planning into one strategy. It will support services and employees during the Council's recovery from COVID-19 and during transformation programmes over the coming years.

4. Proposals for Service Improvement Plans














- 4.1 As outlined in section 1 of this report, Service Improvement Plans describe how Council Plan objectives will be progressed through a suite of targeted actions with associated performance indicators to monitor progress.
- 4.2 Service Improvement Plans for 2020/21 were developed for all Council services, however not all were approved by the relevant Policy Boards due to the outbreak of the coronavirus pandemic and the cancellation of the Policy Board cycle in March 2020.
- 4.3 For 2021/22 it is proposed that new Service Improvement Plans will be developed, which alongside working towards the Council Plan strategic outcomes will also have a strong focus on recovery and renewal rather than solely improvement. It is proposed that these draft Service Improvement Plans will be presented to the spring 2021 Board cycle and this will restart the normal scrutiny and governance activity associated with these high-level plans.
- 4.4 In addition, at the next Policy Board cycle, it is proposed that a further service update will be reported to each Policy Boards as appropriate. The report will provide an interim update against key service performance indicators, based on existing service improvement plans.

Implications of the Report



1. **Financial** – none
2. **HR & Organisational Development** – none
3. **Community/Council Planning** – the content of the report relates specifically to the delivery of the Council Plan and the appendix shows the associated progress to 2019/20.
4. **Legal** - none
5. **Property/Assets** - none
6. **Information Technology** - none
7. **Equality and Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health and Safety** - none
9. **Procurement** – none
10. **Risk** – none
11. **Privacy Impact** – none
12. **COSLA Policy Position** – none
13. **Climate Risk** – the Council Plan priorities are underpinned by actions which will directly support the Council's response to the climate emergency.




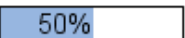

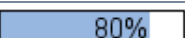
Author: Pauline Moss, Strategy, Policy and Insight Manager
Chief Executive's Service



Appendix 1 – Council Plan Actions and Performance Indicators




Action Status Key		PI Status Key		PI Long/Short Term Trends Key	
	Cancelled		Alert		Improving
	Overdue; Neglected		Check progress		No Change
	Unassigned; Check Progress		OK		Getting Worse
	Not Started; In Progress; Assigned		Unknown		
	Completed		Data Only		


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

Code	What we will do	Due Date	Status	% complete	Progress update
CP17.DH S.08	Deliver our City Deal Projects – the Glasgow Airport Investment Area, the Airport Access Project, Clyde Waterfront and Renfrew Riverside and City Region wide employment programmes	31-Mar-2022		<div><div>65%</div></div>	Glasgow Airport Investment Area site works are back on site and working at full capacity with an estimated completion date of quarter 2 2021. The City Deal Team continue to work closely with Advanced Manufacturing Innovation District Scotland (AMIDS) partners, Scottish Enterprise, Scottish Government, and stakeholders National Manufacturing Institute Scotland (NMIS) and Medicines Manufacturing Innovation Centre (MMIC) to maintain momentum in preparing the readiness of the AMIDS site for these anchor facilities, and further develop the AMIDS proposition to attract further investment. The Team are also progressing the Clyde Waterfront and Renfrew Riverside Project and aim to commence construction in 2021.
CP17.DH S.01	Support the Regional Economic Framework and locally driving economic progress through the	31-Mar-2022		<div><div>60%</div></div>	Renfrewshire Economic Strategy & Action Plan was approved by Leadership Board 18 September 2019. The Economic Leadership Panel was considering the detail of an Action Plan as the COVID-19 pandemic impacted on society and the economy. The Panel is meeting fortnightly to support each







Code	What we will do	Due Date	Status	% complete	Progress update
	Renfrewshire Economic Leadership Panel				other and provide essential feedback to the council and other economic development agencies about the impacts of lockdown and the effectiveness of the national financial programmes being rolled-out locally.
CP17.CE.01	Progress our digital ambitions, implementing free public wifi across our town centres and working with partners to promote digital skills and development	31-Mar-2022		 90%	The current ICT Strategy expires in December 2020. A review of outstanding actions is underway and these will feed into the new ICT Strategy 2020 – 2023 which is currently under development. The Council is taking a long-term approach to transform connectivity and have put in place a 15-year framework which will enable the Council to meet its needs now and in the future. It was confirmed in September 2020 that full fibre specialists City Fibre is investing in a 700km network providing Renfrewshire residents and businesses with access to the fastest, most reliable gigabit speed connectivity.
CP17.RLL.01	Invest in our cultural and economic infrastructures, transforming Paisley Town Hall, Paisley Learning Hub and Paisley Museum	31-Mar-2022		 50%	<p>A Cultural Infrastructure Projects team has been established and all capital projects have been initiated.</p> <p>Within the Cultural Infrastructure Programme the Museum and Town Hall projects are progressing, with the Town Hall Advance Works contract on site now, until Christmas. Tendering for both projects is underway and it is anticipated will be on site for their Main Works contracts as early as possible in 2021.</p>
CP17.DH.S.02	Deliver on the ambitions of our town centre strategies, and specifically working with partners to transform Paisley Town Centre	31-Mar-2021		 80%	<p>The Vision for Paisley Town Centre, developed in association with Scotland's Towns Partnership and supported by Scottish Government, was launched by the Cabinet Secretary for Communities and Local Government in Paisley in January 2020. This ambitious document sets out a 10-year transformation plan for the town centre as a place to live, to socialise and of civic life. Delivery of this strategy and those for Renfrewshire's other town centres has been supported by the award of funding from the Scottish Government Town Centre Fund.</p> <p>A range of regeneration projects are being delivered across Renfrewshire town centres including grants to third parties (Active Communities Johnstone, PACE Youth Theatre Paisley and Kustom Kruizers Renfrew) as well as restoration of commercial premises in Johnstone and Renfrew to bring vacant units back into use, development of the 'Start Up Street' facility in George St Paisley, improvements in Robertson Park Renfrew and Houston Square Johnstone.</p> <p>Additional funding has been awarded by Scottish Government in 2020/21 with further projects for Paisley, Johnstone, Renfrew and Erskine being developed for Board approval in December 2020.</p>
















Code	What we will do	Due Date	Status	% complete	Progress update
CP17.EC.01	Continue to invest in infrastructure to support growth – from road and rail links to bridges, cycle and pedestrian routes	31-Mar-2022		<div><div>80%</div></div>	<p>Progress continues to be made on a series of public transport enhancements which have been added to the existing provision. This has included improving accessibility for disabled people at bus stops in Renfrewshire's villages and real time passenger information displays along the Paisley/ Johnstone corridor, Paisley/ Renfrew corridor, and Glasgow Road and town centre, Paisley. New traffic signals have been introduced at the entrance to the Wallneuk retail development.</p> <p>The progress of the refurbishment of the footbridge across the White Cart was delayed by COVID-19 restrictions and is now planned for reopening for pedestrian and cycle traffic in 2020/21.</p> <p>Officers continue to assess roads construction consent applications from developers for new roads to be added to the public road network, particularly in Bishopton, Hawkhead and Dykebar.</p>
CP17.CE.02	Implement our destination marketing plans	31-Mar-2022		<div><div>100%</div></div>	<p>The purpose of the Paisley.is destination brand is to tell the story of Paisley and Renfrewshire in a new way and position the area as a great place to visit, live and invest – attracting visitors and talent.</p> <p>The four priorities for the year two marketing plan have been successfully delivered; developing brand partnerships; building the brand; raising the profile of Paisley and Renfrewshire; and developing engaging visitor campaigns.</p> <p>Key performance indicators for marketing and communications activity are outlined here: Digital footprint: Paisley.is unique page views – 497,000, more than doubled from Year 1: 245,000. Almost 12,000 social media followers and a social media reach of 3.5m</p> <p>Opportunities to see and hear something positive about Paisley and Renfrewshire (OTSH): 236m generated from 5030 media articles, with combined PR value of £10m 14 media familiarisation visits based around event weekends and Renfrewshire-wide itineraries have been delivered – golf, spa breaks, great outdoors, architecture.</p> <p>Brand activity included; the development and launch of the Wallace Begins trail, with Renfrewshire acting as a start point and gateway, and new connections made with The National Wallace Monument and Dumbarton Castle (9,600 visits to Wallace Begins on Paisley.is website generated via 787,971 search and display impressions); updated marketing collateral (Paisley Walking Trail and Great Things to See and Do in Renfrewshire); local, regional and national distribution of Renfrewshire marketing collateral in hotels and visitor accommodations, visitor attractions, leisure and retail attractions and other large public venues.</p>

Code	What we will do	Due Date	Status	% complete	Progress update
					<p>Through VisitScotland partnership, 4 paid-for campaigns targeted at visitors living within a two-hour drivetime of Renfrewshire generated over 5.7 million impressions of Paisley.is brand and over 30,000 unique visits to the Paisley.is website. Exhibited at VisitScotland Expo.</p> <p>5 strategic partnerships established: Scotrail, VisitScotland, EventScotland, Glasgow City Region and Renfrewshire Chamber of Commerce.</p> <p>7 media partnerships activated: The Herald/Newsquest, The List, The Skinny, Capital FM, What's On Network, Ocean Outdoor and MILL Magazine.</p> <p>Delivered marketing campaigns for 15 town centre events, including national event marketing for Paisley Food & Drink Festival, Paisley Halloween Festival and The Spree.</p>
CE.SIP.17 .01.01	Deliver a range of diverse and exciting events to increase visitors to our town centre and grow local event attendances	31-Mar-2018		<div><div>100%</div></div>	<p>The 2019 annual events programme (15 events) was successfully delivered, including 4 major visitor events – Paisley Food and Drink Festival, British Pipe Bands Championships, The Spree Festival and Paisley Halloween Festival – with the Halloween festival alone drawing an audience of over 40,000 people. The programme delivered 156,024 attendees, £3.4m combined economic impact, supported 108 volunteers and achieved an overall event satisfaction rating of 97%.</p> <p>A new events strategy is being developed to enable the reintroduction of an events programme in 2021 that can accommodate COVID-19 safety measures and restrictions. Work continues at a national level with EventScotland to support the national restart plan</p>
CP17.DH S.03	Work to increase the number of new business and social enterprise start ups in Renfrewshire, using innovative approaches to encourage entrepreneurship and innovation	31-Mar-2022		<div><div>50%</div></div>	<p>The Creative Hubs development fund was launched with the first programme approved in June 2019; 'Start Up Street' was slightly delayed due to COVID-19 and Start Up St Renfrew and Johnstone now being discussed. New priority of increasing support to school entrepreneurship.</p> <p>New programmes are being developed to support those made redundant to consider self-employment.</p>
CP17.DH S.04	Proactively work with property owners to bring some of the area's most valued assets back into use	30-Mar-2021		<div><div>60%</div></div>	<p>Progress made to date includes: planning application submitted for development of TA building; grant funding awarded to Coats Memorial Preservation Trust for improvements to the heating system; continued engagement with owners of the Liberal Club and planning application submitted for residential development; Kelvin House development being progressed by private developer; and full package of funding secured for delivery of the Johnstone Community & Wellbeing Hub in the former police station building</p>

Code	What we will do	Due Date	Status	% complete	Progress update
CP17.DH S.05	Support growth activity in relation to emerging manufacturing, digital, culture and food industries locally	31-Mar-2022		<div><div>40%</div></div>	Partner with West College Scotland on new manufacturing challenge fund bid In addition, good progress continues to be made on the development of the Advanced Manufacturing Innovation District Scotland (AMIDS), which will be home to the National Manufacturing Institute Scotland (NMIS) and the UK's Medicines Manufacturing Innovation Centre (MMIC).


Local Outcome 01: Indicators

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
DHS.EM P.01	Number of new unemployed people being supported through Renfrewshire Council Employability Programme (INVEST)				1,185	1,500	937	1,000	1,143	1,000	For 2019/20, the total number of new registrations from April 2019 until March 2020 is 1,143. An additional 300 registrations were completed in quarter 4.
DHS.EM P.09	Renfrewshire Claimant Count (NOMIS)				3,290	Data only	3,710	Data only	4,015	Data only	<p>Please note that this figure reflects the 'claimant count' for Renfrewshire at end of March 2020.</p> <p>Of this figure, claimants aged 18-24 years = 745</p> <p>Claimants aged 50+ years = 1000</p> <p>This data is taken from NOMIS and describes the number of Renfrewshire residents in receipt of the main unemployment benefits. It doesn't include people who are not in employment but on other benefits or not in receipt of benefits</p>





Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
											so doesn't count all unemployed people in the area
DHS.SL AEDOC 9	Town Vacancy Rate				11.7%	Data only	11%	Data only	Data not available	Data only	Due to COVID-19 and the lockdown, the annual town centre audit was unable to be undertaken. A number of businesses are currently closed or are operating at reduced hours, so any survey of the town centre would not provide an accurate measure of vacancy rates. A full survey of all town centres will be completed once the lockdown restrictions are eased to measure the impact of the lockdown on vacancy.
DHS.CP. RR01	Number of properties on Buildings at Risk Register				41	42	37	42	35	42	The Buildings at Risk Register, prepared and managed by Historic Environment Scotland, includes 35 Renfrewshire properties, a reduction of two in the year. Six are described as "restoration in progress" the remaining 29 are described by HES as "at risk" although several are the subject of active redevelopment interest.
DHS.EM P.08	Number of new business start ups in Renfrewshire with Business Gateway support				265	300	296	300	298	300	For 2019/20 the target of 300 new businesses would have been met had the lockdown in March not affected the figures.
DHS.WO RKPOP	Percentage of Renfrewshire population working age (16-64)				64.4%	Data only	64.3%	Data only	64.2%	Data only	ONS Mid-year population estimates
CE.CP.E V01	Number of attendees to the events we create				165,088	105,000	160,873	190,000	156,024	157,000	The 2019/20 Autumn/Winter programme included The Spree Festival, Paisley






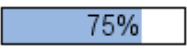
Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
											Halloween Festival, Fireworks (reduced programme), Paisley, Renfrew and Johnstone lights switch on and the Glen Cinema memorial service. Halloween continues to exceed expectations with over 40,000 visitors to the 2-day EventScotland supported festival. The Spree festival had a new programming partner, Regular Music, bringing significant UK and international contacts which resulted in increased attendees and ticket sales. Spree for All programming was extended once again across all of Renfrewshire.
CE.SIP1 7.EV02	Local spend at events				£2,046,373.	£600,000	£3,197,677	£2,250,000	£2,433,292	£3,125,000.	The spend per person reduced in 19/20, specifically across the winter programme.
CE.SIP1 7.EV03	Regional economic impact of events				£402,000	£400,000	£1,530,783	£750,000	£980,883	£1,705,000 0	Whilst the target for 2019/20 was not met, the annual spend was consistent with visitor spend at other events across the country.
CE.SIP1 7.EV04	Number of visits to Renfrewshire (and Paisley) attractions				1,759,021	1,800,000	1,360,370	1,830,000	Data not available	1,830,000	Data has not yet been received from the Moffat Centre – data collection for visitor attractions has been severely impacted by lockdown period and subsequent restrictions.
CE.SIP1 7.EV05	Opportunities to see or hear something positive about Paisley and Renfrewshire				600,000,000	120,000,000	314,000,000	120,000,000	335,000,000	120,000,000	This is a destination brand target. 5030 media articles generated a PR value of £10m.



Local Outcome 02: Building strong, safe and resilient communities





Code	What we will do	Due Date	Status	% complete	Progress update
CP17.DH S.09	Deliver the Local Housing Strategy to ensure good quality and affordable housing is available which meets the needs of the local population going forward	31-Mar-2021		<div><div>100%</div></div>	<p>Outcome 1: The supply of homes is increased – Completions for 2019/20 outline that there were 195 affordable homes which can be attributed to good partnership working between various Services in the Council as well as positive working relationships with Housing Associations and various other sectors of the house building industry. A further 219 affordable homes are nearing completion and will complete in 2020/21. This figure was initially expected to be around 504 units. However, following the COVID-19 pandemic in early 2020 and the resulting closure of all development sites, completions on some sites will now be delayed until 2021/22. The draft Strategic Housing Investment Plan was approved for consultation by the Communities, Housing and Planning Policy Board on 18 August 2020. The revised Strategic Housing Investment Plan for the period 2021/22 to 2025/26 was discussed at the Communities, Housing and Planning Policy Board on 27 October 2020. Work is progressing well on 95 new Council homes at Johnstone Castle with the development of a further 80 new Council homes at Dargavel Village being completed in October 2020. Other affordable sites are progressing well including at Glenburn, Millarston and Ferguslie with developers working to progress sites safely and in line with Scottish Government guidance in relation to COVID-19. The Local Development Plan includes a new Housing Mix and Affordable Housing Policy which will support the delivery of sustainable mixed communities across Renfrewshire.</p> <p>Outcome 2: Through targeted investment and regeneration activity, Renfrewshire has attractive and sustainable neighbourhoods and well-functioning town centres – Council Newbuild Development in Johnstone Castle is progressing well with completion estimated for early 2021. Council Newbuild Development of 80 new homes at Bishopton was completed in October 2020. 101 new Council homes have been approved for Ferguslie Park and 39 approved for construction in South West Johnstone. Continue to monitor stock profile and are developing area-based strategies for areas identified as low demand. The Council continues to purchase a small number of homes through its acquisition policy approved at the Communities, Housing and Planning Policy Board on 20 August 2019, these properties meet a defined criteria and are within neighbourhoods with current Council stock.</p> <p>Outcome 3: People live in high quality, well managed homes– 7,714 private sector landlords with almost 10,300 properties are registered in Renfrewshire. 2,715 owners who stay in pre-1919</p>


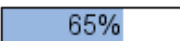


Code	What we will do	Due Date	Status	% complete	Progress update
					<p>tenement property have been sent information on the Council missing share scheme. 33 application packs have been sent out. Work continues to progress on the Orchard Street Housing Renewal Area in close partnership with Paisley Housing Association. Paisley Housing Association's West End Project delivered environmental enhancements to a number of back closes and drying areas in tenements in the West End of Paisley, completing in December 2019. The overall spend of £250,000 included £156,000 from the Scottish Government's Aspiring Communities Fund. The project employed 6 staff, with 4 going on to further employment</p> <p>Outcome 4: Homes are Energy Efficient and Fuel Poverty is minimised – Renfrewshire Council now install photovoltaic panels and mechanical ventilation as standard within new homes developed as part of the Council's new build programme and full consideration will be given to any new technology developed, for future new build housing. The Council have undertaken a number of pilot projects in recent years, including fabric improvements, renewable energy/technology (such as air and ground source heat pumps), as well as solar photovoltaic, battery storage, heating controls and mechanical ventilation. These projects seek to identify the best use of council investment within our capital programme in order to meet EESSH 2020 and 2032. Funding from the Scottish Government's Home Energy Efficiency Initiative for Scotland: Area Based Schemes (HEEPS:ABS) have been used for external wall insulation projects with around 247 tenants and 204 owners in Whitehaugh, Blackstoun, Gallowhill, Bridge of Weir, Kilbarchan, Howwood, and Inchinnan benefitting from this initiative. Paisley Housing Association were successful in receiving funding of £11,495 in 2019/20 from Energy Action Scotland's Fuel Poverty Challenge, to provide a Fuel Bank Voucher Service to assist tenants in crisis. A further £49,975 was awarded by the Energy Saving Trust for a 2-year energy advice project starting in September 2020.</p> <p>Outcome 5: Homelessness is prevented and vulnerable people get the advice and support they need – Renfrewshire was awarded £186,000 by the Scottish Government for the implementation of rapid rehousing related initiatives (same amount as previous year). Following the successful pilot of an in-house Shared Living Project for 16 –25 year olds, funding for the implementation of 'Rapid Rehousing' initiatives was used to launch a project in partnership with Simon Community Scotland, who have previous experience in delivering this type of work. Together, SAY Women and Renfrewshire Council's George Street Youth Homelessness Prevention Team have initiated a Tenancy Sustainment Service that provides focussed, time limited support for young women aged 16–25 years who are identified as survivors of child sexual abuse and/or survivors of other forms of sexual violence, having housing/ homeless/ tenancy related issues.</p>

Code	What we will do	Due Date	Status	% complete	Progress update
					<p>Outcome 6: People are able to live independently for as long as possible in their own home – Work continues with partners regarding the provision of housing for people with particular needs, including exploring options for the reprovisioning of sheltered housing in Erskine in partnership with Bridgewater Housing Association and to provide a new Extra Care Housing development in Paisley. The Strategic Housing Investment Plan includes projects that meet a range of particular needs, including the development of amenity standard housing to support people with varying needs throughout Renfrewshire at both Dargavel Village, Bishopton (Council) and at Smithhills Street in Paisley Town Centre (Link Group).</p> <p>Outcome 7: Affordable housing is accessible to people who need it – The Council continues to participate in the Mortgage to Rent scheme, working with owners in financial difficulties where this is appropriate. The HomeChoice@Renfrewshire Homexchange Shop helped 1,144 visiting customers and assisted 162 customers to register for a mutual exchange through the online service. In addition, a further 73 applicants self-registered for a mutual exchange, with the Council enabling 17 successful mutual exchanges in 2019/20. Our newbuild programme and the implementation of the new acquisition policy will assist us to deliver a range of property types and sizes in areas of housing demand.</p>
CP17.DH S.06	Work to tackle unregistered private landlords to ensure required housing standards are met	31-Mar-2022		 100%	An enhanced enforcement activity programme remains in place for landlords within the private rented sector. Officers continue to work with private landlords to improve the standard of housing across Renfrewshire. To date, 284 unregistered landlords have been identified during the 19/20 financial year. Of these, 212 have applied to be entered onto the Register of Private Landlords and the remaining landlords are at various stages of enforcement action for failing to register. 28 Repairing Standards visits have been undertaken within this timescale to enforce remedial works to address various areas of disrepair within these properties.
CHS.SIP. 17.06.06	Implement recommendations flowing from the national reviews of child protection and the care system.	31-Mar-2020		 100%	<p>We are continuing to improve culture, ethos and practice by quality assuring our practice against the lessons learned from National and Local Initial Case Reviews (ICRs) and Significant Case Reviews (SCRs), identifying existing good practice and highlighting areas for development.</p> <p>In addition, Renfrewshire is part of the North Strathclyde Region who has been successful in becoming one of the first areas nationally to pilot and implement the learning from the new Joint Investigative Interview course. Our successful application, 'A Holistic Trauma Approach to Joint Investigative Interview (JII)', brings together the North Strathclyde Partnership (East Renfrewshire, Renfrewshire, East Dunbartonshire, Inverclyde, "K" Division and "G" division) and 3rd sector partners</p>

Code	What we will do	Due Date	Status	% complete	Progress update
					Children 1 st , in a development based on the European Promise quality standards.
					The Independent Care Review was published in February 2020 and any updated policy and guidance emerging from both these reviews will be implemented as it becomes available.
CHS.SIP. 17.06.03	Continue to develop residential provision in childcare.	30-Nov-2018		 100%	Our newest Children's house in Linwood was completed at the end of January 2019 and became operational in February 2019.
CP17.EC. 02	Develop and deliver strategies for how the Council will respond locally to the risks posed by serious organised crime and terrorism	31-Mar-2022		 100%	<p>The multi-agency Community Protection (Prevent) Steering Group has been established with key partners across Renfrewshire and Inverclyde. Partners include:</p> <ul style="list-style-type: none"> • Renfrewshire Council • Police Scotland • Scottish Fire and Rescue Service • Scottish Ambulance Service • Scottish Prison Service • West College Scotland • University of the West of Scotland • Good Shepherd • Kibble • Spark of Genius <p>The Operational Working Group has also been established in Renfrewshire to lead on the agenda and feed into the wider multi-agency divisional meeting. The Group will look at both Counter Terrorism and Serious and Organised Crime. An action plan has been developed to allow partnership working and a sub group is being established to look at disrupting and deterring serious and organised crime.</p>
CP17.HS CP.01	Design a new way of working with key partners to improve outcomes for the most vulnerable adults in our area, ensuring they get the right support at the right time	31-Mar-2022		 75%	<p>The IJB's Strategic Planning Group, consisting of members from the HSCP, Third Sector, partners in the NHS and Renfrewshire Council and wider representatives of carers and service users, has worked collaboratively to improve local relationships and has launched an HSCP-supported funding programme to support the development of new projects which improve health and wellbeing and address inequalities in Renfrewshire. A range of collaborative and partnership-based projects will be in place by early 2021 to address agreed priorities covering (i) loneliness and social isolation; (ii) lower-level mental health and wellbeing; (iii) housing as a health issue; (iv) inequalities; (v) early years and vulnerable families and (vi) healthy and active living.</p> <p>In support of this, the HSCP has also implemented cross-sectoral working through the Voluntary Sector Group, which has the objective of improving working between organisations in the third sector and the HSCP. This enables broader discussions on current and future approaches to service delivery. Some examples of this partnership working are:</p> <ul style="list-style-type: none"> • The Community Connectors programme continues to provide vital support to people in local communities to address social issues via Community Link workers, local health champions and










Code	What we will do	Due Date	Status	% complete	Progress update
					<p>a specialist housing advice worker. The partnership approach of this programme has been recognised as having benefits in supporting local people as well as reducing unnecessary appointments with GPs.</p> <ul style="list-style-type: none"> The Renfrewshire Bereavement Network, which includes local hospices Accord and St. Vincent's, as well as the Renfrewshire Health and Social Care Partnership (HSCP), and RAMH has been implemented with the aim of providing support to anyone in the Renfrewshire area who is experiencing loss or dealing with grief – by offering access to the most appropriate advice, guidance and counselling available – from a single point of access. This access is for those over 16 and includes residents, those employed within Health and Social Care in Renfrewshire, and Renfrewshire Council employees. Contacts from or regarding children will be signposted to the appropriate support. A Mental Health and Wellbeing Steering Group has also been set up, including partner organisations, to assess how existing initiatives to support improved mental health and wellbeing can be further developed and to consider options for how they can further complement one another in future <p>Each of the above elements will continue to be considered as part of the HSCP's Recovery and Renewal programme which will focus on continued improvements to both HSCP services and preventative interventions within the community, ensuring that we are focused on supporting the most vulnerable in the right place and at the right time</p>
CPI7.DH S.07	Along with our key partners we will monitor and review the impact of the range of services we provide to homeless people and those threatened with homelessness	31-Mar-2022		 100%	<p>A Rapid Rehousing Transition Plan (RRTP) for Renfrewshire was approved by the Policy Board in August 2019. The RRTP, which had been agreed with partners, details how we would improve the outcomes for homeless applicants between 2019 and 2024, and £183k was awarded from the Scottish Government to support its implementation in 2019/20. This funding has been used to deploy Temporary Resettlement Officers, upscale our use of the Housing First approach to 30 service users, and launch a Shared Living Initiative in partnership with Simon Community Scotland to support homeless people who were interested in sharing a tenancy. A Steering Group with membership from a range of partners was established to track the implementation of the RRTP, chaired by Head of Housing & Planning Services. The Renfrewshire Homelessness Partnership continues to meet regularly to monitor and review all the measures in place to support those who are homeless.</p> <p>During the pandemic, Operational letting activity has continued to focus on the provision of temporary and settled accommodation for homeless people and other people with the highest</p>

