

To: Leadership Board

On: 19 February 2020

Report by: Chief Executive

Heading: Renfrewshire Leisure Limited – Annual Report

1. Summary

- 1.1 Renfrewshire Leisure recently published its annual review of 2018/19 which highlights the contribution that the organisation makes to the achievement of Council Plan, Community Plan and National Outcome priorities through the wide range of projects, events and activities that it provides in the local community.
- 1.2 The annual review, included within appendix one, also outlines Renfrewshire Leisure's main achievements, business performance and summary financial statements and forms part of the Council's performance monitoring arrangements of Renfrewshire Leisure.
- 1.3 Renfrewshire Leisure is currently preparing its annual business plan, which will be submitted to the Leadership Board on 29 April 2020. The business plan will outline how the organisation will continue to respond to the financial pressures facing the organisation and maximise all opportunities for development and improvement going forward, including those relating to broader health and wellbeing and cultural regeneration.
- 1.4 In terms of wider updates, the report also notes that Renfrewshire Leisure is seeking to fill a small number of vacancies on its Board and that a further update will be provided when this exercise is complete.

2. Recommendations

2.1 It is recommended that the Leadership Board:

- I. Notes Renfrewshire Leisure's annual review of 2018/19.
 - II. Notes the update on the development of Renfrewshire Leisure's annual Business Plan for 2020/21.
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3. Background

3.1 The Services Agreement with Renfrewshire Leisure sets out the terms for Renfrewshire Leisure to deliver cultural, leisure and sport services within Renfrewshire. This specification:

- relates to the management of the cultural, leisure and sport facilities operated by Renfrewshire Leisure within the council area;
- sets out standards, specifications, procedures and other requirements to be followed by Renfrewshire Leisure in the provision of cultural, leisure and sports services.

3.2 One of the terms in the Services Agreement is the development on an annual Business Plan. The plan sets out Renfrewshire Leisure's strategic priorities and demonstrates its commitment to deliver the related strategic priorities set out in the Council and Community Plans.

3.3 Over the last year, quarterly monitoring meetings have taken place with Council/Renfrewshire Leisure colleagues to review Renfrewshire Leisure's delivery of the service specification and contribution to Council Plan priorities. The annual review included as appendix one forms part of the Council's monitoring arrangements and is included with this report for noting.

4 Development of the Business Plan for 2020/21

4.1 Renfrewshire Leisure is currently drafting its annual business plan and budget for 2020/21 which considers the provision of services for the good of the community. The organisation operates in a complex and challenging financial environment where it needs to carefully balance the provision of services for the good of the community, with the delivery of some services in a commercial setting, to ensure that it remains financially sustainable and meets its non-profit making charitable objectives.

4.2 Renfrewshire Leisure is presently managing a range of significant priorities; particularly, the ongoing development of the Cultural Infrastructure Programme, Future Paisley cultural projects and development of transformational plans for the organisation. The plan

being drafted will reflect the developing priorities and the financial challenges being experienced by Renfrewshire Leisure.

- 4.3 Discussions are ongoing with the Director of Finance and Resources to confirm the service payment for 2020/21 to enable the financial budget for Renfrewshire Leisure to be set for 2020/21. The budgets are currently being developed for inclusion in the Business Plan which will be submitted to the Leadership Board in April, following approval by the Renfrewshire Leisure Board in March.

Implications of the Report

1. **Financial** – not applicable
2. **HR & Organisational Development** – not applicable
3. **Community/Council Planning** –
 - *Our Renfrewshire is thriving* – Our services recruits and trains volunteers and creates a pathway into employment;
 - *Our Renfrewshire is well* – Our cultural, leisure and sport services and programmes help to maintain positive physical and mental health and well-being;
 - *Our Renfrewshire is fair* – our services and programmes are accessible to all our citizens;
 - *Reshaping our place, our economy and our future* – development and delivery of the cultural infrastructure investment programme supports the regeneration aspirations for the area;
 - *Building strong, safe and resilient communities – Tackling inequality, ensuring opportunities for all* – our services and activities are accessible to all our citizens;
 - *Creating a sustainable Renfrewshire for all to enjoy –our programmes build sustainability through volunteer and community development;*
 - *Working together to improve outcomes* – partnership working to deliver shared outcomes remains a key priority in our company strategy.
4. **Legal** – N/A
5. **Property/Assets** – N/A
6. **Information Technology** – not applicable
7. **Equality & Human Rights**
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified

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

8. **Health & Safety** – not applicable
9. **Procurement** – not applicable
10. **Risk** – not applicable.
11. **Privacy Impact** – not applicable.
12. **Cosla Policy Position** –not applicable.
13. **Climate Change**- not applicable.

List of Background Papers

- (a) n/a

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RENFREWSHIRE LEISURE

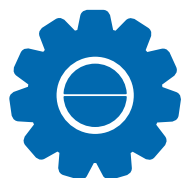
2018/19

YEAR IN REVIEW



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National Performance Framework

nationalperformance.gov.scot

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

This framework measures Scotland's progress against the national outcomes. To do this, it uses 'national indicators'.

These indicators give a measure of national wellbeing. They include a range of economic, social and environmental indicators.



The key figures 2018-19

Cultural Services

- **23%** increase in E-book issues with **26,669** issued this year.
- We enjoyed a **19%** increase in Bookbug sessions being delivered with **1,040** sessions attended by **32,332** adults and children.
- We have had a **32%** increase in children taking up our summer reading challenge. Its growing popularity is reflected in **2,781** children actively reading six or more books over the summer holidays.
- Arts programming also saw a healthy increase with **25,717** tickets sold for our performances, **3000** more than last year.

Leisure, Sport & Health Services

- An **8%** increase in swimming attendances saw a total of **477,558** dipping into our pools.
- Aside from swimming, leisure centre activities also increased by **10%** to **1,673,794** visits.
- **237,927** children participated in our active schools sessions – these are across 50 different sports.
- Our first pupil survey generated a massive **19,000** returns telling us the types of activities kids want to see made available to them to get them moving.
- **62** Renfrewshire based clubs are now associated with our Community Sports Hubs, this totals **11,074** members across **22** different sports.
- **385** individuals attended our disability sports events including cross country, swimming, football and tennis.
- Sport and Health Services pupil activity survey highlighted that **c.20%** of pupils identified as being inactive. This survey also showed that **c.25%** of pupils told us they cannot swim.
- Over 18/19 Sport and Health services ran several school holiday sport camps helping to keep kids active during the holidays and supporting working parents. These camps had a total number of attendances of **6,841**.



