

Notice of Meeting and Agenda Leadership Board

Date	Time	Venue
Wednesday, 06 December 2023	13:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

MARK CONAGHAN
Head of Corporate Governance

Membership

Councillor Iain Nicolson (Convener): Councillor Jacqueline Cameron (Depute Convener):

Councillor Alison Ann-Dowling: Councillor Michelle Campbell: Councillor Graeme Clark:
Councillor Gillian Graham: Councillor Neill Graham: Councillor Anne Hannigan: Councillor Alec
Leishman: Councillor Marie McGurk: Councillor Iain McMillan: Councillor Jim Paterson:
Councillor Emma Rodden: Councillor John Shaw: Councillor Andy Steel:

Hybrid Meeting

Please note that this meeting is scheduled to be held in the Council Chambers. However, it is a hybrid meeting and arrangements have been made for members to join the meeting remotely should they wish.

Members of the Press and Public

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

Further Information

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

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

For further information, please email:
democratic-services@renfrewshire.gov.uk

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<https://renfrewshire.public-i.tv/core/portal/home>

Items of business

Apologies

Apologies from members.

Declarations of Interest and Transparency Statements

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

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| 1 | Revenue and Capital Budget Monitoring Report as at 15 September 2023 | 5 - 16 |
| | Joint report by the Chief Executive, Director of Finance & Resources and the Chief Finance Officer, Renfrewshire Health & Social Care Partnership | |
| 2 | Fairer Renfrewshire Sub-committee | 17 - 20 |
| | Minute of Meeting of the Fairer Renfrewshire Sub-committee held on 15 November 2023 | |
| 3 | Fairer Renfrewshire Update | 21 - 30 |
| | Report by Chief Executive | |
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| | Report by Chief Executive | |
| 6 | Local Partnerships - Update on Consultation and Engagement Exercise | 121 - 130 |
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| | Report by Chief Executive | |
| 8 | Paisley Museum Reimagined Limited - Capital Appeal Update | 139 - 152 |
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| | Report by Chief Executive | |

9(b)	Future Paisley Programme - Cultural Funding Review	321 - 332
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To: Leadership Board

On: 6 December 2023

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

Heading: Revenue and Capital Budget Monitoring as at 15 September 2023

1. Summary of Financial Position

- 1.1. The projected revenue outturn at 15 September 2023 for those services reporting to the Leadership Board is an overspend of £3.917m.
- 1.2. The projected capital outturn at 15 September 2023 for projects reporting to the Leadership Board is a breakeven position against the revised budget for the year.
- 1.3. This is summarised in the table below and further analysis is provided in the Appendices.

Division	Revised Annual Budget £000	Projected Annual Outturn £000	Budget Variance (Adv)/Fav £000	Budget Variance %
Adult Services	97,500	101,425	(3,925)	(4.0%)
Chief Executives	19,172	19,164	8	0%
Total	116,672	120,589	(3,917)	(3.4%)

Division	Revised Annual Budget £000	Projected Annual Outturn £000	Budget Variance (Adv)/Fav £000	Budget Variance %
Chief Executives	50,873	50,873	0	0%
Leisure Services	2,086	2,086	0	0%
Total	52,959	52,959	0	0%

2. Recommendations

2.1. Members are requested to:

- (a) Note the projected Revenue outturn position detailed in Table 1 above;
- (b) Note the projected Capital outturn position detailed in Table 2 above; and
- (c) 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 £3.917m for all services reporting to this Board. Detailed division reports can be found in Appendix 2, along with an explanation of any significant projected variance.
- 3.2. The projected outturn is based on information currently available and assumptions made by service budget holders.
- 3.3. The main reasons for the projected outturn position are indicated in the appendices showing both the subjective analysis (what the budget is spent on) and the objective analysis (which division is spending the budget).

4. Revenue Budget Adjustments

- 4.1. Members are requested to note, from Appendix 1, that budget adjustments totalling £0.406 million have been processed since the budget was approved in March 2023. These relate principally to the transfer of Policy and Partnerships savings achieved under the Right for Renfrewshire programme to Miscellaneous Services.

5. Capital

- 5.1. The Capital Investment Programme 2023/24 to 2027/28 was approved by the Council on 2 March 2023.
- 5.2. For the Chief Executive's Service, the revised capital spend for 2023/24 is £50.873m. For Leisure Services, the revised capital spend for 2023/24 is £2.086m.
- 5.3. Further details can be found in Appendix 3.

6. Capital Budget Adjustments

6.1. For 2023/24, the current revised programme totals £52.959m which is a decrease of £15.277m since the last report. This is due to budget adjustments for Chief Executive Services, as follows:

- **Chief Executives**

Budget carried forward into 2024/25 from 2023/24 (-£15.277m) based on updated cashflows for the following projects:

- Glasgow Airport Investment Area: (-£2.000m);
- AIMIDS South: (-£13.277m).

Implications of this report

1. Financial

The projected budget outturn position for the revenue budget reported to the Leadership Board is an overspend of £3.917m. 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 capital budgets reported to the Leadership Board is breakeven. The Capital programme will continue to be monitored closely for the rest of the financial year.

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

None directly arising from this report.

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

Revenue Budget and Council Tax 2023/24, Council 2 March 2023.

Non Housing Capital Investment Programme, Prudential Framework and Treasury Management Strategy, and Capital Strategy 2023/24 – 2027/28, Council 2 March 2023

Authors: Revenue - Valerie Howie, Finance Business Partner / Alison Burns,
Corporate Finance Manager
Capital – Linsey McGregor, Capital Accountant

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2023/24
1 April 2023 to 15 September 2023

POLICY BOARD : LEADERSHIP BOARD

Objective Summary	Annual Budget at Period 3	Budget Adjustments	Revised Annual Budget at Period 6	Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	%	£000	£000
Adult Services	97,537	(37)	97,500	101,425	(3,925)	(4.0%)	0	(3,925)
Chief Executive's Service	19,541	(369)	19,172	19,164	8	0.0%	8	0
NET EXPENDITURE	117,078	(406)	116,672	120,589	(3,917)	(3.4%)	8	(3,925)

Subjective Summary	Annual Budget at Period 3	Budget Adjustments	Revised Annual Budget at Period 6	Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	%	£000	£000
Employees	43,158	350	43,508	44,019	(511)	(1.2%)	3	(514)
Premises Related	777	108	885	947	(62)	(7.0%)	0	(62)
Transport Related	819	0	819	564	255	31.1%	0	255
Supplies and Services	17,575	83	17,658	17,836	(178)	(1.0%)	3	(181)
Third Party Payments	79,965	183	80,148	83,837	(3,689)	(4.6%)	0	(3,689)
Transfer Payments	4,802	(108)	4,694	4,528	166	3.5%	1	165
Support Services	74	0	74	60	14	18.9%	0	14
Depreciation and Impairment Losses	0	0	0	0	0	0.0%	0	0
GROSS EXPENDITURE	147,170	616	147,786	151,791	(4,005)	(2.7%)	7	(4,012)
Income	(30,092)	(1,022)	(31,114)	(31,202)	88	0.3%	1	87
NET EXPENDITURE	117,078	(406)	116,672	120,589	(3,917)	(3.4%)	8	(3,925)

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2023/24
1 April 2023 to 15 September 2023

POLICY BOARD : LEADERSHIP BOARD - ADULT SERVICES

Objective Summary	Annual Budget at Period 3	Budget Adjustments	Revised Annual Budget at Period 6	Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	%	£000	£000
Older People	62,226	(256)	61,970	65,915	(3,945)	(6.4%)	0	(3,945)
Physical or Sensory Difficulties	7,866	0	7,866	7,786	80	1.0%	0	80
Learning Difficulties	22,937	70	23,007	23,462	(455)	(2.0%)	0	(455)
Mental Health Needs	3,842	148	3,990	3,640	350	8.8%	0	350
Addiction Services	666	1	667	621	46	6.9%	0	46
NET EXPENDITURE	97,537	(37)	97,500	101,425	(3,925)	(4.0%)	0	(3,925)

Objective Heading	Key Reasons for Projected Variance
Older People	Overspend within care at home due to demand and delayed discharges. Ongoing difficulties recruiting to specialist posts across a number of areas. Where appropriate and where possible these are being covered through overtime and agency staff which is often at a higher cost.
Physical or Sensory Difficulties	Underspend reflects ongoing challenges in terms of recruitment and retention issues across all service areas due to the limited availability of the skills mix required within the workforce market.
Learning Difficulties	Overspend reflective of the current client profile and the implementation of future adult care placements including complex high-cost placements over the financial year.
Mental Health Needs	Underspend reflects ongoing challenges in terms of recruitment and retention issues across all service areas due to the limited availability of the skills mix required within the workforce market.
Addiction Services	Underspend reflects ongoing challenges in terms of recruitment and retention issues across all service areas due to the limited availability of the skills mix required within the workforce market.

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2023/24
1 April 2023 to 15 September 2023

POLICY BOARD : LEADERSHIP BOARD - ADULT SERVICES

Subjective Summary	Annual Budget at Period 3	Budget Adjustments	Revised Annual Budget at Period 6	Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	%	£000	£000
Employees	39,104	690	39,794	40,309	(515)	(1.3%)	0	(515)
Premises Related	404	58	462	537	(75)	(16.2%)	0	(75)
Transport Related	818	0	818	563	255	31.2%	0	255
Supplies and Services	3,599	0	3,599	3,780	(181)	(5.0%)	0	(181)
Third Party Payments	79,965	183	80,148	83,837	(3,689)	(4.6%)	0	(3,689)
Transfer Payments	2,977	0	2,977	2,811	166	5.6%	0	166
Support Services	70	0	70	56	14	20.0%	0	14
Depreciation and Impairment Losses	0	0	0	0	0	0.0%	0	0
GROSS EXPENDITURE	126,937	931	127,868	131,893	(4,025)	(3.1%)	0	(4,025)
Income	(29,400)	(968)	(30,368)	(30,468)	100	0.3%	0	100
NET EXPENDITURE	97,537	(37)	97,500	101,425	(3,925)	(4.0%)	0	(3,925)

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2023/24
1 April 2023 to 15 September 2023

POLICY BOARD : LEADERSHIP BOARD - CHIEF EXECUTIVE'S SERVICE

Objective Summary	Annual Budget at Period 3	Budget Adjustments	Revised Annual Budget at Period 6	Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	%	£000	£000
Chief Executive and Management	282	0	282	279	3	1.1%	3	0
Policy and Commissioning	3,462	(389)	3,073	3,073	0	0.0%	3	(3)
Marketing and Communications	3,178	20	3,198	3,193	5	0.2%	2	3
City Deal & Infrastructure	0	0	0	0	0	0.0%	0	0
Leisure Services (incl Renfrewshire Leisure)	12,619	0	12,619	12,619	0	0.0%	0	0
NET EXPENDITURE	19,541	(369)	19,172	19,164	8	0.0%	8	0

Objective Heading	Key Reasons for Projected Variance
Chief Executive and Management	No significant projected year end variances to report.
Policy and Commissioning	No significant projected year end variances to report.
Marketing and Communications	No significant projected year end variances to report.
City Deal & Infrastructure	No significant projected year end variances to report.
Leisure Services (incl Renfrewshire Leisure)	No significant projected year end variances to report.

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2023/24
1 April 2023 to 15 September 2023

POLICY BOARD : LEADERSHIP BOARD - CHIEF EXECUTIVE'S SERVICE

Subjective Summary	Annual Budget at Period 3	Budget Adjustments	Revised Annual Budget at Period 6	Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	%	£000	£000
Employees	4,054	(340)	3,714	3,710	4	0.1%	3	1
Premises Related	373	50	423	410	13	3.1%	0	13
Transport Related	1	0	1	1	0	0.0%	0	0
Supplies and Services	13,976	83	14,059	14,056	3	0.0%	3	0
Third Party Payments	0	0	0	0	0	0.0%	0	0
Transfer Payments	1,825	(108)	1,717	1,717	0	0.0%	1	(1)
Support Services	4	0	4	4	0	0.0%	0	0
Depreciation and Impairment Losses	0	0	0	0	0	0.0%	0	0
GROSS EXPENDITURE	20,233	(315)	19,918	19,898	20	0.1%	7	13
Income	(692)	(54)	(746)	(734)	(12)	(1.6%)	1	(13)
NET EXPENDITURE	19,541	(369)	19,172	19,164	8	0.0%	8	0

RENFREWSHIRE COUNCIL
CAPITAL INVESTMENT STRATEGY - NON-HOUSING SERVICES
1st April to 15th SEPTEMBER 2023
POLICY BOARD: LEADERSHIP

Project Title	Prior Years Expenditure to 31/03/2023 £000	Current Year 2023-24						Full Programme - All years					
		Budget at P3 2023-24 £000	Budget Adjustments 0 £000	Revised Budget 2023-24 £000	Projected Outturn 2023-24 £000	Budget Variance (Adverse) or Favourable		Total Approved Budget to 31-Mar-27 £000	Projected Outturn to 31-Mar-27 £000	Budget Variance (Adverse) or Favourable			
LEISURE SERVICES													
Community Halls Refurbishment	2,548	886	0	886	886	0	0%	3,433	3,433	0	0%		
Linwood Running Track at On-X	0	200	0	200	200	0	0%	200	200	0	0%		
Lagoon Internal Play Centre	0	1,000	0	1,000	1,000	0	0%	1,000	1,000	0	0%		
Total Leisure Services	2,548	2,086	0	2,086	2,086	0	0%	4,633	4,633	0	0%		
CHIEF EXECUTIVES													
City Deal Projects													
Glasgow Airport Investment Area	40,616	2,372	(2,000)	372	372	0	0%	43,053	43,053	0	0%		
Clyde Waterfront & Renfrew Riverside	55,054	44,208	0	44,208	44,208	0	0%	118,604	118,604	0	0%		
Airport Access	2,934	0	0	0	0	0	0%	141,992	141,992	0	0%		
Economic Development													
GAIA Regeneration	0	3,391	0	3,391	3,391	0	0%	3,391	3,391	0	0%		
AMIDS: Public Realm Phase 1 Netheron Square	3,596	337	0	337	337	0	0%	3,933	3,933	0	0%		
AMIDS: District Heating Network	6,263	830	0	830	830	0	0%	7,093	7,093	0	0%		
AMIDS: South	3,096	15,012	(13,277)	1,735	1,735	0	0%	43,625	43,625	0	0%		
Total Chief Executives	111,559	66,150	(15,277)	50,873	50,873	0	0%	361,691	361,691	0	0%		
TOTAL LEADERSHIP BOARD	114,107	68,236	(15,277)	52,959	52,959	0	0%	366,324	366,324	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.