Code	What we will do	Due Date	Status	% complete	Progress update
					levels of housing need, in keeping with the needs based framework set out in the housing allocation policy. This sustained focus on homelessness was necessary, in order to enable people to move on from temporary accommodation to settled housing, create greater capacity within the system and return to a situation where it would not be necessary to use B&B accommodation.
CRSIP17.01.03.07	Develop and deliver phase 2 of the Renfrewshire Community Safety Partnership hub.	31-Mar-2018		<div><div>100%</div></div>	Phase 2 of the Renfrewshire Community Safety Hub has been completed with the Renfrewshire Wardens fully integrated into the Hub. The proposal is to move onto Phase 3 to continue to expand the hub. This will include reviewing and implementing outcomes from the Collaborative Leadership Programme led by Police Scotland and Scottish Fire and Rescue Service. Phase 3 will also include the Community Safety Hub assisting regeneration projects by expanding the public space CCTV network to include Paisley Town Hall, Paisley Museum (whilst under refurbishment) and Robertson Park. To assist the Joint Agency Command Centre (JACC), a direct link between CCTV and the Conference Room will be integrated to allow real time images to be displayed to partners.
CP17.CS.01	Continue to modernise our school estate, maximising opportunities for communities to benefit from new facilities	31-Mar-2022		<div><div>75%</div></div>	<p>The pandemic delayed the formal consultation on the proposal to relocate Paisley Grammar, but that process is now well underway, with virtual consultations replacing face to face meetings. These consultations are concluded and a report on the comments received has been sent to Education Scotland in line with legislation. A full report on the consultation will be presented to the Education and Children's Services Policy Board in January 2021.</p> <p>The infrastructure programme to support the expansion of Early Years provision was also delayed by the lockdown but works have restarted and good progress is being made. A review of lockdown delays was undertaken, and a revised timetable agreed for works. Currently, 11 projects are completed, a further 7 are on track to complete by December, a further 5 by April 2021 and the remaining 3 by August 2021.</p>
CE.SIP.18.02.01	Work with key partners in local areas to empower people to develop and deliver services, assets and facilities in their local communities	31-Mar-2021		<div><div>100%</div></div>	Along with investment such as the Community Empowerment Fund, work continues with key community organisations to develop partnerships and their ideas for local communities and assets. Nine applications totalling £173,760 have been awarded from the Community Empowerment Fund to support community organisations to progress their plans using Community Asset Transfer. In total 22 projects have been awarded funding with the total amount awarded to date being £353,235.
CE.SIP.18.02.02	Implement a new approach for Local Area Committees	31-Mar-2019		<div><div>100%</div></div>	Local Partnerships are now fully operational. All Local Partnerships have agreed membership and a set of local priorities. These local priorities are informing the award of local grants and other






Code	What we will do	Due Date	Status	% complete	Progress update
					<p>development work. Meetings to decide 2020/21 grant allocations were postponed in March 2020 due to COVID-19 but took place in September 2020.</p> <p>A very successful Participatory Budgeting pilot took place, with young people aged 12-25 having a direct say on the allocation of £150,000 of grant funding. Young people have designed and delivered the process, including identifying priorities, agreeing criteria for the fund, supporting applicants and delivering an announcement event with the results on 25 September 2019.</p> <p>In addition, a second year of the Celebrating Renfrewshire Participatory Budgeting programme took place during September and October 2020. This again, has enabled young people to vote on the allocation of funding to projects in their area to benefit young people aged 12-25. 86 projects applied for a share of £149,340 Local Partnership funding. Proposals are also being developed with services for a Participatory Budgeting exercise using mainstream budget in 2021.</p>
CE.SIP.18 .02.03	Work with communities to develop local action plans to tackle the issues people care about most	31-Mar-2021			Each of the seven Local Partnerships has agreed a set of local priorities that they want to take action on. Award of funding to community groups through the Local Partnership is guided by the local priorities, with community groups asked to demonstrate how their project will contribute to delivery of local priorities. £349,605.30 was awarded to 167 projects in September 2020, with a further £149,340 to be allocated to projects for young people in October 2020 through the Celebrating Renfrewshire Participatory Budgeting exercise.
CE.SIP.18 .02.04	Make Renfrewshire a leader in supporting volunteering within communities	31-Mar-2021			<p>During the pandemic, a national campaign called Scotland Cares was launched to encourage people to volunteer to support the pandemic response. Over 50,000 people signed up to volunteer in Scotland, with over 1,100 registered in Renfrewshire. At a local level officers worked closely with Engage Renfrewshire to develop our local volunteering response through the Renfrewshire Volunteer Reserve Bank, to which 248 people signed up. Local volunteers are at the heart of the neighbourhood hub model being developed in partnership with communities.</p> <p>The Neighbourhood Hub model which was put into place as part of the initial pandemic response, continues to develop with colleagues across the Council and our partners. Seven hub areas have been established, supported through three physical locations in in Renfrew, Paisley and Linwood. The hubs operate on a partnership basis with Renfrewshire Leisure, Renfrewshire Health and Social Care Partnership, Engage Renfrewshire, local groups and organisations across communities, and are supported by local volunteers. The hub teams have provided support services to over 300 households since the start of the lockdown period. Support provided has included befriending calls</p>








Code	What we will do	Due Date	Status	% complete	Progress update
					to people who feel isolated or vulnerable, signposting to food services and delivery of books and toys through the Libraries Direct Service. Hubs have also taken responsibility for the prescription delivery service operation. In addition, there is a new focus from October 2020 on those required to self-isolate due to the Test and Protect programme.







Local Outcome 02: Indicators

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
CR.PP.07	Number of incidents of anti-social behaviour reported to Renfrewshire Council Community Safety Service				1,939	1,750	1,711	1,800	1,667	1,800	There has been a fluctuating but notably downward trend in reported incidents of ASB since 2012/13. The 2019/20 total of 1667 represents a reduction of 2.6% in comparison to 2018/19, and an overall reduction of more than one-third (34%) since 2012/13
SOA08.09o	Percentage of adults who agree that Renfrewshire is a safe place to live.				84.6%	84%	-	85%	-	85%	This indicator comes from the Council's Public Services Panel survey. There is no recent data for this indicator as the panel was refreshed in 2018/19 and the first survey was due to go out in early Spring 2020 but had to be postponed as a result of the COVID-19 pandemic.
SOA09.1218a	% of adults who agree with the statement "I am satisfied with my neighbourhood as a place to live".				83.5%	87%	-	88%	-	88%	This indicator comes from the Council's Public Services Panel survey. There is no recent data for this indicator as the panel was refreshed in 2018/19 and the first survey was due to go out in early Spring 2020 but had to be postponed as a result of the COVID-19 pandemic.


Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
CR.PP.3 2	Number of complaints regarding youth disorder				358	740	284	740	471	650	There was an increase of two-thirds in youth disorder complaints during 2019/20 compared to 2018/19. This was caused by a 'spike' in incidents during the first two quarterly reporting periods covering April to October 2019. Further analysis failed to identify any significant repeat locations or perpetrators. It is assessed that after several years of significant reductions, the natural cycle of youth disorder incidents has reversed, and this, along with increased activity and interventions from youth team staff has resulted in the increases witnessed for 2019/20. It is assessed that this will reduce again significantly for 2020/21 due to COVID-19 lockdown restrictions which remain ongoing.
CR.PP.0 6c	Number of recorded attendances at Street Stuff activities				31,278	32,000	27,767	25,000	17,161	25,000	There is a reduction in the number of recorded attendances for 2019/20 due to the operational availability of some of the locations and activities.
CHS/LG BF/01	Percentage of Looked After Children cared for in the community				93%	89.9%	92.3%	89.9%	95.2%	89.9%	The service will always aim to use community based placements where it is appropriate to do so. The service has been reducing the use of residential placements over the long-term but will continue to use them where it is the best option for a child.
CHS/CJ/	% of NEW unpaid work				69%	72%	76%	72%	74%	72%	Performance remained consistent and on






Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
CPO/02	orders/requirement complete by the required date										or above target throughout 2019/20. Performance against this indicator will be adversely affected during 2020/21 by the service changes necessitated by the COVID-19 pandemic. All target end dates for orders were extended by 12 months to reflect the fact that unpaid work paused during lockdown. This will impact on the capacity of the Unpaid Work Service as they 'catch up' on work placements which didn't take place as well as manage new orders. National estimates suggest that services will operate at 30% capacity in the first stages of recovery so that physical distancing rules can be complied with; however re-establishing and providing this service, given its nature, and within current staffing levels will be challenging.
HPCMT 05	Average time from household presenting themselves as homeless to completion of duty (number of weeks)				23.78	23	23.97	23	23.27	24	Performance continues to be considerably below the Scottish average. The draft Rapid Rehousing Transition Plan, which has resulted in funding awarded to Renfrewshire of £186k for 2019/20 will result in this figure reducing further.
HPSIP01	Affordable housing completions				77	144	127	127	195	413	The Local Housing Strategy sets out Renfrewshire's Housing Supply Target for 1,000 new affordable homes over the five-year period 2016–2021. This target equates to an annual indicative target of 200 completions. However, it is not expected to see completions evenly


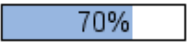

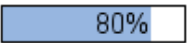
Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
											<p>distributed across the 5-year period in practice and targets are set based on the programme.</p> <p>The affordable newbuild housing programme involves both Council and housing association developments across a range of sites in Renfrewshire. By the end of March 2020, 507 new affordable homes were completed in the first three years of the five-year programme (108 in 2016/17, 77 in 2017/18, 127 in 2018/19 and 195 in 2019/20).</p> <p>Completions for 2019/20 were 195 affordable homes which can be attributed to good partnership working between various Services in the Council as well as positive working relationships with Housing Associations and various other sectors of the house building industry.</p>
SOA10.10a	Private housing completions				601	500	783	500	612	500	The audit for 2019/20 has been delayed due to the COVID-19 lockdown and finalised figures are not currently available
HSCP/AS/HC/02	Percentage of long term care clients receiving intensive home care (National Target – 30%)				28%	30%	28%	30%	27%	30%	The service continues to actively review the needs of service users to ensure that the Partnership meets their care requirements appropriately. This may result in changes to the level and nature of services that some individuals receive.
CHP/CF/DD/01	Number of acute bed days lost to delayed discharges				2,712	Data only	4,203	Data only	6,714	Data only	Acute services are demand led and have seen high numbers of inpatients in


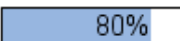




Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
	(inc AWI)										2019/20, an increase of 2,511 days from 2018/19. Acute beds are subject to multiple variables including peak demands driven by the rise in patient number accessing accident and emergency
HSCP/C I/HCES/02	Percentage of adults supported at home who agree that they are supported to live as independently as possible				79%	Data only	–	Data only	Not available yet		The Health and Care Experience Survey is carried out on a bi-annual basis, the 2019/20 results are not yet available.
HPCHA RTER08	Percentage of council dwellings that are energy efficient				100%	100%	99.8%	100%	98.4%	100%	The electric storage heaters in 85 Council properties in multi storey blocks are now over 30 years old and no longer classified as energy efficient. The Council has a programme in place of upgrading old heating systems with new energy efficient Quantum Storage Heaters when the dwellings become void.


Local Outcome 03: Tackling inequality, ensuring opportunities for all

Code	What we will do	Due Date	Status	% complete	Progress update
CP17.CS.02	Take forward a "Celebrating Youth" programme, offering young people in Renfrewshire the chance to get involved and to participate in a range of social, cultural, digital and sport activities.	31-Mar-2022		<div><div>100%</div></div>	<p>Youth Services and Renfrewshire Youth Voice planned the "Celebrating Youth" programme during the Youth Voice Residential which focused on the 2019 theme of "Participation", this included:</p> <ul style="list-style-type: none"> • Support for young people to attend youth voice groups and events through the Scottish Attainment Challenge and Young Scot partnership project; including smart travel and rewards and discounts. • Youth Voice Residential involving young people from youth voice groups, young carers, volunteers to plan year programme and events. • Participation Roadshow running over the summer school holidays to community venues across Renfrewshire: Youth-led "Escape Rooms" events focussing on problem-solving and team working, Young Scot information, Youth Voice and Participation workshop, promotion of the Celebrating Youth Participatory Budgeting programme. • Planning and organising an issue-based Climate Change event for encouraging youth action on environmental issues. • Outdoor Learning Programmes during holidays for young people to get outdoors; identifying focus of future community based environmental projects and after school clubs. • Youth Events Panel continue beyond Year of Young People, to work with RC Events Team to engage young people in cultural events; the Spree, Youth Arts Festival, Halloween Festival, etc. • Community youth clubs participating in workshops with artists to participate in the Halloween parade and aerial displays. • Planning for Positive About Youth Awards, 9th year celebration of youth achievement; nominations open with venue, media company and event management progressing. • Digital Academy to involve young people in creating content for Young Scot portal/council




Code	What we will do	Due Date	Status	% complete	Progress update
					website; covering youth activity.
CP17.CS.03	Ensure Renfrewshire is a "Child Friendly" place where children are nurtured and thrive.	31-Mar-2022		<div><div>55%</div></div>	Work is ongoing in the Renfrewshire Children's Services Partnership to build a common approach based on trauma responsive and trauma reducing behaviours to support children and families. This approach builds on the work being carried out in schools to support children's emotional development and create a nurturing Renfrewshire.
CHS.SIP.17.02.04	Further develop our early years curriculum to support new legislation and in particular the additional hours being allocated for early learning and childcare.	New date has still to be set by the Scottish Government		<div><div>70%</div></div>	During school session 2018/19 around 600 children accessed 1140 hours of high quality early learning and childcare. Approximately 1,500 1140 places have been approved for this current school session. This is being provided across 31 LA and 31 Provider establishments. The commitment to deliver 1140 by the deadline of August 2020 was on target at the point lockdown measures were introduced. The Scottish Government has extended the deadline to reflect the delays in construction and other necessary work but has not given a specific target date yet.
CP17.CS.04	Provide high quality education and support to narrow the poverty related attainment gap	31-Mar-2022		<div><div>60%</div></div>	In May 2019, the Deputy First Minister visited the authority to recognise the progress made in relation to closing the poverty-related attainment gap. This led to a number of authorities (Perth and Kinross, Scottish Borders and Cumbria) visiting the authority to share learning and practice during this period. As part of the numeracy work, a group of 19 Head Teachers, Class Teachers and Central Team staff participated in the professional learning visits to Stanford University in California. Following this, 172 children participated in an immersive experience of creative and flexible mathematics camps which was hosted over two weeks.
CP17.CE.07	Working with local equalities led community groups and employees to implement specific and meaningful equalities outcomes	31-Mar-2022		<div><div>70%</div></div>	Continue to support the Diversity and Equality Alliance in Renfrewshire group, which brings together equalities-led third sector organisations in Renfrewshire. In addition, a new Equality Impact Assessment process and guidance has been developed to incorporate the Fairer Scotland duty.
CP17.HS.CP.02	Develop innovative approaches for tackling social isolation across all groups in society	31-Mar-2022		<div><div>60%</div></div>	<p>The HSCP is one of the lead organisations who support residents who are experiencing social isolation. Its strategic partnerships and operational interfaces with Housing and third sector organisations for example enable it to identify and support Adults who may have little contact with other people. The work of the HSCP very much compliments the activity led by the Council to ensure Renfrewshire is a safe, thriving and inclusive community and help people to overcome the impacts of poverty and poor health.</p> <p>The Health and Social Care Partnership (HSCP) supports numerous services including the Community Connectors Programme, Reaching Older Adults Renfrewshire and the Carers Centre</p>



















Code	What we will do	Due Date	Status	% complete	Progress update
					<p>which help people sustain and renew connections with others. Well in Renfrewshire (WiRE) provides access to over 600 community-based resources that will help to improve health and wellbeing. In the context of self-directed support, WiRE provides greater choice for adults and carers, enabling them to access information about resources in their communities, to support them to achieve their identified outcomes. Many people use self-directed support budgets to access services which allow them opportunities to interact with others and take part in purposeful activity.</p> <p>The Community Connectors programme continues to provide vital support to people in local communities to address social issues via Community Link workers, local health champions and a specialist housing advice worker. The partnership approach of this programme has been recognised as having benefits in supporting local people as well as reducing unnecessary appointments with GPs.</p> <p>Last year, the HSCP Strategic Planning Group (SPG) established a multi-agency short life working group to tackle loneliness and isolation. The group identified the following key priorities: access to information; audit of physical spaces; transport; safety; and early intervention for those most at risk of loneliness.</p>
CP17.HS CP.03	Take forward targeted action to address the number of drug related deaths in Renfrewshire	31-Mar-2022			<p>The establishment of an Alcohol and Drugs Commission for Renfrewshire focused on supporting local people and communities and improving life outcomes. The Commission is the first of its kind in Scotland and has been considering the real impact of alcohol and drugs in Renfrewshire. Due to the impact of the COVID-19 pandemic and subsequent lockdown, work is still ongoing to refine the key messages or recommendations that are beginning to flow from the work of the Commission. However, this work will resume and during 2020/21, Renfrewshire Community Planning Partnership will prioritise work on alcohol and drugs use across Renfrewshire and drive forward the recommendations from the Alcohol and Drugs Commission to reduce the impact on individuals, families and communities.</p>
CP17.RLL .02	Maximise use of leisure assets in Renfrewshire, promoting positive health and mental wellbeing	31-Mar-2022			<p>In addition to the main cultural, sport and leisure activities available in our cultural and leisure facilities, Renfrewshire Leisure runs a range of classes, activities and projects in our libraries, leisure centres, museum and town halls which advise on, promote, support and encourage positive health and mental well-being.</p> <p>During the current pandemic, when operational buildings closed to the public, Renfrewshire Leisure teams moved swiftly to maintain core health services; expand services that engage with community</p>







Code	What we will do	Due Date	Status	% complete	Progress update
					groups; and provide alternative platforms to access cultural, sport and leisure opportunities.
					Highlights from 1st April to 30th June include: • Re-opening of Barshaw Golf Course, Lochfield Bowling Green and Robertson Park Bowling Green on 29 May 2020; services providing continuous online content via the Ren TV channel with 15,021 views during this period; a new creative arts project – Tiny Revolutions Renfrewshire – launched to encourage people to engage in creative activities within their communities; libraries provided free CoderDojo@Home sessions with Paisley YMCA, a coding club for 18–17 year olds; libraries recorded 13,319 e-books loaned during this period, an increase of 3,107 over the same time last year; sports services launched the RL Online Olympics, where there were 4,945 entries from 50 schools over 7 weeks of online sports challenges; a walking challenge was organised for members of the public to walk the equivalent of the boundary of Renfrewshire (48 miles) across the month of June, with a total of 616 walkers taking part with a combined distance walked of 33,698 miles.
CP17.CS.05	Review support for young carers, identifying opportunities to improve life chances	31-Mar-2022		 80%	A review of service provision highlights areas for improvement: a development plan is in place with Carers' Centre and work is ongoing to improve provision; improvements are supported by colleagues in the contract monitoring team; and consideration of new approaches to meet the needs of young carers is included in the Right for Renfrewshire programme.
CE.SIP.18.03.02	Deliver approaches to help mitigate the impacts on low income households of the next phase of Welfare Reforms	31-Dec-2018		 100%	A programme of work was completed with the rollout of Universal Credit in September 2018. Well-developed management arrangements were put in place to monitor Universal Credit rollout and the change in Housing Benefit and Council Tax Reduction caseloads, as well as monitor rent and council tax income and arrears levels. This supported effective workforce planning and revenue collection activities.
CE.SIP.18.03.03	Deliver a range of interventions to support financial inclusion across Renfrewshire	31-Mar-2019		 100%	<p>The Tackling Poverty Programme continues to deliver a range of projects to support families living in poverty. In this period, targeted income maximisation support has put £1.7million in the pockets of low-income families, as well as continuing to provide services such as holiday provision with a healthy meal, breakfast clubs and services which support the mental health and wellbeing of young people.</p> <p>The Local Child Poverty Action Plan, developed in partnership with the HSCP and NHS GGC, was published in June 2019, the learning from which will influence the direction of the Tackling Poverty year 3 programme. The second annual report was published in September 2020.</p>




Code	What we will do	Due Date	Status	% complete	Progress update
					Working in partnership with Renfrewshire Leisure, free sanitary products are now available in town halls, community centres and libraries. This was launched as part of a wider 'Period Poverty' campaign during Challenge Poverty Week in October 2019.
CHS.SIP. 18.03.07	Introduce a youth and equalities forum as a key element of local engagement.	31-Mar-2022		<div><div>100%</div></div>	<p>Youth Services continue to support the development of Youth Voice initiatives – Renfrewshire Youth Voice (RYV), including the Youth Events Panel, Youth Commission on Mental Health, newly elected Members of Scottish Youth Parliament, and senior members from Community Youth Clubs. Youth Services and RYV have jointly run a Youth Leadership training course in 2019, which included roadshows and youth participation events across the authority.</p> <p>Partnership working with Children's Services has seen RYV involved in the forthcoming PSHE review in schools, youth perspective on developing Council Values, links to Local Partnership Forums, and the Participatory Budgeting process for the Youth Challenge Fund.</p> <p>In collaboration with Youth Services, a large-scale consultation with young people to develop a 'Framework for Personal and Social Education in Renfrewshire' took place in 2019/20.</p>

Local Outcome 03: Indicators






Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
CR.FM(S).01	% uptake of free school meals in primary and secondary schools				73%	75%	67.2%	75%	60%	75%	<p>Overall Free School Meal uptake across Primary and Secondary Schools for 2019/20 was 60%, which is below target of 75%.</p> <p>During 2019/20 consultation was undertaken with pupil groups across primary schools and the output from</p>







Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
											these meetings was used as part of the development of a new menu. This new menu has reverted to a more traditional service which will be a precursor to the implementation of the Scottish Government's revised School Food Regulations which were implemented August 2020.
CHS/AT T/04	No. of opportunities for young people to achieve through accredited awards				1,193	1,130	899	1,130	-	1,130	Due to school closures as a result of the COVID-19 lockdown, figures for the second half of 2019/20 were not collated and are not yet currently available..
CHS/AT T/10	Average complementary tariff score of pupils living in SIMD 30% most deprived areas				506	Data only	678	Data only	Not available yet		2019/20 data for this indicator will not be available until March 2021
CHS/AT T/11	Average complementary tariff score of all school leavers in Renfrewshire				687	Data only	312	Data only	Not available yet		2019/20 data for this indicator will not be available until March 2021
CHS/EY /02	% of entitled 2 year olds accessing 600 hours of early learning and childcare				56%	-	62%	-	59%	60%	Uptake can increase throughout the academic year as people become aware their children are eligible
CHS/YC /01	Number of young carers engaged with services				New PI from 2018/19		103	Data only	135	Data only	Please note this is a new PI which has been reported on from Q2 of 2018/19. As at March 2020 135 young carers were engaged with services.
CP.RLL. PL.01	Number of attendances at pools				443,841	Data only	477,558	Data only	482,039	Data only	Attendance at pools has been increasing year on year.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
CP.RLL.SL.01	Number of attendances at indoor sport and leisure facilities excluding pools				1,516,973	Data only	1,682,040	Data only	716,123	Data only	<p>For 2019/20, attendances at sports facilities were down on previous years due to several factors: Erskine Sports Hall was partially inoperable due to floor damage; Park Mains High School pitch was damaged preventing full sided games being played; and a reduction in competitive football league teams within the area has led to a decrease in use over the year.</p> <p>Quarter 4 figures were also significantly lower than previous years due to the COVID-19 pandemic.</p>
HSCP/HI/ADS/O6	Reduce the estimated prevalence of problem drug use amongst 15–64 year olds (percentage of total population age 15–64)				–	–	–	–	Not available yet		<p>This indicator is produced as part of an on-going 3-year study and no date for the next update has yet been published. The current value from 2015/16 is 2.36%.</p> <p>In order to tackle the issue of drug use in Renfrewshire, a number of initiatives have been put in place including; the Renfrewshire Alcohol and Drugs Commission that will look to improve the life chances of all residents; the Rights, Respect and Recovery: Alcohol and Drug Treatment Strategy; Renfrewshire Health and Social Care Partnership commissioned in 2018 an independent whole systems review that looked at all aspects of service and care delivery; and work is now underway to design and implement the</p>







Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
											future fully integrated recovery focused treatment & care service model for Renfrewshire, with the establishment of a Recovery Hub being a key development in reducing the prevalence of drug use.
											The Health and Care Experience Survey is carried out on a bi-annual basis, the 2019/20 results are not yet available.
HSCP/C I/HCES/08	Percentage of carers who feel supported to continue in their caring role.				36%	Data only	–	Data only	Not available yet		The 2017/18 results for Renfrewshire show a slight decline in positive responses since the previous survey was undertaken during 2015/16 from 39% to 36%. Renfrewshire's satisfaction rate of 36% is close to the national figure of 37% for 2017/18.











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

Code	What we will do	Due Date	Status	% complete	Progress update
CRSIP17. 01.04.17	Finalise the delivery of the project to replace all street lighting in Renfrewshire with LEDs.	30-Sep-2017		<div><div>100%</div></div>	Renfrewshire's Street Lighting Investment Strategy has now been completed, with 30,756 street lights being converted to LED Lanterns at the end of 2018/19.
ECSIP18. 04.04	Work to meet the challenging targets set out in our carbon management plan – through our council fleet, street lighting, public realm and floodlight strategy	31-Mar-2021		<div><div>60%</div></div>	The Council fleet had 91 Electric Vehicles at the end of March 2020. 14 additional electric vehicles were added to the fleet in July 2020 resulting in 21% now using alternative fuel.
ECSIP18. 04.05	Ensure a residual waste treatment and disposal facility is fully operational by end of 2019 as part of the Clyde Valley Waste Management solution	31-Dec-2019		<div><div>100%</div></div>	The Council, in collaboration with four other councils, has invested in the Clyde Valley Waste project, an energy from waste plant at Dunbar at a cost of £177 million with a total contract value of £700m over the 25-year period. This will enable the Council to meet its landfill diversion targets. The contract commenced in January 2020 and the project is now being delivered.
ECSIP18. 04.06	Deliver the requirements of the Scottish Household recycling charter and related service changes	31-Mar-2021		<div><div>85%</div></div>	<p>The policy environment saw major changes over 2019/20. In November 2019, the Scottish Government published a consultation on new legislation under the new Scottish Circular Economy Bill. Included within the legislation were wider plans for a new approach to reducing, reusing and recycling materials to help drive Scotland's circular economy. Also included was a review of the Code of Practice which underpins the Scottish Household Recycling Charter.</p> <p>As a result of COVID-19 further updates to the Bill have been delayed. However, the objectives will continue to be delivered through the Deposit Return Scheme, development of the UK-wide Extended Producer Responsibility Scheme for packaging, delivering the Food Waste Reduction Action Plan, and support for business innovation through the Circular Economy Investment Fund. In light of these developments Renfrewshire has continued to transition towards full charter compliance.</p>
ECSIP18. 04.07	Review and update Renfrewshire's Sustainable Food	31-Mar-2021		<div><div>80%</div></div>	The school meal service in primary schools currently holds the Soil Association's 'Food for Life'




Code	What we will do	Due Date	Status	% complete	Progress update
	Strategy and achieve Sustainable Food City Status				<i>served here</i> Bronze Award. We will continue to work with the Soil Association to explore the possibility of working towards the Silver Award.
ECSIP18.04.08	Deliver the Team Up, To Clean Up campaign throughout Renfrewshire, involving local communities	31-Mar-2021		 100%	<p>The Team Up to Clean Up campaign continues to grow with over 715 members of the Facebook page. The Big Spring Clean was a massive success which saw 1,750 volunteers turn out for over 103 events/clean ups. Groups that started as part of Team Up to Clean Up have continued to build their capacity and have been successful in receiving £50k from the Greenspaces, Parks & Play Areas and Village Investment Fund.</p> <p>Every primary school child in Renfrewshire has now received a copy of The Clumps' Big Mess (over 14,000 copies), a book designed and targeted at school children to understand the damage of littering.</p> <p>The Spotless September challenge was launched, again with many community groups taking part and an appreciation event for all communities was held in October 2019. StreetScene continue to deploy crews to remove all the litter and waste which communities lift, fully supporting and working in partnership to deliver lasting change in our communities.</p>
ECSIP18.04.09	Ensure that the Council's integrated enforcement policy is adhered to, ensuring businesses and communities are treated fairly and consistently	31-Mar-2021		 100%	Enforcement staff across the Council continue to work with businesses to ensure they can flourish and grow without an overpowering burden of enforcement. Advice can be provided by staff with compliance visits undertaken to ensure compliance with the appropriate legislation.
ECSIP18.04.10	Deliver a refreshed Air Quality Action Plan to improve air quality for Renfrewshire	30-Sep-2018		 100%	The draft Renfrewshire Air Quality Action Plan has been completed for the 3 Air Quality Management Areas in Paisley, Johnstone and Renfrew. This has been passed to the Scottish Government and SEPA for review as per requirements under legislation and once returned with comments, will go out to wider consultation in due course. The Action Plan details actions to reduce air pollutants within these areas.