CHAIRPERSON'S INTRODUCTION

I am delighted to present Renfrewshire Leisure's 2018/2019 Annual report. This report presents highlights from the wide variety of projects, events and activities that Renfrewshire Leisure offers the local community and beyond, with the aim of improving the health and well-being of our residents and customers.



**Councillor
Lisa-Marie Hughes**
Chairperson of the Board
Renfrewshire Leisure

In December we welcomed Victoria Hollows as our new Chief Executive and since then she has been working closely with our Senior Management and Leadership Teams to engaging staff to establish new priorities and shared vision for the company. Continuing to build services to support community needs and our charitable objectives is an essential part of this.

We have also been progressing with strategic planning for the cultural infrastructure programme; part of the £100 million investment led by Renfrewshire Council to transform

the area's fortunes using heritage and culture. Staff from cultural services at Paisley Museum, Paisley Town Hall, Paisley Central Library and Paisley Arts Centre have been essential in supporting the planning process to transform these historical venues into 21st century facilities.

As a final point, I would like to thank the hard work and dedication of our staff, who continue to deliver an outstanding service to all our customers across our cultural and leisure services and who strive to make Renfrewshire a better place for us all to enjoy.





We are healthy and active



Our services positively benefit the emotional and physical health and well-being of Renfrewshire communities.

- An **8%** increase in swimming attendances saw a total of **477,558** dipping into our pools. Aside from swimming, leisure centre activities also increased by **10%** to **1,673,794** visits
- **385** individuals attended our disability sports events including cross country, swimming, football and tennis.
- Over 2018/2019 Sport and health services ran several school holiday sport camps helping to keep children active during the holidays and supporting working parents. These camps had a total number of attendances of **6,841**
- Over **2.2** million people enjoyed activities within our leisure centres.
- **237,927** children & young people participated in our Active School sport sessions..

Avril McEwan, 43 from Paisley got in touch about her experience of regularly attending fitness classes & gym sessions. "I've had the most amazing journey over the last 8 years with Renfrewshire Leisure. I've overcome mental health issues and lost 3.5 stone. If I'm honest it's all down to the instructor's motivation and support: Laura Mullen, Caroline McGivern and Lesley Cochrane. They are so supportive, and I wouldn't be where I am or who I am now without them. Wish I could give them something back

because I'm sure I'm not the only one who's life has been changed because of Renfrewshire Leisure and their staff."

SPORTING MEMORIES

Sporting Memories is a charity-based project which was launched in Renfrewshire in January 2019 supported by Renfrewshire Leisure's Sports Services. The project targeted the 50+ population and families living with dementia and other long-term conditions and who are possibly suffering from isolation. The outcome of the project is to evoke memories and strike up conversations whilst breaking down barriers through sporting memorabilia, old sporting photos and invited guest speakers. The project aims to reduce isolation and improve mental, physical and social health for those living with long term conditions.

RASA (Renfrewshire Anti Stigma Alliance)

RASA is a multi-agency approach consisting of local authority, HSCP, third sector and service users. The aim of the group is to eradicate stigma from our society by raising awareness of mental health in our local communities. This has been achieved through regular meetings and hosting Listen + Learn and walking events. Renfrewshire Leisure are

an integral partner to delivering this. This year a book of poems written by service users was produced, with plans to produce another book next year.

Connected by Senga MacLeod

Feel connected I heard them say
Is that for today or for yesterday?
'Cause today the rain is falling on the town
But, I'm turning my frown upside down

We can't all feel great all the time
But have a chat helps with the climb
People see a wee smile and they think they are ok
Speak to your friends on how you are feeling that day

A smile and a laugh can hide many a turmoil
As people scrape and scrimp with all life's toil
So, lift your head and see who is around
Chat laugh and giggle with whoever you've found!

Stay connected by whatever means
It could be someone old or in their teens
Please spread a little kindness wherever you go
But remember not everyone has their feelings on show!



WALK A MILE CHRISTMAS STYLE 2018

142 people joined in the walk along with students from the University of West Scotland plus all children from a local High School who took part by walking within the school grounds.

WALK A MILE 2019

Over 150 people joined together at Fountain Gardens, Paisley to eradicate the stigma of mental health.

LISTEN & LEARN

A project that is run alongside SMAFF (Scottish Mental Health Arts Festival). Over 50 people participated in this project, where service users spoke about their journeys and read their powerful poems as part of a structured day led by RAMH (Recovery Across Mental Health) and Renfrewshire Leisure with the help of all other partners.





We are healthy and active

RENFREWSHIRE WALKING NETWORK

Adults are vulnerable to social isolation as they become older and as their lives and circumstances may change through time. The Walking Network groups are friendly and welcoming, free of charge and start from venues in their local communities to help reduce barriers. In 2018/19 we delivered **552** walks with **8116** people attending, with **56** people attending for the first time.

"Walking with a group gave me a sense of purpose, knowing that it helps keep me fit and at the same time meet others with a like mindset. Walking in organised groups takes me to places I would never visit on my own"

[Bob Lees \[aged – 79\]](#)

"Walking got me on the path to fitness after I was told I was diabetic (type 2) at the age of 40. I have met lots of good folk and then last year it helped get my fitness back after I had a heart attack. Walking with the group does tend to become a big part of your life and well worth it."