Minute of Meeting Fairer Renfrewshire Sub-committee

Date	Time	Venue
Wednesday, 15 November 2023	10:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

Present: Councillor Jacqueline Cameron, Councillor Graeme Clark, Councillor Anne Hannigan, Councillor Alec Leishman, Councillor Marie McGurk, Councillor Iain Nicolson, Councillor Jim Paterson

Chair

In the absence of the Convener, Councillor Clark, Depute Convener, took the Chair.

In Attendance

A MacArthur, Director of Finance & Resources; L McIntyre, Head of Policy & Partnerships, A Armstrong-Walter, Strategic Partnership & Inequalities Manager, R Cooper, Economic Development Manager and D Dunn, Social Renewal Lead Officer (all Chief Executive's); and D Low, Democratic Services Manager and C MacDonald, Senior Committee Services Officer (both Finance & Resources).

Webcasting of Meeting

Prior to the commencement of the meeting the Depute Convener intimated that this meeting of the Sub-committee would be filmed for live or subsequent broadcast via the Council's internet site.

Declarations of Interest and Transparency Statements

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

Sederunt

Councillor J Cameron entered the meeting prior to consideration of the following item of business and took the Chair.

1 Cost-of-living Update

There was submitted a report by the Chief Executive relative to an overview of the key context and evidence around current pressures on household finances, both in terms of household income and expenditure.

The report intimated that although some household financial pressures had eased slightly, such as the fall in costs for home energy, the management of household finances remained challenging due to continued increases in prices for household goods and high interest rates. The long-term nature of the crisis meant that issues around money and debt were enduring, and indications were that more families who had been managing previously, including those who were working, may be struggling.

DECIDED: That the report be noted.

2 Fairer Renfrewshire Programme

There was submitted a report by the Chief Executive relative to key projects being progressed through the Fairer Renfrewshire programme, highlighting key priorities which would be the focus of future activity.

The report provided an update on ongoing projects which were set out in Section 4 including the evaluation of the Summer of Fun evaluation programme; Advice Services in Renfrewshire; Digital Inclusion; Winter Connections Programme; School Meal Debt; and the Fairer Renfrewshire Programme.

There report detailed four key emerging themes which were shared across all elements of the Fairer Renfrewshire programme, improving financial security; advancing equality of opportunity; building community capacity and resilience; and listening to lived experience.

DECIDED: That the report be noted.

3 School Meal Debt

There was submitted a report by the Director fo Finance & Resources relative to school meal debt in Renfrewshire and the support provided to families that may be experiencing financial insecurity.

The report provided an initial update for members on the work that had been undertaken locally to review existing school meal debt processes and set out next steps in terms of implementing a more holistic approach to school meal debt

management in Renfrewshire. The report also advised of the write-off of historic school meal debt that had been actioned by the Director of Finance and Resources under delegated authority.

The report highlighted the publication of a report by the children's charity Aberlour, "Robbing Peter to pay Paul: Low Income and the Debt Trap" which set out a number of recommendations for the Scottish Government, COSLA and local authorities including that the Scottish Government work with COSLA and local authorities to write-off individual school meal debt to allow families a clean slate as they moved into the new school year and possible new school setting; that the Scottish Government implement its free school meal expansion as soon as possible; and that COSLA works with local authorities on a national school meal policy, which was founded on human rights and removed stigma, to ensure that children were treated with dignity in a consistent and fair way.

DECIDED:

(a) That the update provided on the review of school meal debt processes which was currently being progressed be noted;

(b) That it be noted that further engagement work was proposed with the Fairer Renfrewshire Lived Experience Panel to strengthen this work;

(c) That it be noted that, under his delegated authority, the Director of Finance & Resources had written off the sum of £47,573.25 of invoiced school meal debt; and

(d) That it be noted that a further update on the implementation of the revised school meal debt process would be submitted to this Sub-committee in early 2024.

4 Summer of Fun 2023 Evaluation

There was submitted a report by the Chief Executive relative to the initial findings gathered through an evaluation of the Summer of Fun programme in Renfrewshire, a copy of which was appended to the report.

The report intimated that a comprehensive programme had been developed in partnership with services within the Council, partners, community groups and organisations, with the principles developed by the Lived Experience Panel, being core to everything that was planned and delivered. These key principles set out that there should be a range of activities for children and families – a mixture of child only, family activities, free/chargeable and across a number of different communities in Renfrewshire; that the Council would work with partners to promote the variety of activities that were available, making sure that families knew what was on and where; that the core focus of the funding would be to provide activities which supported families from the child poverty priority groups and to target gaps in provision across localities; and that any activities funded through Fairer Renfrewshire should be free at the point of access with free food or snacks available depending on the length of the activity.

The summer camps attracted 4,500 attendees of which over 45% of children who attended were from lone parent families, over 42% were from large families and over a quarter were from families where a family member had a disability; specific summer camps were available for young people with Additional Support Needs, with 190

families using this support; the Street Stuff activities for young people aged 8 – 14 attracted 1,858 attendances across seven locations in Renfrewshire; and an Adult and Family learning programme, targeted 47 families, of whom 15 were large families and 11 were ethnic minority families.

DECIDED: That the report be noted.



To: Leadership Board

On: 6 December 2023

Report by: Chief Executive

Heading: Fairer Renfrewshire Update

1. Summary

1.1 The Council and its partners continue to work together to progress the Fairer Renfrewshire Programme, with a strong shared focus currently on the local response to the cost-of-living crisis. This paper provides a summary of the key headline issues relating to the local response, as reported to the Fairer Renfrewshire Sub-Committee on 15 November 2023.

1.2 Specific updates are provided in relation to:

- The most recent programme update including information on recent statistics and research in relation to the cost of living crisis.
- The initial evaluation findings in relation to the Summer of Fun programme supported by Fairer Renfrewshire funding; and
- An initial report on the work being undertaken across the Council to review the school meal debt process.

1.3 Officers continue to work with partners to progress the Fairer Renfrewshire programme. Priority actions over the next quarter include:

- Progressing a 'deep dive' data exercise around child poverty as a Community Planning Partnership, focussing on the six priority family groups, with an initial exercise about to commence in relation to Gallowhill.
 - Continuing the evaluation of Tackling Poverty funded projects and developing proposals for the 2024 Fairer Renfrewshire Programme
 - Continuing to develop and promote this year's Winter Connections programme
-

2. Recommendations

2.1 It is recommended that elected members:

- Note the content of the report and the work being undertaken to progress the Fairer Renfrewshire programme;
- Note information provided at Appendix 1 on the allocation of Winter Connections Funding by the Head of Policy and Partnerships under delegated authority previously agreed by the Board;
- Approve the allocation of £6,000 from Fairer Renfrewshire funding, to be allocated to One Ren to deliver Winter Connections activities across community venues.

3. Background

3.1 The Fairer Renfrewshire Programme has continued to develop during 2023, with the immediate focus of the Council and its partners being in relation to the ongoing cost of living response and wider initiatives which seek to tackle poverty and inequality. This is a fast paced and constantly evolving programme and the Fairer Renfrewshire Sub-Committee continues to meet to provide oversight on all related activities being undertaken.

3.2 At its meeting on 15 November 2023, the sub-committee considered:

- The most recent programme update including information on recent statistics and research in relation to the cost of living crisis.
- The initial evaluation findings in relation to the Summer of Fun programme supported by Fairer Renfrewshire funding; and
- An initial report on the work being undertaken across the Council to review the school meal debt process.

3.3 In terms of key statistics highlighted at the meeting of the sub-committee it is worth noting:

- The rate of inflation has remained at 6.7% (Sep 23), still well above the 2% target set by the Bank of England
- The inflation rate for food has reduced slightly; now 12.2%.
- The Bank of England has recently kept the interest rate unchanged at 5.25% which is the highest rate in 15 years.
- The Energy Price Cap, originally introduced by Ofgem in January 2019 to set limits on the underlying rates energy suppliers, is now set at £1,834 from the 1 October until 31 December. This means households who use gas and electricity and pay by direct debit will pay on average £1,834, with the reduction reflecting recent falls in wholesale energy prices.

- 3.4 The cost of living report presented also highlighted research published by the Joseph Rowantree Foundation in October through its “Poverty in Scotland” report. The report highlights the issue of increasing levels of in-work poverty and found that over one million people still live in poverty in Scotland, with nearly half of those (490,000) living in very deep poverty and around a quarter being children. Their report also suggests that with inflation rates still high, this winter will be difficult especially for those living in poverty with a continuing struggle to afford essentials for their households.
- 3.5 This is also being reflected in local data, with advice agencies noticing an increase in those who are working coming forward for support both around debt, and for advice more generally. For example, Renfrewshire Citizens Advice Bureau reports a significant increase in the number of debt clients in full time work (35% increase). The Bureau has also seen an increase in the numbers of those with debt issues generally who are coming forward for support at 363 this quarter against 268 for the same quarter last year.
- 3.6 The Council’s Advice Works service has seen a rise in the numbers of clients who are working full time. In their Quarter 1, to 30 June 2023, more clients who were working full time were seen than those working part time at 97 compared to 74, with 11 self employed people also coming forward. They have also noted an increase in foodbank vouchers being given to those in work.
- 3.7 Renfrewshire Affordable Credit Alliance are currently carrying out a survey on savings, borrowing and debt, which we hope will provide useful information and help paint a picture of borrowing, including illegal borrowing across Renfrewshire to support further targeted work on this issue.

4. Programme Updates

- 4.1 Since the last update to Leadership Board in September 2023, a range of activities have continued to be progressed by officers and partners. A summary is provided in the sections below.

Stronger start

- 4.2 As previously reported to the Sub-Committee, Renfrewshire Council has been working with Renfrewshire HSCP, NHSGGC and Renfrewshire Citizens Advice Bureau to develop a pilot for an advice and advocacy service within the Special Needs in Pregnancy service (SNIPs) at the Royal Alexandra Hospital and apply for external funding for this service. Renfrewshire Citizens Advice Bureau were recently successful in an application to the National Lottery Improving Lives Fund, and have been awarded £95,000 to run a pilot of the service for one year.
- 4.3 The service, called Stronger Start, will work with pregnant women who have complex needs. It is intended to offer both income maximisation advice, but also individual support and advocacy around a range of issues and will also develop robust referral pathways with partners in the public and third sectors. Due to the geographical area the RAH works across, the service will cover Inverclyde and West Dunbartonshire families too.

- 4.4 A Steering Group formed from Renfrewshire Citizens Advice, Renfrewshire Council and Renfrewshire HSCP along with NHSGGC and Inverclyde and West Dunbartonshire HSCPs are now working to put the service in place with a provisional date of January 2024.

School support service

- 4.5 The School Support service provided by Renfrewshire Citizens Advice Bureau commenced at the start of the school year, with the first appointments being delivered week commencing 23 August. From that date until the October week, 50 appointments had been attended across schools, with numbers around 6 per week. The final week before the holidays showed a marked increase to 12 appointments.
- 4.6 Reasons for appointments have been varied, with advice and support provided around benefits including Child and Adult Disability Payments and Universal Credit as well as Further Education, Energy Advice and Education Maintenance Allowance (EMA).
- 4.7 A session was held in mid November to review the service to date and make any changes necessary to processes and arrange better promotion in schools where there have been fewer appointments. Feedback from schools has been very positive to date.

School meal debt

- 4.8 In early 2023, members of the sub-committee requested further information in relation to school meal debt in Renfrewshire, with a focus on understanding how the issue is handled and what level of support is provided to families that may be experiencing financial insecurity. Officers from the Policy and Partnerships team raised this issue through the Fairer Renfrewshire Officer Group and were advised of ongoing work that was underway to review local arrangements in relation to school meal debt, in response to the findings of a local internal audit review of related processes and systems, and emerging national guidance and policy developments in relation to school meal debt.
- 4.9 In the intervening period, there have been a range of policy developments at a national level, following a study undertaken by Aberlour and new best practice principles for the management of school meal debt which have been published by COSLA.
- 4.10 As reported to Leadership Board in June 2023, it is important that any review of school meal debt management supports local partnership activities to tackle the level of financial insecurity and poverty which is being faced by low-income families in Renfrewshire. A paper was provided to the sub-committee at its meeting in November, which was intended to be an initial update for members on the work that has been undertaken locally to review existing school meal debt processes. It also set out next steps in terms of implementing a new more holistic approach to school meal debt management in Renfrewshire.
- 4.11 As reported separately to elected members following a recent FOI and related media enquiries, all debts that are incurred through the cashless catering system "Parent Pay" have historically been transferred to the Council's Enterprise Resource Planning System (ERP) once an invoice was raised at a specific level. Subsequent non payment would then trigger the council's sundry debt recovery processes, which involves passing unpaid debts

to the Council's collection agent if they remain unpaid after the timetable for recovery has passed. The collection agent has no powers to take any form of legal recovery action but will contact a customer regarding any unpaid debt. In order to pursue legal action, a court decree would be required, and the Council has never sought to obtain a decree in relation to school meal debt. In light of the current review of school meal debt, the use of a collection agent for school meal debt has been paused.

- 4.12 It is recognised in the COSLA guidance that local authorities may also wish to consider their local response to the Aberlour review recommendations on the write-off of school meal debt. As noted above, whilst the review of the current school meal debt processes is underway, no new invoices for accrued debt will be issued. For those cases where an invoice has already been issued, the Director of Finance and Resources will use his delegated authority to write-off the debt. The amount to be written off is £47,573.25.

Summer of Fun programme

- 4.13 As previously reported to the Leadership Board, in March 2023, core funding of £100,000 was allocated through the Fairer Renfrewshire programme to support the development of a summer holiday programme, with a focus on providing support over the holiday period to low-income families. £20,000 of funding was also allocated from the Future Paisley programme to enhance cultural experiences for low-income households.
- 4.14 In late June 2023, Renfrewshire received a further £120,655 from the Scottish Government as part of their national programme to enhance summer holiday and food provision. This funding was targeted at providing access to activities, childcare and food during the summer holiday period for school age children from low-income families. This brought the funding total to £240,655 allocated to Renfrewshire's Summer of Fun programme.
- 4.15 A diverse programme was developed to deliver a range of activities for children, families, and young people across Renfrewshire to access over the holidays. This was developed and co-ordinated jointly by the Community Learning and Development and Partnerships and Inequalities team within the Chief Executive's Service, in consultation with the Fairer Renfrewshire sub-committee and the Fairer Renfrewshire Lived Experience Panel.
- 4.16 Initial findings from an evaluation have been considered by the Fairer Renfrewshire Sub-Committee, following the submission of the evaluation to the Communities and Housing Board. Options for future summer provision will be developed for consideration as part of the 2024 Fairer Renfrewshire programme proposals which will be submitted to the Leadership Board for consideration in early 2024.