Local Outcome 04: Indicators




Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
CR.SSL.01a	Street Cleanliness Score – % of areas assessed as clean				90.5%	90%	91.9%	90%	95.4% (unverified)	90%	<p>The percentage of Renfrewshire's streets assessed as clean was 95.4% for 2019/20. This is an improvement of 2.6% on the previous year's performance. This figure is provisional and is awaiting verification by Keep Scotland Beautiful.</p> <p>The cleanliness score is based on 3 sample surveys carried out throughout the year by both the Council and Keep Scotland Beautiful (KSB).</p> <p>This score represents the percentage of areas assessed as acceptably clean (categories A and B) using KSB's Local Environmental Audit and Management System (LEAMS) methodology.</p>
SOA13C R.09	Amount of CO ² emitted by the public vehicle fleet				3,652	2,950	3,836	2,840	3,427	2,730	<p>Up until March 2020, the Council had introduced a Sustainable Travel Scheme, where Council officers undertaking Council business, rather than use their own vehicles are asked to consider the scheme hierarchy, i.e. can they use another form of public transport or one of the Council's pool bikes to undertake their journey before considering the car. The scheme was proving successful and had reduced the business miles travelled by</p>






Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
											car by over 20% since its introduction. Most of the pool vehicles are now electric and therefore reducing the overall amount of petrol/diesel fuel consumed.
CR.PP.01	Air Quality – Annual average PM10 value across all continuous monitoring sites				13.1	18	13.75	18	14.3	18	Paisley Air Quality Management Area has had no exceedances for 5 years therefore Communities, Housing and Planning Services will review the data in 2021 with a view to possibly revoking or amending the AQMA following the new Annual Progress Report (APR). Data is calculated annually and not available until the middle of the following year.
CR.PP.01b	Air quality – average nitrogen dioxide value of monitoring sites, within AQMA(s) exceeding limits				41.6	44	40.8	43	41.1	42	Positive performance for 2019/20, however, one failure located at Renfrew Cross within the Renfrew AQMA, related to traffic emissions. Data is calculated annually and not available until the middle of the following year.
SOA13C R.08	% of the vehicle fleet which uses alternative fuels, such as electricity				7.6%	7%	9.8%	9%	18.2%	21%	The percentage of the vehicle fleet which uses alternative fuel such as electricity was 18.2% at the end of 2019/20. This is up from 9.8% in 2018/19. This figure is based on a total of 91 electric vehicles. 14 additional electric vehicles were added to the fleet in July 2020 resulting in 21% now using alternative fuel.
SOA13C	Reduce the amount of CO ²				2,163	3,200	1,679	3,000	1,493	1,750	For 2019/20, there had been a reduction




Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
R.12	emitted from public space lighting.										in CO ₂ emissions from public space lighting due to the implementation of the LED replacement programme. This figure shows an improvement in 2019/20 compared to previous years. There was an 11% reduction in CO ₂ between 2018/19 and 2019/20.

Calendar year indicator	Status	Long Term Trend	Short Term Trend	2016		2017		2018		2019		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	
CR.W.06a % of Household Waste Recycled (Calendar year data)				48.5%	55%	47.8%	50%	49.2%	50%	53%	54%	The cumulative recycling rate for 2019 was 53%. This is an improvement on the performance in 2018 when the recycling rate was 49.2%, an improvement of 3.8%










Local Outcome 05: Working together to improve outcomes
















Code	What we will do	Due Date	Status	% complete	Progress update
CP17.FR.01	Continue to manage the Council's resources, ensuring financial sustainability of the organisation	31-Mar-2022		<div><div>70%</div></div>	<p>In September 2020, an updated financial outlook was presented to Council, taking into account the updated impact of the COVID-19 emergency during 2020/21 and the requirement to adjust the Council's medium term financial strategy arrangements. The adjustments are to ensure that the Council's financial strategy is more appropriately positioned to respond to an increasing number of significant risks, uncertainties and indeed new demands arising from COVID-19.</p> <p>The financial sustainability of the Council will continue to be reviewed as part of our financial management arrangements and reporting to Council and Policy Board.</p>
CP17.FR.02	Take forward opportunities for transformation, innovation and efficiency through our Better Council Change Programme	31-Mar-2022		<div><div>70%</div></div>	<p>The latest phase of the Council transformation plan, 'Right for Renfrewshire', will adopt a new approach to identifying, developing and designing new change and transformation opportunities. As noted in the February Leadership Board report, over the course of the second half of 2019, the Corporate Management Team undertook a significant amount of work to take forward a series of structural service redesign processes across a range of areas of the Council's existing service arrangements as part of the tranche 1 of the programme. The tranche 1 redesigns have provided an appropriate spread across Council services to avoid the risk of over burdening any specific area of the Council as well as balancing the first phase across service areas that have generally been less heavily impacted by change over recent years and encapsulates the following redesigns: Customer and Transaction Services; Placeshaping; Community Development; Community Protection; Facilities Management; and Prevention and Early Intervention.</p> <p>Over the final quarter of 2019, work was progressed to seek formal expressions of interest in voluntary services for sections of the workforce within the scope of tranche 1. As at February 2020, over 2,600 letters were issued to employees, of which 580 expressed initial interest. Of these 580, 362 employees confirmed a willingness to voluntarily leave the Council's employment.</p> <p>Due to the COVID-19 pandemic, the Right for Renfrewshire programme was paused to allow the council to concentrate on the emergency response. Work has now resumed on the programme.</p>
CP17.CE.	Review existing strategic	31-Mar-2022		<div><div>70%</div></div>	A single point of contact function for community groups and organisations, working with other




Code	What we will do	Due Date	Status	% complete	Progress update
08	partnership agreements and work with community planning partners to identify opportunities to share and connect resources				council services to streamline processes has been developed. Partnership Agreements were concluded with Active Communities and Paisley Community Trust during the fourth quarter of 2019/20.
CP17.CE. 09	Develop our data and analytics function, working with partners to build a better picture of how to improve outcomes for local people, businesses and communities using an early intervention approach	31-Mar-2022		<div><div>100%</div></div>	<p>The Data Analytics & Research Team has worked with a number of services using geographic information, population projections and economic data to improve the efficiency and accessibility of services. User workshops and resources were made available expanding capacity in Excel, data visualisation and survey design and use.</p> <p>Dashboards were developed to expand the use of Business Intelligence at an operational level.</p>
CP17.FR. 03	Continue to modernise our services, taking advantage of new technologies to deliver better, more accessible and more efficient services that meet customer needs – such as My Account	31-Mar-2022		<div><div>70%</div></div>	<p>Design principles and activities are being deployed in all Digital First work to ensure that user needs are understood, and that services and processes are designed with these needs at the core. Use of the MyAccount customer portal is just short of 52,000 users across Renfrewshire. Automation of routine processes is being deployed in CBS, with a clear pipeline of opportunities for automation being identified, evaluated and deployed where appropriate.</p> <p>A new digital strategy was approved by the Leadership Board in September 2020.</p>
CP17.CS. 06	Engage with proposed changes to education governance and local democracy, maximising opportunities for the organisation and communities	31-Mar-2022		<div><div>100%</div></div>	Children's Services have been involved in local, collaborative and national discussions throughout the session ensuring we are contributing fully to the national agenda. We are working collaboratively with the West Partnership to support continuous improvement in educational outcomes for all children and young people. Renfrewshire is leading on aspects of the West Partnership plan and has representatives across all other areas.
CP17.CE. 10	Implement an action plan for the organisation, addressing any recommendations from the recent Best Value Audit	31-Dec-2018		<div><div>100%</div></div>	The Improvement Plan is reported to the Leadership Board annually. In the recently published Annual Audit Report, Audit Scotland confirmed that the Council continues to make good progress in terms of implementing the recommendations made through the Best Value Assurance Report.
CP17.FR. 04	Roll-out the Performance Development and Review programme across the Council	31-Mar-2018		<div><div>100%</div></div>	Since PPT was approved by Members, HR&OD have been working with services to roll out the policy, designing bespoke training and supporting materials, ensuring managers have the right skills to carry out PPT effectively. Implementation of the policy is taking into consideration other on-going Council priorities and configuration of appropriate systems to record and report output data.

Code	What we will do	Due Date	Status	% complete	Progress update
CP17.FR.05	Implement new leadership and management development programmes	31-Mar-2022		<div><div>100%</div></div>	<p>Over 600 managers and leaders throughout the Council participated across the 'Leaders of the Future' and 'ASPIRE' programmes.</p> <p>These leadership programmes are now being replaced with our new Lead to Succeed programme, which offers 3 different options linked to Chartered Management Institute (CMI) accredited qualifications at Levels 2, 3 and 5. These programmes will support leaders of all levels across the Council by combining a range of leadership topics recommended by CMI with additional content that centres around supporting the Council's recovery to COVID-19 and ongoing transformational change. These programmes will be delivered in a blended format to offer maximum flexibility and, while all participants will complete the same learning experience, those who choose to go a step further and complete the related CMI assessments will be fully supported to achieve the accredited leadership qualification.</p>
CP17.CE.11	Fully embed our staff "intrapreneurship" programme and recognising staff for success	31-Mar-2020		<div><div>100%</div></div>	Phase 1 and 2 of the programme have been fully implemented.
CP17.FR.06	Implement our workforce plan for Renfrewshire Council	31-Mar-2022		<div><div>100%</div></div>	<p>The current Council Workforce Plan (2017-2020) is complete and will be replaced by a new People Strategy in 2021.</p> <p>Significant progress has been made to deliver the Workforce Plans across the Council, with positive activity around communication and engagement, supporting career pathways including professional traineeships and qualifications, mentoring and coaching in support of succession planning and health and wellbeing initiatives aligned to national campaigns delivered in partnership with Occupational Health, Employee Assistance providers and third sector partners.</p>

Local Outcome 05: Indicators

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
HPCHA RTER31	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.				4.90%	6.00%	5.76%	5.70%	5.70%	5.70%	The last year has seen an improvement in arrears performance with a small reduction in gross rent arrears.
											This indicator is verified by the Scottish Government bi-annually.
PT.DS.P PF.CMT. 06	Application Approval Rate				97.2%	Data only	97.7%	Data only	97.3%	Data only	The Quarter 3 and Quarter 4 figures along with the 2019–2020 yearly figures were published by the Scottish Government on 21 July 2020.
											Performance reporting for this indicator shows an overall yearly figure of 97.3% well above the Scottish average of 94.2%.
PT.DS.P PF.CMT 01	Average Time for processing Planning Applications (Householder)				7.6	–	6.9	8	6.1	8	This indicator is verified by the Scottish Government bi-annually. The Quarter 3 and Quarter 4 figures along with the 2019–20 yearly figures were published by the Scottish Government on 21 July 2020.
											A new target has been set of 8 weeks (statutory target), previously reported as data only. Performance reporting for this indicator is consistent with Q3 at 6.3 weeks and Q4 at 6.2 weeks with an overall yearly reporting figure of 6.1 weeks, well below the target set of 8 weeks and the

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
											Scottish Average of 7.3 weeks.
HPCHA RTER13	% of reactive repairs carried out in the last year completed right first time				90.2%	92.0%	88.1%	93.0%	82.6%	93.0%	The service completed over 25,000 repairs right first time from a total of over 31,000 repairs in 2019/20.
CW.SPS O.02d	Number of complaints closed at Frontline Resolution as a percentage of all complaints				95.45%	95%	90%	95%	n/a	95%	The Council strives to ensure that complaints are answered right first time and customers are responded to quickly, at the frontline response stage. Final data is currently being collated for 19/20
CMTABS 01d	Council wide – Average number of work days lost through sickness absence per employee				11.38	8.96	11.58	8.96	12.63	9.9	For 2019/20, the Council has recorded an overall absence rate of 12.63 days lost per FTE employee, which is 2.73 days above the target figure of 9.9 days. The illness categories with the highest level of absence are Psychological (non-work related) and Musculoskeletal and Joint Disorders. HR continue to work with Service Absence Champions to ensure support strategies are implemented.
CWFOIO 1	% Of FOI requests completed within timescale				93.9%	90%	93.15%	90%	94.5%	90%	During 2019/20, the Council received a total of 1,489 FOIs, with 94% completed within timescales. This is an improvement in performance from 2018/19.
FCSCSU 03	% of calls answered by the Customer Service Unit				69%	70%	61%	70%	64%	70%	Service Level was impacted over the summer of 2019 as resource levels were

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
	within target (40 seconds)										impacted by vacancies on top of annual leave, this recovered from September where service levels were then reported above 65% for the remainder of the year, with the exception of March 2020 which was impacted in the last week by COVID-19 lockdown.
FCSKPIO01	Percentage of Council Tax due in the year, collected by the end of the year (cumulative position to date)				96.05%	96%	96.02%	96%	96.02%	96%	Positive performance has been sustained for this indicator.



To: Leadership Board

On: 2 December 2020

Report by: Chief Executive

Heading: EU Exit

1. Summary

- 1.1 Throughout last year, regular updates were provided to the Leadership Board in relation to the UK's planned withdrawal from the EU. In December 2019, the most recent update outlined the extension of the 'Article 50 withdrawal period' to January 2020, at which time a transition period for the UK commenced. This is due to come to an end on 31 December 2020.
- 1.2 Although the global COVID-19 pandemic and subsequent UK lockdown has impacted discussions on the UK's Exit from the EU, negotiations and the associated legislative programme have continued to progress, particularly in recent months. This report provides an update on the current national position and summarises key areas of interest for local government alongside local preparedness information.

2. Recommendations

- 2.1 It is recommended that members of the Leadership Board:
- Note the updated information outlined in this report; and
 - Note the activities undertaken by Council officers to prepare for the end of the transition period.

3. Background

- 3.1 At the time of writing this report, negotiations between the UK Government and the EU have not yet been concluded so the shape of the future relationship between the EU and UK remains subject to uncertainty. Comments from the Prime Minister in late October indicated that the UK

should 'get ready' to trade without an agreement and local authorities have continued to prepare jointly for this potential outcome in partnership with COSLA.

- 3.2 The Internal Market Bill is currently being considered by MPs in Westminster. Elements of the Bill relating to trade, related regulations and a system of 'mutual recognition' have been highlighted by the UK's devolved administrations. The mutual recognition clauses would mean each administration can set standards and regulations locally but must accept goods from all other parts of the UK. The content of the Bill focusing on 'returning powers' from the EU seem to indicate a change from what was agreed within the Withdrawal Act, and this has also been highlighted by the devolved administrations as an area for further examination.
- 3.3 Of interest to local government, the Bill outlines further plans for the UK Shared Prosperity Fund, proposing a centralised approach - different to the current EU Structural Funds which were fully devolved. Further detail on how the Fund will operate has not yet been published.
- 3.4 The Bill also outlines that State Aid considerations will become a reserved matter in order for the UK Government to legislate for a single regime across the nations, with plans to consult further on what this might look like.
- 3.5 The Scottish Parliament recently voted 'not to consent' to the legislation. A previous legal challenge on this basis (for the EU Withdrawal Act) was not upheld and therefore it is unlikely that this vote in the Scottish Parliament will change the outcome in Westminster. UK Ministers have indicated they will continue to progress the legislation.

4. Preparations for the end of the transition period

- 4.1 Officers continue to undertake all required actions to prepare effectively for the end of the transition period, regardless of the outcome of the current political negotiations. The Chief Executive chairs an internal group which considers the Council's readiness. This is complemented by the work of the Strategic Brexit Officer Group, which is chaired by the Director of Finance and Resources, and has been assembled to consider the medium to longer term strategic impacts of the EU Exit, such as the Council's finances, the local economy, vulnerable groups etc.
- 4.2 Given the timing of the end of this transition period and the increasing likelihood of no or a minimal deal on the future trading relationship between the UK and EU, Council officers are also reviewing the combined risk to Renfrewshire communities with the COVID-19 pandemic and recent tightening of restrictions, alongside the potential for adverse winter weather conditions, and what this might mean for both vulnerable people and the business sector locally.
- 4.3 In terms of the preparedness for the end of the transition period, officers have continued to review activities in relation to:

- availability of goods and services
- support for vulnerable people, particularly around food insecurity
- support for businesses
- the EU settlement scheme, migration and the movement of people
- workforce support including communications to staff and signposting to all relevant information
- financial risk, data protection and security

- 4.4 **Food insecurity** - a key area of preparation for the Council relates to the potential impact on the Council's supply chain of specific goods and services, and the requirement to mitigate the impact of this on the delivery of services, particularly those to vulnerable groups. For example, the Council's procurement team and service managers have worked very closely to consider the impact of availability of food products used for school meals, community meals, care homes etc. The experiences of the initial weeks of the national lockdown have helped the Council to further prepare for the possibility of any food supply chain pressures.
- 4.5 The impact of food price increases continues to be monitored internally, both in relation to the Council's budget, as well as the impact on vulnerable people. Much of this work was already in place prior to the outbreak of the COVID-19 pandemic as the Council prepared for a variety of potential outcomes due to uncertainties at different stages of the EU Exit process. This has recently been stepped up as we move towards the end of the transition period and is being reviewed to reflect the additional impact due to COVID-19. More broadly, we know from national research that vulnerable individuals and families have been disproportionately affected by the COVID-19 pandemic; any further potential increases in food and fuel prices, difficulties accessing secure employment etc are likely to further impact the health and wellbeing of individuals and families already struggling.
- 4.6 **Procurement** - the Council's procurement team have linked closely with national colleagues and have noted that, as part of the overall EU Exit programme, the Scottish Government have highlighted the need to have updated procurement regulations in place to reflect that the UK has left the EU. These legislative changes are to fix deficiencies only which means that there will be no material changes to procurement processes and procedures from 1 January 2021 onwards. Legislative amendments which need to come in to effect by 1 January 2021 are planned to be laid in the Scottish Parliament in the coming weeks.
- 4.7 To ensure the Council's supply of Personal Protective Equipment (PPE) is maintained, Council officers on the Council's PPE Group have been closely monitoring supply chains, pricing, demand and guidance. Procurement are regularly engaging with the Council's suppliers to ensure any additional potential pressures or risks which may be experienced due to the EU Exit are highlighted at an early stage and plans can be put in place to mitigate this.

- 4.8 **Export Health Certification** - Elected Members will be aware from previous reports to Leadership Board, that specific impacts had been identified for local government regulatory services in the event of no agreement being reached on the future trading relationship of the UK and EU. In particular, this relates to the provision of the export health certificates that would be required for food inspection. This work is carried out by Environmental Health Teams across local authorities, who are currently significantly impacted by the COVID-19 pandemic and supporting the national Test and Protect model. Work continues to be progressed at a national level by COSLA in partnership with local authorities and professional organisations, on options to manage the significant increase in certification which would be required particularly whilst managing the impact of the pandemic. To reflect the increased workload due to the pandemic, recent funding of £2.9m was allocated by the Scottish Government to support officers in this field, however, it remains a difficult area to resource, with a relatively small pool of qualified professionals across Scotland able to carry out this role.
- 4.9 **Employment and the economy** – the Council, along with the Renfrewshire Economic Leadership Panel, is developing a Renfrewshire Economic Recovery Plan with several overarching objectives in response to the covid-19 economic impacts and the potential impacts of the EU Exit on the Renfrewshire economy. The draft Economic Recovery Plan will look at how to make the Renfrewshire economy more resilient over time and also how it can play a full role in the wider national economic recovery in sectors such as manufacturing. One aspect of this is through exploring the potential for changes to supply chains through knowledge sharing between Scottish companies that allows them to align themselves to national and international markets. Another is that through the impending arrival of the National Manufacturing Institute Scotland (at Netherton Campus) there is the opportunity for Renfrewshire manufacturing companies to benefit from programmes aimed at their adoption of digital and other technologies to meet future business requirements.
- 4.10 Prior to the outbreak of the COVID-19 pandemic, national and local marketing campaigns had been rolled out to encourage local businesses to ‘Prepare for Brexit’. Without a full understanding of what the future relationship between the UK and the EU will be, this remains difficult for businesses to properly prepare for, particularly at a time where businesses are facing unprecedented challenges.
- 4.11 Renfrewshire’s employability service, Invest in Renfrewshire, has continued to operate throughout the pandemic and to offer support to more than 1,000 people in Renfrewshire since April 2020 seeking employment or looking for financial, wellbeing or redundancy support and will continue to do so should any impact on local employability be felt as a result of the EU Exit. In

particular, the team will continue to use local data and intelligence to monitor changes to the skills sought and any significant gaps in Renfrewshire's jobs market, an approach outlined in Renfrewshire's Skills Plan.

- 4.12 **EU Funding** - EU funding has played an important role in improving Scotland's infrastructure, environment and business competitiveness. As noted above in section 3, the UK Government announced its commitment to replace the EU Structural and Investment Funds with the UK Shared Prosperity Fund (UKSPF). It included a commitment that the UKSPF would, at a minimum, match the 2014-2020 EU Structural Funds provision for each UK nation. Between 2014 and 2020 Scotland received £856 million, Wales £2,195 million, Northern Ireland £467 million and England £6,463 million (at today's exchange rates). EU Structural Funds have been based on a policy framework set by the EU, but with implementation undertaken by individual member states, through devolved governments, to meet local needs.
- 4.13 The devolved governments have been seeking reassurance that the UKSPF will be ready to replace EU funding in January 2021. Timing is now critical: the end of the transition period also means the end of the existing EU funding schemes. The UK Government has indicated that the arrangements for the UKSPF would be included in the Comprehensive Spending Review (CSR) process - the date for this has been confirmed as 25th November 2020. It was also announced that the CSR will cover an only one-year time period which is a change from the EU Structural Funds which had adopted a multi-annual approach.
- 4.14 The impacts for Renfrewshire Council on a UKSPF not being available for 2021 have been mitigated by the Council extending the end date of the existing EU Structural Funds programme as far as possible. These are currently December 2022 for EU Structural Funds and EU Regional Development Funds. However, the EU LEADER (rural development) programme is due to complete at the end of December 2020 with claims completed by the end of March 2021. The UKSPF was anticipated to be the funding mechanism for the continuation of this rural economic development agenda across Scotland.
- 4.15 **EU citizens, migration and movement** - the UK Government are finalising a new immigration system - the final details of the points-based system will be confirmed later this year and most new routes start from January 2021. The exception is the student route which started from 5 October 2020. Discussions are ongoing about how to best reflect regional variation and need across the different parts of the UK. In terms of filling job roles, the UK Government's Migration Advisory Committee are currently reviewing what would be deemed a shortage occupation and will consider additional occupations specific to the Scottish economy.

- 4.16 Renfrewshire Council's communications team have continued to highlight any new messages on the EU Settlement Scheme for employees and the Council's HR and OD team continue to offer support to any EU employees who require advice and assistance.
- 4.17 Within Renfrewshire's wider population, it is difficult to get a full picture of the number of EU nationals who have applied for EU Settled Status as this is not information shared with the Council. The Council's webpages have recently been updated to include signposts to the Scottish Government commissioned 'Just Right' fact sheets, to assist EU citizens to understand their rights and the process of applying for settled status. The deadline for applying for settled status remains 30 June 2021.
- 4.18 Local government continues to seek further clarity from the UK Government on supporting people who have No Recourse to Public Funds (NRPF) due to their immigration status. When EU free movement ends, EU nationals will become subject to the UK's Immigration Rules which may result in a larger number of people living in the UK with NRPF. Those who fail to obtain leave to remain in the UK under the EU Settlement Scheme and future arrivals may also be at risk of becoming part of this group of people with NRPF which means many support services and benefits are not available to them and they and their families are at risk of severe financial hardship. This is particularly difficult at this time during the COVID-19 pandemic and as we come into the winter months.

5. Next steps

- 5.1 Officers will continue to review levels of preparedness given any new or emerging information which is made available. Officers are also ready to respond quickly to changes given the likelihood of short timescales.
- 5.2 In addition, as highlighted in paragraph 4.2, the EU Exit related risks are being reviewed in light of both the experiences and lessons learned through the COVID-19 pandemic and to highlight any cumulative risks that may be experienced through the EU Exit, the COVID-19 pandemic and potential adverse winter weather occurring during the same period.

Implications of the Report

1. **Financial** – note the potential impact outlined in paragraphs 4.12 to 4.14 on the future scheme to replace EU funding and a potential risk of delay.
2. **HR & Organisational Development** – ongoing support is offered to Renfrewshire Council employees who require assistance or advice applying for EUSS.
3. **Community/Council Planning** – the report considers food insecurity and support to vulnerable groups, alongside considering impacts on Renfrewshire's economy.

4. **Legal** - none
5. **Property/Assets** - none
6. **Information Technology** - none
7. **Equality and Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health and Safety** - none
9. **Procurement** – the implications for the procurement service are outlined in the report at paragraphs 4.4 to 4.7.
10. **Risk** – risk considerations are outlined throughout, with particular focus in paragraphs 4.1 and 4.2.
11. **Privacy Impact** – none
12. **COSLA Policy Position** – COSLA continues to lobby at a national level for appropriate resources to prepare for the EU Exit, particularly in relation to the EHO role, as outlined in paragraph 4.8. Supporting people with NRPF as outlined in paragraph 4.18 is also a COSLA priority area. More broadly, lobbying has taken place with the UK Government to ensure local government is consulted on issue which directly impact them, such as the detail of the Shared Prosperity Fund and the arrangements for State Aid.
13. **Climate Risk** – none

List of Background Papers

- (a) Preparations for the planned withdrawal of the UK from the EU, Leadership Board, 4 December 2019
 - (b) Preparations for the planned withdrawal of the UK from the EU, Leadership Board, 1 May 2019
-

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



To: Leadership Board

On: 2nd December 2020

Report by: Director of Finance and Resources

Heading: Digital Strategy Update

1 Summary

- 1.1 On 16 September 2020, the Leadership Board approved a new Digital Strategy which set out the Council's vision and ambitions in terms of progressing the digital agenda in Renfrewshire. The Strategy builds on previous work that has been undertaken by services with partners, business and communities to drive digital transformation and participation across Renfrewshire to date.
- 1.2 The next phase of the Council's digital journey will involve the Council fully embedding digital across all that we do, working collaboratively across services and with partners, to maximise the opportunities from emerging digital technologies and new ways of working and doing business.
- 1.3 The Council's ambitions in terms of delivering the Digital Strategy have been mapped against 8 key themes, with associated workstreams each lead by a Head of Service. An officer level Digital Board has also been established to drive delivery of the strategy and to ensure the pace and level of collaboration are maintained.
- 1.4 The COVID-19 pandemic has greatly accelerated the pace at which some areas of the strategy are being progressed by the organisation, recognising the critical role that digital has and will continue to play as citizens, businesses and organisations such as the Council adapt to new ways of working and living in light of COVID. Specific examples of acceleration highlighted within the Digital Strategy include the development of digital learning and teaching, the increased provision of Council services online and local work to significant enhance levels of digital connectivity in Renfrewshire through the rollout of full fibre.