[Michael Docherty \[aged – 53\]](#)

"When I retired, I joined the local walking group. It transformed my life as I had been stuck in an office for 30 years and was very unfit and had no social skills. I immediately benefited from mixing with people and generally felt part of something special both mentally and physically. I became much more independent and outgoing." [Jeanette Crawford \[aged – 73\]](#)



SPORTS SERVICES DISABILITY SPORT PROGRAMME

A new disability focus group was established to share resources, create an action plan and to develop a pathway for clubs and athletes. This group includes seven Renfrewshire clubs. A new working group has been created that includes SDS (Scottish Disability Sport), East Renfrewshire, Renfrewshire and Inverclyde to discuss sport in this area. Over the past year, Renfrewshire Leisure's Sports Services have delivered a full disability sport event calendar that boasted **385** total attendances:

- Para Sport Games – **85** Athletes
- Boccia Championships – **45** Athletes
- Swimming Gala – **26** Athletes
- Football Festival – **40** Athletes
- Cross Country National Event – **100** Athletes
- Strathgryffe Tennis Festival – **78** Athletes
- SDS Para Sport Festival – **11** Athletes

Two students from Riverbrae school and one from Mary Russell school are also taking part in this year's Renfrewshire School of Sport & Education Leadership Programme.

SCHOOL OF FOOTBALL

The 'School of Football' is a programme that is aimed at S1 & S2 pupils in Castlehead & Renfrew High School to improve social and academic skills, using football to aid the transition between primary and secondary school. Renfrewshire was the first local authority to have **2** Schools of Football; To date **448** pupils have completed the programme. Football is used as a vehicle to engage with the pupils to improve their learning and holistic experience by improving physical fitness, listening skills, teamwork, problem solving and decision making.

"The school of football was a success for the young people involved with many reporting they felt included and involved in the school.. The majority of young people stated they thought it helped them settle into the school after making the transition from primary school. Behaviour improvements were made by most of the young people involved as a result of having a sense of belonging to the school." [Chris Neill, Principal Teacher PE Castlehead High School](#)



RENFREWSHIRE LEISURE BIKEABILITY PROGRAMME

Cycling confidently on the road is a life-long skill that can be instilled at a young age, encouraging a healthy lifestyle, boosting confidence and developing independence. Bikeability is a programme delivered across participating Primary Schools. Around **40** schools across Renfrewshire are delivering either level 1 (playground) or level 2 (on road). Renfrewshire Leisure appointed a Bikeability Coordinator, from January 2019 to June 2020. We are working closely with Renfrewshire schools and Active schools' team to develop Bikeability within Renfrewshire.

PAISLEY 10K & FUN RUN

The Paisley 10k is Renfrewshire Leisure's biggest sporting event of the year with almost **3,500** people pounding the streets of Paisley in either the 10k race or shorter fun run. The race – now Scotland's 3rd largest road race behind Glasgow & Edinburgh – is open to everyone. We encourage novice, amateur and elite runners to participate. Race partners Kilbarchan Athletics not only assist in the delivery of the event but allow access to their top athletes – such as record-breaking marathon runner Callum Hawkins to help promote the event across Scotland.

At our most recent event, our youngest fun run participant was **2** years old and the eldest runner in the 10K was **91**. The

total number of runners was **3,493** and the total money raised for charity partner MacMillan Cancer Support was **£1,293**.

'Great event & fantastic atmosphere – I will be back next year' [Jason Bright](#)

'Great 10k & fun run event. We all really enjoyed it and superb to see such encouragement to get kids active and running' [Karen Kelly](#).

KIDS' HOLIDAY CAMPS

Our holiday kids' camps have become renown for dazzling youngsters during Spring, Summer & Autumn school breaks. The camps, which are available each holiday period for primary and secondary school children take place across the whole working week from early morning to evening – allowing parents and carers to continue with work over the holiday period knowing that their children are in the safe hands of our qualified instructors.

During 2018-19 we had **6,387** attending our camps, which include themed days, leisure centres being transformed into haunted houses, small animal experiences, talent shows and much more.

'My daughters went to the camp at Johnstone Hub. The employees are so helpful and are very patient with the kids. The girls swam, played games and enjoyed an owl

experience. I love how the staff gave feedback at the end of each day to parents, they know all the kids individually by name and the children love them. It is an excellent team, excellent fun and great value for money.' [Alison](#)

INCLUSIVE SWIMMING

Our swimming programme is all-encompassing, with swimming activity for babies to adults. Our pools provide free swims for all parents and carers with children under 12 months old. This provision encourages parents to stay active during maternity or paternity periods and provides excellent value, particularly at times when income can be low. Since its launch in 2018 over **4,200** participants have made the most of this fantastic opportunity to swim with their babies. Once babies are used to the water, we also encourage parents to enjoy our parent & toddler swim classes. These take place 40 weeks of the year in three of our pools. In 2018-19 a total of **11,824** parents and toddlers enjoyed these sessions.

We are renowned for our swimming lessons and offer these to a wide range of user groups. From toddler, to primary school swimming, to Additional Support Needs (ASN) and adult swimming lessons, we can make sure that the people of Renfrewshire are comfortable and confident when swimming.



We are healthy and active

INVESTING IN OUR FACILITIES FOR OUR CUSTOMERS

Within our leisure services in 2018-19 we saw investment in Erskine Swimming Pool - an improved pool facility enhancing the customer swimming experience and a newly created fitness suite within **Parkmains High School** where dual usage of the fitness suite is available for both school pupils and customers. Over **£100,000** was invested, providing new top of the range gym equipment to the residents of Erskine.

We also upgraded disabled changing facilities within the Lagoon Leisure Centre and ON-X Linwood as part of the Changing Places initiative, enabling us to provide more inclusive access for users.

PARTNERSHIP WITH MACMILLAN CANCER SUPPORT MOVE MORE

Move More is a free physical activity service led by cancer prehabilitation and rehabilitation specialists in our leisure facilities. Opportunities include group circuit class, tai chi, qi gong and walking groups. Move More has provided **4000** hours of supported physical activity, delivered by a pool of self-employed instructors and **15** active volunteers. Move More understands that becoming more active can be daunting, and therefore on top of the physical activity opportunities, has provided **1050** behavioural change consultations to support people affected by cancer to change their lifestyles.

The Renfrewshire Macmillan Move More service has received over **500** referrals to date, the largest reach in Scotland. We have been working in partnership with the NHS to influence cancer care pathway in Greater Glasgow and Clyde and were a finalist in the NHS Scottish Health Awards. Move More also received £120,000 additional funding from MacMillan Cancer Support and £10,000 from NHS Greater Glasgow and Clyde to support a further 2 years of the project.