Digital inclusion

- 4.17 In December 2021, Leadership Board allocated £100,000 to support work around digital inclusion. £80,000 of this sum was allocated to OneRen to co-ordinate a Digital Champions programme, with a further £20,000 allocated to support further research and evaluation in digital exclusion in partnership with SCVO and a community device refurbishment initiative. In addition to the funding support, the new Digital Delivery Manager, in post since July, has

been working with the existing Digital partnerships in Renfrewshire to better understand the digital landscape.

- 4.18 One of these partnerships, Renfrewshire's Citizens Voice Forum, was established in 2021, and is led by Renfrewshire Council in partnership with the Scottish Council for Voluntary Organisations (SCVO). The Forum seeks to mitigate digital exclusion through co-designing digital inclusion solutions with partners including consideration of a hyper-local broadband social tariff campaign in order to raise awareness and uptake of Broadband Social Tariffs.
- 4.19 Using the £80,000 allocated, and with support from Citizens Voice, OneRen recruited a Digital Champion Coordinator in May 2023 for a two year period. To date, the Coordinator has trained five digital champions, who have in turn supported 60+ learners with over 50 hours spent supporting learners. Plans are being progressed to establish a Digital Champions Network in early 2024, whereby bringing Digital Champions together, enabling them to share, learn, support and collaborate with each other with the aim of benefitting learners / end users.
- 4.20 A sub-group of Citizens Voice has also been working to introduce the DigiZone initiative. DigiZones will be locations within Renfrewshire where any member of the public can connect to the internet as a minimum, but may also be able to gain digital skills support and access devices. Starting with OneRen libraries, it is intended that partner organisations will sign up to become a DigiZone, advertising which digital supports they can provide.
- 4.21 With regard to the community device refurbishment initiative, a Device Recycling Sub-Group (of Citizens Voice Forum) has been set up and has undertaken a scoping exercise to understand device recycling and refurbishment organisations operating across Scotland. This work builds on work being progressed by the Scottish Council for Voluntary Organisations (SCVO) at a national level who hosted an event in Stirling in September, bringing together such organisations.
- 4.22 The Sub-Group are currently working with an Ayrshire-based Device Recycling/Refurbishment Charity, who has expressed an interest in having a presence and supporting digital inclusion in Renfrewshire. The Charity is currently being supported via Engage Renfrewshire and Council Services to seek appropriate premises to operate from and potential funding opportunities to apply to. The Council's Economic Development team are also working with the organisation to see where there's a fit with employability.
- 4.23 Renfrewshire's #DigiRen network also supports digital and data equity, whilst ensuring no-one is left behind. #DigiRen comprises 150 local and national organisations representing the Public, and third sectors including Social Housing and also has members representing the Academia Sector, sharing a common goal of closing the digital and data divide in Renfrewshire (and beyond). #DigiRen is a collaboration space for partners and organisations to share information and best practice on digital inclusion, learn from each other, support initiatives and each other and help grow both the Network and organisations. The group is jointly chaired by Engage Renfrewshire and Renfrewshire Council.
- 4.24 In recognition of the strong partnership working locally on this issue, Renfrewshire was selected as a case study as part of a national Digital Exclusion audit. The report will be published during the first half of 2024.

5. Winter Connections

- 5.1 After the success of the Winter Connections programme in 2022/23, the new programme for winter 23/24 has launched, with the fund opening to applications at the end of September. The fund comprises £75,000 from the Fairer Renfrewshire budget with a further £10,000 from the Recovery Change Programme to reduce stigma and to make sure activities are accessible to people in recovery from mental health issues or alcohol and drug use.
- 5.2 Like last year, organisations are able to bid for up to £2000 to provide activities which are:
- Open, free and easy to access
 - Inclusive, welcoming, respectful, and safe
 - Able or willing to provide connections to other services and supports
 - Able to offer warm drinks/snacks/food along with activities, where possible
- 5.3 A Panel comprising Renfrewshire Council, Renfrewshire HSCP and Engage Renfrewshire has been set up to scrutinise applications and make recommendations to the Head of Policy and Partnerships, who has been delegated authority to make decisions on funding to support speedy distribution of funds.
- 5.4 As at 28th November, 32 applications for funding have been approved under this delegated authority totalling £62,638.50, with the panel looking at range and time of activities as well as geographical split before making recommendations to ensure coverage is as wide as possible across Renfrewshire. A full list of applications and approvals is attached as Appendix 1 to this report.
- 5.5 Officers are also working with OneRen Libraries to extend provision of a range of activities across all Renfrewshire libraries as last year, and in addition allow libraries to offer hot drinks to all those attending the library. This paper seeks approval to award funding of £6,000 from the Fairer Renfrewshire funding to One Ren to deliver Winter Connections activities this year.

6 Next steps

- 6.1 Officers continue to work with partners to progress the Fairer Renfrewshire programme. Priority actions over the next quarter include:
- Progressing a 'deep dive' data exercise around child poverty as a Community Planning Partnership, focussing on the six priority family groups, with an initial exercise about to commence in relation to Gallowhill.
 - Continuing the evaluation of Tackling Poverty funded projects and developing proposals for the 2024 Fairer Renfrewshire Programme
 - Continuing to develop and promote this year's Winter Connections programme.

Implications of the Report

1. **Financial** – this paper provides an update on the allocation of funding to community organisations through the Winter Connections Programme. It also seeks approval to allocate £6k to One Ren to deliver Winter Connections activities.
2. **HR & Organisational Development** – none
3. **Community/Council Planning** – This report provides a summary of current partnership activities being progressed through the Fairer Renfrewshire programme, with a key focus on tackling the inequalities that exist in Renfrewshire.
4. **Legal** - none
5. **Property/Assets** - none
6. **Information Technology** - none
7. **Equality and Human Rights** – The report provides an overview of the position around household income and expenditure, and is for noting. As such there are no impacts arising from the recommendation of this paper. It is however important to note that impacts on households explored within this paper are likely to be disproportionately felt by equality groups.
8. **Health and Safety** - none
9. **Procurement** – none
10. **Risk** – none
11. **Privacy Impact** – none
12. **COSLA Policy Position** – none
13. **Climate Risk** – none

Author: Laura McIntyre, Head of Policy and Partnerships

Appendix 1 – Winter Connections Grant Funding

Applications Approved under delegated authority by Head of Policy and Partnerships				
Organisation	Area	Funding Requested	Purpose	Funding proposed for approval
Active Communities Scotland Ltd	Johnstone	£2,000	Family Game and Grub -	£2,000
Erskine Arts	Erskine	£2,000	Soup Sessions	£2,000
Rays of Hope	Elderslie	£2,000	Rays of Hope Winter Project 2023	£2,000
Renfrew YMCA SCIO	Renfrew	£2,000	Connect and Chat	£2,000
RIG Arts	Paisley	£1,998.50	Creativity in Mind Seedhill	£1,998.50
Twist and Hit Cheerleaders	Paisley	£2,050	Winter Youth Club 2023-24	£2,000
Thorn Athletic Community Trust	Johnstone	£1,500	Wake Up, Warm Up	£1,500
Brick Lane Music Academy	Paisley	£2,000	Music Friendship Café	£2,000
Friends of Howwood Park	Howwood	£2,000	Village Winter Activities	£2,000
Just Dive In CIC	Paisley and Johnstone	£2,000	Aquatic Inclusivity for Winter Wellness	£2,000
Johnstone Castle Learning Centre	Johnstone	£2,000	Winter Connections	£2,000
Linwood Community Council	Linwood	£2,000	Winter Connections	£2,000
KLAS Care CIC	Linwood	£1,980	Winter Family Fun	£1,980
Renfrewshire Rainbow Buddies	Shortroods	£2,000	Smiles in Shortroods	£2,000
Brick Lane Music Academy	Gallowhill	£2,000	Gallowhill All Ages Community Choir -	£2,000
Home-Start Renfrewshire & Inverclyde	Paisley	£2,000	Winter Warmer with HSRI	£2,000
STAR Project	Paisley	£2,000	STAR Winter Connections	£2,000
ROAR Connections for Life Ltd	Johnstone	£2,000	Jam Jar Movies at Station Seven	£2,000
Friends of Barshaw Park	Paisley	£2,000	Barshaw Winter Community Activities	£2,000
Glasgow Community Circus	Paisley Ferguslie Park	£2,000	Winter Wellbeing Circus Project	£2,000
Our Place Our Families	Renfrew	£2,000	Café OPOF	£2,000
Linwood Baptist Church	Linwood	£2,000	Connections	£2,000
Renfrewshire Effort to Empower Minorities (REEM)	Paisley	£2,000	Winter Wellbeing Project	£2,000
The Thursday Club	Paisley Glenburn	£2,000	Winter Warmer Project -	£2,000
Paisley Methodist Church	Paisley	£2,000	The Saturday Get-Together	£2,000

St Mark's (Oldhall) Church of Scotland	Paisley	£2,000	Winter Connection Wednesday Welcome -	£2,000
Kilbarchan Improvement Project	Kilbarchan	£1,200	Winter Movies	£1,200
Howwood Community Council	Howwood	£2,000	Winter Warmer Programme	£2,000
Foxbar Elderly Forum		£2,000	Lunchtime Buddies	£2,000
Kickin' On		£2,000	Unit 23 Social Space	£2,000
Lochwinnoch Community Development Trust	Lochwinnoch	£2,000	Youth Drop In Sessions	£2,000
Lochwinnoch Community Development Trust	Lochwinnoch	£1,960	Men's Shed & Teenage Health & Wellbeing Workshops	£1,960

Applications not recommended for approval

Organisation	Area	Name	Funding Requested	Decision
Finding Your Feet	Paisley	Physical Wellbeing Programme	£2,000	No funding award – application relates to existing project. Referred to other funding sources.
Street Connect	Paisley	Community Connections	£2,000	No funding award – does not meet criteria as application relates to staffing costs to recruit worker. Referred to other funding sources.
Shopmobility	Renfrewshire	Winter Warm Up Together	£2,000	No funding award - does not meet criteria as it relates to a series of five one-off events in different locations.
Kilnside Evangelical Church	Paisley	Community Connections	£1,860	No funding award - does not meet criteria as it does not provide a regular scheduled activity. Referred to other funding sources.
Return to Life SCIO		Keep Warm Without the Fear	£2,000	No funding award - does not meet criteria as it does not provide a hot snack/lunch or activities and is not located in Renfrewshire, or specifically for Renfrewshire residents. Referred to another funding source.
West End Community Centre	Paisley	West End Warm Hub	£2,000	No funding award – does not meet criteria as there is no specific additional free activity being offered. Referred to other funding sources.
The Welcoming Renfrewshire Family Group		The Welcoming	£2,000	No funding award – does not meet criteria as it is for a one-off event. Referred to other funding sources.



To: Leadership Board

On: 6 December 2023

Report by: Chief Executive

Heading: Best Value thematic report

1. Summary

- 1.1 The duty of best value applies to all public bodies in Scotland, and requires organisations to ensure that there is good governance and effective management of resources, whilst also ensuring activities focus on improvement and deliver the best possible outcomes for the public.
- 1.2 Elected members will be aware that previously local authorities were subject to best value audit arrangements in relation to this duty, which have evolved over time. The last formal report on best value activities in Renfrewshire was published in 2017 and was undertaken by our previous external auditors Audit Scotland. A regular progress update was initially provided to the Leadership Board on the resultant improvement plan, and thereafter regular reports on follow up best value audit activities were reported to the Audit, Risk and Scrutiny Board as part of the annual audit reporting process.
- 1.3 In March 2023, the Accounts Commission announced a new approach to auditing best value in local authorities. This ensures compliance against the statutory duty, but is now fully integrated within the annual audit undertaken each year within a local authority. Detailed best value work is also carried out each year around a particular theme selected nationally, with findings collated into a national report. This is the first year that this process has been undertaken in relation to Renfrewshire Council.
- 1.4 Our external auditors have produced a standalone best value thematic report for consideration as part of their annual programme of work, which was submitted to the Audit, Risk and Scrutiny Board on 6th November 2023, at the same time as the Council's Annual Audit report. The report is attached as Appendix 1.

- 1.5 Elected members are asked to note that the overall assessment made by our external auditors in relation to the best value work undertaken this year is that *“We are satisfied that the Council has appropriate arrangements in place to demonstrate Best Value under each reported area of the 2022/23 thematic review”*
 - 1.6 Auditor judgements have been provided against a number of core areas set out in the report, with all rated yellow or green. The appendix within the Best Value thematic report contains an action plan to be progressed by the Council in response to the recommendations made by the external audit team. The action plan contains two actions which relate to opportunities to strengthen the prioritisation of Council Plan activities, and related monitoring arrangements. These will be actioned and any updates will be provided to elected members through the regular 6 monthly update reports on the Council Plan which are provided to the Leadership Board.
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2. Recommendations

- 2.1 Members are requested to note the contents of the best value thematic report provided by the Council’s external auditors as part of the annual audit process.
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Implications of the Report

1. **Financial** – the Best Value report specifically notes the wider financial sustainability issues which the Council is responding to, as is specifically covered within the Annual Audit Report presented as part of this board agenda.
2. **HR & Organisational Development** – none.
3. **Community/Council Planning** – the Best Value report notes the progress that has been made in terms of progressing principles of community empowerment in Renfrewshire, as well as the work that is planned.
4. **Legal** – none
5. **Property/Assets** – the Best Value report notes the work being undertaken in Renfrewshire to review our current portfolio of assets.
6. **Information Technology** - none.
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals’ human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council’s website.

8. **Health & Safety** - none.
9. **Procurement** – none.
10. **Risk** - none.
11. **Privacy Impact** - none.
12. **COSLA Policy Position** –not applicable.
13. **Climate Risk** – The Best Value report considers the programme of work being progressed by the Council and partners to work towards achieving net zero carbon emissions by 2030

List of Background Papers

None



Renfrewshire Council

Leadership of the development of new local strategic priorities

Best Value thematic work in councils 2022-23

October 2023




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Key messages

Overall Conclusion

We are satisfied that the Council has appropriate arrangements in place to demonstrate Best Value under each reported area of the 2022/23 thematic review. Our gradings reflect the point of time of our reporting with some areas for improvement identified.