- 1.5 Due to the ongoing impact of COVID 19 on the capacity of the organisation, work is also being undertaken to prioritise activities which are closely linked to the Council's response to the pandemic, or support the delivery of the Council's ongoing transformation programme, Right for Renfrewshire.
- 1.6 Progress in relation to the 8 key themes is highlighted within Appendix 1 to this report. It is proposed that six monthly updates on progress are provided going forward to the Leadership Board
-

2 Recommendations

- 2.1 It is recommended that members of Leadership Board:
- note the progress made to date against the 8 key workstreams identified within the Digital Strategy and;
 - agree that future progress updates will be provided to the Leadership Board every 6 months.
-

3 Background

- 3.1 Renfrewshire's Digital strategy was approved by the Leadership Board in September 2002. The Strategy closely aligns to the national Digital Strategy for Scotland, and sets out the following vision:

'Through strong digital foundations, leadership and learning we will redefine our relationship with our customers, citizens and communities by creating a Renfrewshire where those who live, work, visit and invest are digitally capable and connected.'

- 3.2 As outlined within the Digital Strategy, it is envisaged that this vision will be progressed through 8 key workstreams:

- Digital Council
- Digital Foundations
- Digital Place
- Digital Leadership and Skills
- Smart Data
- Digital Citizen
- Digital Health and Social Care
- Digital Learning and Teaching

- 3.3 Each theme is led by a Head of Service, with detailed action plans being developed for each area of activity. An internal Digital Board has also been established to ensure that there is collaboration across these workstreams and to ensure that priority actions are driven forward collectively at pace. Given the current COVID response and related

impact on the existing capacity of the organisation, officers are currently prioritising those activities which support the COVID response or the delivery of the Councils transformation programme Right for Renfrewshire:

3.4 A detailed progress update against each of the 8 workstreams is provided in appendix 1 of this report. Highlights to note include:

- The development of a range of new online services to support the provision of services in light of COVID. The Digital First team have also continued to progress a range of process automation exercises within back office systems.
- Work has progressed to develop the first stage of a business case for a new Council website, informed by the changing needs of citizens and stakeholders through COVID19. A more detailed business case is now under development and has been prioritised by services supporting this.
- Significant progress is already being made in terms of implementing transformation through the Connectivity as a Service framework which was put into place earlier this year. The framework has triggered significant additional investment in the local area by City Fibre, who have commenced work to roll out an extensive network of full fibre in Renfrewshire.
- Work has progressed at pace to develop new approaches to support digital inclusion in light of COVID. Almost 1000 devices will have been distributed by Christmas through the Connecting Scotland to individuals and families identified as being most vulnerable and having the greatest barriers to access. 1500 additional devices and connectivity has been provided through schools to support and enhance learning.
- Work is currently underway by the Council to assess current levels of digital exclusion across Renfrewshire. This is particularly important given the coronavirus pandemic, with more services and more people communicating and working online. This is being progressed through a Public Services Panel survey issued during November 2020 and through a series of listening events with representative groups. This will inform a Community Impact Assessment which is being progressed by community planning partners.
- Children's Services has continued to progress digital learning and teaching opportunities. A central team has now been established to support digital learning and work has been undertaken to identify hardware and software requirements. A significant programme of work is underway to maximise opportunities from existing technology to support teaching and learning, with identification and sharing of best practice across establishments.

3.5 The Digital Strategy will be a key enabler of the Right for Renfrewshire (R4R) transformation programme, across the tranche 1 service designs and in the design of the subsequent phases of the programme. For example, the coronavirus pandemic has accelerated both an adoption of digital by our workforce and by our communities meaning that people are accessing services and engaging with the council in a way they have never done before. This has been most notable in the digital channel shift the council has experienced, where we have seen an increase monthly digital transactions to 15,000 compared to 5,000 at start of 2020.

- 3.6 As we begin to plan the restart of the R4R transformation programme alongside our response, recovery and renewal activities, we will continue to make the most of emerging opportunities, including developments in digital technologies, our learnings from the pandemic and their potential to influence and change services and ways of working.
- 3.7 Due to be launched in early 2021, our new and ambitious People Strategy and 5-year plan that will put people and skills at the heart of our values and culture. It will place our values front and centre of decision-making day-to-day, changing cultural norms and improving service user and employee experience, aligned with, and supporting other key council strategies including the Digital Strategy. The People Strategy will be a key enabler in supporting the delivery of our digital ambition across all themes, supporting our people with the future digital skills required to deliver transformational change.

4. Next steps

- 4.1 It is proposed that updates in relation to the implementation of the Digital Strategy are provided to members of the Leadership Board on a 6 monthly basis, with the next update due prior to Summer 2020.

Implications of the Report

- 1 **Financial** – delivering the Digital Strategy will have resource implications for the Council and includes a commitment to working collaboratively to ensure best value for our approach. The full extent of the resource implications will be established during the work of each thematic lead and where required will be subject to appropriate governance approvals before any identified project progress.
- 2 **HR & Organisational Development** - the Digital Skills and Leadership theme links closely with our OD and workforce planning to ensure our people have the skills and tools required to do their job in the best possible way.
- 3
- 4 **Community/Council Planning** – the Digital Strategy directly supports the Council and Community plan objectives.
- 5 **Legal** – none
- 6 **Property/Assets** – none
- 7 **Information Technology** - the Digital Strategy has significant ICT implications given the nature of the work involved.
- 8 **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. In addition, reducing inequalities is one of the overarching outcomes within the Digital Strategy.

9 **Health and Safety** – none

9 **Procurement** – none

10 **Risk** – none

11 **Privacy Impact** – none

12 **Cosla Policy Position** – this work aligns with COSLA's current work alongside the Scottish Government to refresh the National Digital Strategy.

13 **Climate Risk** – as outlined in the strategy, we hope that a move to expanding our use of digital technologies will support the Council to achieve our climate targets.

List of Background Papers

None

Appendix 1 – PROGRESS UPDATE AGAINST EACH CORE THEME

Digital Council -	<p>We will transform the relationship between citizens and the Council by providing online services so easy and efficient most people choose to use them and can do so unaided.</p> <p>We will put citizens at the centre of service design and optimise the digital experience through a seamless, consistent, integrated and personalised approach to digital information, engagement and support for customers, residents, staff and partners.</p>
<p>Update on Progress:</p> <p>This theme has two areas of focus - the development of digital services and the enhancement of the overall customer digital experience when interacting with the Council.</p> <p>Digital Services</p> <p>Digital services and connectivity continue to be fundamental to service delivery during the pandemic. The Digital First team have continued to lead on the development of digital services and have directly facilitated the development of the end to end design of new digital capability for COVID related support, such as the Business Grants, Local Assistance and Self-Isolation Support processes. These have been progressed while continuing to deliver on the established transformation timeline, albeit priorities continue to be adjusted to respond to new COVID requirements. Examples of business as usual activities of where the redesign process has been accelerated include the registration of births, deaths and marriages and the licensing application and renewal process for a whole range of council approved licenses.</p> <p>The Council has also invested in creating a process automation capacity, using technology to streamline back office processes and automate system updates to a range of applications including council tax and Business World. The council automation team have continued to develop automations although this has been on a slower track than planned due to the pandemic. Despite this, automations are now running to support council tax administration, council tax reduction processing as well as the running of creditor routines and automations that support waste management administrative processes. A pipeline of development is being progressed in Business Services, focusing on payroll and recruitment processes as well as continuing to develop automation opportunities in the Revenues and Financial Support function.</p> <p>Digital Experience</p> <p>Part 1 of a 2-part roadmap to a new council website and Digital Experience is now being progressed following the development of initially a Digital Experience Strategy in January 2019 and the subsequent development of a detailed Digital Experience Business Case. The programme has been developed by the Digital Experience Team with support from ICT and Digital First.</p> <p>Part 1 will assess detailed technology options, timelines and costs for consolidating, diversifying and protecting our digital channels and developing a new council website. Assuming successful consideration and assessment of Part 1, the project would propose to move in to the second stage which would be focused on the launch of a new website at the end of 2022</p>	

DIGITAL FOUNDATIONS	We will ensure that the digital foundations – application hosting, data storage and connectivity are available, accessible and secure. We will ensure that these foundations keep pace with technology innovation so that this can be exploited to meet the needs of the Council and our citizens.
<p>Since September time has been taken to consider and develop the key objectives for this theme, a number of which have emerged as follows:</p> <ul style="list-style-type: none"> • We will ensure that these foundations keep pace with technology innovation so that it can be exploited to meet the needs of the Council and its citizens. • Our technology will serve to enable and empower both customers and staff rather than adding complexity to what they do. • We will continue to provide a secure, resilient and reliable core infrastructure. We will take all measures necessary to ensure that our network is protected against cyber-attacks and that there are robust arrangements in place to ensure service continuity in the event of a failure. • We will ensure that our operating systems and applications are on the latest versions so that they are fully supported and where applicable, continue to provision platforms and software in the cloud to reduce long term cost and support resilience. • We will maximise the use of existing systems and past investment whilst embracing technological advancement to deliver a truly flexible and mobile working environment that is fit for the digital age. <p>In addition to the work to develop our objectives, there are several projects ongoing which enhance our use of existing systems, these include;</p> <ul style="list-style-type: none"> • Bring Your Own Device (BYOD) for Apple and Android operating systems to enhance flexibility for staff; • Business World (roll out of additional functionality including Purchase to Pay); • Implementation of ECLIPSE system for Criminal Justice, Adults and Financials (replacement for the existing SWIFT system supporting Social Care); • Implementation of Uniform (replacement for Accolade system supporting Planning); • Connectivity as a Service (CaaS) for initial services including Wide Area Network (WAN), CCTV, Urban Traffic Control and Internet; and • Fibre To The Premise (FTTP) covering 70% of Renfrewshire (under the City Fibre private sector led investment of £40million across Renfrewshire). <p>Furthermore, many additional projects are planned including the following: Connectivity as a Service (CaaS) for future services including Wi-Fi, Telephony, and Internet of Things; and Delivery of Infrastructure as a Service (i.e. Data Centres in Edinburgh).</p>	
DIGITAL PLACE	Embracing the benefits of digital, we will enhance economic growth, enable businesses, stimulate innovation and support inward investment to encourage economic regeneration.
<p>Progress within this theme continues to demonstrate the key linkages to the Council's Economic Strategy and the response and recovery planning associated with the coronavirus pandemic. Positive engagement with key internal and external partners from across Renfrewshire is central to the work to further develop the outcomes and actions for this theme.</p>	

Some highlights from our recent activities are as follows:

- Discussions are ongoing with UWS and WCS on the potential of digital spin-outs through an entrepreneurship theme in the Council's Economic Strategy. We would also like to develop this theme further by extending it to Renfrewshire high schools (the advent of the fibre connectivity to school campuses will assist with this);
- The above entrepreneurship programme links well to the Council "Start Up Street" initiative (gone live in George Street Paisley from Nov 2020) which will offer full digital access premises on low rents to new business ideas;
- Our partnership with WCS on the Advanced Manufacturing Challenge Fund has an emphasis on upskilling training programmes with local companies and their employees to adopt the potential that digital technology could hold for their development;
- The emerging Kickstart and Youth Guarantee programmes for employability will see a large number of local companies taking on new trainees for placement opportunities over minimum of 6-month period. Here we will look to put an emphasis on digital learning with these workplaces for the individuals involved.

**DIGITAL
LEADERSHIP
AND SKILLS**

We will build digital confidence across our whole workforce by equipping employees with the required knowledge and capabilities to use technology effectively and safely. We will build future capacity and capability by developing a pipeline of digital talent.

Since our last update work has continued to develop our digital capabilities framework which describes the skills and behaviours needed by leaders, staff and citizens to thrive. Central to the development of this is working with the other themes and wider organisational programmes such as the People Strategy and the Right for Renfrewshire transformation programme to ensure that we can define our outcomes, articulate our aspirations, and provide a flexible way in which to support the delivery of our digital strategy and its action plan. Work to date has shown that the council recognises that as the pace of technological innovation increases, coupled with the continuing requirement to deliver cost effective services – the workforce of the future will need to be very different to that of today.

It is recognised that digitally enabled transformation requires a digitally confident workforce and making sure that employees have the knowledge, skills and capability to keep pace with technological advances to deliver improved Customer outcomes and meet the needs of the organisation is a key focus.

Nurturing and promoting agility, adaptability and re/upskilling remains a key objective. In the new Council values, emphasis is placed on lifelong ways of delivering training & skills development to our staff – new and emerging digital technologies will support this aspiration. Working with council services and partners, we will develop a pipeline of recruitment and training support to help identify emerging needs in terms of new skills and experience.

Whilst a focus on future of work is critical, sight will not be lost of the need to take full advantage of the use of existing systems and maintaining an ongoing focus on training & improvement with attention on realising the potential of enterprise-wide solutions.

Our Digital Workforce will:

- be confident in the use of digital & data technologies
- be equipped and trained with the right digital tools to do their jobs safely and proficiently

- be aware of risks associated with digital working
- be collaborative and share knowledge on new ways of digital working
- be problem solvers, exploring how technological solutions can help deliver services more efficiently
- be agile, concentrating on how we work and less on where we work

Through our engagement to date, several key actions are emerging these include:

- Develop a digital skill, training & recruitment roadmap
- Develop a digital capability and skills framework
- Heighten focus on digital skills as part of recruitment & selection – pinpoint specific skillsets for the future (e.g. using data)
- Develop a talent pipeline focused on digital skills and expertise – analysis re ‘jobs-of-the-future’
- Trial and adopt agile working practises, increasing mobility and flexibility across our workforce.

Work on these emerging actions is currently being progressed by a newly formed working group lead by the Head of HR and Transformation.

In addition to the above over recent months, staff have been supported and encouraged to engage with digital learning and gain new skills, with some examples highlighted below:

- Through our Learning at Work Week, one of our dedicated themed days (Tech Tuesday) focused on developing skills in the software and technologies available to us, and this was very highly rated by those who participated in our evaluation survey.
- The Council have procured new software, including Articulate and Adobe Connect to modernise our in-house digital materials and workshops, offering more interactive learning experiences.
- In partnership with West College Scotland, 23 employees are working towards the Microsoft Office Specialist accredited qualification. Due to the success of this we are exploring opportunities to extend this programme to a further cohort in 2021.
- Also in partnership with West College Scotland, we provided the opportunity for interested staff to attend virtual Microsoft 365 training over May and June this year, covering Microsoft Teams, Word, Excel and One Note. ICT also provided additional Microsoft Teams virtual sessions covering basic and intermediated levels.

SMART DATA

We will make data ‘smart’, supporting collaboration and informed decision making. We will use digital tools to collaborate with organisations across all sectors, make our data open and share digital assets for the public good.

Local authorities increasingly gather and store increasingly significant amounts of data in relation to services and citizens. It is important that the council gathers good quality data, which is used and stored securely, and can reliably be used to inform decision making.

Put most simply, this theme is about achieving a data mindset in the organisation. The focus will be on developing meaningful insight and using data collaboratively to improve service delivery and resulting outcomes for local communities. To enable this approach, we must foster new skills and develop new roles within the organisation, ensuring 'smart data' is a key organisational enabler.

Progress in this area has been made through engaging internally to better understand our how we can achieve a data mindset within the organisation. Through our work to date, three emerging workstreams are being developed as follows:

1. **Data Quality** - will focus on maximising the quality of data across core systems and ensure data is accessible for operational and strategic purposes.
2. **Smart use of data** - will focus on the strategic use of data across the organisation and externally with partners.
3. **Data Leadership and Skills** has two core aspects. The first will be ensuring that the council fosters and develops the right skills within the organisation in terms of data analytics. It is recognised that there is significant internal expertise but that some of the job roles that we may need as an organisation may not currently exist in their current format. In addition, key actions will be developed to ensure that senior leaders across the council recognise and value the importance of data within the organisation and ensure that services maintain high quality and accurate sources of information.

Work on these priorities is currently being progressed by a newly formed working group lead by the Head of Policy and Commissioning.

DIGITAL CITIZEN

We will empower our citizens by helping communities increase digital skills and confidence and increase digital participation. We will enable access to digital public services, tackling digital inequality and creating the opportunity for active citizenship. We will work in partnership across the public, private, and third sector including academic institutions.

The Council has a strong history of working very closely with local partner organisation to promote digital inclusion, with a range of specific initiatives progressed in response to recommendations within the Tackling Poverty Commission. The DigiRen partnership forum has worked very successfully to share learning and to develop new options for ensuring greater inclusion and there have been real examples of innovation locally.

Work is currently underway by the Council to assess current levels of digital exclusion across Renfrewshire. This is particularly important given the coronavirus pandemic, with more services and more people communicating and working online. This is being progressed through a Public Services Panel survey issued during November 2020 and through a series of listening events with representative groups. This will inform a Community Impact Assessment which is being progressed by community planning partners.

In addition, work is also progressing in relation to the Scottish Government's Connecting Scotland programme which the Council is co-ordinating at a local level in partnership with Engage Renfrewshire and SCVO. Applications for the distribution of 650 chrome books, tablets and connectivity from a range of partner organisations were recently approved. These will benefit children and young people who may be experiencing barriers to digital access across Renfrewshire and will be distributed through the neighbourhood hubs over Christmas 2020.

DIGITAL HEALTH AND SOCIAL CARE	We will support the migration from analogue to digital Telecare and develop a pipeline of innovation which is aligned to the priorities of the Scottish Government Digital Office and the Health and Social Care Partnership's (HSCP) strategic agenda.
<p>Health and social services are facing significant demographic, workforce and finance challenges and, to ensure the sustainability of the Health and Social Care Partnership going forward, we recognise that the way care and support is delivered will need to change. This theme reflects the central role of digital in this transformation, by enabling people to have more choice and control and supporting the delivery of better outcomes, whilst making best use of the available resources.</p> <p>As the Health and Social Care Partnership continues to respond to the current coronavirus pandemic, our immediate focus remains the accelerated adoption of digital technology across the Partnership to support our response and recovery, building on the new ways of working that have been implemented during COVID.</p> <p>In parallel, we continue to implement three major digital programmes:</p> <ul style="list-style-type: none"> • The ECLIPSE social work case management system which will provide an opportunity to review and improve the way we deliver services. • The Totalmobile Scheduling and Monitoring System for Care at Home Services which will provide more accurate management information and improve how we schedule our care workers' visits, enabling us to better manage our resources and offer a more responsive service. • The upgrade of Telecare equipment (used to support our most vulnerable service users in their home) must be upgraded from analogue to digital technologies by 2025. This new technology will improve connectivity and quality of calls; provide a more resilient solution; and remove reliance on service users' own telephone lines. <p>Work is also underway to progress the next tranche of key priorities include for the partnership which include:</p> <ul style="list-style-type: none"> • working our operational services and stakeholders to refine our digital priorities and identify the key digital developments that will be required to underpin the HSCP's Recovery and Renewal Programme • address the accelerated adoption of digital technology by facilitating partnership working across NHS and Council ICT services to further exploit enterprise technologies such as MS O365 for collaboration, and the Council's connectivity strategy which will deliver significantly improved connectivity to all Council locations, acting as a catalyst to gigabit connectivity to the home, for the citizens of Renfrewshire • work with other key Council Digital Strategy work streams to ensure consistent approaches to improving digital skills (Digital Leadership & Skills) and exploiting current and future data sets (Smart Data) 	

DIGITAL LEARNING AND TEACHING	We will fully exploit the national digital services SEEMiS and GLOW to improve the digital school infrastructure and develop the digitisation of learning and teaching.
<p>Work is being undertaken to identify and compile a list of the key digital projects that will support this theme over the coming two years. Already there are many digital projects and activities supporting digital learning underway that the Digital Programme will take cognisance of. An update of progress of recent digital developments relating to learning and teaching is provided below across our key areas:</p> <p><i>Infrastructure and IT Estate</i></p> <ul style="list-style-type: none"> • Wi-Fi surveys are in progress and an agreed strategy for Wi-Fi is being discussed with Secondary schools. • Matched funding is being provided to schools to increase the ICT estate issued to schools for teachers use, with 200 laptop orders placed. • Additionally, 1800 additional Chromebooks have been provided to schools for the use of our most vulnerable students as part of the digital inclusion programme. <p><i>Resources – capacity and capability</i></p> <ul style="list-style-type: none"> • A central team consisting of Digital Learning Manager, Digital Learning Development Officers and Central support was set up in August to support literacy and numeracy learning. • Analysis has been conducted to identify hardware and software learning requirements for staff in schools, to enable further work to be identified to support this. • Current software in schools is being analysed to ensure ongoing DPIA and GDPR compliance • The range of professional learning offered to schools has been broadened, and exploits links with major industry leaders including Microsoft, Google and Apple • A review of highly effective practice is underway to identify case studies in schools of good examples of digital learning that can be learned from and shared. <p><i>Engagement, coordination and communication</i></p> <ul style="list-style-type: none"> • A YouTube Channel has been created as a space for teachers to share resources and highly effective practice regarding digital learning. • A Twitter account @DigiLearnRen is being used for teachers to share professional learning opportunities and appropriate links to examples of good practice. • Digital Learning Champions were set up last year and continue to play a key role in supporting schools. • We are moving forward with developing initial stages of an adult learning programme, finding digital solutions to family learning programmes. <p><i>Learning, teaching and assessment</i></p> <ul style="list-style-type: none"> • Two additional schools have been awarded the prestigious Scottish Government Digital Schools Award since August, and we are aiming for every school in Renfrewshire achieving this status. • Six staff are contributing to the West Partnership online school that will support children and young people who are self-isolating. • Renfrewshire’s own online school has been launched, providing resources and making teachers available to answer any questions that pupils have, and this has been supporting self-isolating children. • The Supported Study -Higher Maths online course has been launched, with a high number of children accessing this in Renfrewshire. 	



To: Leadership Board

On: December 2, 2020

Report by: Chief Executive

Heading: Renfrewshire Visitor Plan 2018-2021 – final year update

1. Summary

- 1.1 The Renfrewshire Visitor Plan 2018 to 2021 was developed in consultation with national partners and the local sector and was approved by Leadership Board in December 2017. Annual progress reports have been provided to Leadership Board to provide a detailed overview of activity and progress against the strategy targets. The Year 3 report marks the final annual report relating to the Plan.
- 1.2 Year 3 activity has been significantly impacted by the coronavirus crisis, with businesses within the tourism sector (including hospitality and events) being amongst the worst affected. The report will cover two main areas - the significant progress made through the 3-year visitor plan and the refocusing of activity to respond to the immediate and longer-term impact of the COVID-19 pandemic on the tourism sector in Renfrewshire.
- 1.3 Future development of Renfrewshire's visitor economy will be driven by Renfrewshire's Economic Strategy and recovery plan. The immediate focus will be on tourism and hospitality support and recovery, through interventions led by the Renfrewshire Tourism sub-group. This will ensure the region is best placed to recover and stabilise.

2. **Recommendation**

- 2.1 Members are asked to note completion of the Renfrewshire Visitor Plan and Year 3 progress at **Appendix 1**.

3. **Background**

- 3.1 The Renfrewshire Visitor Plan identified priority actions to be delivered within its 3-year lifecycle:

- Establish a tourism business network
- Share data and insights
- Improve the attractiveness of entry points to the region
- Increase support for volunteer-led attractions
- Improve the consistency in seasonality and extend opening hours
- Create new products, trails and itineraries to spotlight all of Renfrewshire
- Improve facilities and itineraries for Travel Trade

- 3.2 The marketing and communications service has specific objectives in relation to the visitor plan:

- To lead the development and implementation of the destination brand and manage destination marketing
- To lead the strategic development and delivery of major events
- To lead the development of an active industry network, coordinating funding, knowledge share and business growth opportunities and linking to the national agencies
- To co-ordinate the delivery model

- 3.3 Delivery of the wider visitor plan and achieving the targets has been driven through seven strategic portfolios, led by officers who represent various council services and sit on the council's internal tourism development group. Quarterly progress is reported to the Tourism Sub-Group (a sub-group of the Renfrewshire Economic Leadership Panel) – created to examine tourism sector performance and provide a platform for cross-sector destination development.

4. **Progress in Year 3 (2020)**

4.1 The Visitor Plan identified 5 key objectives and a series of targets to grow Renfrewshire's visitor economy. Good progress was made in 2018 and 2019 with several targets met and exceeded in Year 2.

4.2 Ongoing COVID-19 measures and the national lockdown in March 2020 have significantly disrupted the visitor sector and most of the planned activity for this year has been paused. In response, and contributing to the national recovery plan, priority actions were developed by the council in partnership with VisitScotland and local tourism businesses, to help drive sector recovery and stabilisation. The council's major events programme, a key contributor to the Visitor Plan, was cancelled in full as per Government guidance, and destination marketing activity ceased in March to comply with measures to suppress transmission of COVID-19, including travel restrictions.

4.3 Progress in 2020 against the 5 objectives is outlined below with a full analysis available at **Appendix 1**.

Grow opportunities to see or hear (OTSH) something positive about Renfrewshire as a visitor destination

Due to COVID-19 restrictions and the cancellation of the visitor events programme, we ceased consumer marketing and PR from March. PR activity since has focused on promoting the digital events programme and continuing to raise the profile of Paisley Museum. Despite the significant change in focus, 95m OTSH were generated year to date, maintaining the profile of Renfrewshire as a visitor destination. A copy of Paisley.is annual report for 2019/20, normally brought to Leadership Board in June, can be found at **Appendix 2**.

During the initial response to COVID-19 and lockdown, we re-focused Paisley.is and positioned the brand as a trusted source of information and guidance:

- Sharing public health advice and reassurance
- Acting as an information and Policy hub for the sector
- Engaging the local audience to promote wellbeing and encourage spending to stay in the local economy
- Promoting Paisley is Now - we are open and safe; promoting walking tours, autumn walks/ great outdoors, dine out/in, pubs and bars, Insta hotspots, know before you go.
- Encouraging the sector to contribute digital content.

Increase visitor numbers by 4% year on year.

Day visits to Renfrewshire have decreased to 2.25 million (2017-19 average) from 2.41 million (2016-18 average), with holiday nights also decreasing to 42,000 per annum (2017-19 average), from 50,000 per annum (2016-18 average). Holiday/leisure trips have stayed constant at 23,000 per annum across the same years. Figures for 2019 show that the region was experiencing growth in visits to events, alongside a significant growth in event profile, however visits to attractions (monitored by The Scottish Visitor Attraction Monitor), were impacted by the closure of Paisley Museum. The Scottish Visitor Attraction Monitor notes a 4% increase in visits across comparable attractions to 1.3m (2019) from 1.25m (2018). Across the City Region, Renfrewshire's visitor growth ranks in fourth place out of eight.