Service User Case Study **Margo**

"Being diagnosed with two primary cancers was hard to deal with. Prior to my hysterectomy, I felt the class was great for stretching prior to my breast surgery. It was a pleasure to do, as was the walk. The exercise eased the tightness in my arm and psychologically attending the sessions were good emotionally as I could chat with others and know that I was making an effort in my recovery.

Post hysterectomy and radiotherapy when I first returned to the classes, I found myself to be quite fatigued. The girl taking the class constantly checked with me to make sure I felt ok. This reassured me that she was aware of my limitations post radiotherapy and hysterectomy. As the weeks went on my fitness has improved. The class also lifted me emotionally and makes me feel proud that I am attending and that my improvement continues, and the exercises given are tailored to meet all my physical needs. Move More works as that is exactly what I'm doing with my life. I'm moving more and moving on."



MACMILLAN LIVING WELL

Living Well at the Library provides confidential support to anyone wanting to discuss how cancer is affecting their life. The Cancer and Information Support Service provided by Renfrewshire Leisure in partnership with Macmillan saw an increase of 9.5% in people seeking support from the service in 2018. The service operates from specially designed spaces in four libraries and provides information, signposting, emotional support and a "listening ear" for anyone affected by cancer, including both those experiencing a cancer journey and their family and friends. The service is delivered by volunteers, and in 2018 the service was awarded the new Macmillan Volunteering Quality Standard in recognition of the high standard of the volunteering experience achieved by the service.

REMINISCENCE SESSIONS AT HERITAGE CENTRE

Our monthly Reminiscence Sessions at the Heritage Centre enable older, vulnerable people to remain active in their community and enjoy healthier active lives. We are planning evaluation of the sessions in early 2020 as part of both Paisley Museum Re-Imagined project and our contribution to Museums and Wellbeing for the Culture, Arts & Social Care Network.





We are open, connected and make a positive contribution internationally

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

In 2018-19 the Paisley Museum Re-Imagined project achieved the following milestones;

- **May 2018:** Appointed award-winning architects Amanda Levet Architects (AL_A)
- **Sept 2018:** Museum closed to the public
- **Nov 2018:** Appointed award-winning exhibition designers Opera Amsterdam
- **Jan 2019:** Completion of decant of staff and collections from the Museum

Through our co-production process

(April 2018 – Mar 2019) we have engaged with:

- Total number of people **423** (103 unique individuals)
- Total number of hours **558**

Key collaborative relationships were built with

- Kairos Women's Initiative, Johnstone
- ESOL (English as a Second or Other Language) Learners through support from Renfrewshire Council Adult Learning and Literacies Service
- Modern Apprentices with support from their mostly Renfrewshire Council line managers
- Project SEARCH intake with support from Invest in Renfrewshire

KAIROS

'We believe that every woman and non-binary person can influence change in their community, and our work with Paisley Museum Re-Imagined has given us the opportunity to reimagine stories of the past to change the future of our Museum. It has given the power back to our community, to influence change and have our voices heard. The museum staff have come to feel like part of our family, and we know that because we helped build it, Paisley Museum will always feel like home'.







We tackle poverty by sharing opportunities, wealth and power more equally

Across Renfrewshire, we provide programmes that tackle inequalities.

FITNESS FOR FERGUSLIE

Fitness for Ferguslie is a volunteer run gym programme which takes place within Renfrewshire Leisure's Ferguslie Park Sports Centre, with the aim of improving fitness and social isolation within Ferguslie Park and other neighbouring communities. Costs and limited income were prohibiting people within the community from engaging in a social and fitness environment due to the fees associated with commercial gyms.

To combat this, the gym is managed and run entirely by volunteers, 5 days a week from 9am–9pm.

The gym charges £10 per year membership and £1 per visit with all funds supporting the running costs including rental of the area, maintenance, insurance and renewal of equipment.

In **2018-19** there were over **200** members of Fitness for Ferguslie.

RENFREWSHIRE ATTAINMENT CHALLENGE:

Celebrating Reading Culture project at Ferguslie

A programme to inspire young readers through meeting authors, illustrators, poets, and storytellers, providing a bridge between Primary School Outreach Librarians and the role of the public library. **86%** of pupils responding enjoyed the sessions and **84%** said they would visit the library again. During the programme the number of children's books borrowed at Ferguslie Library increased by **96%** on the same period last year.

DIGITEERS SUPPORTING DIGITAL INCLUSION

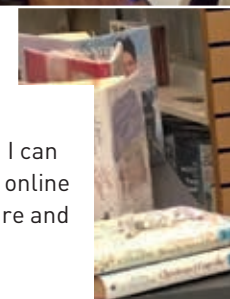
Renfrewshire Libraries' Digiteers Project supported **179** new learners with **755** hours of digital skills coaching. New partners this year included Paisley Housing Association and the Good Community Relations Group, which supports refugees in our community. The project recruits and trains digital volunteers – known as "Digiteers" – to provide one to one and small group coaching in basic digital skills. Digital exclusion is highest amongst people facing multiple factors of deprivation such as unemployment and low levels of education. **92%** of our learners were job seekers and/or benefit applicants.

CASE STUDY: DAVID (Digiteers)

"I was really nervous, but I now feel more confident, I can use the mouse, keyboard, email and now job search online on my own! I'm also looking forward to learning more and to use the computer not only to find work but in my everyday life."

LEARNING PROGRAMMES TO CLOSE THE ATTAINMENT GAP

We continue to offer free formal learning programmes to all schools across Renfrewshire, based at The Secret Collection. We are co-producing up to **10** new learning programmes between **2020-2022** with teachers and pupils across Renfrewshire as part of Paisley Museum Re-Imagined project. This means that staff and pupils will be involved in all aspects of designing the content, format and delivery of learning programmes offering them new skills and encouraging participation in learning through heritage, culture and the arts.



Just Out!





We live in communities that are inclusive, empowered, resilient and safe

Working directly with communities we are able to co-design and develop programmes responding to their needs.

NO SUBSTITUTE FOR LIFE - FOOTBALL EVENT

Paul, a resident of Ferguslie Park, had experienced suicide at a personal level over several recent years when a number of his friends and other members of this close-knit community had taken their own lives. We supported Paul to organise a memorial football tournament involving local residents, especially young men most at risk of suicide.