<p>How clear is the new council vision and its priorities?</p>	<p>Auditor judgement</p> <p>Risks exist to the achievement of operational objectives </p> <hr/> <p>Renfrewshire Council has a clear strategic ambition. The overall vision is for “Creating a fairer Renfrewshire built on innovation, wellbeing and opportunity”.</p> <p>With numerous actions and plans in its strategic Council Plan it is difficult to distinguish which of them are the key priorities and it can be argued that focussing efforts on all of them will dilute the efficiency of the delivery.</p> <p>The Council set a clear performance framework and service tracking of Council Plan objectives. Through our review of the first progress report we noted that there is some disconnect between the Plan objectives which all were marked either as complete or green for progress, and indicators, which were of a more mixed picture. We note however that some of the indicators might relate to a longer term targets.</p>
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<p>How effectively have the views of citizens and communities been reflected in the priorities and decisions taken by the council?</p>	<p>Auditor judgement Effective and appropriate arrangements are in place </p> <hr/> <p>The Council activities to involve its citizens in decision making are wide ranging.</p> <p>Community empowerment, wealth and wellbeing are reflected in the strategic priorities underpinning Council Plan. To support these priorities, the Council is continuing to actively seek to design operating models and services that strengthen the community voice and bring decision making into communities.</p> <p>Some examples of community engagement activities include work around the Local Development Plan, working with communities on Housing Led Regeneration and Renewal Programme priorities, participatory budgeting programmes, and tenant participation.</p> <p>The Bowles Report in relation to the Dargavel school has covered the decision making issues relevant to the outcome of building too small a school to meet community needs. The impact of that decision on educational outcomes for school children in the Bishopton and Dargavel areas remains a significant concern for the local community. The Council has put in a range of mitigations to address those concerns, but we note that the affected local communities continue to raise a number of concerns with the Council.</p>
<p>How effectively do the council priorities reflect the need to reduce</p>	<p>Auditor judgement Effective and appropriate arrangements are in place </p>

inequalities and climate change?

The Council's priorities have a strong focus on the need to reduce inequalities. The Community Plan was refreshed almost exclusively to focus on the inequalities and the 'Fair' strategic outcome in the Council Plan.

The Council demonstrates clear commitment to those priorities through numerous initiatives to tackle inequality.

Renfrewshire Council has a clear commitment to tackling climate change, having declared a climate emergency in 2019 and a target to achieve net zero carbon emissions by 2030. This commitment forms a stand-alone strategic outcome in the Council Plan ('Green') which closely links to Plan for Net Zero and RenZero identity.

<p>How good are the delivery plans and is there alignment of financial, workforce, asset and digital plans with the council's priorities?</p>	<p>Auditor judgement</p> <p>Risks exist to the achievement of operational objectives </p> <hr/> <p>The Council has delivery plans in place for achieving the Council Plan priorities, however work on addressing financial sustainability challenges is ongoing.</p> <p>The Council is aligning its financial, people and other key plans with its priorities.</p> <p>The Council is still actively having to manage the impact of the pandemic and the recovery of services as well as the longer term impact for citizens. In addition, and more recently, the impact of the cost of the living crisis adds further challenge and complexity.</p> <p>We recognise that the financial sustainability is one of key challenges facing the council and we have made a separate comment on that in our report on 2022-23 audit. Achieving financial sustainability has a potential of indirectly impacting achievement of other objectives in the Council Plan.</p>
<p>Overall, how effective has the leadership been (political and officer) in setting clear priorities and</p>	<p>Auditor judgement</p> <p>No major weaknesses in arrangements but scope for improvement exists </p>

a sustainable approach to delivering them?

The Council has in place an appropriate governance framework to support member / officer relationships. Member and officer working relationships are effective.

In the past Renfrewshire Council has been subject to criticism in relation to difficult working relationships between elected members and on cross party working. From our work to date and interviews with the members we have observed a clear improvement in this area, with a collaborative approach adopted by the current members.

Our audit has also identified a gap in the overall effectiveness of scrutiny arrangements within the Council and we have recommended that the Council evaluates the effectiveness of its Audit, Scrutiny and Risk Board against CIPFA good practice guidelines.

Definition

We use the following gradings to provide an overall assessment of the arrangements in place as they relate to best value. The text provides a guide to the key criteria we use in the assessment, although not all of the criteria may exist in every case.¹



¹ Our overall judgements have not considered the pace and depth of improvement as part of this review. The Council has approved its Council Plan not that long ago and it would be difficult to make a judgment so early on progress against it. We will consider the Council's progress in implementing the Plan during the course of our appointment and will apply judgement as to the pace and depth of improvement as part of this work.

Scope of the audit

When discussing the Local Government in Scotland Overview 2022, William Moyes, Chair of the Accounts Commission said: “Councils are operating in a complex and increasingly volatile, unprecedented and unpredictable environment. Strong leadership from councils is needed now more than ever, with new and returning councillors being able and willing to make difficult decisions about where and how to spend highly pressurised resources.”

This report concludes on the effectiveness of the council’s leadership of the development of the council’s strategic priorities, following the recent local government elections.

The Accounts Commission’s Strategy (2021-26) sets out its priorities to focus on inequalities, funding, communities and recovery. The Code of Audit practice sets out the Best Value work required to report on these priorities.

Code of Audit Practice 2020 Best Value reporting requirements

Best Value reporting – extract from the Code

87. The Accounts Commission’s approach to Best Value involves reporting on individual local government bodies and thematically across the local government sector through performance reports:

- As part of their integrated wider-scope annual audit work appointed auditors use a risk-based approach to assess and report whether the audited body has made proper arrangements for securing Best Value and is complying with its community planning duties, including reporting progress against previous Best Value findings and recommendations.
- The Accounts Commission also requires the Controller of Audit to report to the Accounts Commission on each council or Integration Joint Board (IJB) at least once over the five-year audit appointment on the body’s performance on its Best Value duty. This enables the Accounts Commission to make findings for improvement where appropriate. ²
- The Accounts Commission reports nationally on thematic aspects of local government bodies’ approaches to, and performance in, meeting their Best

² The Controller of Audit will report the first tranche of council BV reports to the Commission between October 2023 and August 2024 on Moray, Falkirk, Dundee City, Orkney Islands, South Ayrshire, Dumfries and Galloway, Clackmannanshire and West Dunbartonshire.

Value and community planning duties. Local government appointed auditors report locally on any such Best Value thematic work prescribed by the Accounts Commission.

This report covers the thematic aspect of the Best Value audit requirements. The Commission has directed auditors to report on the effectiveness of the leadership of the development of the council's strategic priorities.



In carrying out the work auditors have considered the following questions:

- How clear is the council's new vision and its priorities?
- How effectively have the views of citizens and communities been reflected in the priorities and decisions taken by the council?
- How effectively do the council priorities reflect the need to reduce inequalities and climate change?
- How good are the delivery plans and is there alignment of financial, workforce, asset and digital plans with the council's priorities?
- Overall, how effective has the leadership been (political and officer) in setting clear priorities and a sustainable approach to delivering them?

The coverage of the work is in line with the expectations for council's arrangements for the seven Best Value themes in the [Local Government in Scotland Act 2003, Best Value Statutory Guidance 2020](#).

Council vision and priorities

A council focused on achieving Best Value in how it operates will be able to demonstrate that elected members and officers have a clear vision and priorities for their area.

The Local Government in Scotland Overview 2022 says that Scotland's councils have had a pivotal role in supporting and working with communities as they respond to the impacts of Covid-19. Following the council elections in May 2021, council's will have reviewed their priorities.

The Council has established a clear vision and ambitions as set out in its Council Plan 2022-27 developed together with refreshed Renfrewshire Community Plan

Renfrewshire Council has a clear strategic ambition. The overall vision is for "Creating a fairer Renfrewshire built on innovation, wellbeing and opportunity".

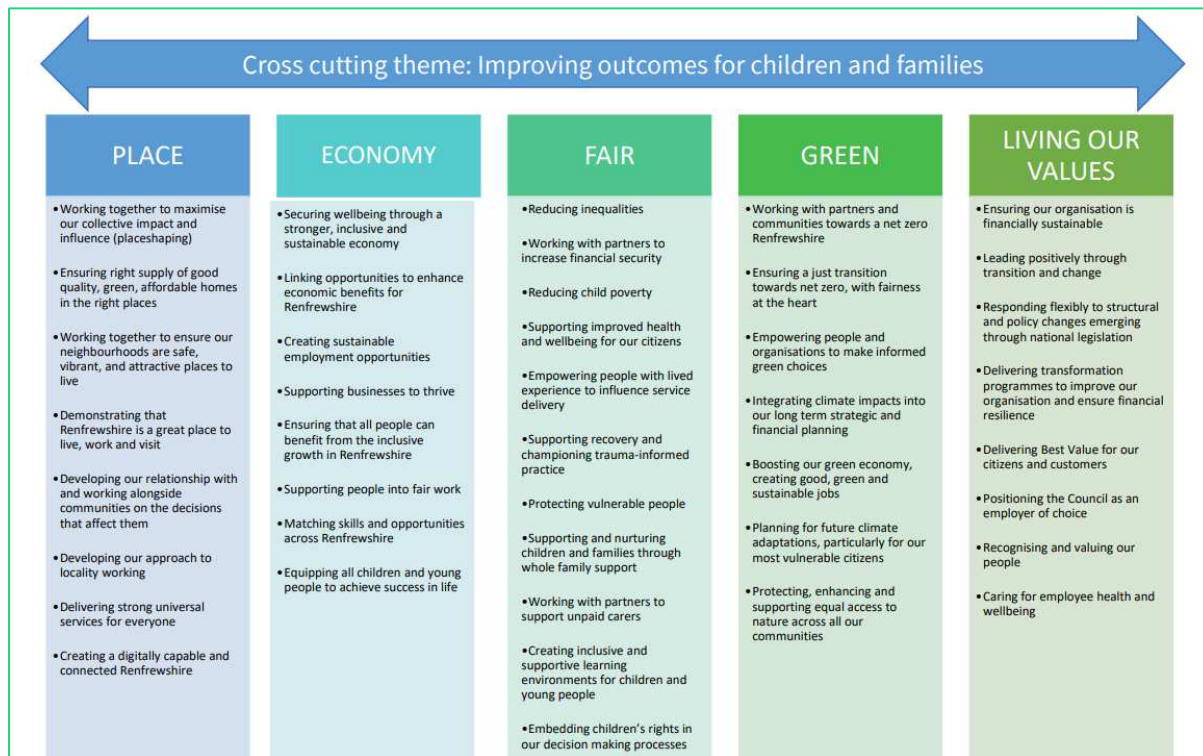
"Our Council Plan sets out the Council's priorities for the next 5 years, it describes the actions we will take to deliver change across Renfrewshire within the themes that need our focus. This Plan remains ambitious even though we know that we face huge hurdles. Whilst still in recovery from the pandemic, we face renewed financial challenges for Renfrewshire Council and likely structural changes through the proposed development of the National Care Services - both will lead to fundamental changes in the way we work and deliver services. As a Council, we have so many positives to build on, we have passion and creativity, and we remain committed to delivering strong universal services that people in Renfrewshire need every day to live their lives well."

The Council Plan

Renfrewshire Council set out its vision and ambitions in the new Council Plan approved in September 2022. The Plan uses strategic outcomes to communicate internal and external communication and engagement. The Plan also describes a cross-cutting theme – improving outcomes for children and families. Every one of the 5 strategic outcomes should directly contribute to this outcome and demonstrate that services are working together to get it right for children, families and communities.

There was a significant piece of work, undertaken through a Strategic Needs Assessment which underpinned both documents, outlining the key themes, needs and opportunities for Renfrewshire. The Community Planning Executive Group had full oversight of the development process. There was Community Impact Assessment commissioned in light of the pandemic and cost of living crisis which

informed the development of the Council Plan. This was scrutinised as part of their development by a cross party sounding board.



There are many priorities in Council Plan, which might dilute the effectiveness of its delivery

The Plan sets out five strategic outcomes for Renfrewshire, and then individual detailed priorities against each, together with actions to achieve those. Those actions translate into SMART actions to show the specific activity required across Council services and to as set of performance indicators and data to measure impact. Six-monthly updates on Council Plan progress will be reported to the Council's Leadership Board, which is made available online.

Across Renfrewshire Council, each Service develops a Service Improvement Plan (SIP) on an annual basis – these SIPs sit under the Council Plan and describe the activities that each Service will undertake in order to support the delivery of the Council Plan.

However, with numerous actions and plans it is difficult to distinguish which of them are the key priorities and can be argued that focussing efforts on all of them will dilute the efficiency of the delivery. To demonstrate our point, the first objective 'Place' has seven 'priorities', 13 actions and 8 indicators. While having this level of

detail demonstrates a thought-through, research-based approach, it might be difficult to distinguish which of these objectives are being, or should be, prioritised.

Recommendation 1

The Council set a clear performance framework and service tracking of Council Plan objectives; The Council might want to revisit the way it tracks Plan objectives progress to ensure reporting is accurate

The Council approved a Performance Framework for Council Plan in December 2022. The Framework includes a targeted suite of actions and indicators, progress against which will be reported to the Leadership Board every 6 months. Where possible, the scorecard of indicators for each Council plan outcome contains both quarterly and annual indicators to ensure that members of the board are able to access timely and relevant performance information. The Framework contains 55 high-level actions to be achieved in the next five years, with 39 performance indicators to measure the progress. All of these have been identified as important to monitor and deliberately selected for that purpose.

The first update against Council Plan progress has been reported to Leadership Board in June 2023. These present a mixed picture, due to challenges with resourcing and cost pressures. We also note that there is some disconnect between the Plan objectives which all were marked either as complete or 'green' for progress, and indicators, which indicated a more mixed picture.

Recommendation 2

Citizen and community engagement

Recovery from the pandemic will require councils to work alongside their local communities. There must be a focus on getting the services people need in place as pressures and stresses escalate and impact the day to day lives of individuals and communities.

Councils, with their community planning partners, have a responsibility to ensure that people and communities are able to be fully involved in the decisions that affect their everyday lives.

Early and meaningful engagement and effective collaboration with communities to identify and understand local needs, and in decisions that affect the planning and delivery of services should be a core part of determining a council's vision and priorities.

The Council's activities to involve its citizens are wide ranged but challenges remain

Community empowerment, wealth and wellbeing are reflected in the strategic priorities underpinning Council Plan. To support these priorities, the Council is continuing to actively seek to design operating models and services that strengthen the community voice and bring decision making into communities. Community empowerment is also one of the key guiding principles of the Council's Fairer Renfrewshire programme.

Community engagement and participatory budgeting

Renfrewshire Council has a number of initiatives in relation to community engagement summarised in its Community Plan 2017-27, which was refreshed in 2022. A Connected Communities programme is being led by the Head of Policy and Partnerships as part of the overall Right for Renfrewshire programme. Key strategic plans by partners such as One Ren and HSCP also reflect this focus, as do high level strategic plans and regeneration programmes e.g. Whole Family Wellbeing or Housing Regeneration programmes.

The Community Impact Assessment and resultant programmes such as Fairer Renfrewshire are based on consultation and engagement on priorities. The Fairer Renfrewshire Panel is supporting and shaping local work in relation to poverty and inequality.

Some service-specific examples include the Village Improvement Fund, designed with communities around road safety and road layout. The creation of biodiversity

areas has also involved engagement with local communities, alongside parks investment. This work links closely with the Council's award-winning Team Up to Clean Up Programme, which empowers local people to make changes and environmental improvements in their local areas. Finally, the new school menu design was carried out with parent/carers and pupils.