Increase visitor spend in Renfrewshire by £31m by 2020

Visitor spend (day and overnight), is reported retrospectively by VisitScotland and VisitBritain and is not yet available for 2020. Due to travel restrictions and ongoing measures to suppress transmission, we expect a significant reduction in overall visitor spend, likely to continue into 2021 and affected by ongoing public health measures and consumer confidence. The latest data, available for day visitor spend, confirms a £52m average across 2017-19. This is down from £60.8m (2016-18), and a slight increase on the 2015-17 figure of £51.5m. Although spend has not increased, Renfrewshire has performed stronger than other more established visitor destinations in Scotland. Overnight spend remains constant at £8m. Discussions are ongoing with VisitScotland around data interpretation.

Enhance the visitor experience in Renfrewshire by building capacity and developing a quality product

The private sector has continued to innovate and develop new product over the duration of the plan. The full extent of how this has been impacted in 2020 by the COVID-19 pandemic is not yet clear. In 2018 and 2019, the council developed and launched 6 new trails and itineraries, based on consumer insights, marketed regionally and promoted through VisitScotland Expo to Travel Trade. A range of supports have been delivered for Renfrewshire's heritage attractions and volunteer-run attractions, including product innovation and digital marketing, although progress in this area has been significantly impacted by the loss of the 2020 visitor season and ongoing measures required to manage COVID-19 transmission. Significant product adaptations have been made across the hotel and attraction sector. Several attractions remained closed.

Support tourism business growth and collaboration

A strong network has been established with 60 businesses continuing to actively engage in 2020 in the tourism business network, regularly collaborating and accessing resources, training and support. The Tourism Sub-Group (private sector Chair), was established in 2018 and was refreshed and expanded in 2020 to drive sector recovery and resilience. Over the 3 years of the plan, an annual programme of business development and training has been delivered in partnership with national agencies, adapted in 2020 to respond to the impact of COVID-19. A sustainable infrastructure has been created to extend beyond the term of the Plan, supported by Paisley.is and Paisley Welcomes and co-ordinated by the council's Tourism Officer.

5. COVID-19 Impact

5.1 National response

The impact of COVID-19 creates a very different backdrop for tourism globally. The virus and the measures to protect public health are having a damaging effect on our tourism and events sector here in Renfrewshire and across Scotland. National tourism agencies and industry groups were quick to recognise the impact on the visitor economy, with Malcolm Roughead, VisitScotland Chief Executive calling it “the worst disaster to hit tourism ever”. The national response is led by the Scottish Tourism Emergency Response Group (STERG), chaired by VisitScotland with representatives from enterprise agencies, the Scottish Government, COSLA, and the Scottish Tourism Alliance, and their action plan has underpinned Renfrewshire's local response to the crisis.

The Scottish Tourism Recovery Taskforce (STRT), led by the Cabinet Secretary for Rural Economy and Tourism and the Minister for Business, Fair Work and Skills, was established in June to oversee recovery plans for the tourism and hospitality sector. The recommendations were published in October (<https://scottishtourismalliance.co.uk/tourism-recovery/>), and a response from the Scottish Government is anticipated in November.

Renfrewshire Council has maintained a close working relationship with VisitScotland throughout the crisis, with the Tourism Officer contributing at a national and regional level through the Scottish Tourism Alliance, SLAED and Glasgow City Region Tourism Portfolio.

5.2 Renfrewshire impact

The impact of lockdown and ongoing measures continues to impact the sector in several significant ways; forced closure; restricted business; increased investment in product/adaptations; significantly reduced visitor numbers and volume.

5.21 New action plan

A series of online workshops were established to map a local recovery plan and priority actions agreed and implemented by the Tourism sub-group. This recognised the need for collaboration and imagination to rethink business models and adapt products and services to cope with changes to volume, visitor behaviour, physical distancing and hygiene requirements.

The priority actions focus on; rapid access to business support; developing local audience; establishing education/training/skills partnership; access to data on consumer confidence and trends; collaboration on COVID secure product development and adaptations; developing digital/COVID-secure events; promotion of green travel; reassessing wayfinding/COVID safe visitor environment.

5.22 Destination marketing – local visitor engagement

Visitor marketing was paused in March and resumed in July as lockdown restrictions were lifted, targeting local people and promoting outdoor attractions (rivers and countryside, urban parks and trails and walks), encouraging the audience to stay local, protect local spend and focus on health and wellbeing.

Through *Steal Back Summer*, *Tourist in Your Own Town* and *Spend Local*, marketing activity persuaded local people to rediscover outdoors places and childhood day trips, linking to the national message - 'reconnecting Scots with Scotland'. The campaigns raised the profile of local attractions and outdoors activity, encouraging people to support local businesses and were predicated on consumer insights - recognising lockdown as a period of reflection and consumer desire to explore local neighbourhoods and outdoors spaces. Our aim was to:

- Extend the summer season
- Build local footfall and secure local spend
- Build trust in the destination – promotion of hygiene and safety messages
- Promote green travel - Renfrewshire's cycling network and encouraging people to go green as they get out and about.
- Build community readiness and confidence for welcoming visitors
- Use Paisley.is to share stories and products to inspire people to imagine, plan now and visit later.

This new focus for marketing will continue into 2021 and will include:

Supporting restart of the sector - providing sectoral guidance, training & skills, local campaigns and audience development. Influence policy and provide a voice for the sector and associated sectors.

Focusing on local - promote identity, pride and local knowledge. Generate enthusiasm within communities for staying and spending local.

Building the brand – refresh marketing materials, brand advocacy/ambassador programme. Show off assets to a wider visitor audience through digital.

Engaging new audiences using research to understand impact and new patterns of behaviour, develop user-generated content, maximise SEO and reach with 'always on' digital advertising.

Expanding partnership activity – further develop the Renfrewshire Tourism Business Network, work with new partners (SDI & SE on inward investment marketing), work with regional partners to explore new opportunities (UEFA football championships; COP26 climate summit)

5.23 Events

The council's major events programme is an important visitor product and contributor to Renfrewshire's destination brand. At the outset of the COVID-19 outbreak, a ban on mass gatherings was announced by UK and Scottish Governments that resulted in the cancellation of large-scale events in spring and summer. In response to national guidance, and following publication of Scottish Government's COVID-19 – A Framework for Decision Making, Renfrewshire Council's full 2020 programme was cancelled. This represents an estimated loss of £3.5million local economic impact and approximately 100 local volunteering opportunities.

The events team have continued to work with EventScotland over the course of the year to influence the development of national guidance and continue to access event funding; agreeing the continuation of successful applications into future years and applying for new funding through the Scottish Event Recovery Fund to support the safe restart of events. The team are also engaged with the Events Industry Advisory Group (EIAG) to help shape the safe restart of events from a local authority perspective. The EIAG, created in response to Covid-19, works on behalf of the wider Scottish events industry, lobbying government and ensuring events can make a safe and viable return.

A priority has been to maintain local engagement, support the local sector and mark significant dates through digital events. The digital programme for 2020 included; Sma' Shot Day; Doors Open Day; Radical War – the Paisley Radicals; and Remembrance Day 2020, see **Appendix 3**.

Planning for the re-start of events in 2021 is underway and will be shaped by new and emerging Government guidance, focusing on 5 principles; increase community participation; promote wellbeing and build confidence; support local businesses and our town centres; provide opportunities for volunteering and skills development; and increase digital programming and digital participation.

5.24 Financial support for business

Scottish Government is providing a range of business support, including support for tourism and hospitality. However, the range of businesses and operating models has made accessing support complex. This has led to lobbying from industry bodies to enhance existing and release new support schemes. Several funds were announced to compliment funding:

- Business support grants at £10k for small businesses, and £25k for leisure, retail and hospitality businesses within a specific business rate range
- 100% business rates relief for leisure, retail and hospitality businesses
- Coronavirus Job Retention Scheme (furlough)
- Self-employment Income Support Scheme (SEISS)
- Newly Self-Employed Hardship Fund
- Creative, Tourism & Hospitality Enterprises Hardship Fund (managed by the Enterprise Agencies in partnership with Creative Scotland and VisitScotland)
- Third Sector Resilience Fund (managed by Firstport, Social Investment Scotland and Corra Foundation)
- Heritage Emergency Fund (National Lottery Heritage Fund)
- Creative Scotland Bridging Bursary Fund and the Open Fund: Sustaining Creative Development

In June 2020 over 500 businesses were interviewed and surveyed by the Council and Renfrewshire Chamber of Commerce. This included 70 businesses from the hospitality and tourism sector. Lockdown had closed almost two thirds of the businesses in the sector and the furlough scheme and other businesses grants were cited as being essential in allowing them to survive. The sectors concerns were very clear with uncertainty over returning customers and visitors and the cancellation of investment plans into businesses to allow them to develop and grow.

As an example, lockdown shut all but 4 of Renfrewshire's larger hotels, with even those 4 only open for very limited essential business travel or as temporary accommodation for NHS/essential workers. By September the hotels had reopened but operating at less than 40% capacity and taking 75% less in revenue compared to September 2019.

Seven hotels have applied for the Scottish Enterprise Hotel Recovery Programme.

6. Key highlights of Renfrewshire Visitor Plan (pre-COVID-19)

6.1 Consumer marketing – building profile and attracting visitors

- 6.11 Developed and launched the area's first destination brand Paisley.is and dedicated visitor website in March 2018. The website exceeded its three-year target in year one and has been key to driving engagement with Renfrewshire's events programme, regional and national visitor campaigns and Renfrewshire's partnership with VisitScotland. The Paisley.is website is the first ever dedicated platform to market Renfrewshire to visitors and has developed a significant digital audience, with 40% of users coming to the website via organic search and coming 4th on Google search rankings (for 'paisley') and 1st (for 'paisley is'). Additionally, the brand's social media channels have grown their combined following to almost 11,000.

The destination marketing brand has generated 629 million OTSH something positive about Renfrewshire as a destination over the lifetime of the Visitor Plan. Destination PR has generated over 8,000 positive media articles with a value of £16.6 million. 21 familiarisation visits from travel media were supported. The profile of Renfrewshire and Paisley as a day-visit destination grew in 2018 and 2019 driven by seasonal consumer campaigns in partnership with VisitScotland and through national event marketing and publicity linked to the council's major visitor events; Paisley Food Festival, British Pipe Band Championships, The Spree Festival and Paisley Halloween Festival.

- 6.12 Secured a successful partnership with VisitScotland raising the profile of Paisley.is and Renfrewshire as a visitor destination. The partnership has turbo-charged annual activity including; exposure at the annual VisitScotland EXPO event and access to travel trade, joint marketing campaigns and inclusion in national and international VS promotions, support for media familiarisation visits, access to data and insights and access to funding. 5 visitor campaigns were delivered annually in 2018 and 2019 to promote Renfrewshire attractions and days out to a national audience. Campaigns linked Renfrewshire product and areas of sector investment with key target audiences within the VisitScotland portfolio and visiting travel media.

- 6.13 Designed and published a suite of new location marketing materials, refreshed annually and distributed locally and across the central belt to VS visitor centres, attractions, tourism-related businesses and travel hubs. These include; Paisley.is bedroom brochure, with dedicated pages on towns and villages; Paisley and Renfrewshire, Great Things to See and Do; Paisley Walking Trail; Paisley Four Architects; and 3 new itineraries for travel trade.

6.2 Developing product and building relationships

- 6.21 Delivered Paisley Museum PR campaign and national and international publicity to support the redevelopment of Paisley Museum through specialist and mainstream media, including a '*Paisley from Paisley*' product collaboration with international fashion house Hermes and subsequent media coverage (over 10 million opportunities to see or hear something positive about Paisley and the Council's pattern archive). In 2020, completed the research, testing and development of the consumer marketing strategy to support the reopening of Paisley Museum.
- 6.22 Increased our national reputation for major events through successful hosting bids; Scottish Album of Year Awards (SAY), British Pipe Band Championships and the Royal National Mod (2023). This has been further cemented through the development of our home-grown visitor events programme; Paisley Food and Drink Festival, The Spree and Paisley Halloween Festival. Paisley Halloween Festival won the Scottish Thistle National Award for Best Cultural Festival in March 2020 – beating the Edinburgh Festival Fringe. Despite cancellation of the programme in 2020, the events programme has delivered £6.3m economic impact for Renfrewshire over the duration of the Visitor Plan.
- 6.23 Increased engagement with Travel Trade to promote Renfrewshire attractions and hotels to domestic and overseas visitor audiences, through the development of historic itineraries including; The Pattern that Changed Everything; The Home of Scottish Heroes and The Wallace Begins Trail (with National Wallace Monument in Stirling and with Dumbarton Castle). This has been underpinned by national and regional marketing and digital content, through Paisley.is and with national partners.

6.3 Sector engagement and development

- 6.31 Tourism-related businesses are actively engaged in a tourism network and benefitting from access to industry events, training and support. A rolling

programme of engagement has been completed in partnership with Renfrewshire Chamber of Commerce, VisitScotland and Digital Tourism Scotland. This has also included support for product development and building capacity across volunteer and charity-run attractions. 341 individuals across tourism-related businesses have completed Paisley Welcomes customer services and product familiarisation training, funded by Scottish Enterprise.

- 6.32 Secured new industry partnerships with Renfrewshire Chamber of Commerce, Scottish Enterprise and Digital Tourism Scotland and delivered a programme of business development sessions for local providers and attractions; digital tourism and marketing, tourism innovation and social enterprise. This included Scottish Enterprise and Digital Tourism Scotland (DTS). Paisley.is has been the premier partner sponsor for the Renfrewshire Chamber of Commerce ROCCOs in 2018 and 2019 and introduced a new Excellence in Tourism ROCCO Award.
- 6.33 Strengthened local heritage organisations through Renfrewshire's Great Place Scheme - funded by National Lottery Heritage Fund, by providing focussed support, training and event funding. The project has engaged with over 70 local organisations in Renfrewshire. Five partnerships identified for 2020; Paisley Abbey, Sma' Shot Cottages, Thread Mill Museum, Lochwinnoch Arts Festival and Inchinnan Historical Interest Group, have been delayed due to the COVID-19 pandemic. A request has been made to NLHF to extend the timeframe for the Scheme and to provide additional funding, given the detrimental impact of the pandemic on heritage organisations – see separate report to this Board.
- 6.34 Developed a shared digital Data Dashboard for the tourism industry, integrating multiple visitor economy related data sets for Renfrewshire to inform future visitor marketing and sector planning.

Implications of the Report

1. **Financial** – none
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

- (a) Background Paper 1: Renfrewshire Visitor Plan 2018

Author: **Louisa Mahon, Head of Marketing and Communications,**
T: 0141 618 7546 E: louisa.mahon@renfrewshire.gov.uk

Objectives and targets – Appendix 1

Increase destination marketing to grow OTSH (opportunities to see or hear) something positive about Renfrewshire

Impact measure	Baseline	2020 target	Achievements / Notes
Launch a new destination website and monitor unique page visits	No destination website; visitor content on Council site.	250,000 unique web visits.	<p>Destination website launched in March 2018 and endorsed by VisitScotland. Year 3 target of 250,000 unique visits exceeded in 2019.</p> <p>2020/21: Traffic to Paisley.is website decreased significantly due to impact of COVID-19 on destination marketing activity website visits: 127,074 page views unique page visits: 108,291 (YTD)</p> <p>2019/20: website visits: 554,646 page views unique page visits: 497,003 198,363 users</p> <p>2018/19: website visits: 237,490 page views unique page visits: 190,808</p>
Number of media familiarisation visits	5 media visits	20 media visits	<p>2020/21: all media visits were cancelled</p> <p>Previous year's growth demonstrated good performance in engaging national media: 2019/20: 14 2018/18: 7</p>
Positive coverage - opportunities to see or hear something positive about Paisley and Renfrewshire due to destination marketing	15m OTSH per year	120m OTSH per year.	<p>2020 target exceeded in 2018 and 2019</p> <p>2020/21: 95 million YTD. PR value £3.5m</p> <p>2019/20: 236 million OTSH. PR value of £10 million</p> <p>2018/19: 298 million OTSH. PR value: £3.1 million.</p>
Partnership with VisitScotland	Partnership confirmed	Permanent within Visit Scotland campaigns	Achieved - permanent profile on VisitScotland.com and inclusion in annual digital campaigns. In 2020, despite a pause in destination marketing, Renfrewshire attractions featured in VisitScotland visitor film.

Partnership with Glasgow Life	Partnership confirmed	Permanent within People Make Glasgow	Partnership activity paused during 2020.
-------------------------------	-----------------------	--------------------------------------	------------------------------------------

Increase visitor numbers by 4% year on year

Impact measure	Baseline (2017)	2020 target	Achievements / Notes
Visits to Renfrewshire attractions	1.7m: Scottish Visitor Attraction Monitor, Moffat Centre (2016)	1.99m	2020: figs published in 2021 2019: 1.36m (2 attractions unable to submit data) 2018: 1.76m <i>Source - Scottish Visitor Attraction Monitor, Moffat Centre</i>
Visitors to events (from outwith Renfrewshire)	155,000 unique attendees (54,000 visitors): Culture Republic	100,000 attendees	2020: all events cancelled. 2019: 153,474 attendees 29,945 visitors (EKOS 2019) 2018 –160,873 attendees 29,752 visitors (Culture Republic/James Law Research 2018)
Day visits to Renfrewshire	2.73m: VisitScotland/ Great Britain Day Visits Survey (GBDVS, 2015)	3.32m	2020: 2.2m (GBDVS, 2017 - 19) 2019: 2.41m (GBDVS, 2016-18) 2018: 2.25m (GBDVS, 2015-17)
Holiday nights in Renfrewshire	45,000: VisitScotland/ Great Britain Tourism Survey (GBTS, 2015)	55,000	2020: 42,000 (GBTS, 2017-19) + 23,000 holiday/leisure trips 2019: 50,000 (GBTS, 2016-18) + 23,000 holiday/leisure trips 2018: 37,000 (GBTS, 2015-17) + 19,000 holiday/leisure trips
Partnership with Glasgow to promote Paisley product	2 million visitors to Glasgow gateway	3 million visitors to Glasgow and wider region by 2023	2020: Activity paused due to coronavirus and related ongoing restrictions. City Region meetings have restarted to identify next steps.

Increase visitor spend in Renfrewshire by £31m

Impact measure	Baseline (2017)	2020 target	Achievements / Notes
Day visitor spend in Renfrewshire	£60.51m: VisitScotland/ Great Britain Day Visits Survey (GBDVS, 2015)	£70m	2020: £52m (GBDVS, 2017 - 19) 2019: £60.8m (GBDVS, 2016 -18) 2018: £51.5m (GBDVS, 2015 -17).
Overnight to Renfrewshire visitor spend	£12m: VisitScotland / Great Britain Tourism Survey (GBTS, 2015)	£14.6m	2020: £8m (GBTS, 2017 - 19) 2019: £8m (GBTS, 2016 - 18) 2018: £11m (GBTS, 2015 - 17).

Enhance the visitor experience in Renfrewshire by building capacity and developing a quality product

Impact measure	Baseline (2017)	2020 target	Achievements / Notes
Customer-facing staff and volunteers undertaking customer service excellence training	No training scheme in place	500 customer facing staff trained	Paisley Welcomes (online training resource) was developed and launched in June 2018 2020: 341 trainees (ScotRail rollout delayed in 2020) 2019: 182 trainees 2018: 73 trainees
Increase overall impression visitor rating	6.2/10 (STR, 2017)	8.0/10	2020: The town centre survey was suspended due to lockdown and ongoing restrictions – data unavailable 2019: 6.47/10 (STR, 2019) 2018: 6.4/10 (STR, 2018)
Number of new itineraries and trails	1 new product developed (Discover Paisley, 2017)	8 new products	2020: no new products developed. Launched <i>Be a Tourist in your Town</i> campaign to promote existing Great Outdoors product to local audience, wellbeing and positive mental health and maintain local footfall. 2019 - 3 new products launched

			<ul style="list-style-type: none"> • The pattern that changed everything - travel trade itinerary • The home of Scottish heroes - travel trade itinerary • Wallace Begins Trail - Scotland-wide consumer <p>2018 - 3 new consumer products launched</p> <ul style="list-style-type: none"> • New Paisley Walking Trail – regional • Renfrewshire, Great Things to See and Do – Scotland-wide • Four Paisley Architects
--	--	--	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Support tourism business growth and collaboration

Impact measure	Baseline (2017)	2020 target	Achievements / Notes
Number of businesses actively engaged in a business network	No existing network	80 businesses engaged	<p>2020: 60 participating businesses (due to COVID-19 business opportunity events and workshops have not taken place and engagement has taken place online)</p> <p>Renfrewshire Economic Leadership Panel Tourism Sub-group was reviewed and expanded to increase cross-sectoral representation and produce sector recovery plan.</p> <p>UWS and WCS partnership developed – linking students to practical sector experience with earning course accreditation.</p> <p>2019: 51 participating businesses 2018: 34 participating businesses</p>
Employment in tourism related industries	5,800 Scottish Annual Business Survey (SABS 2015), Scottish Government	7,150	<p>2020: 5,800 (SABS, 2018) 2019: 5,700 (SABS, 2017) 2018: 5,800 (SABS, 2016)</p>

Tourism related industry turnover	£169m Scottish Annual Business Survey (SABS 2015), Scottish Government	£210m	2020: £268m (SABS, 2018) 2019: £161.2 (SABS, 2017) – target met 2018: £158.8m (SABS, 2016)
-----------------------------------	---------------------------------------------------------------------------	-------	--------------------------------------------------------------------------------------------------

Paisley

Overview of year two and 2020/2021 priorities—July 2020

The purpose of this report is to provide an overview of the Paisley.is destination brand.

This includes an overview of key achievements in the brand's second year and an outline of priorities for year three.

Year two performance at-a-glance

There were four priorities for year two—developing partnerships; building the brand; raising the profile of Paisley and Renfrewshire; and developing engaging campaigns.

Key performance indicators for marketing and communications activity are outlined here:

Our digital footprint

www.paisley.is

497,000 Unique page views

→ Unique page views more than doubled (Year 1: 245,000)

Most-visited page Paisley Halloween Festival

49,000 Unique page views

Google adwords campaigns activated for major events and for new visitor initiatives, including the Wallace Begins visitor itinerary.

11,935 Total social media followers

→ Facebook and Instagram are most popular channels with significant engagement.

3,540,205

Total social media reach and impressions

195,840

Total social media engagement



Brand in action

- Trademark filing complete
- New visitor marketing itinerary created for the Wallace Begins trail, with Renfrewshire acting as a start point and gateway, and new connections made with The National Wallace Monument and Dumbarton Castle.
- Updated version of marketing collateral:
 - Paisley Walking Trail
 - Great Things to See and Do in Renfrewshire
- Local, regional and national distribution network set up to display marketing collateral in hotels and visitor accommodations, visitor attractions, leisure and retail attractions and other large public venues.

Partnerships activated

- Campaign partnership
 - Scotrail
- Strategic partnerships
 - VisitScotland
 - EventScotland
 - Glasgow City Region
 - Renfrewshire Chamber of Commerce
- Media partnerships
 - The Herald/Newsquest
 - The List
 - The Skinny
 - Capital FM
 - What's On Network
 - Ocean Outdoor
 - MILL Magazine

Background—The Paisley.is destination brand was launched on 8 March 2018. The brand's purpose is to tell the story of Paisley and Renfrewshire in a bold and positive way and position our area as a great place to visit, invest, live and work.

Opportunities to see and hear something positive about Paisley and Renfrewshire (OTSH)

236,064,030

Media coverage

£10m

Combined PR value

5,030

Number of articles featuring Paisley or Renfrewshire

14 media familiarisation trips based around major events

→ Includes: BBC Radio Scotland; STV What's On programme; Fiona Shepherd, The Scotsman; Helen Coffey, The Independent; Sophie's Suitcase; Foodie Quine;

Coverage highlights include:

- Paisley Food and Drink Festival 2019—The Times, Sunday Times, Daily Mail, INews, Country and Townhouse, Glasgow Live, Daily Record, The National, Clyde 1, Sunday Post, The Skinny, The List, Scottish Field, Scots Magazine.
- British Pipe Band Championships 2019—Press Association, BBC Two, Scottish Field, Heart Radio, Sunday Express, BBC Scotland, BBC Online, The National, The Herald.
- Sma' Shot Day 2019—Evening Times, The National, Scotland4Kids, Daily Record online.
- The Spree 2019—The List, The Skinny, The I, The Metro, NME online, BBC Radio Scotland, Radio Clyde, Sunday Times, Sunday Mail, The Scotsman, The Sunday Post, The Herald.
- Paisley Halloween Festival 2019—BBC Online, STV, The Sun, Daily Telegraph, Sunday Mail, The Herald, BBC Radio Scotland, The Metro, Clyde 1, The I, The National, Daily Record, Sunday Times.
- Glen Cinema 90th Anniversary—Reporting Scotland, Global Radio, Scottish Daily Mail, The Scottish Sun, The Herald, Daily Record, STV News.

Campaigns activated

- Consumer campaigns targeting day visitors with propensity to visit delivered in partnership with and endorsed by VisitScotland.
- Paisley.is at VisitScotland expo for travel trade.
- Headline sponsor of ROCCOs business awards with new 'Excellence in Tourism' award introduced.
- Google AdWords campaign to launch and promote new Wallace Begins trail
 - Over 9,600 visits to Wallace Begins information on Paisley.is website generated via 787,971 search and display impressions.
- Integrated marketing campaigns for 15 town centre events, including national event marketing for Paisley Food & Drink Festival, Paisley Halloween Festival and The Spree.
 - Record attendance for this year's Paisley Halloween Festival (41,000) and record ticket sales for this year's The Spree festival (£71,000)

VisitScotland partnership

Paid-for campaigns targeted at potential regional and national visitors (defined as living within a two-hour drivetime of Renfrewshire) generated over 5.7 million impressions of Paisley.is brand and over 30,000 unique visits to the Paisley.is website.

- Paisley Food and Drink Festival
 - 755,685 impressions / 5,064 unique visits
- Spring / Summer
 - 2,826,660 impressions / 12,969 unique visits
- Halloween
 - 927,165 impressions / 8,044 unique visits
- Autumn / Winter
 - 1,228,944 impressions / 13,600 unique visits

New product development

- Development of a new Wallace Begins visitor itinerary.
- Designed in response to research establishing the significant levels of online search interest in William Wallace, the itinerary positions Renfrewshire as the start and end-point of a full-day visitor experience taking in major landmarks and exploring the Wallace life story.



Planning & context

Year three planning reflects the new COVID-19 environment, recognising the impact of the lockdown period and the longer-term implications of 'living with Coronavirus' on Scotland's visitor economy.

Another significant factor is the cancellation of the council's major events programme in 2020 which has already impacted both visitor numbers to the area and Paisley.is media reach and digital engagement.

Positive developments for the area in the coming year include the emerging Advanced Manufacturing Innovation District Scotland (AMIDS), with work starting on-site for two new world-leading innovation centres and an ongoing drive to attract further inward investment.

Priorities

The brand is 'in transition' in year three as we shift focus in the new environment.

Our **Visit** activity is focused on supporting the local visitor economy and complimenting the national STERG recovery plan. Our main audience is **local** as we look to encourage people living here to rediscover Renfrewshire.

Our **Invest** activity is focused on building the profile of the new advanced manufacturing district and supporting the drive to attract inward investment. Our main audiences are **national** and **international** as we aim to build advocacy for the district and secure new occupiers.

www.paisley.is



1. Support the restart of our visitor economy

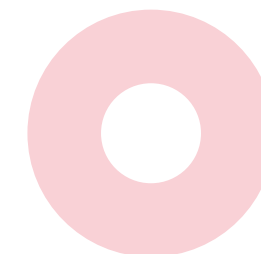
- Share sectoral guidance and advice, provide market intelligence & insight and signpost to financial & business support schemes.
- Promote webinars, training programmes and network opportunities for visitor economy businesses.
- Engage with visitor audiences—including locals rediscovering their 'doorstep offer'—and communicate the safe reopening of Renfrewshire's visitor attractions.
- Implement campaigns which inspire audiences to visit, stay safe and spend local as visitor economy recovers.
- Work with VisitScotland to maximise Renfrewshire's contribution to Scotland's tourism restart narrative.