More than **500** people from the local community attended the event, at Ferguslie Sports Centre and the Tannahill Centre, with support from Choose Life, YMCA and RAMH (Recovery Across Mental Health).

As well as a thrilling tournament, the event provided a great platform for discussing sensitive issues around mental health and suicide, and a balloon release with messages to those lost to suicide.

PAISLEY MUSEUM COMMUNITY STORIES

At least **10** stories being developed for the transformed Paisley Museum will be coproduced with local community groups. In addition, we are developing new programmes to support children and young people on the autism spectrum and to work with and engage those living with dementia. Our Advisory Panels involve local individuals and communities through consultation.







We grow up loved, safe and respected so that we realise our full potential

Our programmes and services are carefully designed to support the needs and development of children and young people.

ACTIVE SCHOOLS SURVEY

A ground-breaking Active Pupil survey by Renfrewshire Leisure is the first of its kind in Scotland.

From **24,000** pupils contacted, **79%** of surveys were completed and returned providing valuable insight into physical activity levels of primary and secondary school children in Renfrewshire.

Renfrewshire Leisure's survey is innovative in being the first local authority area in Scotland to provide this level of detailed information on the physical activity of young people and the link to attainment. The value of the study has been nationally recognised because our programmes can now tailor activities to positively impact the health and attainment of pupils most in need.

NEW ONLINE TOY LIBRARY SERVICE

The Toy Library was completely reimagined this year with the launch of a new online Toy Library Service for children up to 8 years old, and for children of all ages with additional support needs. Toys can now be reserved online for pick-up in any of Renfrewshire's libraries, making this free service available to everyone across Renfrewshire. Previously, the service was

restricted only to Foxbar Library.

Themed toy packs encourage interaction and play between child, parent or carer. 'Read' is a collection of books, puppets, story sacks, song and rhyme kits; 'Discover' helps youngsters explore the world around them; and 'Learn' supports skills development through puzzle solving and games.

OVER 16,000 CHILDREN VISIT SKOOBMOBILE

The innovative Skoobmobile continues its contribution to improving life chances for children and families – **16,689** children and **2,646** adults - by delivering an exciting programme to promote literacy and learning through play, developing a love of reading. Skoobmobile is a bespoke children and families' mobile library which visits and engages with primary schools, pre-5 establishments, additional support needs schools and community venues.

HIGHLIGHTS THIS YEAR INCLUDE:

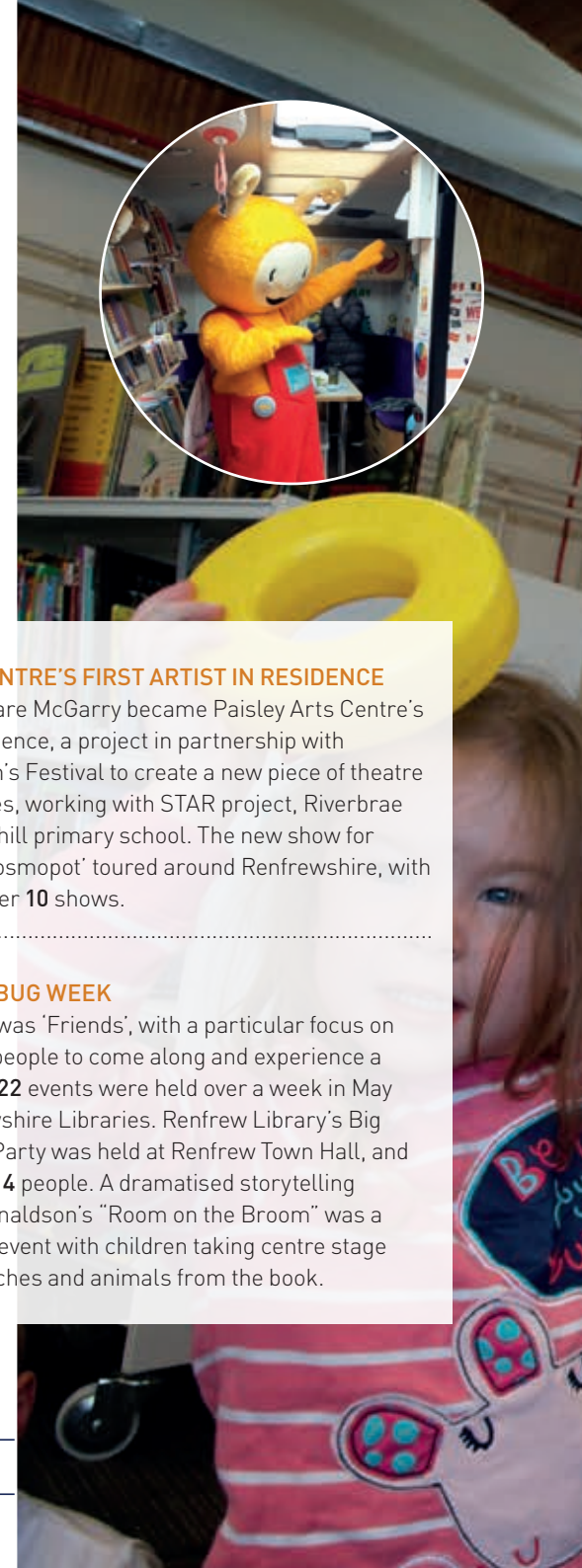
- Skoobmobile signed up **450** children to the Summer Reading Challenge, also with the Families First team to provide the challenge at their summer camps.
- **877** Primary 1 pupils received their Bookbug Primary 1 Bag from the Skoobmobile.

PAISLEY ARTS CENTRE'S FIRST ARTIST IN RESIDENCE

Theatre-maker Clare McGarry became Paisley Arts Centre's first Artist in Residence, a project in partnership with Imagine Children's Festival to create a new piece of theatre for young audiences, working with STAR project, Riverbrae school and Gallowhill primary school. The new show for under 5s called 'Cosmopot' toured around Renfrewshire, with **357** tickets sold over **10** shows.