The Council has participatory budgeting programmes which reflect this way of working, for example, You Decide and Celebrating Renfrewshire. There is also established a lived experience panel as part of Fairer Renfrewshire Programme, following on from the Alcohol and Drugs commission where lived experience featured significantly in the evidence gathering and workshops. In addition, Renfrewshire's local partnerships are examples of communities making decisions about their local places. The objectives of Local Partnerships with which the Council is working to develop with communities is to:

- make connections and networks between community groups and the wider community;
- identify, set and share local community priorities;
- listen to, consult and represent local communities; and
- distribute grants to support local priorities.

There are a range of service-specific examples including engagement around the Local Development Plan, working with communities on a Housing Led Regen priorities. There is also a well established tenant participation approach including engagement on housing, sheltered housing and homelessness. Consultation has also been carried out on the design and engagement on active travel, road safety measures, parks' design and equipment with communities in most instances.

Engagement with children and young people is a key focus, and work has been undertaken through Youth Services to develop mechanisms for young people to have a voice and get involved in the decision making process.

Educational Attainment – case study

Closing the poverty-related attainment gap has been a priority for Renfrewshire Council for a number of years. Participation in the Scottish Attainment Challenge has supported this goal and allowed for a number of innovative programmes. Tariff scores for pupils in the most deprived 30% of areas within Renfrewshire have risen steadily and Renfrewshire is one of the best-performing councils in Scotland. In 2017/18, the average score in Renfrewshire was 619 (compared to a Scottish average of 620). By 2021/22, this had risen to 744 in Renfrewshire, an increase of 20% over five years, compared with a Scottish average of 699 (an increase of 13%).

Renfrewshire has made strong progress in literacy and numeracy attainment. In 17/18, 92% of our school leavers had achieved Level 4 in Literacy and 78% had

achieved Level 5. In comparison, 96% of our 21/22 school leavers achieved Level 4 and 87% achieved Level 5. A similar picture emerges for numeracy attainment. In 17/18, 86% of our school leavers achieved Level 4 in Numeracy and 54% had achieved Level 5. Our 21/22 cohort had 93% of school leavers achieving Level 4 Numeracy and 77% achieving Level 5. Our 21/22 leavers cohort outperformed the West Partnership and National figures for percentage of leavers achieving level 4 and 5 in literacy and numeracy.

Progress has also been made in the overall attainment of our school leavers. The percentage of leavers who have achieved a pass in at least 1 Level 5 award has risen from 90.0% in 2018 to 91.5% in 2022. In 2018, 69.1% of school leavers left with an award at Level 6, compared with 72.9% in 2022. More notable progress has been made at deeper levels of achievement. For example, in 2018, 67% of leavers left with 5 or more awards at Level 5 and 37% left with 5 or more awards at Level 6. In contrast, 72% of leavers in 2022 left with 5 or more awards at Level 5 and 42% left with 5 or more awards at Level 6.

Positive progress has been made in relation to positive destinations. In 2018, 93.1% of Renfrewshire school leavers were in initial positive destinations. This figure was behind both Virtual Comparator (95.2%) and National (94.4%) figures. In 2022, 96.6% of Renfrewshire school leavers entered an initial positive destination. This was above both the virtual comparator (96.3%) and national (95.7%) figure. Significant improvements have been made in the initial destinations of our pupils from the 20% most deprived areas. In 2018, 87.7% of leavers from these SIMD zones entered positive destinations. By 2022, this had increased to 93.9%.

Communities affected by the Dargavel Primary school issue

We have reviewed the Council's response to the independent report on issues relevant to the building of Dargavel Primary School (the 'Bowles Report') and evaluated the Council's plans and progress in implementing the recommendations contained in that report. We comment on the full detail in our Annual Audit Report for 2022/23 audit.

The Bowles Report identified a number of significant failures in scrutiny, governance and working practices across a number of Council services. These failures led to the Council commissioning the developer of the Dargavel site (BAE Systems) to build a school with significantly fewer places than required by the scale of the development and the local area. The Council remains in the process of assessing how best to address the recommendations of the Bowles Report, but will be required to now build a new and unplanned school to meet the needs of primary school age pupils. The initial gross capital cost of this new school will be c.£75million with ongoing revenue costs of c£4.5million. These costs do not include the additional running costs of this new school which will also be significant. These additional unplanned costs add to the Council's overall budget deficit.

The Bowles Report in relation to the Dargavel school has covered the decision making issues relevant to the outcome of building a school which is too small to meet community needs. The impact of that decision on educational outcomes for school children in the Bishopton and Dargavel areas remains a significant concern for the local community. The Council has put in a range of mitigations to address those concerns, but we note that the affected local communities continue to raise a number of concerns with the Council.

Reducing inequalities and tackling climate change

Council priorities are expected to reflect the Best Value expectations that all activities should contribute to tackling poverty, reducing inequality, promoting fairness, respect and dignity for all citizens, alongside a focus on sustainable development, including climate change.

The Local Government in Scotland Overview 2022 report says that the impact of the pandemic and service disruption have been felt most strongly by those already experiencing inequality. Councils have worked hard and adapted to maintain service delivery but those most in need of support are still being affected. Councils must evaluate these impacts so that recovery and renewal supports those most affected and addresses inequalities.

Around two-thirds of councils have formally declared a climate emergency, and COSLA's Blueprint for Local Government states that climate change is a 'greater threat than COVID'. The Scottish Government has recently published guidance on public sector leadership on the global climate emergency to help public bodies in leading climate action. Addressing the climate emergency and setting actions to achieve net zero will need to be a key element of councils' recovery and renewal from the pandemic.

The Council's priorities have a strong focus on the need to reduce inequalities.

As a part of Community Impact Assessment, the Council run a specific equalities-led engagement programme, recognising that the pandemic exacerbated inequalities. The assessment was commissioned in light of the pandemic and cost of living crisis informed the development of the Council Plan. This work then led to the Social Renewal Plan and Fairer Renfrewshire programme and the findings were also reflected in the Strategic Needs Assessment. The Community Plan was refreshed almost exclusively to focus on the inequalities and the 'Fair' strategic outcome in the Council Plan.

Council commitment to reduce inequalities includes specific funding for the programme and a sub-committee of the Leadership Board established to specifically focus on this key priority area. A Fairer Renfrewshire Officer Group has been established to share learning, understanding and information on fairness and inequality issues across Renfrewshire, and there are initial plans to develop a wider partnership group also.

Examples of targeted work include working with young people as part of the Plan for Net Zero. The lived experience panel and the Alcohol and Drugs Commission work and close engagement with the DEAR group (Diversity Equality Alliance in Renfrewshire) to understand local need and priorities.

A cost of living evidence event was held in October 2022 year bringing together a wide range of local groups, organisations and partners to identify key priorities and influence the development of the Fairer Renfrewshire programme. This programme brings together all the activities that the Council have been progressing through the social renewal plan, through our tackling poverty programme and alcohol and drugs programme.

Another area which shows this approach in practice is through how 'Renfrewshire Keeps the Promise', including:

- Renfrewshire Promise Keepers network: recruited over 166 (and growing) Promise Keepers from across the Council and partners who act as local champions, helping to educate and improve services for Care Experienced people.
- Renfrewshire Language Policy: guidelines for how people speak about and describe Care Experience and Care Experienced children and young people. This was co-designed with Care Experienced young people.
- 'Keeping Brothers and Sisters Together' policy, which was co-designed by Care Experienced young people from the Renfrewshire Champions Board.

The work on inequalities is aligned with Renfrewshire's Economic Recovery Plan 2020 to 2022 which addressed the immediate impacts from the Covid-19 pandemic on Renfrewshire's economy. This included a specific focus on inequalities with one of the key objectives 'Tackling inequalities; employment, income, education and health including measures to mitigate the risks of increasing multiple disadvantages and any widening of the gap between the most and least deprived as a result of the economic crisis' as well as a theme to support young people. This work has now been mainstreamed within Renfrewshire's long term Economic Plan, driven forward by Renfrewshire's Economic Panel.

Delayed Discharge – case study

Within a national context, Renfrewshire was the highest performing HSCP area in Scotland at March 2023 for standard delays with 137 bed days lost. This equated to a rate of 93 per 100,000 population. The national average rate at March 2023 was 874 and the Greater Glasgow and Clyde average was 676.6 per 100,000 population. This level of performance has been maintained over a decade, with Renfrewshire consistently one of the best performing council areas.

Employability Support – case study

Renfrewshire Council's Employability Programme, INVEST, continued to provide employment and training support, with the team supporting 1,370 new registrations to the service throughout the year, 538 people into paid employment and 340 into sustained work after 6 months following support from the service. A further 507 people were supported to secure qualifications which could help them in seeking paid, or higher paid work through the service.

During the pandemic, Renfrewshire's Kickstart Gateway was one of the largest youth employment schemes in Scotland, placing 408 young people into roles across Renfrewshire, including 71 at Renfrewshire Council. Work such as this has contributed to Renfrewshire having one of the highest youth employment rates in Scotland.

The Council declared a climate emergency in 2019. Addressing the climate emergency is one of strategic outcomes ('Green') within Council Plan

Renfrewshire Council has a clear commitment to tackling climate change, having declared a climate emergency in 2019. The elected members have agreed to work to achieve net zero carbon emissions by 2030. This commitment forms a stand-alone strategic outcome in the Council Plan ('Green') which closely links to Plan for Net Zero and RenZero identity. Commitment to climate change was also shown through the establishment of the Climate Change Sub-committee of the Leadership Board. Following the election, this then moved into a formal Policy Board, the Planning and Climate Change Policy Board.

The priorities, targets and actions are set out in Plan for Net Zero which outlines the reasoning, research, themes, actions and next steps required as we work towards becoming net zero by 2030. Renfrewshire themes and actions include: clean energy, sustainable transport, circular economy, connected communities, resilient place.

Climate Goals – case study

Recycling rates were adversely affected across the country during the first phase of the pandemic, and this was evidenced in the LGBF data for 2020/21.

Renfrewshire's recycling rate has shown steady progress in recent years, and is one of only nine councils where more than half of household waste is recycled. In 2021/22, 51.7% of Renfrewshire's household waste was recycled and more recent local data indicates that the proportion is continuing to grow.

Increasing use of alternative fuels within the Council's fleet is also contributing to our Plan for Net Zero. As of 2023, 30.2% of the Council's fleet runs on alternative fuels and refuse collection vehicles which can run on Hydrolysed Vegetable Oil are currently being trialled.

Alignment of delivery plans

Making the best use of public resources is at the heart of delivering Best Value. With clear plans and strategies in place, and with sound governance and strong leadership, a council will be well placed to ensure that all of its resources are deployed to achieve its strategic priorities, meet the needs of its communities and deliver continuous improvement.

Delivery Plans are well established

The Council's strategic framework has a link from the Council and Community Plan to service level and operational plans. Services have their own Service Improvement Plans covering 2022-2025 period. Service plans highlight how key priorities within the Council and Community Plan will be delivered, often at a more granular level.

The Council has a well-established approach around transformation and achieving savings across services through our Right for Renfrewshire programme and now through Financial Sustainability workstream. This work is cross-cutting, supported by the Council's programme management unit and reports to Corporate Management Team (CMT). This includes identifying service changes across other Council areas and data analysis where appropriate.

An example is the ongoing development of digital operations and the use of robotics process automation, whereby digital solutions are being used to ensure the most effective and efficient processes are employed.

The Council is aligning its financial, people and other key plans with its priorities

In setting the 2023/24 budget Council agreed to combine previously unspent funds linked to climate action and community empowerment together in a way which aims to better support the sustainability of community investments, and to better support community groups tackle climate change locally through improved targeting of the available funding. Proposals for the resultant Sustainable Communities Fund were considered by elected members through the Leadership Board on 20 September 2023.

The Council also recognised the difficult financial position it is facing and agreed to consolidate pandemic related funding into a financial sustainability fund which will be utilised in the short term to underpin the Council's financial position while substantive measures are taken to redesign and amend service provision in line with available revenue resource.

As commented in our Annual Audit Report 2022-23 the Council regularly receives updates on the medium term financial position and associated financial risks and

assumptions for financial sustainability. Investment capacity has been severely limited in recent years - a position which is unlikely to improve over the medium term. We recognise that the financial sustainability is one of key challenges facing the council and we make a separate comment on that in our report on 2022-23 audit.

A new people strategy has been recently approved by appropriate Board which had detailed actions related to workforce planning. A new workforce action group will also be set up to support in the delivery of these actions and will regularly review if these actions meet the needs of the Council.

Renfrewshire Council is currently undertaking a Strategic Property review to assess the portfolio size. In addition, Renfrewshire Council will look to produce an Asset Management Plan to assess and understand the current assets across the Council and to plan for the future.

The Council has a Digital Strategy and a Digital Board that meets every 4 weeks.

Community engagement at work

From September 2022 through to December 2022, the Council launched a public (and staff) campaign to build awareness of the scale of the council's financial challenge locally and to pave the way for difficult decisions on changes to services.

The campaign was designed to limit anxiety about change, especially at a time of economic uncertainty and cost of living crisis, and to reassure staff, local people and service users that the council is fully focused on managing its finances and is basing decisions on service data and evidence, social listening and insights gathered previously through a number of resident engagements (Our Values engagement, Public Services Panel 2022, Engagement with tenants - housing regeneration areas and community engagement during Covid recovery). A secondary aim was to provide context for political decision making, so Council decisions are transparent and impacted stakeholders are prepared.

The integrated campaign including a short film <https://www.youtube.com/watch?v=uadiX1slgoc> promoted through Council channels, community networks, organic and paid-for social media and through local press advertising. Residents were encouraged to watch the short film and visit the council website for information. The campaign confirmed the level of savings required over the next 3 years, and the likely ways savings will be achieved, using simple language.

Leadership

Effective leadership from councillors, chief executives and senior officers, is key to councils achieving their objectives and providing clear strategic direction. The complex local government environment means collaborative leadership, working with partners, communities and citizens to improve outcomes is more important than ever.

Leaders need to be skilled in effective strategic thinking, decision-making and collaborative working and able to learn lessons from new ways of working. Councillors and officers must be clear on their roles in setting the vision and planning for its delivery.

Leaders should demonstrate behaviours and working relationships that foster a culture of cooperation, and a commitment to continuous improvement and innovation. Good conduct and behaviours when working together are crucial. Working relationships between members and between members and officers should be constructive and productive. Councillors should show a commitment to agreed council priorities and work together to achieve them.

The Council has in place an appropriate governance framework to support member / officer relationships. Member and officer working relationships are effective.

In the past Renfrewshire Council has been subject to criticism in relation to difficult work relationships between elected members and impacting on cross party working. From our work to date and interviews with the members we can see a clear improvement in this area, with collaborative approach adopted by the current members.