2. Develop and build our brand

- Update the brand narrative to reflect new post-pandemic environment.
- Activate the brand locally and nationally with high-profile outdoor displays, local and national distribution networks, new 'always on' digital advertising presence and joint activities with high-profile partners such as Visit Scotland.
- Refresh the brand identity with new suite of imagery and tools.
- Develop a brand advocacy and ambassador programme.

3. Raise our profile and engage with new audiences

- Commission research and gather data to gain further understanding of visitor audience, confidence and future consumer behaviour.
- Implement a refreshed communications approach generating opportunities to see and hear something positive about Paisley and Renfrewshire with targeted media activity.
- Develop engaging, user-generated content for owned and shared channels and maximise reach with SEO activity, 'always on' digital advertising and website development.
- Implement a marketing campaign aligned with the national STERG recovery plan and encouraging local/day visitors to rediscover the Renfrewshire offer.
- Work with Scottish Development International (SDI) to gain insight into foreign direct investment market, including opportunities to reach the market.
- Develop a marketing strategy for the new Advanced Manufacturing Innovation District Scotland (AMIDS) aligned to the new Making Scotland's Future national manufacturing plan.



4. Enhance our partnership activity

- Engage at strategic level with VisitScotland to ensure alignment with national narrative, join marketing and business engagement and share data and insights.
- Work in collaboration with Glasgow City Region and Glasgow Life to support delivery of City Region tourism action plan—reflecting the COVID-19 context, define the regional visitor offer and plan for opportunity of COP26 climate summit.
- Work with Scottish Development International and Scottish Enterprise to promote investment opportunities at new Advanced Manufacturing Innovation District Scotland (AMIDS).
- Implement partnership with Renfrewshire Chamber of Commerce to promote sector support, market opportunities to Renfrewshire businesses, recruit advocate and ambassadors in business community and showcase the brand.
- Continue to develop and support the Renfrewshire Tourism Business Network.
- Scope partnership with Glasgow Film Office and Scottish Screen to promote Renfrewshire as 'film-friendly' destination and promote filming locations as visitor destinations.

Paisley Spotlight on William Wallace

The Wallace Begins Trail

A digital pilot to raise awareness of Renfrewshire's links with Scotland's National Hero ahead of the 25th anniversary of Braveheart in 2020.

paisley.is/visit/wallace-begins

Launched 11 September 2019

As at 26 February 2020

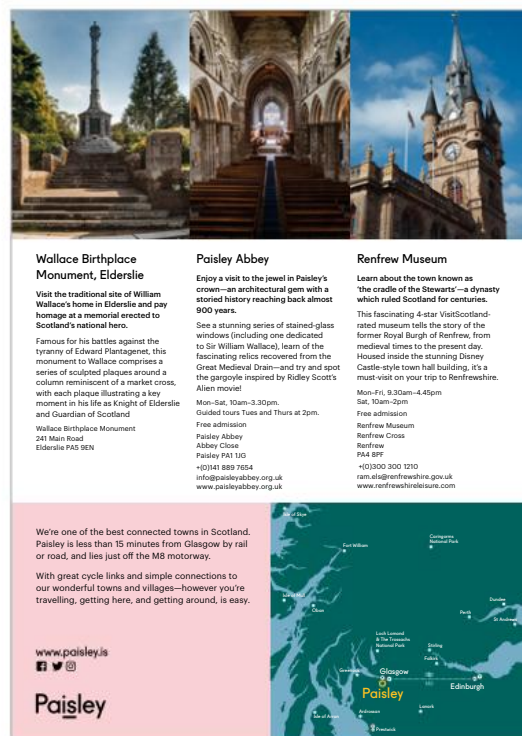
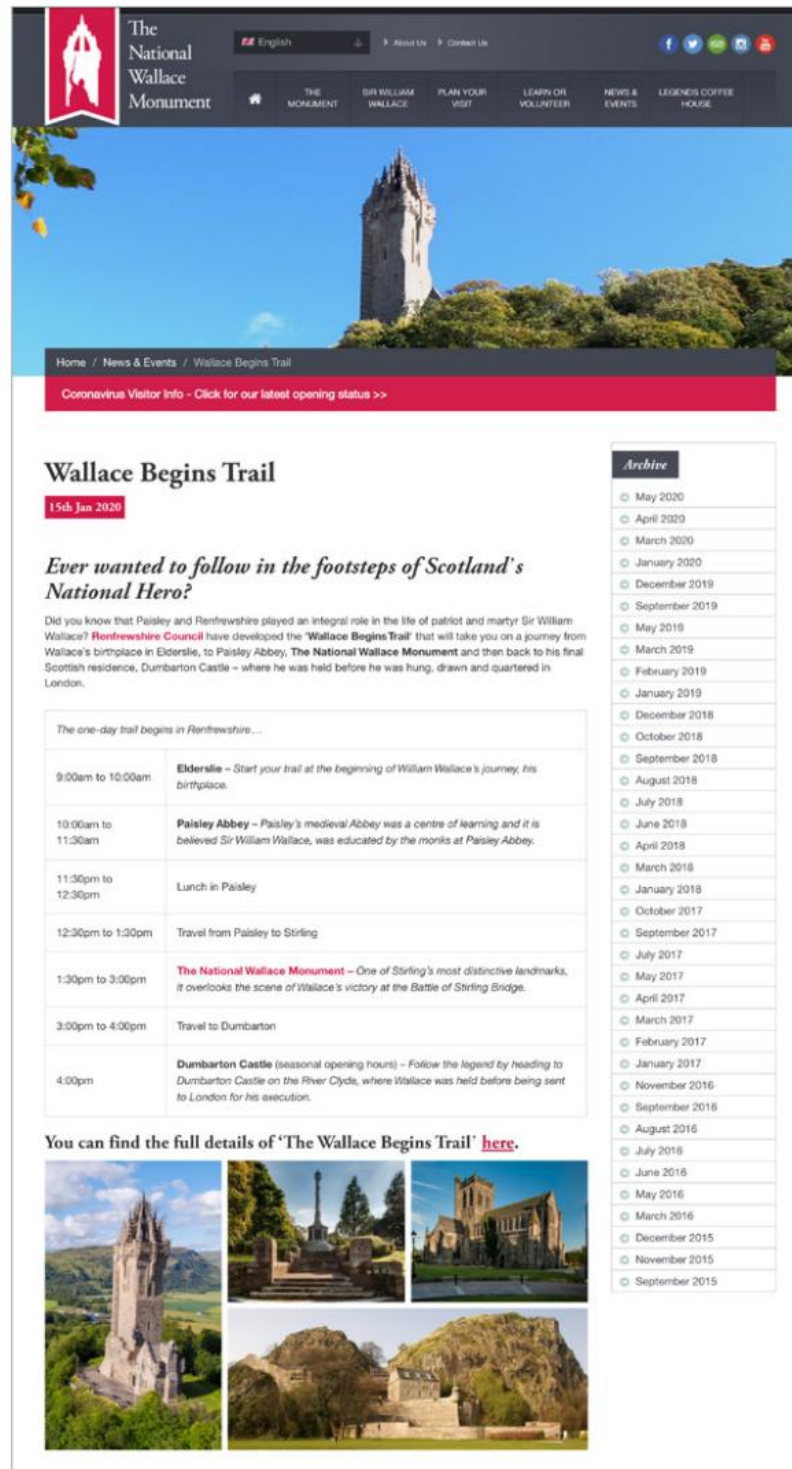
→ Total page views: 14,307

→ Total users: 10,429

→ 68% of users aged from 45–65+ years of age

Images, clockwise from right:

→ Paisley.is Wallace Begins Trail web page, The National Wallace Monument trail web page, 'The home of Scottish heroes' leaflet (front and back pages)



VisitScotland digital advertising campaign

Four-week Facebook campaign

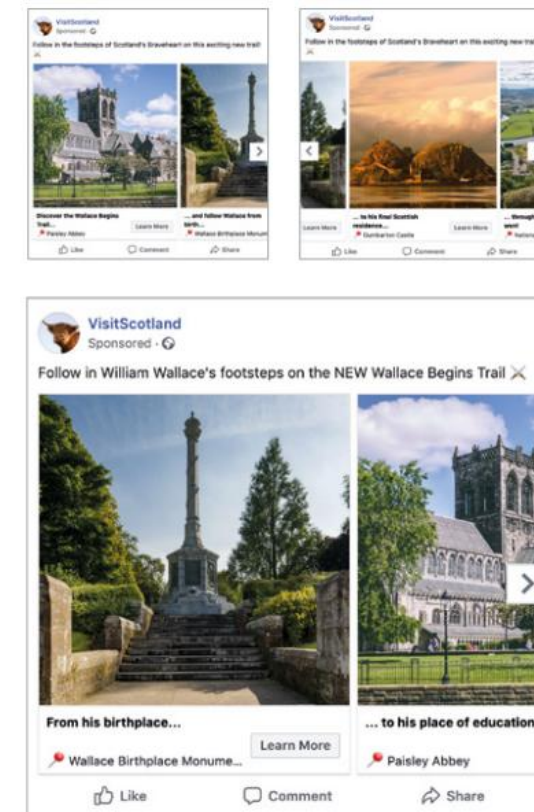
→ Target: 2 hr drive time of Renfrewshire. Engaged Sightseers (Excluding those who like VS FB Page)

→ 588,346 impressions

→ 4,002 clicks

Images, clockwise from right:

→ Advert 1, advert 2, advert 3, adverts 4 (showing photo carousel)



Google adwords campaign

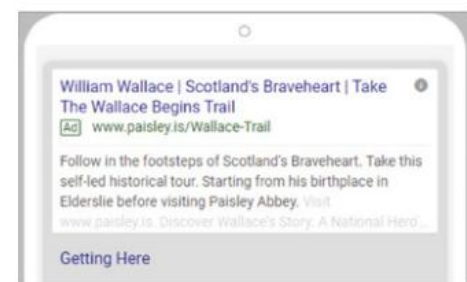
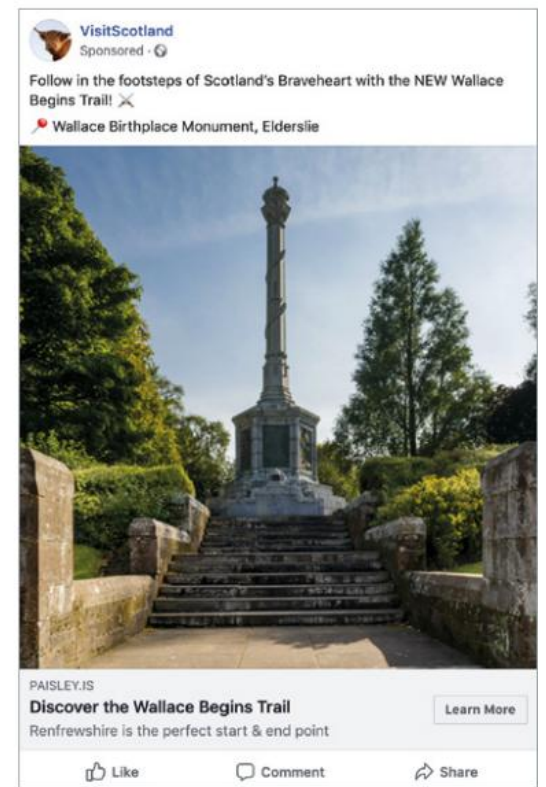
16 week search & display campaign running from October 2019–February 2020

→ Impressions: 787,971

→ Clicks: 9,609

→ CTR: 1.22%

→ CPC: £0.08



Event highlights

19,750 Attendees

4,855 Unique visitors

£328,883 Economic impact

£779,292 Local spend

£58.81 → Average spend per person

→ The new vegan zone provided a strong hook for press/media interest

26 volunteers supported the event with a total of 166 volunteering hours

97% of attendees were satisfied or very satisfied with the event

42% of attendees were new and had never attended the food festival before

One full day was definitely not enough to see everything it had to offer, so I'm already marking my calendar for my next visit. Springtime provided the perfect landscape of cherry blossom covered trees- enough to make any Instagram enthusiasts heart flutter- so I'm thinking same time next year Paisley? Deal. See you then!

Sophie's Suitcase blog
4 May 2019

Marketing and PR highlights and achievements...

4,649,940 Media coverage OTSH

£230,497 Combined PR value

118 Number of articles (print, online or broadcast pieces of coverage)

Media familiarisation trips for nine bloggers with a total following of 201k:

- Rough Measures
- Leigh Travers
- Scottish Quine
- veganpixie
- Sophie's Suitcase
- Bei Na Wei
- Hari Ghotra
- It's All Vegan
- MsMarmiteLover



It goes without saying that you should definitely head to Paisley Food & Drink Festival for the food that's on offer, especially with their new dedicated veggie & vegan zone. As you can imagine, with a glut of plant-based street food at my fingertips and a VIP pass that allowed me to taste as much as I could physically consume, I feasted to my stomach's content—and boy oh boy, did I feast!

Leigh Travers
The Fox and Feather blog, 4 June 2019

Media coverage highlights include:

- The Times (Print and Online)
- Sunday Times (Print and Online)
- Daily Mail (Print)
- iNews (Print and Online)
- Country and Townhouse (Online)
- The Herald (Print and Online), Scottish Field (Online)
- Glasgow Live, Herald (Print)
- Daily Record (Online)
- Scotsman (Online)
- Sunday Post (Online), Edinburgh News (Print)
- 5pm.com blog (Online)
- Clyde 1 (Broadcast x 3)

Partnerships activated

- Visit Scotland
- @Glasgow_Gourmet
- Platform on Tour
- Gin71
- Camra
- Zero Waste Scotland

Digital performance

18,901 Featured Event page

→ Unique page views

Mobile was most popular device 72% of users

The event homepage was the most-visited page during campaign

→ www.paisley.is/featured_event/paisley-food-and-drink-festival

Google adword campaign activated 26% CTR

1,796,044 Total social media OTSH

878,448 Total social media engagement

Media partnerships with The List, The Skinny, The Herald, The Poster Associates and Direct Distribution.

Social media highlights

- Partnership with Instagram influencer @Glasgow_Gourmet
- Fam trip for x9 bloggers from London, Bristol and Aberdeen. Total following 201k
- Full event day coverage, including Facebook Live walkaround of festival site and Gary Maclean cooking demo
- Sharing trader content
- The Paisley Food and Drink Festival Instagram grew to an audience of 1019 followers.

Marketing activation and campaign overview

8,972,071 Total marketing OTSH

Marketing highlights:

- VisitScotland digital media buy
- Paid partnership with Instagram influencer @Glasgow_Gourmet
- Partner toolkit
- The Skinny—Food & Drink Guide
- The List—Eating and Drinking Guide and the Scottish guide to festivals
- Glasgow Subway carriage cards
- Itison
- The Herald 4 page panorama
- Digital billboards
- Glasgow wide poster campaign.
- Word of mouth, Paisley.is website and a leaflet were the most recognised marketing channels

27% of attendees attracted from outwith Renfrewshire



Event highlights

10,000 Attendees

8,890 Unique visitors

£379,000 Economic impact

→ 23% increase from 2018 event

£37,000 Local spend

96% of visitors satisfied or very satisfied with event

98% competing band members



It's a town that punches well above its weight, an ambitious underdog determined to take its place at the table and unapologetically show off its best bits. The tourism website is design-y and fresh; there's a packed schedule of events post-Pipe Band Championships, from Sma' Shot Day (one of the oldest workers' festivals in the world) to music and arts festival The Spree; and Paisley even launched a bid (and got pretty far) to be 2021 city of culture, despite not even being a city. It just missed out to Coventry, but no matter—this is a town that seems to live by the mantra 'go big or go home'.

Helen Coffey
The Independent (London), 20 June 2019

Marketing and PR highlights and achievements...

13,202,000

Media coverage OTSH

12,579,676

Reach

£336,702

Combined PR value

212

Number of articles (print, online or broadcast pieces of coverage)

Local press: focus on Renfrewshire Schools Pipe Band

Media familiarisation trips:

→ Helen Coffey, The Independent—Paisley: Why there's far more to this Scottish town than Paolo Nutini and patterns

Media coverage highlights include:

- Press Association Scotland
- BBC 2 (Broadcast)
- Clyde 1 (Broadcast)
- Heart Radio (Broadcast)
- BBC Scotland (Online)
- STV (Online x 2)
- The Herald (Print)
- Sunday Express (Print)
- Edinburgh Evening News (Print)
- The National (Print x 2 and Online)
- Sunday Post (Online)
- Glasgow Live (Online)
- Evening Times (Print and Online)
- Scottish Field (Online)

Partnerships activated

- Royal Scottish Pipe Band Association
- National Piping Centre
- Piping Today and Piping Times
- Media partnerships with The Herald and The List

Digital performance

9,586 → Unique page views

Featured Event page

3,908 page views

→ Info about visiting Renfrewshire for competing bands

Google adword campaign activated

582,000

Total social media OTSH

Social Sign In Campaign

339,765

Reach approx

Breakdown

- Facebook Event Page: 123.6K Reach approx 3.6K Responses approx
- Boosted posts: 69,809 Reach
- On the day/post event Facebook: 35,082 Reach approx
- On the day/post event Twitter: 13.5K impressions approx

Social media highlights

- Pre-event competition 24.1k Reach, 3.7k engagements
- Facebook Live of march past 12k Reach, 2.9k engagements
- American drum major Charlie Brown video 15.5k Reach, 2.5k engagements
- One week to go video 16.5k Reach, 2.2k engagements
- Renfrewshire Schools Pipe Band performance 6.5k Reach, 900 engagements

Marketing activation and campaign

Highlights include:

- Transvision screen at Glasgow Central Station
- Posters on Scotrail passenger panels: Ayrshire & South-Western routes to include visitors/attendees from N Ireland
- 6-sheet poster panels at Paisley Gilmour Street Station
- Dedicated event flyer distributed at Greenock Ocean Terminal to cruise ship passengers on-land on event day
- Renfrewshire Makar commissioned to write and perform a poem about bagpiping

38%

of attendees attracted from outwith Renfrewshire



Event highlights

12,724

Attendees

Record ticket sales

in event history—record income generated

Ticket buyers from USA, Australia and Switzerland

2,822

attendees at Wee Spree kids programme

→ Highest figures on record

Spree for All fringe festival organised with local youth music groups

2nd year of successful co-staging of events with Lochwinnoch Arts Festival

£149,000

Direct economic impact

Expanded Spree for All fringe programme with shows taking place in Erskine, Johsntone, Kilbarchan, Renfrew and Lochwinnoch

£262,000

Local spend

Marketing and PR highlights and achievements...

7,561,315

Media coverage OTSH

£200,577.39

Combined PR value

108

Number of articles (print, online or broadcast pieces of coverage)

Media familiarisation trips:

→ Fiona Shepherd, The Scotsman



Partnerships activated

- Regular Music
- Tennent's Lager (event sponsors)
- Lochwinnoch Arts Festival
- LNP Promotions
- The Bungalow live music venue
- Paisley Art Institute
- Paisley FM
- Renfrewshire Leisure

Media coverage highlights include:

- BBC Radio Scotland (broadcast x4)
- Clyde 1 (broadcast x1)
- The Metro (print and online)
- The Metro (Scotland – print)
- NME (online)
- Sunday Times (Scotland – print x3)
- Sunday Mail (print)
- Daily Record (print and online x2)
- The i (paper for today – Scotland x3)
- Glasgow Live (online x2)
- Edinburgh Live (online)
- Sunday Post (print)
- Sunday Post (online x2)
- The List (print x3)
- The List (online)
- The Skinny (online)
- The Herald (online)
- Evening Times (print x 3)

Digital performance

Dedicated festival website (www.thespree.co.uk)

57,045

→ unique pages views
Jun 2019 – Oct 2019

3million

Approx social media OTSH



The Spree festival Instagram grew to an audience of

404 followers

Media partnerships with The Herald, The List and The Skinny



Paisley's annual festival of music and arts, The Spree, has been growing steadily recently and this year organisers had to get a bigger Spiegeltent to accommodate demand for events such as a celebration of the music of native son Gerry Rafferty and Karine Polwart's Scottish Songbook.

Fiona Shepherd
The Scotsman, October 2019

Marketing activation and campaign

Highlights include:

- Glasgow Underground platform posters
- Scotrail passenger panels
- Digital billboards on key commuter routes
- Glasgow and Edinburgh Live
- 5pm.co.uk
- The List and The Skinny cultural publications
- Glasgow city centre poster campaign
- Partner toolkit for social media engagement

Most successful festival yet with record attendances and ticket sales

THE SPREE

PAISLEY 11-19 OCTOBER

GLASVEGAS GRUFF RHYS

HUE & CRY

JERRY SADOWITZ MAKE COMEDY GRATE AGAIN!

THE SNUTS

HAYSEED DIXIE

PP ARNOLD

KARINE POLWART'S SCOTTISH SONGBOOK

RODDY HART, EMMA POLLOCK & RAB NOAKES GERRY RAFFERTY SONGBOOK

MALCOLM MIDDLETON

LOST MAP'S LOST WEEKEND

MODSTUFF

COMEDY LATES

TICKETS ON SALE NOW

WWW.THESPREE.CO.UK

THE SPREE FESTIVAL

PAISLEY

RENFREWSHIRE COUNCIL

Event highlights

41,000

Attendees up 17% year on year

£824,250

Combined local spend and economic impact

£16,950

Award of National Programme funding from EventScotland

Winners of ‘Best Festival or Outdoor Event’ at E-Awards 2019

Shortlisted for ‘Best Cultural Event or Festival’ at Scottish Thistle Awards and ‘Best Cultural Event’ at Sunday Herald Culture Awards

Record numbers of community participants in the parade, building on partnerships established through Year of Young People including Kibble, Renfrewshire Young Carers and Spinners Gate

Improving and promoting inclusion through a major event—partnership with Spinners Gate and Disability Resource Centre in developing aerial performance with disabled performers, participation in the parade, progression of quiet spaces and autism friendly sensory arts activity and additional accessible viewing platforms

Marketing and PR highlights and achievements...

18,155,862

Media coverage OTSH

£439,675.98

Combined PR value

111

Number of articles (print, online or broadcast pieces of coverage)

Media familiarisation trips:

- STV What’s On Programme
- BBC Radio Scotland
- Scots Magazine

Media coverage highlights include:

- | | |
|---------------------------------------|--------------------------------------|
| → BBC (online x 2) | → Daily Record (print and online) |
| → BBC Radio Scotland | → Sunday Mail (print) |
| → Clyde 1 | → The Scotsman (print and online) |
| → The Metro (print), | → I News (print and online) |
| → The List (online) | → Daily Telegraph (print – Scotland) |
| → The Herald (online and print x 2) | → Daily Telegraph (print – UK) |
| → Sunday Times (print) | |
| → Glasgow Live (online) | |
| → The National (print x2) | |
| → The Sun (print and online) | |
| → The Scottish Sun (print and online) | |

Digital performance

49,030

Unique page views on Featured Event page

Mobile was most popular device

80%
of users

14%
CTR

Google adword campaign activated

The event homepage was the most-visited page during campaign → www.paisley.is/featured_event/paisley-food-and-drink-festival

1.6million

Total social media reach and impressions



90,000

Total social media engagement

Media partnerships with The List, The Skinny, The Herald, The Poster Associates and Direct Distribution.

Social media highlights:

- | | |
|----------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| → Facebook Live of Halloween Parade
46k reach, 14k engagements | → Facebook Gallery
6k reach, 2k engagements |
| → Facebook Live of Into the Dark aerial performance
21k reach, 4k engagements | → The Paisley Halloween Festival Instagram grew to an audience of 763 followers. |

Partnerships activated

- | | | |
|-----------------|------------------------------------|------------------|
| → VisitScotland | → Paisley First | → All or Nothing |
| → EventScotland | → Renfrewshire Chamber of Commerce | → Spiritmedia |
| → Cirque Bijou | | |



Dark Circus lights up the night: Thousands flock to Paisley’s Halloween festival parade

The Scotsman

Marketing activation and campaign overview

Marketing highlights include:

- STV advert on channel and VOD
- Glasgow Underground carriage cards
- Scotrail passenger panels
- Digital billboards
- Edinburgh trams
- Glasgow & Edinburgh Live
- VisitScotland digital media buy
- The Skinny
- The List
- The Herald 4 page panorama
- Glasgow wide poster campaign
- Partner toolkit

26%

of attendees attracted from outwith Renfrewshire



Event highlights

153,474

Attendees

£1.675m

Economic impact and local spend
from Summer programme

Launched new events toolkit—offering
practical advice for communities/individuals
to design, deliver, market and fund events

Hosted event advice surgeries in
Bridge of Weir, Linwood, Renfrew and Paisley
with 27 groups registering to take part

108 volunteers committed

540 volunteering hours supporting
the events programme

£208k

additional funding generated

Overall satisfaction rating of

97%

Opportunities to see and
hear something positive about
Paisley and Renfrewshire

177million

Media coverage OTSH

£6.8million

Combined PR value

3644

Number of articles (print, online or
broadcast pieces of coverage)

12 Media familiarisation trips

Digital performance

554,646

Page views year-to-date

438,003

Unique page visits

198,363

Users

→ Highlights from The Spree Festival, Paisley Halloween Festival,
British Pipe Band Championship and Paisley Food and Drink Festival.





Event highlights

9,500

Attendees

£151,000

Combined local spend and economic impact

27% of attendees were visitors to the area

99% of attendees were satisfied or very satisfied with the event

6 Event volunteers | 18 Volunteering hours

Local businesses provided their town centre business as programme location

262 Participants took part in the parade



It was a brilliant event—well organised; marketing and brand spot on! The new site worked very well and everything was well spaced out with lots to do and see. Added bonus of having local traders joining in around Shuttle Street and Browns lane. Lots to build on for next year, hopefully the weather remains kind to us. Well done and thanks.

Gary C Kerr
Trustee and Chair Paisley 2021 Community Trust

Marketing and PR highlights and achievements...

780,049

Media coverage OTSH

£51,750

Combined PR value

45 Number of articles
→ (print, online or broadcast pieces)

Media coverage highlights include:

- Evening Times
- What's on Glasgow
- The National
- Dailyrecord.co.uk
- Paisley Daily Express
- Scotland4kids

Digital performance

1.57% CTR
Google adword campaign activated

1806
Clicks delivered

527,847 Total social media reach and impressions



Marketing activation and campaign overview

Marketing highlights:

- Digital 48 sheet in Paisley town centre
- Included as a summer highlight in VisitScotland's 'Love History, Love Scotland' e-newsletter
- Poster activation and digital assets created for local businesses, to tie in with the event returning to its roots
- Outdoor teasers in the lead up to the event in Brown's Lane and Shuttle Street



Event highlights

21,000
Attendees

5,250
Event specific attendees

£279,000
Local spend

£113,000
Direct economic impact

95% of attendees were satisfied or very satisfied with the event

31% of attendees were visitors to the area

Parade engagement highlights:

231
participants over 9 workshop sessions

11
community groups

297 participants took part in the parade

Marketing and PR highlights and achievements...