NATIONAL BOOKBUG WEEK

This year's theme was 'Friends', with a particular focus on encouraging new people to come along and experience a Bookbug session. **22** events were held over a week in May across all Renfrewshire Libraries. Renfrew Library's Big Bookbug Friends Party was held at Renfrew Town Hall, and was attended by **114** people. A dramatised storytelling version of Julia Donaldson's "Room on the Broom" was a centrepiece of the event with children taking centre stage dressing up as witches and animals from the book.







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

We provide essential services to support learning, training and qualifications.

RENFREWSHIRE SCHOOL OF SPORT & EDUCATION (RSSE)

Our Renfrewshire School of Sport Education initiative gives students over the age of 16 training and qualifications in sports coaching to help them find work when they leave school, college or university. Our RSSE qualification also helps them access further education courses even if they do not achieve expected SQA results.

Each pupil completes 20 weekly after-school sessions, child protection training and a placement to gain volunteering experience by delivering 60 hours of sports activities to younger children. The initiative not only develops the student's skillset, expertise and confidence, but inspires the younger children who they coach and demonstrates to them the benefits of sport in maintaining an active lifestyle.

Highlights:

- 69 pupils from across Renfrewshire completed their RSSE training.
- Over 7,500 volunteer hours of delivery was undertaken by the students.
- 97% of the pupils have moved on to further education with at least 10 pursuing a career in sport.
- Renfrewshire Leisure currently employs over 50 former RSSE pupils.

CASE STUDY: EMMA

"Before I embarked on the RSSE programme I had no confidence to stand up and speak to people or speak in front of an audience The RSSE programme led to me developing a variety of new skills and developing a lot of new friendships along the way ... The transferable skills from RSSE has helped me in day-to-day life as not only does the course teach you the foundations of sport but also to be a better person and see the best in every situation."

SUMMER READING CHALLENGE SUCCESS

Our libraries team signed up 16% of all 4 to 12-year olds in Renfrewshire to the annual Summer Reading Challenge – the joint highest figure achieved across local authorities in Scotland and a massive 32% increase from 2017. A total of 2,781 children participated in the challenge, reading books and attending activities in libraries.

The school library at Renfrew High School was part of the pilot secondary programme for the First Minister's Reading Challenge (FMRC). The FMRC pilot programme made a big impact on the school leading to the Head Teacher using Pupil Equity Funding (PEF) to extend library opening hours and focus on programmes that would engage with pupils who met PEF criteria.



The results show:

- 94% of learners agreed that the library provided a safe space to go to during breaks
- 88% of learners agreed that being part of the library helped them meet friends
- 81% believed that being part of the library has allowed them to become a leader and help others within the school
- 79% of learners agreed that being part of a library group increased their confidence
- 73% agreed that being part of the library made them feel like a valued part of the school community
- 70% agreed that being part of a library group improved their engagement in school

NEW JOINT LIBRARY MANAGEMENT SYSTEM FOR SCHOOLS AND PUBLIC LIBRARIES

All of Renfrewshire's secondary school pupils are now members of their school library and their public library. Renfrewshire became the second local authority in Scotland to successfully implement the recommendation of the National School Libraries Strategy to implement a shared library management system between schools and public libraries. One single card now provides access to all public library online resources including e-books and study resources.



CODING ACROSS RENFREWSHIRE - PROVIDING VITAL SKILLS FOR YOUNG PEOPLE

We provided an extensive programme of **140** free library-based coding and technology sessions for **968** young people across Renfrew, Linwood, Glenburn and Foxbar libraries, in partnership with the YMCA. A lack of digital literacy can act as a barrier to employment and educational opportunities, so our Coding Across Renfrewshire clubs develop vital science, technology, engineering and maths (STEM) skills through experiences in digital making, software development, physical computing and electronics.

PROJECT SEARCH 2018/19

Paisley Museum Re-Imagined provided placement opportunities for **12** students with learning disabilities or autism between 17 and 26 years old through the employability programme Project SEARCH (in partnership with Invest in Renfrewshire). The students had the opportunity to contribute to the project, discuss elements of the Paisley 2021 story and undertake museum related sessions with a focus on transferable skills to help with applying for and securing a job following their year of placements.





We have thriving and innovative businesses, with quality jobs and fair work for everyone

Providing opportunities for local people

- We employ **989** people
- **78%** of our workforce live in Renfrewshire
- Total number of training courses **71**
- Total number of staff attending training courses **416**

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

WE EMPOWER & DEVELOP OUR EMPLOYEES

The company provides a wealth of in-house bespoke training in addition to supporting external training which may be of benefit to both the organisation and the individual.

CASE STUDY: GARETH

"Training, together with tutoring and other courses provided by the company has enabled me the opportunity to assume more responsibility, allowing me to better interact and develop relationships and partnerships with staff and external partners which would not have been possible otherwise. I have gained confidence in my own ability and knowledge and this has allowed me to showcase my skill set and put it into a practical work setting."

WE OFFER WORK-LIFE BALANCE

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

THE GENDER PAY GAP

2018-19 was the second year Renfrewshire Leisure has published data on its responsibility under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The snapshot date of 5th April 2018 contained **508** contracted employees which consisted of **222** males and **286** females.

The results once again, indicated a positive gender pay gap, demonstrating that equal opportunities exist for men and women when recruiting and promoting employees within Renfrewshire Leisure.





We are creative and our vibrant and diverse cultures are expressed and enjoyed widely

Our Arts programming saw a healthy increase with 25,717 tickets sold for our performances, 3000 more than last year.

A YEAR OF MOVES

For cultural services, 2018-19 was a year of transformation as we prepared for the redevelopment of the Paisley venues, and the transformative opportunities that it will mean for communities. Paisley Town Hall, Paisley Museum (including Coats Observatory and the Heritage Centre) and Paisley Central Library were closed to the public for redevelopment. This was a massive effort by all the teams to leave buildings that had been occupied for nearly 150 years, whilst continuing to provide services.

- A temporary Paisley Central Library was established at the Lagoon and opened in February 2019, with a programme of after school activities every day of the week.
- The Heritage Centre welcomed new and regular researchers to a temporary home at Abbey Mill, where it will stay until Paisley Museum reopens.
- An enhanced programme of public tours at the Secret Collection (Paisley Museum store) was developed while the Museum is closed, including a programme for Doors Open Day which saw 615 people drop into the Secret Collection.