The Council established a Cross Party Sounding Board to allow matters to be consulted by officers with Elected Members in what is intended to be a non-political forum. For example, the Board met to discuss the new Council Plan and refreshed Community Plan.

In response to Dargavel linked recommendations, the Council has agreed to establish a cross-party body to discuss and review existing governance arrangements of the Council. Officer briefings for all of the three major political groups are offered in advance of policy boards and these occur more frequently under the current Council.

The Code of Conduct for Councillors forms the basis of the principles and values for elected members. The Council's Protocol for relationships between Political Groups, Elected Members and Officers sets out the respective duties of Members and officers and regulates the standards expected of each. The Protocol will be soon

reviewed as part of the cross party review of the Council's governance arrangements.

Statutory training is provided to elected members. An extensive induction programme was offered to all Elected Members after the 2022 LG Elections (including returning Members). There is also an annual Members Development week, with other training sessions being offered as and when a need is identified, either by officers, members or as a result of new areas of legislation.

From our observations during the short period of our audit appointment the work relationships between officers and elected members appear to be effective.

We note the Bowles Report identifies issues relevant to effective scrutiny, decision making and joint working across and between Council services. Our audit has also identified a gap in the overall effectiveness of scrutiny arrangements within the Council and we have recommended that the Council evaluates the effectiveness of its Audit, Scrutiny and Risk Committee against CIPFA good practice guidelines. We have included a recommendation in this regard in our Annual Audit Report for 2022/23.

Appendix 1: action plan

1. Key priorities	
Observation	With numerous actions and plans in its Council Plan it is difficult to distinguish which of them are the key priorities and can be argued that focussing efforts on all of them will dilute the efficiency of the delivery. While having this level of detail demonstrates a thought through, research-based approach it might be difficult to distinguish which of these objectives are being prioritised.
Implication	While having this level of detail demonstrates a thought through, research-based approach it might be difficult to distinguish which of these objectives are being prioritised.
Recommendation	To consider further priority setting to allow effective delivery of the Council's key outcomes.
Management response	<p>The Council Plan is subject to ongoing review and we are currently gathering the 6 monthly report on progress which will be submitted to Leadership Board in December 2023. A review will be conducted of all priorities, actions and indicators by end of March 2024, and this will inform the next scheduled report to Leadership Board in June 2024.</p> <p>Responsible officer: Head of Policy and Partnerships Implementation date: March 2024</p>

2. Progress reporting against Council Plan	
Observation	The first update against Council Plan progress has been reported to Leadership Board in June 2023. These present a mixed picture, due to challenges with resourcing and cost pressures. We also note that there is some disconnect between the Plan objectives which all were marked either as complete or green for progress, and indicators, which were of a more mixed picture.
Implication	Progress against Council Plan objectives might not be reported accurately.
Recommendation	To consider how progress is reported and update as appropriate.
Management response	<p>As outlined in terms of the recommendation on prioritisation, a review of relevant priorities, indicators, and actions will be undertaken by March 2024, which will inform a full report to Leadership Board on Council Plan progress in June 2024.</p> <p>Responsible officer: Head of Policy and Partnerships Implementation date: June 2024</p>

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To: Leadership Board

On: 6 December 2023

Report by: Chief Executive

Heading: Council Plan 2022/27 – six months progress update

1. Summary

- 1.1 In September 2022, the Council approved a new Council Plan for Renfrewshire, which set the strategic direction and vision for Renfrewshire, covering the period 2022 to 2027. The plan replaced the previous Council Plan for 2017 to 2022.
- 1.2 The new Council Plan was accompanied by a refreshed Community Plan, which covers the longer period of 2017 to 2027, but was revised to consider how to respond to and recover from the unique challenges over the last few years. The refresh also ensures the Community and Council Plans work in harmony, aligning the framework for improving community outcomes with the priorities for the Council.
- 1.3 The new Council Plan sets out five strategic outcomes which the Council will work towards, grouped as Place, Economy, Fair, Green, and Living Our Values. Additionally, the plan outlines a cross-cutting theme of improving outcomes for children and families, which will underpin the delivery of the five strategic outcomes.
- 1.4 Alongside this, each Council service prepares a Service Improvement Plan, themed around the Council Plan's strategic outcomes, demonstrating how the services will contribute to the delivery of the Council Plan. Progress is regularly scrutinised by the relevant Policy Board.
- 1.5 The reporting framework for the Council Plan includes an action plan and performance scorecard, and is reported to Leadership Board biannually, which ensures actions are adaptable to any emerging national or local changes in circumstance while delivering agreed outcomes. The framework was approved in November 2022 and contains 55 high-level actions to be achieved over the next five

years and beyond, and a suite of 39 performance and data indicators, which will allow outcomes to be measured over the life of the Plan, striving for improvement by the end of Plan's period. The first six-month progress report was presented at Leadership Board in June 2023 and covered quarters 3 and 4 of 2022/23, between 1st October 2022 and 31st March.

- 1.6 This report provides an update on progress made to deliver the Council Plan within quarters 1 and 2 of 2023/24, between 1st April 2023 and 30th September 2023. Council services have made good progress delivering the five strategic outcomes and cross-cutting theme, as outlined in section 4 of this report. A detailed summary of progress against the action plan and key performance indicators is provided in Appendix 1.

2. Recommendations

- 2.1 It is recommended that members of the Leadership Board:
- note the progress achieved against the strategic outcomes since the previous update in June 2023, as outlined in appendix 1; and
 - note that progress reports will continue to be presented to the Leadership Board every 6 months.

3. Background

- 3.1 The Council Plan 2022-2027 was developed in a different economic context than the previous Plan, with recovery from the impacts of the COVID-19 pandemic, significant financial pressures for the organisation, and the cost-of-living crisis. These issues are still causing huge impacts for our staff and our residents, visitors and businesses.
- 3.2 The Council's vision to 2027, as described in the Council Plan is '*Creating a fairer Renfrewshire built on innovation, wellbeing, and opportunity*'. The five strategic outcomes which the council is working with partners, communities, and businesses to deliver are:
- Place: working together to enhance wellbeing across communities;
 - Economy: building an inclusive, green, and resilient economy;
 - Fair: nurturing bright, happy, and healthy futures for all;
 - Green: leading Renfrewshire to Net Zero; and
 - Living Our Values: making a difference together.
- 3.3 Each of these outcomes is being delivered in a way that directly contribute to the cross-cutting theme *improving outcomes for children and families*. Within the appendix, actions which significantly contribute to this cross-cutting theme are highlighted with a 'CF' and there is a section in the performance scorecard with indicators relating to this theme.
- 3.4 Council Plan activity also sits alongside the Council's arrangements in relation to progressing and achieving Best Value. The Best Value thematic report was presented to November's Audit, Risk and Scrutiny Board and contains an action plan

to be progressed by the Council in response to the recommendations made by the external audit team. The action plan contains two actions which relate to opportunities to strengthen the prioritisation of Council Plan activities, and related monitoring arrangements. These actions will be taken forward with progress reported to Leadership Board as part of the ongoing Council Plan progress arrangements.

4. Progress of delivery of the Council Plan during 2023/2024

4.1 Members will note from Appendix 1 that progress has commenced across the priority areas with activity broadly on target for this point. As outlined in Section 1, the Council Plan is a five-year programme, and this report notes the end of the first year of the plan. Regular reporting to the Leadership Board over the term of the Plan will ensure progress is closely monitored.

4.2 Based on the latest available updates, key areas of achievement, progress and also areas where progress has been delayed is summarised under each strategic outcome below.

4.3 Strategic Outcome 1: Place

- Delivering the £100m Housing Led Regeneration and Renewal programme, providing modern, high quality, energy efficient, affordable Council housing. Programmes for each of the 8 areas in phase 1 have been prepared and implementation has started, with milestones for demolition, new build and investment in homes being retained. Neighbourhood Renewal Groups have launched in two of the eight Areas – Auchentorlie and the Howard Street Area – and will now be rolled out programme-wide.
- The construction of 101 new homes at Tannahill is complete with all tenants having moved in, 94 of which are social rent and five of the seven for Shared Equity have been sold with the other 2 going through the sale process. The development of 39 new Council homes at Auchengreoch Road, Johnstone, was shortlisted for a Scottish Homes Award.
- A Tenants Support Fund policy has been developed and operational process in place to support tenants experiencing financial hardship. The upscaling of the Housing First approach has continued, supporting people who are experiencing homelessness and have complex needs directly into a tenancy, with the number of people benefitting from this 'wraparound' support at any one time reaching 75, an increase from 13 in 2019.
- Renfrewshire's Local Housing Strategy (LHS) 2023-2028 sets out the strategic vision for housing and housing related services in Renfrewshire and seeks to provide a clear direction for strategic housing investment. The LHS was presented to the Communities and Housing Policy Board alongside the Strategic Housing Investment Plan 2024-2029 in October.
- As part of the Council's Cultural Infrastructure Investment Programme, Paisley Town Hall refurbishment was completed and opened to the public in advance of Paisley hosting the Royal National Mòd in October 2023. This transformational project has delivered a landmark entertainment venue which

will help to drive new visitors and footfall into the town centre and surrounding businesses.

- Work has been ongoing to refresh the town centre strategies which will be brought forward once applicable Supplementary Guidance is produced in relation to Renfrewshire's Local Development Plan outlining the overall goals for our towns. In the meantime the team has been outlining potential regeneration priorities and projects, including in Johnstone and a review of potential projects in Erskine.
- The Marketing team successfully delivered several destination campaigns to raise the profile of Renfrewshire across visitor audiences, including promotion of visitor attractions and activity, the summer events programme, and delivery of a national campaign to bring visitors to Renfrewshire for the Mòd Phàislig and Mòd Fringe events.
- The grant allocation process for the seven Local Partnerships took place in May and June 2023 in which 142 grants were awarded for 2023/24 to a sum of £433,991. The Celebrating Renfrewshire fund for youth projects was also allocated in June 2023, following the votes of 1683 young people which led to 72 projects being awarded.
- The #Youdecide participatory budgeting campaign is well under way with 14 completed projects to date and contracts have been prepared for a further 22 projects.
- The Connectivity as a Service (CaaS) programme which delivers fibre to the premise, ultrafast full fibre broadband has now been completed and covers over 80% of the Council area.

4.4 Strategic Outcome 2: Economy

- The Advanced Manufacturing Innovation District Scotland (AMIDS) site has been delivered with the first two centres of employment are now occupied successfully. A Joint Venture company has been registered and is now up and running following a successful procurement process. Work has commenced to progress the design of the next phase of development at AMIDS which will continue through to construction. A number of enquiries for occupying AMIDS are progressing, and this will continue into the long-term future. The Council has strong links with National Manufacturing Institute Scotland (NMIS) and the Medicines Manufacturing Innovation Centre (MMIC) as they are represented on the NMIS One Scotland Collaboration Group and chair the AMIDS Strategic Advisory Group with both organisations represented.
- Renfrewshire Council receives employability support grants to deliver employability services in the area and for No One Left Behind, a partnership approach to shaping and delivering employability. The focus of the funding for 2023/24 is significantly different from the last year, with a much larger focus on parental employability support. In the last 6 months, the employability service, Invest, has supported 264 people into paid employment and 330 people to secure qualifications.
- Ahead of expected Community Wealth Building legislation, the Council has been working with the Scottish Government, reporting quarterly, contributing to national workshops, and participating in a pilot project with Scottish Excel and the Council's procurement team.

- For the past 18 months the Economic Development team and Procurement team, have been delivering a wide range of new supports to local businesses to encourage them to bid for public sector contracts. This builds on existing work with the Supplier Development Programme and Business Gateway support to increase and sustain local economic growth and increase public sector spend in the local area.
- The Council submitted four applications this year for the 2024/25 allocations of the Regeneration Capital Grant Fund and are now preparing two stage two applications. An application was also submitted this year to the Scottish Governments Vacant and Derelict Land Investment Programme which is also at stage two of the process.
- The Economic Recovery Group continues to meet regularly with a robust focus on supporting vulnerable learners into positive destinations. All secondary schools and our 2 schools for pupils with additional support needs have a Developing the Young Workforce coordinator. The key priority is to ensure all young people, particularly the most vulnerable, are provided with opportunities to support them into positive destinations post-school including bespoke work placements and alternative pathways as appropriate. Monthly meetings take place to review the progress of young people and to ensure that the right supports are in place for them.

4.5 **Strategic Outcome 3: Fair**

- The Fairer Renfrewshire Sub-Committee has been meeting since August 2022 and a Fairer Renfrewshire Officers Group from across services is meeting monthly. In March 2023 existing funds were brought together into a single resource for Fairer Renfrewshire at around £5million, and partners are working together to further develop the programme. There are four key emerging themes which are shared across all elements of the programme, under which projects are being funded: Improving financial security; Advancing equality of opportunity; Building community capacity and resilience; and Listening to lived experience.
- Work is continuing to implement the workstreams to ensure Renfrewshire Keeps The Promise and delivers improved outcomes for individuals who are care experienced. Renfrewshire's Promise strategic planning and governance structure, incorporating The Promise Oversight Group and four workstreams, have been revisited and clearly aligned to Children's Services Partnership Plan and to the Council Plan.
- Actions continue to be taken forward across Council services to address the recommendations of the Alcohol and Drugs Commission, MyLA (My Life Ahead) launched last year delivered by Housing Service with Turning Point Scotland, providing holistic wraparound support, using elements of the Housing First approach. The project has provided targeted support for individuals. The Alcohol and Substance Awareness Programme in education establishments to develop self-confidence and support the healthy and informed choices of children and young people has been recognised nationally, winning a COSLA Excellence Award in the 'Tackling Inequalities and Improving Health and Wellbeing' category.

- A report was submitted to the Scottish Government detailing the number of children, young people and parents benefitting from Ren10 approaches and interventions. The data demonstrates that the early intervention and prevention approaches available through Ren10 are having a positive impact on those who access. This work will continue to develop with appropriate links being made to the Whole Family Wellbeing plan.