3,029,933
Media coverage OTSH

£87,466
Combined PR value

31 Number of articles
→ (print, online or broadcast pieces)

Media coverage highlights include:

- Evening Times
- The Daily Telegraph
- The National
- Paisley Daily Express
- The Gazette
- Paisley People

Digital performance

1.57% CTR
Google adword campaign activated

631,675
Total social media reach and impressions

25,705
Featured event pageviews
→ www.paisley.is/featured_event/paisley-christmas-lights-switch-on/

16,041
users visiting featured event

Marketing activation and campaign overview

Marketing highlights:

- The Herald 4-page panorama
- Daily Record digital ads
- Adshel 6 sheet sites across Renfrewshire
- The Evening Times



Event highlights

11 Workshops	4 Primary and secondary schools engaged in workshops
7 Community groups engaged in workshops	
232 Participants took part in the parade	
400+ People attended Commemorative Service in Paisley Abbey	
New piece of music written by Tom Urie and Carol Laula	'Hush now, Happy New Year'
Poem written by Renfrewshire Makar Brian Whittingham	'Cheering and Stomping'



Marketing and PR highlights and achievements...

5,357,433

Media coverage OTSH

119,600

Social channel content reach

67,000

Views on STV social media video

47,500

Views on BBC social media video



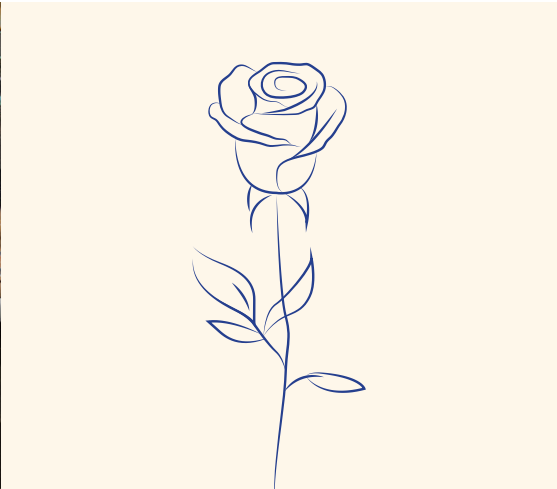
Media coverage highlights include:

- Reporting Scotland (broadcast and online)
- BBC Scotland online feature
- STV News (broadcast and online)
- BBC Radio Scotland
- Radio Clyde (broadcast and online)
- Global Radio
- The Herald
- Daily Record
- Glasgow Times
- Scottish Daily Mail
- The National
- The Scottish Sun
- Paisley Daily Express
- The Gazette
- The Scotsman online
- Glasgow Live
- Sunday Post online



It was the tragedy which led to a worldwide outpouring of grief and changed safety legislation in the UK forever.

The Herald



Renfrew Gala day

2000

Event attendees

340 participants in parade
with 8 community groups

Erskine Music Media Studios manage the stage, providing volunteering opportunities for young people in stage management and production

6 local groups and performers including dance and singer songwriters performed on the stage

50 community stalls, charities and local businesses showcased at the event

Tea room proceeds donated to local brownies, guides and rainbows to facilitate trips

6 volunteers completing 24 hours across photography and event management

Barshaw Gala day

8000

Event attendees

Enhanced food offering at the event—engaging with local businesses

50 community stalls, charities and local businesses showcased at the event

3 volunteers completing 14 hours across photography and event management

Erskine Music Media Studios manage the stage, providing volunteering opportunities for young people in stage management and production

Renfrew Christmas Lights

4,000

Event attendees

Free entertainment including grotto, puppet shows, carol concert

Local school child switched lights on

4 local performers on the live stage

Johnstone Fire Engine Rally

1,500

Event attendees

Town centre trail in conjunction with Johnstone Business Consortium—run for two weeks with 7 businesses engaged

Expansion of event to include craft market curated by Johnstone Business Consortium

15 vintage fire engines on display in town centre parade

Johnstone Christmas Lights

2,000

Event attendees

Christmas trail supported by Johnstone Business Consortium and 7 local businesses

Partnership with Active Communities and St Vincents Hospice

Part of St Andrew's Fair Saturday, generating £2,700 for local charities

Marketing and PR highlights and achievements...

Media coverage highlights include:

- Paisley Daily Express
- The Gazette
- Paisley People
- Renfrewshire News
- What's on Renfrewshire
- Paisley (web)

Digital performance

The lead channel for the promotion of local events and gala days is Renfrewshire Council



Marketing activation and campaign overview

Marketing highlights:

- Engaged with local businesses by designing town trail activities for children & families
- Media partnerships with What's On Renfrewshire and The Buddie Book
- Bespoke poster campaigns activated with Direct Distribution
- Paid Facebook and Instagram ad campaigns targeting local communities
- Radio advertising in local venues via Gov Radio

Aims

- Create engaging online activities to mark the day
- Work with local partners and community groups to highlight the wealth of talent in Renfrewshire
- Encourage online participation from local people
- Showcase the importance of this date in Paisley's history and celebrate our fantastic key workers today

Programme highlights

Bang a Drum for Sma' Shot

- a video recreation of the traditional parade

Local Voices

- local people explain what Sma' Shot means to them

Connecting Threads

- culmination of a four-week live dance and video project

Dooslan Stayin' Hame

- a traditional 'poetry slam' from home

Sma' Shot Sma'sh Hits

- live music showcase in partnership with Renfrewshire Leisure and The Bungalow

Open Mic Night & Paisley in Song

- live music showcases in partnership with Create Paisley

Sma' Shot Tea Dance

- broadcast on Paisley FM radio station

Sma' Shot Song, Radio Play & This Is Our Day

- showcasing the talents of PACE Youth Theatre

Remembering Scotland's Auschwitz Heroine

- a special podcast developed in partnership with UNISON Renfrewshire

Paisley Radicals

- creative writing workshops in partnership with the STAR Project and Civil Disobedience

Mill Girls and Thread Queens, The Machinery of Making & Paisley in Stitches

- exploring Paisley's heritage with three short films from THCARS2 project

This is for the...

- care-experienced young people on the Art Boss programme with a special poem

Media and PR

577,222

- opportunities to see and hear (OTSH) something positive about the event

23

Number of articles

- (print and online)

Digital performance

10,401

total page views on www.paisley.is



Engagement with destination brand (Paisley.is)

1,105,489

total reach (full campaign)

Additional engagement with partner brands showcased

1,268,573

total reach

4,454

engagements 'on the day'

6,425

engagements 'on the day'

10,497

video views

15,852

video views

Feedback

Most-used words to describe the event:

- Entertaining
- Innovative
- Creative
- Fun
- Community



The talent in the area is just mind blowing. I knew there was a lot of talent, but seeing it all in one place in one programme was just fantastic.

How fluid and problem-free the day ran—which is down to the teamwork, communication and commitment of everyone involved.

How well everything complimented each other, having been done separately.

The quality of production and imagination to make the day a successful 'virtual' event come to life.

It must have been very difficult to coordinate in lockdown, hopefully that won't be the case next year—maybe being able to meet up first would be good, but I think this year strengthened trust in each other and the artistic community of Paisley.

- Feedback from the post event survey



Aims

- Showcase Doors Open Days favourite buildings and hidden gems across Renfrewshire
- Engage with local people and encourage online participation
- Create excitement about Paisley and Renfrewshire’s built heritage
- Support partner organisations and venues in maintaining profile while physical visits are restricted

Programme highlights

- 21 individual venue pages
- with historical information, pictures, videos and links to partner websites and social media
- Five additional videos
- provided by partner venues and shared on social media across the weekend
- Nine short video tours
- featuring buildings and places across Renfrewshire—specially-commissioned with Erskine Arts
- Image galleries and online interactive content
- provided by partners and showcased on Paisley.is website



Digital performance

Facebook	Twitter
35,194 reach	6,600 impressions
4,217 engagement	330 engagement
14,937 video views	242 Youtube video views
Social content (Facebook & Twitter)	Total video views
62,808 reach/ impressions	16,791 → (Facebook and Youtube combined)
5,532 engagement	<div>//</div> <p>Wow, passed that so often, didn’t realise how big it was inside. Fantastic x.</p> <p>I’m loving these ‘looks inside’. What a clever idea!</p> <p>Thank you. This brought back so many great memories.</p> <p>→ Comments on Facebook</p>
16,549 Facebook video views	
22 event pages	
4,491 page views	

Popular venues

Paisley: The Secret Collection
10,000 Facebook reach
4,600 video views
1,135 engagement
Houston & Killellan Kirk
5,900 Facebook reach
2,800 video views
685 engagement

Outline

- Paisley Radicals is a joint project between THCARS 2 and the Events Team to creatively explore Paisley's radical past and in particular its role in the Radical War. Civil Disobedience were appointed Creative Producers of the project and are working on an education pack which will be available for use by all Renfrewshire schools.
- The finale to the project would have been a series of site specific performances in Paisley town centre, however the creative team are now finalising a digital response to the project which will launch in January 2021 to coincide with the University of Glasgow's conference—200 years of the 1820 Scottish Radical Rising.

45 hours of workshop and development time have been delivered through 2 in person drop in sessions at the start of the project at Glenburn CC and Paisley Arts Centre

21 online workshops delivered to U3A, STAR Project and UWS

100+ people have participated in the project

Partnership event

- Renfrewshire Council events team
- THCARS2 programme
- Renfrewshire Leisure
- University of West of Scotland
- STAR Project
- The 1820 Society
- University of the Third Age (U3A)
- Civil Disobedience arts company

Programme highlights

Paisley Radicals podcast

- A fascinating discussion on Paisley's role in the 1820 Radical War and how this experience connects with modern-day radical behaviours

Creative Writing workshop

- Local participants have worked with Civil Disobedience to explore their own radical behaviours from the past and contemplate their ambitions for the future

Paisley's Radical Rising of 1820: A Play

- Developed in a local history project, this short radio play is inspired by events in Paisley in 1820

The 1820 Radical War

- Showcasing the history of the 1820 Radical War with long-form content published on Paisley.is website in partnership with The 1820 Society

Proclamation

BY THE
Sheriff of Renfrewshire,
AND BY THE
PROVOST and MAGISTRATES
OF PAISLEY.

WHEREAS a PUBLIC MEETING has been called by certain persons and has been advertised to be held at *Meikleriggs Moor*, on Saturday first the 11th current, for the purpose, as the Advertisements bear, of "taking into consideration, the late Proceedings at MANCHESTER;"

AND WHEREAS, credible information has been received, that Bands of persons from various quarters, (including the City of Glasgow) intend to Parade through the Town and Suburbs of Paisley, in going to and returning from the said Meeting, with Flags, bearing Inscriptions and Devices of a political and inflammatory nature, a measure unauthorised and illegal in itself, as well as unnecessary for the avowed object of the said Public Meeting;

THEREFORE, the Sheriff and Magistrates, determined as far as in them lies, to prevent the peace and tranquillity of the well-disposed Inhabitants of the said Town and Suburbs from being wantonly disturbed or threatened, and their feelings insulted by such illegal proceedings, do hereby caution all well-disposed persons against joining or allowing any of their families to join in such Parades or Processions—And certify to such, as disregarding this Proclamation, shall be found actors or art and part in such illegal proceedings, that they shall be made responsible for their conduct.

Paisley, 9th Sept. 1819.

J. Neilson, Printer.

Contributions across Renfrewshire

Representatives of the following communities and organisations:

- Inchinnan
- Bridge of Weir
- Renfrew
- Johnstone
- Houston
- Howwood
- Kilbarchan
- Lochwinnoch and Paisley
- Renfrew Community Council
- 102 Field Squadron
- Royal British Legion Paisley Comrades Club

Erskine Arts commissioned to produce the film.

Online stats

Specially commissioned Remembrance Day film

20,000 reach

8,800 viewers

Key messages and community quotes

41,500 reach

→ Quotes from Bridge of Weir (9.6k reach), Kilbarchan (12k) and Renfrew (5.7k)

Erskine Care Podcast

17,700 reach



Lochwinnoch



Well done Renfrewshire. A fitting tribute in these unprecedented times.

Thank you so much, Renfrewshire Council. This will never replace attendance at the cenotaph but it was an excellent video. We will never forget.

Loved hearing all the personal stories. Very moving.

Thank you. Lovely wee video. Well done to Renfrewshire Council and everyone involved in the making of it.

That was a lovely and unique way to commemorate and remember in this time of COVID restrictions... Thank you Renfrewshire Council and thank you to the people in the films from all the villages and towns of Renfrewshire.

Very well done, Lovely memorial.

→ Comments on Facebook

Highlighted quote



I sometimes wonder if just remembering the dead is enough, and it isn't because there are men and women out there who are still suffering. It takes veterans 12 years on average to admit that they have post-traumatic stress disorder (PTSD).

I feel that if we're going to honour the dead, the very best thing we can do is to do what we can for the men and the women who have been through current wars, whether that is helping them financially or persuading them if possible to go and get help.

There are lots of agencies out there that can be of assistance. To honour the dead, we must also look after the living.

→ Colin Campbell, Kilbarchan

Produced in partnership with Bricklane Media

Outline

The film will create a joyful, upbeat, family friendly, festive, digital Christmas event for Renfrewshire, featuring local artists and performers and with footage of lights switching on across the region and capture some of the creativity of our schools, businesses and community groups in delivering Christmas activity during this challenging time.

The film will be shown on paisley.is social channels on 12 December and finish with a special message from Santa.

Partners

- Paisley First
- Johnstone Business Consortium
- Renfrew Development Trust
- Lochwinnoch Arts Festival
- Kibble
- Renfrewshire Leisure
- Bricklane Media
- Loud n Proud
- Pulse FM
- Renfrewshire Music Schools
- Starlight Youth Choir



Christmas Trails

Christmas Spirit Trail Johnstone and Renfrew

- Christmas Spirit Trail will give families the opportunity of exploring their town centres whilst hunting down 10 special Christmas characters. Images of the characters will be displayed in shop windows, by scanning the pictures they will learn about each character and once they have found all 10 they then access an ebook about the adventures of all of the characters.
- The trails will begin on 12 December and run to 3 January—subject to covid restrictions on non-essential retail.
- Interactivity produced by QR code trail experts High Street Safari.



Christmas Buddie Bear Hunt Paisley

- Specially created trail featuring 14 Buddie Bears representing key workers, bears are located in shop windows across Paisley town centre.
- Families are encouraged to find and identify the key worker for each bear, once they have found and identified all bears families can then enter a prize draw competition for shopping vouchers.
- The trail was developed by Paisley First, supported by Renfrewshire Council and will run throughout November and December ending on 3 January 2021.





To: Leadership Board

On: 02 December 2020

Report by: Chief Executive

Heading: AMIDS District Heating Network

1. Summary

- 1.1 This report is to update the Board on the progress of proposals for a low carbon District Heating Network (DHN) at the Advanced Manufacturing Innovation District Scotland (AMIDS) as outlined in this report.
-

2. Recommendations

2.1 The Board is asked to:

- i) Note the progress of the District Heating Network (DHN) project which will be the first of its kind in Scotland and the associated business case;
- ii) Authorise the Director of Finance and Resource to accept grant funding as follows:
 - a. Capital grant offer of match funding of £2.96m received from LCITP (see section 6);
 - b. Revenue grant offer from Ofgem under the Renewable Heat Incentive (RHI) scheme amounting to £0.09m per year for 19 years;
- iii) Subject to satisfactorily securing the LCITP funding referred to in (ii) above, approve that the project is progressed and appropriately incorporated into the Council's financial planning arrangements.

- iv) Authorise the Director of Finance & Resources to enter into any further relevant funding agreements as outlined in para 6.7 on the basis that such agreements will reduce the funding requirements from the Council.
 - v) Authorise the Head of Corporate Governance in conjunction with Director of Finance & Resources to enter necessary legal agreements with the following key stakeholders;
 - a. Scottish Water Horizons in relation to the bulk heat source;
 - b. The University of Strathclyde on behalf of the National Manufacturing Institute Scotland (NMIS) as initial customer;
 - c. The Centre for Process Innovation (CPI) on behalf of the Medicines Manufacturing Innovation Centre (MMIC) as initial customer.
-

3. Strategic Case

- 3.1 Responding to the climate emergency has resulted in ambitious targets to reach net zero greenhouse gas emissions by 2045 to end Scotland's contribution to climate change within a generation. The Council has also declared a climate emergency and our ambitious targets included a pledge to work proactively with others to make Renfrewshire carbon neutral by 2030.
- 3.2 A low carbon district heat solution provides a significant opportunity for AMIDS and Renfrewshire, to reduce its future carbon emissions and enhance its reputation as a site with a vision 'to become internationally recognised for advanced manufacturing, leading innovation and research' whilst acting as a demonstration to the rest of Scotland of how a transition to a low carbon future could be achieved.
- 3.3 Providing access to an innovative low carbon solution for on-site renewable energy would give AMIDS a competitive advantage over other locations for future investors and therefore helping attract further investment and delivering further key objectives of AMIDS including creating new sustainable jobs for Renfrewshire.
- 3.4 The Programme for Government (PfG) 2020 re-emphasised the priority of achieving net zero emissions in Scotland by 2045 and included a mission to create new, high-quality, green jobs which aligning the AMIDS vision and objectives with these ambitions for a greener Scotland.
- 3.5 It is acknowledged that responding to the climate emergency will not be easy, Scotland's transition to a net zero society requires collaboration to ensure all opportunities are seized.
- 3.6 This project provides an exciting opportunity to utilise untapped renewable energy source to feed the AMIDS site and will, when delivered, prove the technology that can then be used to extract heat from other untapped

renewable heat sources to provide low carbon heat to other buildings across Renfrewshire.

- 3.7 By implementing an ambient loop network, **AMIDS will be the first development of its kind in Scotland** supplying low carbon heat through a 5th generation heat network, wholly aligning with the innovation focus of the AMIDS project.
- 3.8 There is potential to expand the AMIDS network to supply low carbon heat to other buildings in the surrounding area including the future uses of the former Chivas site. The project team will explore these other opportunities.

4. Technical Solution

- 4.1 The AMIDS DHN uses a mix of renewable energy and low carbon technology and an ambient loop heat network to distribute low grade heat through a network of uninsulated pipes from the nearby Laighpark Wastewater Treatment Works (WWTW) to the AMIDS site.
- 4.2 Heat from the treated sewage effluent, which is otherwise discharged into the White Cart river, provides the renewable ambient heat supply to the AMIDS site where each building takes the heat from the ambient loop and upgrades it for heating and hot water using low carbon heat pump technology.

5. DHN Delivery Model

- 5.1 The DHN project will be owned by the Council with the construction delivery, operation and maintenance commissioned to be delivered by an external contractor. As outlined in the financial case below, the DHN project is prudently forecast to return a positive whole life economic assessment and to be a financially sustainable project, capable of funding its own running costs, long term lifecycle maintenance requirements over a whole life 40 year period with a planned long term financial return.
- 5.2 Beyond the construction and operational commissioning referred to above, the DHN project will involve the Council entering a legal agreement with Scottish Water Horizons in relation the arrangements for heat abstraction and energy centre at the Waste Water Treatment Works along with initial long term commercial agreements with MMIC and NMIS for the provision of heat from the DHN.
- 5.3 Heads of Terms are being agreed with the three key stakeholders; Scottish Water Horizons (charge for low grade heat source), NMIS and MMIC (revenue for provision of heat).
- 5.4 As part of the wider development at the AMIDS site, future occupiers will be required to enter a legal agreement to utilise the DHN to supply to meet all of their heating and hot water requirements. As such the DHN is being future proofed to ensure it can provide a service that is:

- a. of sufficient capacity, reliability and resilience to meet the heating needs of all connected customers at all times;
- b. good value vs. alternatives; and
- c. low carbon, to support future building regulation approval and corporate aspirations for low carbon operations.

6. Financial Case

Financial Model Information

- 6.1 The key points to note in relation to the economic and financial case are summarised in the following sections.
- 6.2 The capital investment requirement for the initial phase as set out in section 4 of this report, servicing the NMIS and MMIC developments, totals £6.5m. This investment is future proofed and will provide sized infrastructure with network capacity for future development phases which will allow the network to be expanded with each further AMIDS development. Capital costs for later phases are significantly less and will be self-funded through connection charges from future site occupiers.
- 6.3 The AMIDS DHN has successfully progressed to the final stage of the Scottish Government and European Regional Development Fund programme Low Carbon Infrastructure Transition Programme (LCITP) application process for Capital Grant funding which is expected to conclude with a grant offer of matched funding of up to £2.96m. This grant offer is subject to final due diligence which includes consideration of the project business case and evidence of Council match funding, a grant offer is therefore expected after Council approval of the funding requirements outlined in this report. An unsuccessful LCITP application would have a significant detrimental impact on project viability and would therefore result in the project not proceeding unless another external source of funding could be urgently identified.
- 6.4 The net capital funding requirement is therefore £3.5m to be funded through Council borrowing. As referred to in para 6.6 below, the annual financing charges associated with the borrowing will be fully funded over the project life from net revenues generated from the heat sales and therefore will not present any annual cost to the Council's revenue budget.
- 6.5 An application for annual revenue grant through the Renewable Heat Incentive funding (RHI) has been submitted for phases 1 and 2 of the project. This equates to £0.09m per annum in revenue support for a 19-year period. We have received confirmation that our application has been allocated budget and therefore continues to be assessed. A final decision is expected in due course.

- 6.6 We have received a spike in applications for the Tariff Guarantee during June 2020 and September 2020. A decision is expected imminently on the RHI application.
- 6.7 With the exception of some relatively minor cashflow smoothing requirements in the early years, the financial case demonstrates that the DHN system over a whole life 40 year period is capable from the Council's perspective, of delivering a positive economic value for money assessment as well as fully funding its annual revenue capital financing costs, operational running costs and long term lifecycle maintenance costs. In addition, although not a primary objective of the project, the DHN on a prudent assessment it is projected to generate a long term positive financial return for the Council.
- 6.8 In addition to the above funding arrangements, Council officers are continuing to progress discussions with Scottish Enterprise and the Scottish Government via Scottish Futures Trust (SFT) to explore potential funding opportunities to support the project. If secured as an option, such opportunities could reduce the level of required Council investment outlined above, in return for releasing a proportionate share of future positive net returns from the DHN project (i.e. after all capital financing, operational and lifecycle costs have been met over the life of the project). Should such an option be secured this would provide a further layer of funding coverage to deliver the project, reducing the financial requirements from the Council. On this basis, a delegation to authorise the Director of Finance Resources to enter into relevant funding agreement in this respect is being sought in the recommendations should this option become available.

7. Environmental and Economic impacts

Carbon savings

- 7.1 An AMIDS DHN would be a major infrastructure project that would support and help deliver local and national climate policy objectives.
- 7.2 The annual projected carbon emissions across 40-years, using traditional gas boilers as the counterfactual, resulted in the AMIDS DHN generating a carbon reduction of 9720 tonnes (90% reduction) for initial phases (NMIS and MMIC), 56,679 tonnes (92% reduction) up to phase 4 of development and 90,926 tonnes (93% reduction) assuming full AMIDS masterplan development.

Economic impacts

- 7.3 The provision of a 5th generation low carbon district heating system will be a significant asset to AMIDS, helping to attract ambitious companies that will generate high quality jobs whilst ensuring that the social and economic benefits delivered at AMIDS are available to neighbouring communities.

The AMIDS DHN will help to drive the low and zero carbon economy in Scotland by providing a basis for contractors and suppliers to develop new skills. The project is replicable and scalable, particularly for new developments in a suburban and urban context.

Implications of the Report

1. **Financial** – The financial implications arising from the Council's participation in these proposals are set out in detail in section 6 of this report. The net capital funding requirement of £3.5m to be funded through Council borrowing with annual financing charges fully funded over the project life. Funding opportunities to be explored with Scottish Enterprise and the Scottish Government via the Scottish Futures Trust to further support the project.
2. **HR & Organisational Development** - none
3. **Community/Council Planning** –
 - *Our Renfrewshire is thriving* – The AMIDS development will facilitate new development opportunities and business growth whilst improving educational and health opportunities for people within the local communities as well as aiding employees to access these major existing and new employment centres.
 - *Our Renfrewshire is well* – This project will play a significant role in responding to the climate emergency, generating low carbon heat and enabling the route to a lower carbon future, thus improving local air quality.
 - *Reshaping our place, our economy and our future* – The completed infrastructure at AMIDS, enhanced by the DHN, will enable new business creation at AMIDS and with that, thousands of additional new high quality permanent jobs will be created as well as improved access to existing jobs for people in our communities.
 - *Tackling inequality, ensuring opportunities for all* – As a demonstrator project, the successful implementation of an AMIDS DHN can prove the technology that can become a strong driver of job creation, job upgrading, in addition to the job opportunities AMIDS as a whole will create.
 - *Creating a sustainable Renfrewshire for all to enjoy* - The completed infrastructure will provide a route to a low carbon future, avoiding pollution and managing natural resources sustainably.
 - *Working together to improve outcomes* - Officers are working collaboratively with partners including Scottish Government, Scottish Enterprise and other partners to take forward the delivery of the AMIDS development as an exemplar commercial location.
4. **Legal** – legal agreements will be entered into as set out in this report.

5. **Property/Assets** – land acquisition and assets requirements will be approved at the ILE Board.
6. **Information Technology** – none.
7. **Equality & Human Rights** -
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – Will be considered from the outset including appointment of a Principal Designer to plan, manage and monitor the pre-construction phase and to co-ordinate health and safety matters.
9. **Procurement** – A recommendation to award the design, build, operate and maintain contract for the DHN will be submitted to the Finance, Resources and Customer Services Policy Board in March 2021. The procurement procedure used will ensure compliance with the Council's Standing Orders relating to Contracts and the Utilities Contract (Scotland) Regulations 2016 for the procurement of over EU threshold Works contracts.
10. **Risk** – Project specific and programme level risk registers have been established with key risks associated with these proposals highlighted in this report. These will be kept under regular review and reported to the Council's internal City Deal Programme Board.
11. **Privacy Impact** – none.
12. **COSLA Policy Position** – not applicable.

List of Background Papers

None.

BW November 2020

Author:

Barbara Walker, City Deal Project Director (Acting); Tel: 07727377977, email barbara.walker@renfrewshire.gov.uk,



To: Leadership Board

On: 2 December 2020

Report by: Chief Executive

Heading: Extension to the Scottish Government Town Centre Fund 2020 - 2021

1. Summary

- 1.1 This report is to inform the Leadership Board of a further allocation of £527,000 from the Scottish Government's Town Centre Fund to Renfrewshire Council and seeks authorisation to allocate the available funds to projects and initiatives set out in Table 1 of this report. An update on the progress of Town Centre Fund projects identified in 2019 is also provided.
-

2. Recommendations

2.1 It is recommended that Board:

- (i) homologates the decision of the Director of Finance and Resources to accept the grant offer from the Scottish Government Town Centre Fund of £527,000;
 - (ii) agrees to take forward the projects identified in Table 1 utilising the funding award; and
 - (iii) delegate authority to the Head of Regeneration in consultation with the Convener to manage any potential over/underspends, from the indicative budgets presented, within the overall programme of projects and if necessary to bring forward substitute projects to ensure the complete commitment of the grant within financial year 2020/21.
-

3. Background

- 3.1 In 2019 the Scottish Government launched its £50 million Town Centre Fund being shared across all Scottish local authorities on the basis of an agreement between the Government and Council Leaders, with Renfrewshire receiving £1,459,000.
- 3.2 The purpose of the fund is to drive economic activity and improvements to town centres. Specifically, it is intended that the fund contributes to transformative investments which drive economic activities and re-purpose town centres to become more diverse, successful and sustainable. The Leadership Board of 19th June 2019 agreed a series of projects, all of which are now proceeding to site starts, or completions, having been delayed by the coronavirus restrictions. Section 6 sets out each project's progress as at the end of October 2020.
- 3.3 In its Programme for Government in 2020 the Scottish Government announced an £18 million extension to the Town Centre Fund to be distributed using the same rationale as the original fund and under the same terms and conditions of spend. Renfrewshire has therefore received an additional £527,000 to be spent, or at least committed via a works contract, by 31 March 2021. This additional funding is part of the package of measures designed to support local economies during and from the impacts of the measures in place to protect the population from the COVID-19 coronavirus. Local authorities have received guidance that, as far as they can, the funding should be used to support local construction and trades people.
- 3.4 At the request of the Government and in consultation with the Council Leader the Director of Finance and Resources has written a letter accepting the grant, doing so prior to the set deadline of 30 September 2020 and this has been acknowledged.
- 3.5 The fund will support capital expenditure which is additional to any already allocated in established budgets and must not substitute for existing spend. The grant can be used to fund third party capital expenditure – to either other public sector bodies, private or third sector bodies or individuals.