The closure for redevelopment of both the Town Hall and Museum, Library and Observatory were recognised as important moments for local communities, who have known the buildings, more or less as they were, their whole lives. Cultural services teams gave local communities a chance to celebrate their memories. The Ta Ta Toon Hall event celebrated the life of Paisley and the town hall in music, film and poetry. The Farewell Frenzy at Paisley Museum and Central Library attracted approximately 1,800 visitors to a range of family-friendly, youth and adult activities. We also held 'One Last Viewing Night' at the Observatory, our final star-gazing night in September. We welcomed over 700 visitors, to have one last look inside the Observatory before closing for redevelopment.

NEW LOCATION FOR THE ANNUAL INSPIRED ART EXHIBITION & JOHN BYRNE DRAWING COMPETITION

In 2019, with the museum closed the Inspired art exhibition and John Byrne Drawing Competition took place at the Tannahill Centre community venue in Ferguslie Park in Paisley. Renfrewshire Leisure's creative learning team

delivered schools workshops with John Byrne attracting 150 visitors. These exhibitions significantly increase access to our programmes and a valuable opportunity to engage with the wider community of Paisley, reaching new audiences and building new working partnerships at a community level.

ESOL (English for Speakers of Other Languages) LEARNERS

We are co-producing a display about Syrian Glass with an ESOL group of 8 participants. The process is also highlighting potential for ESOL provision in Paisley Museum and the Secret Collection (Museum Store). Following a tour for a group of staff from Renfrewshire's Adult Learning and Literacies Service, a relationship was built with a member of the team who support colleagues delivering English classes for Speakers of Other Languages. As part of their programme of work, we met them at the museum before it closed and explored it together. The group were from Syria and we then invited them for a tour of the Secret Collection and as part of it, highlighted our collection of stunning Syrian glass dating from 2000 years ago.





This process has informed the development of a story display, which the group will explore further as we move into interpretation development.

From this point, we have delivered sessions with the group to talk about the Syrian Glass and also other items in the collection that link to themes supporting their use of English.

ARTS PROGRAMME

Within our arts services we deliver a variety of cultural performances across the year. Over 2018-19 there were **106** performances (**33** drama, **2** dance, **12** comedy, **27** Music, **21** family, **3** Christmas party nights). We constantly receive excellent feedback from not only people who have enjoyed the shows, but to the staff members who have assisted audience members, performers and crew.

"A few customers would like to pass on their thanks to Emma today for all of her help in accommodating the wee girl with severe anxiety issues- she panicked so much she was having to sit the panto out, as she was making herself ill. Emma was very accommodating and after a tour of the stage was offered and other ideas had been exhausted in

trying to relax the girl, she came up with the ingenious idea of filming it via WhatsApp to the lady's phone and I have honestly not seen a transformation like it!

The girl was rapt watching the performance from the café, from start to finish, so much so she was shouting out with the rest of the audience and engaging with what was happening on stage. In addition to this, she was talking away to me and showing me the picture, she had drawn of the stage, i.e. she was completely relaxed."

FUTURE PAISLEY PARTNERSHIP

Future Paisley is an ambitious approach to cultural regeneration that harnesses the power of culture to support positive social change. It was established as the legacy to Paisley's bid to be UK City of Culture 2021 and is being delivered by a number of local and national partners until 2022. Renfrewshire Leisure have been allocated **£4.2m** over this period to establish new posts and programmes, allowing us to work with our communities to deliver our ambitions and drive change



CHIEF EXECUTIVE STATEMENT

Our review of 2018-19 provides just a glimpse of the scale and range of services or programmes our teams across Renfrewshire Leisure deliver every day to enhance the lived experiences of people throughout the region.



Victoria Hollows
Chief Executive
Renfrewshire Leisure

It was another very busy and successful year for us with significant increases in library, arts and leisure usage. I'm delighted to have joined the charity at an exciting time in its history, with several major developments underway. Whilst the cultural regeneration programmes often capture the headlines, I hope this review reminds us of our strengths in responding to

locally identified needs that positively benefit the emotional and physical health and wellbeing of our communities.

Everyone in Renfrewshire deserves access to good quality services and positive experiences throughout their life that help create a sense of wellbeing, pride and belonging. Our charity is well placed to deliver on these aspirations with dedicated staff located right across the region. We believe wholeheartedly that, as the major provider of cultural and leisure services for Renfrewshire, we must prioritise community needs in terms of accessibility, affordability and personal development.

Our aim is to reach the greatest number of people through the provision of quality universal services and, where needed, provide specialist, targeted services to work with

those whose circumstances may prevent them from accessing the many life benefits generated by participation in cultural and leisure activities. We will continue to reflect on our priorities to ensure we are delivering for Renfrewshire by aligning our activity to Council and community planning partnership outcomes as well as the Scottish Government's national performance framework, highlighted in this review.

At the same time, we are proud to support our committed and talented workforce by paying a fair living wage and offering good employee benefits. We are a major employer and trainer for Renfrewshire with 71% of our 900+ workforce living in the Renfrewshire area. We also provide more than 500 volunteering opportunities for residents each year, helping them to develop new skills, or the space for them to support others by sharing their own knowledge and experience.

Some of these volunteers have been actively involved in developing our new cultural services as part of a number of local partners and communities that have been working closely with us to inform their design. Top of the list for the new museum is creating greater physical accessibility in refurbishing the building, responding directly to visitors' number one complaint and reason for previously staying away from the museum. Locals are also playing an integral role in shaping new display content, for example through partnerships with Kairos Women's Initiative, Project Search and the Council's adult learning and literacies service.

Thanks to our charity status, we are able to leverage more external funding to support these priorities than might otherwise be possible. We are part funded by Renfrewshire Council, and so rely on our trading activities to enable us to fulfil our charitable objectives. As public sector finances continue to operate within a complex and challenging landscape, we will need to bring greater energy to our trading potential to provide the financial resource needed to deliver our priorities for social benefit. It's worth stating again that as a charity we are a non-profit organisation. The income we generate only provides us with the financial capacity to deliver services. Any surplus made is directly reinvested to further enhance community services.