4.6 **Strategic Outcome 4: Green**

- Work continues to develop phase 2 of Renfrewshire's Plan for Net Zero (the route map), with a series of well-received engagement events. Following the Community Climate Conversation in June, an online stakeholder event was held in September with local, regional and national organisations such as our Community Planning Partners, local housing associations, Scottish Power, Scottish Gas, Scottish Water, Transport Scotland and all 8 Glasgow City Region local and neighbouring authorities to understand their influence and their role in progressing to net zero as well as partnership working opportunities. In October, a workshop was held in the Lagoon Leisure Centre, with 70 officers from across all Council Services to identify opportunities and collaborate in the development of the road map and action matrix. These events have been delivered with colleagues developing Renfrewshire's Local Heat and Energy Efficiency Strategy, to maximise and align the engagement opportunities.
- The new Sustainability Communities Fund was launched in September 2023, which combined funds from the remaining monies from the Community Empowerment Fund and Climate Change Action Fund to create a single, easy-to-access Sustainable Communities Fund. Available funding has been boosted by an allocation of £650,000 from the UK Shared Prosperity Fund, giving total overall funding of approximately £1.5m
- Renfrewshire's journey to Net Zero is supported by the reduction of carbon dioxide equivalent (CO₂e) emissions across the Council fleet. Fleet Services are piloting six commercial vehicles with a new fuel source for the heavy fleet. Their trials of alternative fuel sources and reduction of fossil fuel consumption are having positive impacts.
- The funding strategy to deliver the Ren Zero Plan is currently being developed alongside the costed delivery plans to ensure adequate resourcing. This is being developed alongside Local Heat and Energy Efficiency Strategy. Due to complex nature of these plans, the completion date has been revised from 31st October 2023. An initial draft Carbon Budget is also under development and is subject to internal review and approval.
- The Sustainable Procurement procedure is now in place and relevant contracts are now assessed to identify opportunities to help tackle the climate emergency and maximise opportunities to achieve energy efficiency and carbon reduction. This includes a sustainability test at strategy stage, and a requirement at tender stage for bidder to evidence how their organisation responds to the climate emergency.

4.7 **Strategic Outcome 5: Living Our Values**

- The next phase of transformation as part of the Right for Renfrewshire Programme is being implemented, and the Portfolio of Change has been created by the Project Management Unit with weekly spotlights to the Corporate Management Team. This aligns to the intensive programme of work focusing on Financial Sustainability which is being taken forward by Chief Officers and supported by the Project Management Unit and the Finance teams.
- The implementation of the Council's brand continues, increasing visibility and access to the brand toolkit and understanding of the Council's tone of voice, embedding its consistent use and reflecting Our Values. This includes an Accessible Communications Guide which has been developed and contains advice and support on accessible and inclusive language, accessible web content, digital content, interpretation, and translation.
- A new absence policy was approved by Finance, Resource and Customer Service Policy Board in November 2022 and the introduction of the policy is planned for January 2024, enabling the team to review the underlying processes in the online staff training system and to roll out the new training to support the policy.
- The People and Organisational Development team are continuing to review and update policies which support our new ways of working. The smoking policy and Our People strategy were approved at the Finance, Resources and Customer Services Policy Board in September 2023 and seven policy priorities have been identified for the coming months. The Wellbeing Strategy is currently in development and the Equality, Diversity and Inclusion Strategy is being developed, informed by the findings of a recently completed staff survey.
- A new approach and model for undertaking a corporate self-assessment were agreed by the Corporate Management Team (CMT) and the survey element of the corporate self-assessment was completed by the extended Corporate Management team. Follow up workshops took place over the summer and CMT agreed a range of actions which align with key priorities. CMT also agreed that a further self-assessment should be carried out with the 'Our Leaders Forum' senior management cohort and this is scheduled for early December.

4.8 **Cross-cutting theme: Improving outcomes for children and families**

- As described in the Council Plan, every strategic outcome contributes to improving the lives of Renfrewshire's children and their families as this lies at the heart of our vision for Renfrewshire and underpins the Council Plan strategic direction. In the appended action plan, actions which directly support this are noted with '(CF)'. Within the append performance scorecard, indicators which directly link to this cross-cutting theme are also grouped together. All Service Improvement Plans also have this focus to enable progress to support this cross-cutting theme to be closely monitored.

4.9 Performance/data indicators on track

- Performance in relation to the average time taken from households presenting themselves as homeless to the completion of duty is currently under 22 weeks, against a target time of 26 weeks. Performance in Renfrewshire remains very positive and compares well against other local authorities, despite nationwide concerns about an emerging housing crisis.
- Opportunities to see or hear something positive about Renfrewshire remains high with many positive news articles about the area in relation to the successful events programme, such as the Royal National Mòd and Halloween Festival. So far in 2023/24 there have been almost 165 million opportunities for positive news, against a target of 120 million.
- There has been an 80% increase in the number of businesses started with Business Gateway support in quarter 2, with 85 business startups, compared to 50 in quarter 1 and above the target of 80. Work is ongoing to encourage those interested in starting their own business to take the final step.
- The number of people claiming employment related benefits has reduced from 3,720 to 3,550 this quarter, which represent 3.1% of the economically active population.
- As part of our commitment to Net Zero by 2030, the Council has been investing in fleet which uses alternative fuel for a number of years. The current fleet using alternative fuels includes 115 electric vehicles from a total fleet of 408 vehicles. In addition, there are 6 vehicles piloting the use of HVO as an alternative fuel with initial feedback being positive.
- The Council continues to meet its target in relation to responding to Freedom of Information requests, despite long-term growth in the volume of requests received and the complexity of requests. In the second quarters of 2023/24, the Council received 372 requests, 93% of which were completed on time.
- The majority of all looked after children continue to live in a community setting either with their own family or with an alternative family. A residential house or school can be more suitable for a small number of children and young people based on their particular needs, but the service will always seek to have a child live in a family setting where appropriate. Last quarter 91% of looked after children were cared for in the community, above the target of 89.9%

4.10 Performance/data indicators which did not meet target

- 4.10.1 Some other indicators that are annual only missed target last year and were reported in the first report presented in June 2023. There was only one indicator with quarterly data available that missed target this quarter, though positive progress was made.
- 4.10.2 The total amount of CO₂ emitted in tonnes by the public fleet has been reducing as a result of investments in vehicles using alternative fuels, reducing from 812.67 in quarter one to 775.23 in quarter 2, closer to the target of 750. If this trend continues, whilst comparatively small, the emissions would be slightly over target of 3,000 tonnes of CO₂e, compared to 3,267 tonnes in 2022/23.

5. Focus for the next 6 months

- 5.1 Given how recently the Council Plan framework was approved, the key areas of focus remain current and reflect the priorities of the Council at this time. However, for each six-month progress update, there will be the opportunity to add to or adjust the actions and indicators to best reflect the current context at that time and any changing or emerging priorities.
- 5.2 Areas of specific focus for the next 6 months include:
- Securing the Council's financial sustainability through a range of targeted workstreams to identify efficiencies and opportunities to reduce costs.
 - Progressing the Housing-Led Regeneration and Renewal Programme across Renfrewshire with further acquisition of private properties.
 - Delivering the Cultural Infrastructure Investment Programme, with the Paisley Arts Centre due to be completed in early 2024.
 - Maximising the economic opportunities available by capitalising and investing in Renfrewshire's Growth Sectors.
 - Progressing the new phase of Local Partnerships and implementing the results of the ongoing review.
 - Developing the new Connected Communities approach - considering how we develop our 'front door' services for people accessing advice and support.
 - Working with partners to further develop the Fairer Renfrewshire programme under its emerging themes.
 - Work is ongoing on Phase 2 of the Plan for Net Zero and following a series of engagement events.

Implications of the Report

1. **Financial** – updates in the appended report relate to areas that fall under the remit of Finance, particularly relating to supporting the Council's financial sustainability workstreams
2. **HR & Organisational Development** – updates in the appended report relate to areas that fall under the remit of HR and Organisational Development, particularly under strategic outcome 5, Living our Values
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 for the latter half of 2022/23.
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** – updates in the appended report relate to areas that fall under the remit of the procurement team, under both the strategic outcomes relating to 'economy' and 'green'.
 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 – 'green' has a particular focus on activities supporting this priority area.
-

Appendices: Six-month update report

Background documents: Council Plan, Council, September 2022
Council Plan Framework, Leadership Board, November 2022
Council Plan 6 month update report, Leadership Board, June 2023

Author: Seony Ross, Senior Planning and Policy Development Officer

Council Plan

Six monthly progress update

December 2023

We are **fair**, We are **helpful**, We are great **collaborators**, We value **learning**



Renfrewshire
Council

Welcome to the six month update on our Council Plan

As Chief Executive of Renfrewshire Council, I'm delighted to welcome you to this six-month update on our Council Plan.

Our 2022-2027 Council Plan set out our priorities for Renfrewshire Council - areas our customers, citizens, communities and partners told us mattered to them, and where our data and research showed a need for the services and projects we are well placed to deliver. We grouped these into 5 main strategic outcomes of place, economy, fair, green and living our values. Underpinning our priorities is a cross-cutting strategic outcome to improve the lives of Renfrewshire's children and their families - this drives all that we do.

The challenges for local government remain significant – and we continue to face significant financial challenges at a time where demand for services in some areas is increasing. Despite this difficult context, we remain focused on delivering the vision described in our Council Plan.

Despite this being the first year of the plan, we've got some good news stories we want to highlight – with the completion of the major refurbishment of the Paisley Town Hall and Learning and Culture Hub modernising the centre of Paisley; the work to bring growth, investment, and employment opportunities into Renfrewshire.

I'm proud of what we've achieved so far and I'm looking forward to seeing more progress as we move through the term of this Council Plan. I would also like to take this opportunity to thank my colleagues across Renfrewshire Council, who work hard every day to make a difference.

Alan Russell, Chief Executive



Place
Economy
Fair
Green
Living our Values
Improving
outcomes for
Children and
Families

How we report progress

- This update reflects on the past six months of delivering our Council Plan, highlighting areas where we're already making progress and some areas we'd like to focus on more, perhaps because performance isn't moving in the direction we anticipated or because of other pressures or factors that makes this even more of a priority for us. We previously reported on our progress in June 2023, and you can read that [here](#).
- The following pages shine a spotlight on some great projects or practice but for balance also highlight those areas where we'd like to improve or develop further. Towards the end of this document, you'll find a full update against all the actions and performance indicators we use to measure progress.
- Many of our performance indicators are high-level, annual indicators – our Council Plan spans a 5-year time period so it might take some time to show some trends and patterns, but to reassure you, the Council reports a wide range of performance indicators to our Council Boards through our Service Improvement Plans and also through regular operational performance updates – you can access these reports [here](#).

Place: Working together to enhance wellbeing across communities

Spotlight: Cultural Infrastructure Programme

The major refurbishment of Paisley Town Hall has been completed, delivering a landmark entertainment venue. The building successfully opened to the public ahead of the Royal National Mòd in October 2023. The construction of Paisley Learning and Cultural Hub has also completed and will open to the public in November 2023. Work continues on Paisley Arts Centre with a revised timescale of early 2024, and Paisley Museum is expected to open in 2025



98.6% of Renfrewshire properties can now access superfast Broadband



Almost **165m** opportunities to see or hear something positive about Paisley and Renfrewshire in Q1&2



£1.2m #YouDecide programme resulted in **50** successful projects with **14** completed to date. Contracts have been prepared for a further 22 projects and work is ongoing to deliver the remaining 14 projects.



21.8 weeks on average from household presenting as homeless to completion of duty

Areas for improvement and development

- The next phase of local partnership development was scheduled for summer but had to be delayed due to other time critical areas of financial insecurity work. The work began in September and a report is due in December.
- The Renfrewshire Strategic Housing Investment Plan 2024-2029 has been the subject of consultation and engagement following discussions with the Scottish Government and Registered Social Landlords operating in Renfrewshire. It was presented at Board along with the Local Housing Strategy 31st October.

Economy: building an inclusive, green and resilient economy

Spotlight: Investing in Growth Sectors

Two reports were commissioned to analyse Renfrewshire's Growth Sectors which highlighted growth opportunities, and how to reconcile existing priorities with future challenges. These identified a need to grow and increase visibility of Renfrewshire's inward investment proposition to drive future economic growth and development which the Council teams are now progressing



85 business start-ups supported through Business Gateway in Q2, up 80% from Q1



Number of Claimants reduced to **3,550** from 3,720 in the previous quarter (this is a national measure which shows the number of people claiming benefit principally for the reason of being unemployed).



This year approximately **400** new employers are offering a range of opportunities for young people in the senior phase as part of Developing the Young Workforce

Areas for improvement and development

- The development of the Local Transport Strategy is underway. The preparation of a consultation plan and 'public conversation' will be taken forward towards the end of this financial year.
- A new Community Wealth Building (CWB) Act is expected next year, and a Council framework/plan is currently being prepared which will provide an overview of CWB practice within the Council and will outline the Council's key objectives and levers to maximise the impact of CWB at a local level.

Fair: nurturing bright, happy and healthy futures for all

Spotlight: Trauma Informed and Responsive

Renfrewshire Trauma-informed practice is mindful of the impact of traumatic experiences on an individual. Delivering services in a trauma-informed way means demonstrating understanding, sensitivity and exploring new ways of working (practice and policies) with a trauma-informed lens. Training has taken place for officers and senior managers and was offered to Elected Members during Development Week in August 2023. Following a development session in November, a draft Road Map and Action Plan will be finalised, to progress mainstreaming trauma-informed practice and policies.



At least **4,500** attendances at Summer of Fun summer holiday camps led by CLAD



The Community Food Fund opened in August 2023, with a total funding of **£25k** available for allocation to local organisations and groups



A **£50** per child additional payment for winter clothing paid to all families in receipt of free school clothing grants in November 2023.

Areas for improvement and development

- Desktop work has commenced on a child poverty deep dive exercise agreed by community planning partners. A place based deep dive will shortly commence in relation to Gallowhill.
- Work has already commenced on this year's Winter Connections programme, with £85k available for projects that support wellbeing and reduce isolation over the winter period.



We launched new School Support (financial and other advice) across all Renfrewshire secondary schools, provided by Renfrewshire Citizens Advice Bureau (RCAB)

Green: leading Renfrewshire to Net Zero

Spotlight: Sustainable

Procurement A new process has been developed to ensure relevant Council contracts are assessed to identify opportunities to help tackle the climate emergency and maximise opportunities to achieve energy efficiency and carbon reduction. This includes a sustainability test at the strategy stage, and a requirement at tender stage for the bidder to evidence how their organisation responds to the climate emergency.



£1.496m available in the new Sustainable Communities Fund



29% of the Council fleet uses alternative fuels



Fleet Services are piloting **six** commercial vehicles with a new fuel source for the heavy fleet



Over **4,900** members on our online platform supporting our Team Up to Clean Up campaign

Areas for improvement and development

- The Funding strategy to deliver the Ren Zero Plan is currently being developed alongside the costed delivery plans. Due to complex nature of these plans, the completion date has been revised from 31st October 2023 to March 2024
- An initial draft Carbon Budget is under development and is subject to internal review and approval. The completion date is estimated for January 2024, and the implementation date is projected to be beginning of financial year 2024/25.

Living our Values: making a difference together

Spotlight: Corporate Self-Assessment

Renfrewshire Council is committed to achieving Best Value and ensuring the services we provide are a good standard and our resources are used efficiently. To help us understand our strengths and areas where we could do things better, a corporate self-assessment has been carried out and a range of actions agreed by the Corporate Management Team, developed through a series of workshops. A further workshop with the 'Our Leaders Forum' is scheduled for early December.