4. Additional project identification

- 4.1 For this additional funding the critical concern is to identify effective regeneration projects that can be delivered in the very challenging timescales of the funding. A rapid project identification exercise has been undertaken in consultation with the Council Leader, Depute Leader and Group Leaders. Seven projects are identified and set out in Table 1 below.
- 4.2 The recommended projects reflect the current circumstances of project definition and discussions with third parties. The split of funding is indicative at this stage and will be clarified as costs are confirmed and works tendered.

Table 1 Town Centre Fund (TCF) extension 2020 – 2021, recommended projects

Project	Rationale and notes	Indicative amount
Johnstone festive lighting	<ul style="list-style-type: none"> ○ Already scoped and costed by Environment and Infrastructure Services ○ A preferred option has been agreed with Johnstone Community Council ○ Installation possible for 2020 festive season ○ Will complement the existing year-round lighting scheme funded by the TCF (implementing in autumn 2020) 	£40,000
Renfrew 'Start-up street'	<ul style="list-style-type: none"> ○ Pre-existing commitment to extending the start-up street or creative hub concept to Renfrew town centre ○ Follow-up project to the existing TCF external refurbishment of Dunlop Crescent units owned by Council but vacant for several years ○ The facility will create and support jobs in its locality 	£120,000
Erskine Arts	<ul style="list-style-type: none"> ○ Enabling community/cultural organisation occupation of a definable part of Erskine Leisure Centre ○ Project team in place at Erskine Arts to enable quick spend on modifying spaces for their use ○ Will diversify uses and facilities available in Erskine town centre ○ A new third-party grant award will be made to Erskine Arts 	£100,000
PACE Exchange Theatre Project	<ul style="list-style-type: none"> ○ Builds on previous £300,000 TCF award allowing project to develop with the condition and structure of the building secured by the initial funding ○ Contract award for Phase 1 works is imminent, potential to extend scope at short notice ○ Will achieve occupiable space for PACE to take on partial occupation as future fundraising develops ○ The existing third-party grant award will be amended to incorporate this additional sum 	£120,000
3 County Place, Paisley	<ul style="list-style-type: none"> ○ Fully designed but stalled tenement improvement on County Square ○ £1M project with £360,000 TH. CARS2 heritage grant available ○ Additional grant support would unlock the owner's available funds to deliver the project ○ Would remove a significant vacant 'eyesore' on County Square bringing in new residential use ○ A new third-party grant award will be made to the building owner 	£100,000

Project	Rationale and notes	Indicative amount
Shuttle Street, Paisley	<ul style="list-style-type: none"> Two enhancements to support the continued success of hospitality uses in the street <ol style="list-style-type: none"> 1. Creation of a dedicated off-street bin storage and pick-up area for commercial waste collection 2. Light canopy and entrance up-lighting – to support the creation of an attractive year-round atmosphere Potential for additional grant funding for light projections Lighting scheme designed and costed; waste collection area can be mobilised and has the support of landowner 	£40,000
George Street/High Street corner, Johnstone	<ul style="list-style-type: none"> Gap site boundary treatment to complement the existing TCF funded project on the opposite corner gap site Problematic site for development – an interim, low cost intervention would add to the local streetscape 	£7,000
TOTAL		£527,000

5. Balances and replacement spend

- 5.1 Should there be any issues in securing spend within the timescales of the grant award, or if underspends are projected following tendering for work, officers will work to identify and progress replacement projects. Due to the constrained time limits on this fund the Board is asked to delegate authority to the Head of Regeneration in consultation with the Convener to manage budget variations and approve any other projects.
- 5.2 The Council will be required to report to Scottish Government on progress in November 2020.

6. Progress on projects identified in 2019

- 6.1 Table 2 overleaf summarises the progress made on the set of projects developed from the original TCF grant award of £1,459,000. A number of these projects have been delayed by the restrictions on the construction industry in place during 2020. The Scottish Government has recognised these difficulties and has extended completion requirements to September 2021.

Table 2 Town Centre Fund projects 2019, summary update at October 2020

Project summary	Design	Tender	On-site	Complete
1. Third party led - repurposing vacant town centre property i. Former Police Station, Johnstone – funding contribution for Active Communities. ii. Former toilet block Robertson Park, Renfrew - conversion to a cycle hub by Kustom Kruisers. iii. Former Mannequin's night club, Paisley – funding for PACE Youth Theatre to deliver a new performance and rehearsal base.	 ✓ ✓ ✓	 Nov 2020 ✓ ✓	 March 2021 January 2021 March 2021	 September 2021 May 2021 September 2021
2. Town centre presentation i. Lighting enhancements to Houston Square, Johnstone including bandstand and war memorial. ii. Gap site interventions in Johnstone – High Street/ MacDowall Street corner. iii. Lighting enhancements to Renfrew Town Hall and Cenotaph and gateway lighting project at Bascule Bridge. iv. Vacant shop units in Dunlop Crescent, Renfrew – external works delivered by available funding.	 ✓ ✓ ✓ ✓	 ✓ ✓ ✓ ✓	 ✓ November 2020 December 2020 ✓	 December 2020 December 2020 March 2021 ✓
3. Active travel links i. Wayfinding, lighting and CCTV enhancement through Robertson Park, Renfrew connecting the town centre to neighbouring residential areas. NB Multiple tender packages	 ✓	 All by December 2020	 ✓	 All by April 2021
4. Enabling regeneration fund - tackling vacant floorspace, sites and other project support i. Contribution to shop unit refurb – 43-45 and 65-71 George Street, Paisley (Start-Up Street project) ii. Shop unit refurb – 71 High Street, 28 & 38/40 McDowall Street, Johnstone iii. Commercial waste bin storage – 55 High Street, Paisley iv. Contribution to Glen Cinema commemorative artwork v. Minor street furniture repairs, Johnstone	 ✓ ✓ ✓ ✓ ✓	 ✓ ✓ ✓ ✓ ✓	 ✓ ✓ November 2020 April 2021 ✓	 ✓ ✓ December 2020 September 2021 ✓

Implications of the Report

1. **Financial –**

An offer of £527,000 Town Centre Fund grant funding from the Scottish Government has been accepted by Renfrewshire Council.

Scottish Government Town Centre Fund grants awarded to the Council are monitored in accordance with the terms and conditions of grant. The Council will liaise with the Scottish Government to comply with drawdown and financial reporting requirements.

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

3. **Community Planning –**

- **Reshaping our place, our economy and our future:** Renfrewshire Council is working with stakeholders to maximise the opportunities for culturally-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** None

5. **Property/Assets**

Any acquisitions capable of being secured using this fund will progress through the recognised Council processes and with relevant Board approvals.

6. **Information Technology - None**

7. **Equality and Human Rights**

- (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website. An Equality Impact Assessment is being prepared as part of the project requirements

8. **Health and Safety – None**

9. **Procurement –** A programme of contract processes will be developed with the advice of the Council's Procurement team to secure effective and best value project delivery.

10. **Risks - None.**

11. **Privacy Impact - None**
 12. **Cosla Policy Position – N/A**
 13. **Climate Risk – N/A**
-

List of Background Papers

1. Report to Leadership Board, 19th June 2019 – Town Centre Capital Fund
-

Author: Stuart McMillan, **Regeneration Manager**
stuart.mcmillan@renfrewshire.gov.uk
0141 618 7850



To: Leadership Board

On: 2 December 2020

Report by: Chief Executive and Director of Finance & Resources

Heading: Scottish Government 'Regeneration Capital Grant Fund 2020/2021': Award of Grant Funding

1. Summary

- 1.1 On 10th September 2020 the Scottish Government announced that funding would be available immediately through the Regeneration Capital Grant Fund (RCGF) 2020/2021 for specific community led regeneration projects. Two projects in Renfrewshire have been awarded funding - the Johnstone Community and Wellbeing Hub delivered by Active Communities (Scotland) Ltd and the Mossedge Centre, Linwood delivered by Linwood Community Development Trust.
 - 1.2 The purpose of the grant funding is to stimulate local construction and support areas impacted by deprivation in their recovery. The funding is available immediately and must be committed by 31st March 2021.
 - 1.3 The purpose of this report is to inform the Board of the award of the RCGF funding (£730,000 for Johnstone and £400,000 for Linwood) and to seek the authorisation of the Board to homologate the decision to accept the grant awards and coordinate the delivery of the projects accordingly.
-

2 Recommendations

- 2.1 It is recommended that the Board:
 - i. homologates the decision of the Director of Finance and Resources to accept the grant offers from the Scottish Government Regeneration Capital Grant Fund 2020/21 of £730,000 for Johnstone Community and Wellbeing Hub and £400,000 for the Mossedge Centre Linwood, respectively.
-

3 Background

- 3.1 On 10 September 2020 the Scottish Government announced £12million of new investment for regeneration through the Regeneration Capital Grant Fund. This funding was made available immediately and must be spent or committed by 31 March 2021. Two projects in Renfrewshire have been awarded funding as part of this investment, Johnstone Community and Wellbeing Hub has been awarded £730,000 and Mossedge Centre, Linwood awarded £400,000.
- 3.2 The Leader of the Council was informed of the formal offers of grant which were received on 21 September 2020 and offers had to be accepted by 5th October 2020. Due to the tight timescale set by Scottish Ministers for acceptance of the grant offers, the Director of Finance and Resources on behalf of the Council was therefore required to accept the grants by 5 October 2020 or the grant funding would have been lost.
- 3.3 Local authorities were not involved in the selection of which projects were offered financial support. The decisions were taken by Scottish Government. with the aim of directing the additional funding to projects already well advanced towards delivery and where further funding would result in supporting accelerated delivery of the chosen projects.

4. Johnstone Community and Wellbeing Hub

- 4.1 The project is being delivered by Active Communities (Scotland) Ltd and will bring the former police station in Quarry Road back into active use and support the ongoing regeneration of Johnstone town centre by creating an accessible Community and Wellbeing Hub. An application for RCGF funding was submitted in 2019 for this project and was unsuccessful however the feedback received from the Scottish Government was that this is a strong project but was unsuccessful due to the exceptionally high demand for funding that year. A Stage 1 application was therefore submitted in June 2020 seeking RCGF funding in 2021/2022. The announcement of the advance funding in the current year required the withdrawal of this application and removed the requirement for the submission of a Stage 2 application.
- 4.2 The total project cost is in the region of £1.9million and Active Communities have been successful in securing substantial funding from a variety of sources for the delivery of the project. This includes £400,000 from the Council's allocation of the Scottish Government Town Centre Capital Fund, £110,000 from the Community Empowerment Fund as well as £567,000 from the National Lottery Community Fund and £200,000 from the Robertson Trust as well as funding from the Scottish Land Fund to purchase the building through a community asset transfer. The award of the RCGF grant completes the required funding package to deliver the project.
- 4.3 The project is well developed with the enabling works currently on site and the main construction works tendered in November 2020. It is expected that this contract will be awarded by Active Communities by March 2021 and therefore the RCGF funding can be fully committed by the deadline of 31 March 2021.

5. Mossedge Centre, Linwood

- 5.1 Linwood Community Development Trust (LCDT) was awarded a grant of £800,000 through the Regeneration Capital Grant Fund in 2017 to build a 3G pitch and changing facility as part of wider plans to develop the Mossedge Village site in Linwood. The Council contributed £300,000 in grant funding to support the project at that time, with land at the Old Clippens School site in Linwood also granted to LCDT through a community asset transfer. LCDT were unfortunately not successful in gaining funding from the Big Lottery Fund to enable the fit out of the centre but have successfully accessed a range of other smaller community grant funds to support the last stage of the delivery of the project.
- 5.2 The pitch and centre building shell were constructed and delivered by LCDT in line with the initial grant funding in 2017/18, and the additional £400,000 of RCGF funding allocated in 2020/21 will be used to complete this work. It is anticipated that this will be fully committed by the end of March 2021.

6. Next Steps

- 6.1 The offers of grant made by Scottish Ministers through the RCGF were formally accepted by the deadline set by Scottish Government of 5 October 2020. A third-party contract of grant has been prepared which Active Communities and Linwood Community Development Trust will be required to sign in order to bind the groups to the specific terms and conditions of grant and enable them to draw down the grant from the Council. The management and monitoring of the grant will be carried out by Council officers and progress reports submitted to the Scottish Government as required.

Implications of the Report

1. **Financial**
Grants awarded to the Council will be monitored in accordance with the terms and conditions of grant. The Council will liaise with Scottish Government to comply with RCGF drawdown requirements and financial reporting requirements. Where grants are awarded to third parties, officers will liaise with those organisations to ensure they comply with requirements.
2. **HR and Organisational Development - none.**
3. **Community Planning**
 - Our Renfrewshire is thriving – Community-led regeneration projects result in a stimulus to the local economy via contracts won and visitors and user numbers. The Johnstone and Linwood projects will support the objectives to develop Renfrewshire's economy, including its Town Centres as thriving places, supporting local places, businesses and communities.
 - Our Renfrewshire is well - The delivery of actions through the projects have the potential to positively impact on physical, emotional and mental health and wellbeing. Implementing the

projects will assist Renfrewshire citizens to have a positive attitude to their community.

- Our Renfrewshire is safe - Working in partnership with community, public and private sector stakeholders and organisations to achieve positive outcomes.
- Reshaping our place, our economy and our future - The projects will secure the productive re-use of a town centre building and provide new facilities and services which will contribute to supporting growth and sustainable jobs. Increased footfall offers potential benefits to traders, assisting the economy of our town centres.

4. **Legal**

A third-party contract of grant will be prepared which will be signed by Active Communities (Scotland) Ltd and Linwood Community Development Trust for the respective RCGF grant awards.

5. **Property/Assets** - none

6. **Information Technology** - none.

7. **Equality & Human Rights**

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

8. **Health & Safety** - None

9. **Procurement**

All commissions funded by the RCGF grant will be procured through the appropriate procedures set out in the Council's Standing Orders Relating to Contracts.

10. **Risk**

The projects actively monitor key risks and issues associated with delivery in accordance with the Council's Project Management Framework. Risks are identified and mitigating actions and allowances have been made and will be continually monitored.

11. **Privacy Impact** - None

12. **COSLA Policy Position** - None

13. **Climate Risk** – None..

List of Background Papers

Author: Alasdair Morrison, Head of Regeneration (Tel: 0141 618 4664)



To: Leadership Board

On: 2 December 2020

Report by: Chief Executive

Heading: Paisley Townscape Heritage / Conservation Area Regeneration Scheme: Variance to Grant Award - 44 High Street, Paisley

1. Summary

- 1.1. In support of the Paisley Town Centre Heritage Asset Strategy, the Paisley Townscape Heritage/Conservation Area Regeneration Scheme (TH/CARS2) project is being delivered. The TH/CARS2 project is funded by Historic Environment Scotland, National Lottery Heritage Fund and Council approved budgets. As a result of the impact of the COVID-19 pandemic, the funders have agreed an extension to the 5-year delivery period for the project, originally 2016-2021, with project completion extended to 31 December 2022.
- 1.2 This report seeks approval for a variance to a third-party TH/CARS2 grant, subject to approval by the funders, for a combined building repair and shopfront improvement project at 44 High Street, Paisley.
-

2. Recommendations

- 2.1 It is recommended that the Board:
- i. approves the variance to the third-party TH/CARS2 grant award, as outlined in section 4, for works to 44 High Street, Paisley subject to approval by National Lottery Heritage Fund and Historic Environment Scotland.
-

3. Background

- 3.1 At the Council meeting on 29 September 2016, it was agreed that Board approval is required to approve and award TH/CARS2 third party grants with a value above £100,000. A TH/CARS2 grant of up to £255,000 for building repair and shopfront improvement works to 44 High Street, Paisley was approved by Leadership Board on 19 February 2020 and subsequently approved by the funders.
- 3.2 The building is identified as a priority project within the TH/CARS2 scheme and is currently on the Buildings at Risk Register. The repair of the exterior of the building and the shopfront improvements will have a significant townscape and regeneration impact in a key area of the High Street, close to the Museum.

4. Variance to Grant Award for 44 High Street, Paisley

- 4.1 Due to the impact of the COVID-19 pandemic, that has increased construction costs and delayed the contract, a variance of grant is required to ensure the completion of the project. In addition, the contractor appointed by the property owner ceased trading which has necessitated a revision to the tender costs and a new contractor appointed.
- 4.2 It is proposed that the approved TH/CARS2 grant of up to £255,000 is increased to up to £295,000 to meet the increased costs. This variance will be met within approved project budgets. Planning consent has been granted for the proposal and a building warrant is expected imminently. The award of grant complies with the terms and conditions set by the funders. Any unused grant will be reallocated within the approved TH/CARS2 project.

5. Next Steps

- 5.1 Subject to Board approval, securing all necessary statutory consents and subsequent approval by HES and NLHF, a contract of grant will be issued for a grant of up to £295,000 and the project will be delivered accordingly.

Implications of the Report

1. **Financial** - Funding for this project utilises approved Council budgets for the implementation of the Paisley Town Centre Heritage Asset Strategy, approved by Council in February 2014 and February 2015 and summarised within the Council report in September 2016. Grants awarded to the Council by National Lottery Heritage Fund and Historic Environment Scotland supplement this budget and are monitored in accordance with the terms and conditions of grant.
2. **HR & Organisational Development** - none.
3. **Community Planning** –
- Our Renfrewshire is thriving – The TH/CARS2 Project will significantly support the objectives to develop Renfrewshire's economy, including its Town Centres as thriving places, supporting local places, businesses and communities.

- Our Renfrewshire is safe - Working in partnership with public and private sector stakeholders and organisations to achieve positive outcomes.
 - Reshaping our place, our economy and our future - The project will contribute to meeting all of the outcomes of the Community Plan to;
 - i. Be one of the best locations in Scotland to invest, in terms of its people, businesses and local communities.
 - ii. Have a growing local economy creating employment for a well trained, qualified and motivated workforce where unemployment is reduced and employment opportunities are growing.
 - ii. Be the best-connected local economy in Scotland, internationally, nationally and regionally.
 - iii. Have attractive environments and successful town centres created through successful area regeneration that contribute positively to local community and economic growth
 - Reshaping our place, our economy and our future – The TH/CARS2 project will secure the restoration and productive re-use of town centre buildings which will contribute to supporting growth and sustainable jobs. Increased footfall and the associated increased use of the High Street offers potential benefits to traders, assisting the economy of Paisley Town Centre.
4. **Legal** - TH/CARS2 third party grants are awarded within the terms of the relevant Council policies and in compliance with the funders terms and conditions of grant. All grants awarded are subject to the Council's approved standard conditions and may, depending on the terms of the contracts of grant and the Council's own policies, require standard securities to be taken over the affected properties.
 5. **Property/Assets** - None
 6. **Information Technology** - None
 7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
 8. **Health & Safety** - None
 9. **Procurement** - None
 10. **Risk** - In compliance with the NLHF and HES grants and in accordance with the Council's Project Management Framework, the TH/CARS2 project will actively monitor key risks and issues associated with project delivery.
 11. **Privacy Impact** - none
 12. **COSLA Policy Position** – None

13. **Climate Risk** – With cognisance of Historic Environment Scotland’s most recent guidance: ‘*A Guide to Climate Change Impacts: On Scotland’s Historic Environment, Our Place in Time, 2019*’, the repair and maintenance of Paisley’s historic fabric through TH/CARS2 will contribute to the restoration and repair of buildings and will improve the performance of properties over time.
-

List of Background Papers

- (a) Report to Leadership Board: 19th February 2020 ‘Paisley Townscape Heritage/Conservation Area Regeneration Scheme (TH.CARS2): Grant Awards for 3 County Place Paisley and 44 High Street, Paisley
 - (b) Leadership Board: 4th December 2019 ‘Paisley Townscape Heritage/Conservation Area Regeneration Scheme (TH.CARS2): Progress to Date and Grant Award (5 George Place, Paisley)
 - (c) Report to Council 29th September 2016 ‘Paisley Townscape Heritage/Conservation Area Regeneration Scheme (TH/CARS2): Grant Awards
 - (d) Report to Economy & Jobs Policy Board: 31st August 2016 ‘Paisley Heritage Asset Strategy: Submission of Funding Applications’
 - (e) Report to Economy & Jobs Policy Board 18th March 2015 ‘Paisley Townscape Heritage and Conservation Area Regeneration Scheme (Phase 2)’
 - (f) Report to Economy & Jobs Policy Board: 19th November 2014 ‘Paisley Heritage Asset Strategy: Progress Report 2’
 - (g) Report to Economy & Jobs Policy Board: 3rd September 2014 ‘Paisley Heritage Asset Strategy: Submission of Funding Applications’
-

Author: Susan Jones, Assistant Regeneration Manager (Tel: 07814 796 673)



To: Leadership Board

On: 2 December 2020

Report by: Chief Executive

Heading: Great Place Scheme: Project Extension, Grant Award and Community Grant Scheme

1. Summary

- 1.1 Renfrewshire's Great Place Scheme project is funded by National Lottery Heritage Fund (NLHF) and aims to strengthen the network of heritage organisations throughout Renfrewshire by providing focussed support, training and event funding. The project made good progress in 2019, engaging with over 70 local organisations from across Renfrewshire. The COVID-19 pandemic has however had a detrimental impact on these organisations resulting in a review of the Great Place Scheme and a request to NLHF for an extension of time and additional grant funding to deliver the project outcomes.
- 1.3 The purpose of this report is to provide an update on progress of the Great Place Scheme, inform the Board of the request submitted to NLHF for additional grant funding of £50,000 and extension of the project to 31st March 2022, and approve a grant scheme for dispersing funding for community heritage activities.
-

2 Recommendations

- 2.1 It is recommended that the Board:
- i. note the request for additional grant funding of £50,000 from National Lottery Heritage Fund for the Great Place Scheme and note the proposed extended project end date of 31st March 2022, and
 - ii. approve the Great Place Scheme - Community Heritage Grant Scheme, set out in paragraph 4.2 for allocating funding to local organisations for community heritage activities.
-

3 Background

- 3.1 In 2018/19 Renfrewshire Council was awarded a grant of £250,000 from NLHF to deliver the 'Great Place Scheme: Renfrewshire and Paisley, Delivering a Cultural Destination'. Funding of £50,000 was committed to the project from approved Council budgets for the Future Paisley Programme and funded the early stages of the project to March 2020. The approved completion date for the project is currently 31st March 2021.
- 3.2 In 2019, a dedicated Project Officer was appointed and the Great Place Scheme engaged with over 70 local heritage organisations to identify the existing network of heritage in Renfrewshire and identify what support and training was required to strengthen that network with the aim of improving Renfrewshire as a cultural destination. An organisation development strategy was prepared for the provision of training and bespoke support to meet skill gaps and improve organisation financial sustainability. Through this engagement work, it became apparent that local organisations have ambitions to deliver a wide variety of events and activities within their communities. A grant scheme has therefore been developed to award funding to organisations for community heritage activities across Renfrewshire.

4. Project extension, additional NLHF grant award and Community Heritage Grant Scheme

- 4.1 The COVID-19 pandemic and lockdown has delayed the implementation of the Great Place Scheme organisation development strategy and has had an adverse impact on the network of local heritage organisations. This necessitated a review of the project which identified a need for an extension of time and consequential funding to enable the project outcomes to be delivered. A request has been submitted to NLHF for an extension of one year for the completion of the project by 31st March 2022 and an additional grant of £50,000. No further funding is required from Council budgets. A response is awaited from NLHF, however positive discussions have taken place to date and a favourable outcome is expected.
- 4.2 Through engaging with Renfrewshire's local heritage organisations, information was gathered of the wide variety of heritage events and activities delivered by those organisations and demand was identified for funding to support this cultural activity. The provision of small grants is within the scope of the Great Place Scheme project and a Community Heritage Grant Scheme has been developed based on other Council initiatives such as the Greenspaces Fund, Culture Heritage and Events Fund and the TH.CARS2 Activity Plan. A budget of £35,000 is available within the Great Place Scheme with grants of up to £5,000 made available to organisations who have registered for the Great Place Scheme and successfully participated in training offered through the scheme.

5. Next Steps

- 5.1 On approval by NLHF, the additional grant funding will be accepted by the Head of Regeneration under delegated authority and the Great Place Scheme extended for one year to 31st March 2022. The temporary Project Officer post will be extended accordingly. The Great Place Scheme - Community Heritage Grant Scheme will be launched, applications called for from eligible local heritage organisations and funding allocated by officers within the budget amounts specified.
-

Implications of the Report

1. Financial

The Council contribution of £50,000 to the Great Place Scheme was approved through the Future Paisley Programme budget. National Lottery Heritage Fund grants awarded to the Council are monitored in accordance with the terms and conditions of grant. The Council will liaise with NLHF to comply with drawdown requirements and financial reporting requirements. Small scale community heritage grants will be awarded and monitored through the Great Place Scheme in accordance with Council financial regulations.

2. HR and Organisational Development

The temporary Project Officer post will be extended for one year to 31 March 2022.

3. Community Planning

- Our Renfrewshire is thriving – The Great Place Scheme organisation development activities will ensure that heritage organisations in Renfrewshire are provided with the expertise and support they require to be sustainable and recover from the impact of COVID-19.
- Our Renfrewshire is well - The delivery of cultural and heritage activity through the Great Place Scheme has the potential to positively impact on the health and wellbeing of our communities. Implementing the project will assist Renfrewshire's volunteer-led heritage organisations to continue to deliver cultural activity in their respective communities.
- Reshaping our place, our economy and our future - The Great Place Scheme will support community organisations that wish to lead cultural activities and events for visitors and Renfrewshire residents. Increased footfall offers potential benefits to traders, assisting the economy of our town centres.

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 for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health & Safety - None**

9. **Procurement**

All commissions funded by the Great Place Scheme will be procured through the appropriate procedures set out in the Council's Standing Orders Relating to Contracts.

10. **Risk**

The projects actively monitor key risks and issues associated with delivery in accordance with the Council's Project Management Framework. Risks are identified and mitigating actions and allowances have been made and will be continually monitored.

11. **Privacy Impact - None**

12. **COSLA Policy Position - None**

13. **Climate Risk - None.**

List of Background Papers

- (a) Report to Leadership Board: 5th December 2018 'Cultural Regeneration in Johnstone and Renfrew towns and Renfrewshire villages'
- (b) Report to Leadership Board: 19th September 2018 'Cultural Regeneration – Legacy Programme Update'

Author: Alasdair Morrison, Head of Regeneration (Tel: 0141 618 4664)