Achieving these two main aims of delivering community benefit and raising sufficient income to do so remains the central challenge. In the coming year we will strive to adapt our operational model to meet these dual and interdependent aims more effectively, through the passion and dedication of our workforce, partners, supporters and our board of trustees. I am immensely grateful for their continued commitment, enthusiasm and innovation. These characteristics will stand us in good stead as we enter the next phase of the charity's work; to bring additional value to local people – whether through the delivery of a major cultural venue or a specialist exercise coach supporting people living with long term health conditions – we have the expertise, skills and passion to deliver for Renfrewshire.

FINANCIAL STATEMENT

The charity does not trade for profit. Any income generated by the charity's activities is applied solely to the continuation and development of the programmes and services we provide for community benefit.

The statement of financial activities for the year ended 31st March, 2019 shows net expenditure of £-2,801,077 (2018 -£1,640,875) which will be carried forward in the accounting period ending 31st March, 2020. In line with recommended accounting practice, the reported figures include a notional entry for future pension costs which are based on an actuarial review of future pension liabilities for current and previous Renfrewshire Leisure employees. The figures include employees transferring from Renfrewshire Council during the year which are offset by a corresponding reduction in liabilities in the Council's financial statements.

The charity is funded through a service payment made by Renfrewshire Council and admission fees generated at its leisure and recreational centres and cultural venues.

The Statement of Financial Activities includes all gains and losses recognised in the period.

All incoming resources and resources expended derive from continuing activities.

FINANCIAL PERFORMANCE

Renfrewshire Leisure Limited Consolidated Statement of Financial Activities including Income and Expenditure Account For the year ended 31st March 2019

	Total Funds 2019 £	Total Funds 2018 £
INCOME		
Operation of leisure and cultural activities		
Income from charitable activities	19,115,762	17,930,813
Commercial trading operations	196,313	208,682
	19,312,075	18,139,495
Other incoming resources	-	-
Total Income	19,312,075	18,139,495
EXPENDITURE		
Expenditure on charitable Activities	21,977,250	19,662,712
Commercial trading operations	135,902	117,658
Total expenditure	22,113,152	19,780,370
Net income/(expenditure) before other recognised gains and losses	(2,801,077)	(1,640,875)
Other recognised gains/losses Actuarial gains/(losses) on defined benefit pension schemes	(3,080,000)	9,312,000
Net movement in funds	(5,881,077)	7,671,125
Total funds brought forward	200,377	(7,470,748)
Total funds carried forward	(5,680,700)	200,377
	=====	=====

Renfrewshire Leisure Limited

Consolidated and Charity Balance Sheets

At 31st March 2019

	Group 31st March 2019 £	Group 31st March 2019 £	Charity 31st March 2019 £	Charity 31st March 2019 £	Group 31st March 2018 £	Charity 31st March 2018 £
Fixed Assets						
Tangible Assets		1,151,241		1,151,241	1,350,916	1,350,916
Investments		-		1	-	1
				1,151,242	1,350,916	1,350,917
Current Assets						
Stocks	77,124		72,402		74,450	70,360
Debtors	2,753,792		2,737,387		2,499,749	2,490,100
Cash at bank and in hand	990,079		989,960		1,193,769	1,192,623
	3,820,995		3,799,749		3,767,968	3,753,083
Creditors:						
amounts falling due within one year	4,613,936		4,592,691		4,784,507	4,769,623
Net current assets and liabilities		(792,941)		(792,942)	(1,016,539)	1,016,540)
Net assets excluding pension liability		358,300		358,300	334,377	334,377
Defined benefit pension scheme liability		(6,039,000)		(6,039,000)	(134,000)	(134,000)
Net assets including pension liability		(5,680,700)		(5,680,700)	200,377	200,377
Income Funds:						
Unrestricted income funds		(5,730,700)		(5,730,700)	167,734	167,734
Restricted income funds		50,000		50,000	32,643	32,643
		(5,680,700)		(5,680,700)	200,377	200,377
Unrestricted Income Funds including Pension Liability		(5,680,700)		(5,680,700)	200,377	200,377
Pension Reserve Liability		6,039,000		6,039,000	134,000	134,000
Unrestricted income funds excluding pension liability		358,300		358,300	334,377	334,377

BOARD OF DIRECTORS

Cllr. Lisa-Marie Hughes, Chairperson of Renfrewshire Leisure

Cllr. Tom Begg, Director, Renfrewshire Council

Cllr. Eileen McCartin, Director, Renfrewshire Council

John Rodgers, Secretary, Sports Representative

Bob Darracott, Director, Business Representative

Colin Neil, Director, Business Representative

Scott Fleming, Business Representative

Anne McMillan, Business Representative

Ann Butterfield, Staff Representative

Structure Governance and Management - The charity is governed by the rules set out in the Charities and Trustees Investment (Scotland) Act, 2005 and operates as a private company limited by guarantee under the Companies Act. Renfrewshire Leisure changed its legal status on 11th November 2014, from a Society under the Industrial and Provident Societies Act 1965 to a charitable company limited by guarantee, to assist with the expansion of Renfrewshire Leisure which took place during 2015. The charity has 10 directors who are entitled to attend and vote at any General Meeting of the charity. The maximum number of directors is 11, 3 appointed by Renfrewshire Council, 2 employees and 6 from culture, sport and business communities. Board members are selected based on appropriate skills and experience.

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

Funds held as Custodians - None of the board members hold any funds as custodians for the charity.

Responsibilities of the Board

The Board is responsible for preparing the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice. The board is responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities and Trustees Investment (Scotland) Act, 2005. The board is also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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







FURTHER INFORMATION

For further information about Renfrewshire Leisure,
please visit our website at:
www.renfrewshireleisure.com

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Telephone: **0141 618 6351**



Renfrewshire Leisure is a:

Company limited by guarantee no: 490998
Registered Charity in Scotland: SC033898
VAT Registered Company: 210 0336 83

Renfrewshire Leisure Trading Limited:

Company limited by guarantee no: 241310
VAT Registered Company: 210 0336 83