93% of Freedom of Information requests were responded to on time in Q2



85% of our complaints are closed at the 'frontline' stage, giving a quick and straightforward resolution for our customers.



Following consultation, a new Wellbeing Strategy for our workforce is being finalised

Areas for improvement and development

- The introduction of the new absence policy is now planned for January 2024, to ensure the team can review the underlying processes in the Council's Enterprise Resource Planner and to roll out the new training to support the new policy.
- Work on new and revised policies continues and 7 new or revised policies have been identified to review in the coming months. The smoking policy and Our People strategy were approved in September

Improving Outcomes for Children and Families

Across all of our work and all of our efforts, we hope for loving and happy lives for Renfrewshire's children – working together to get it right for children, families and communities – protecting, learning, achieving and nurturing. Every priority of our Council Plan contributes to improving the lives of Renfrewshire's children and their families.

Spotlight The Promise is a high-level aim for Renfrewshire's Children's Services Partnership which has agreed "There must be an urgency and demonstrable evidence of a collective understanding, commitment and activity in relation to The Promise". The Promise Strategic Oversight Group ensures active representation from different agencies and includes all key strategic corporate parent partners, frontline staff and Care Experienced people. The group is working together to deliver key priorities to #KeepThePromise.' One of the agreed commitments is to increase the number of Promise Keepers, currently 224, across our services.



91% of looked after children are cared for in community placements



The Celebrating Renfrewshire fund for youth projects was allocated in June 2023, following the votes of **1683** young people which led to **72** projects being awarded.



1081 children and young people accessed counselling through the Ren 10 approach, and **93** parents were supported via Empowering Parents, Empowering Communities or Non-Violence Resistance courses

Areas for improvement and development

- Discussions are underway to plan another school participatory budgeting process, which will focus on partnership working between schools to address the cost of the school day, tackling poverty and inequality. This is a £50k project and will build on the work already taking place to involve children and young people in funding decisions.



Actions and indicators

Full list

December 2023

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Renfrewshire
Council

Delivering the Council Plan – Place

What we will do	Due Date	Status	Progress update
1. Progress Renfrewshire's Housing-led Regeneration and Renewal programme	31-Mar-2031		Programme for each area prepared and implementation started, with milestones for demolition, new build and investment in homes being retained. In terms of the acquisition of private properties across the eight regeneration areas, 89 have been identified and of those, 66 have already been valued. Agreement has been reached with owners of 38 of these 66 properties and 25 of the 38 have now been acquired by the Council.
2. Deliver Renfrewshire's Strategic Housing Investment Programme in partnership with other housing providers in Renfrewshire	31-Mar-2028		<p>The Renfrewshire Strategic Housing Investment Plan 2024-2029 has been the subject of consultation and engagement following discussions with the Scottish Government and Registered Social Landlords operating in Renfrewshire. The Strategic Housing Investment Plan (SHIP) is updated annually to take account of progress and completions in relation to delivering the affordable housing programme in Renfrewshire.</p> <p>The SHIP will be presented to the Communities and Housing Policy Board on 31st October 2023 and thereafter submitted to the Scottish Government.</p>
3. Deliver Renfrewshire's Local Housing Strategy 2022- 27	31-Mar-2027		<p>The local Housing Need and Demand Assessment (HNDA) has been completed and identifies the 5-year affordable housing estimates for each area in Renfrewshire, offering a profile of the property types and sizes that would be most effective in meeting housing need.</p> <p>The Local Housing Strategy 2023-2028 has been prepared and will be presented to the Communities and Housing Policy Board on 31st October 2023. The strategy sets out the strategic vision for housing and housing related services in Renfrewshire and seeks to provide a clear direction for strategic housing investment.</p>

Delivering the Council Plan – Place

What we will do	Due Date	Status	Progress update
4. Deliver the key outputs from Renfrewshire's Rapid Rehousing Transition Plan (RRTP)	31-Mar-2024		<p>The RRTP is in its final year of delivery (year 5) and is currently on target for 49% of lets to go to homeless applicants. Registered Social Landlords (RSLs) have been asked to increase number/proportion of lets.</p> <p>Number of service users supported via Housing First approach has been upscaled to 75 at any one time from 13 at Year 1 of RRTP.</p>
5. Deliver Renfrewshire's Cultural Infrastructure Investment Programme	31-Mar-2025		<p>Paisley Town Hall has been completed and was successfully opened to the public ahead of the Royal National Mod, which was the timeline target. Paisley Learning & Cultural Hub has also completed construction and the building has been handed over to begin the fit-out process.</p> <p>Paisley Arts Centre is being managed closely to ensure deliver is achieved on revised timescale of early 2024. Paisley Museum is expected to complete in 2025</p>
6. Develop long term place visions for our key settlements and town centres including the approved Paisley Town Centre Vision (2020)	31-Mar-2026		<p>The transformation of Paisley following delivery of the Action Plan is advancing at pace, with achievements such as creating an international culture and heritage destination and acting as a stimulus for property investment, development and re-use. The publication of the Paisley Vision document will also act as a further catalyst to inspire future development in and around the town centre. The Liberal Club, which was identified as a key building in the Vision, is currently under restoration, securing its long-term status.</p> <p>The Regeneration Team will be refreshing town centre strategies to reflect the post pandemic environment. These strategies will align with the guidance and principles outlined in NPF4 following pending applicable supplementary guidance. Until publication, the team has been outlining potential regeneration priorities and projects, including commissioning visioning work in Johnstone and a review of potential projects in Erskine. The team will continue to bring forward regeneration proposals across our town centres.</p>

Delivering the Council Plan – Place

What we will do	Due Date	Status	Progress update
7. Deliver a participatory budgeting framework for the Council (CF)	31-Mar-2024		<p>The delivery of the 50 successful projects from the #Youdecide campaign is well under way with 14 completed to date. Contracts have been prepared for a further 22 projects and work is ongoing including to deliver the remaining 14 projects. Johnstone PB Christmas lights event (Pilot) is now in its voting stage, due to end on 1 November 2023.</p> <p>Discussions are underway to plan another school PB process, which will focus on partnership working between schools to address the cost of the school day, tackling poverty and inequality. This is a £50k project.</p> <p>The CONSUL site was provided by COSLA to the council and is being developed within the council alongside the digital experience team, to ensure it is supported by council systems. Once this is in place, there is an agreement to look at how it will be used to support the housing regeneration team.</p>
8. Progress the next phase of Local Partnerships development	31-Dec-2023		<p>It was anticipated that this work would commence over the summer period, however key officers were required to undertake a number of time critical programmes of work. This included the launch of the Summer of Fun Grants programme, the Community Food grants programme, the development of schools and family advice models and Local Partnership grant activity.</p> <p>This process has now begun as of September 2023 and includes engagement from Local Partnership and elected members, Local Partnership Chairs, Lead Officers and wider community groups. The key issues being explored are:</p> <ul style="list-style-type: none"> • Enhancing participation in Local Partnership meetings • Facilitating greater engagement from Council services and partner organisations on issues which impact Local Partnership areas • Developing meaningful local priorities and action plans • Identifying options for improving the grant allocation process <p>A full report and recommendations from the review will be submitted to the Leadership Board on 6 December 2023.</p>


Delivering the Council Plan – Place

What we will do	Due Date	Status	Progress update
9. Develop new options for services and partners to work together more closely across localities to provide advice and support to local people (CF)	31-Aug-2024	▶	We are progressing new connected communities approach - considering how we develop our ‘front door’ services for people accessing advice and support; exploring family advice services; and developing options for locality working. The date to achieve this has been extended from December 2023.
10. Deliver destination marketing to promote Renfrewshire as a visitor and investment destination, maximising audience and product intelligence and ensuring brand relevance for all of Renfrewshire	31-Dec-2023	▶	<p>In addition to continued promotion of the council’s summer events programme, the priority for Q2 was the promotion of Renfrewshire’s summer visitor season. The campaign to attract visitors included web, organic social, paid-for social and always-on advertising. Visitor proposition social media ads ran across meta platforms until the end of September. A Final evaluation will be completed in Q3, and results included: 5777 lands on Paisley.is; 300,000 accounts reached; 1,500,000 impressions; 9000 engagements, and; £0.53 cost per land.</p> <p>A Scotland-wide marketing and PR campaign began in August to encourage attendance at MòdPhàislig and Mòd Fringe events from regular attendees, visitors and local people. In partnership with An Comunn we have showcased the programme of events taking place for the duration of the festival. Our plan included regular PR content, paid-for advertising promoting the Mòd in the Scottish Highland and Grampians and Scottish Islands, out-of-home advertising in Glasgow and Renfrewshire including bus rears, large poster sites, digital advertising activity and social media. In addition to this, a new visitor guide was distributed locally and to Renfrewshire hotel and accommodation providers to inspire visitors during their visit to the Mòd. A full evaluation will take place in Q3.</p> <p>In Quarter 2 our overall media reach was: 591 articles in the press (printed and online); More than 73m combined opportunities to see and hear (OTSH); 84,210 total page views (across whole website); Facebook organic reach of 337K, Instagram organic reach of 85K, Facebook and Instagram paid reach: 329K. For the remainder of the year visitor activity is focused on Paisley Halloween Festival and Christmas events across Renfrewshire.</p>





Delivering the Council Plan – Place

What we will do	Due Date	Status	Progress update
11. Carry out evaluation of Future Paisley and prepare a transition plan for the mainstreaming/external funding of projects beyond April 2024	31-Mar-2024		<p>Work is ongoing to evaluate the social, economic and cultural impact of the Future Paisley programme, covering over 100 different projects, activities and events. Mid-year Project Lead reporting of outcomes is underway and will be reported to the council’s Leadership Board in December. Work on the programme retrospective has started, including the evaluation of cultural funding programmes CHEF and CODF.</p> <p>Future Paisley Evidence Reviews have been completed to help understand more complex assumptions, and to inform policy development, thinking and analysis in the long-term:</p> <p>The Role of Arts and Culture in Lifting Communities out of Poverty: A Review of Evidence; The Social Value of Community Events: A Review of Literature; Measuring Wellbeing.: Gauging (Mental) Wellbeing Benefits of Arts & Cultural Participation: Insights & Approaches.; The Impact of Co-Production on Community Wellbeing: A Review of Evidence (underway)</p> <p>Evaluation tools, case studies and evidence reviews are published at https://ccse.uws.ac.uk/</p>
12. Under Connectivity As A Service (CaaS) complete the rollout of Fibre To The Premise (FTTP) across 75% of Renfrewshire as a geography by the summer of 2023	31-Aug-2023		<p>The fibre infrastructure – provided by City Fibre - now covers 80%+ of Renfrewshire as a geography.</p>

Delivering the Council Plan – Place

What we will do	Due Date	Status	Progress update
<p>13. Delivering strong universal services to all Renfrewshire citizens (CF)</p>	<p>31-Mar-2027</p>	<p></p>	<p>Universal services provided by the Council are essential for keeping our communities safe, educated, involved, and happy.</p> <p>Finance and Resources provides customer service for residents, for contact by phone, email, digital form or in person. The service also provides support for the range of services being delivered online. The team is responsible for managing all Council Tax and Non-Domestic Rates billing, and the processing of claims for Discretionary Housing Payments, crisis grants, community care grants and energy support grants.</p> <p>Facilities and Property Services delivers services across schools and public buildings and undertakes repair and maintenance functions as part of the internal service provider (Building Services) to Housing Services. Work continues to improve and strengthen performance across all areas.</p> <p>Housing Services manage and invest in our housing stock of 12,200 properties, whilst providing a full range of landlord services to council tenants who live in our council houses ensuring they have safe and healthy places to live and provide assistance to homeless people and those threatened with homelessness. Operations and Service Development have continued to deliver well performing reliable universal services across Renfrewshire, this includes improving our recycling rate by 2% from previous year and enhanced grass verge cutting to paths and footways.</p> <p>Children’s Services deliver strong Early Learning and Childcare (ELCC), Primary and Secondary education provision throughout Renfrewshire. Pupils are performing consistently above the national average across almost all key indicators.</p>

Delivering the Council Plan – Place

Indicator	Current Status	Short term trend	Long term trend	2021/22		2022/23		Q1 2023/24		Q2 2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	Value	Target	
1. Proportion of properties receiving superfast broadband (%)				98	Data only	98.6	Data only	Not measured for Quarters				*This is an LGBF measure;
2. Opportunities to see or hear something positive about Paisley and Renfrewshire				314,041,621	240,000,000	204,638,668	240,000,000	90,291,422	60,000,000	73,908,495	60,000,000	This indicator is focused on measuring the reach of the Paisley.is destination brand. The events coverage secured in Q2 includes Mod launch (What's On network, Gazette, Press and Journal, Event Base, West Highland Press, Stornoway Gazette, BBC Radio Orkney), Schools at the Forefront of the Mod, (Gazette, What's On Network, Paisley.org, Renfrewshire News, Evening Times), Paisley Town Hall transformation (Project Scotland, STV.tv, Evening Times, The Herald, Scottish Construction Now, Scotland News Today) Scotland News today, Scots Language Awards, (The National, Yahoo, Banffshire Journal, The Scotsman, Stirling Observer and Shopper),Schools Pipe Band Win (Paisley Daily Express, The National) and Halloween (Paisley Daily Express, Paisley.org, Paisley Gazette, Renfrewshire News, What's On Network, Daily record online, Evening Times)..
3. Amount of Vacant and Derelict Land				208.6	Data only	254	Data only	Not measured for Quarters				The amount of vacant and derelict land in 2022/23 increased since the previous year with 9 new sites were added to the Vacant and Derelict Land Audit.
4. Street Cleanliness Score - percentage of areas assessed as clean (%)				89.6	92	93.3	92	Not measured for Quarters				This figure is provisional and is awaiting verification by Keep Scotland Beautiful. The cleanliness score is based on 3 sample surveys carried out throughout the year by both the Council and Keep Scotland Beautiful (KSB). 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) method.

Delivering the Council Plan – Place

Indicator	Current Status	Short term trend	Long term trend	2021/22		2022/23		Q1 2023/24		Q2 2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	Value	Target	
5. Average time from household presenting themselves as homeless to completion of duty (number of weeks)				22.25	26	21.74	24	21.43	26	21.8	26	Performance remains very positive and compares well against other local authorities, despite the emerging housing crisis. We anticipate this figure may increase in Q3 and Q4.
6. Percentage of Council housing stock which meets the Scottish Housing Quality Standard				57%	100%	68.31%	100%	Not measured for Quarters				Since 2021/22 compliance with 5 yearly EICR checks and the new smoke and heat detector standard are included in this calculation. The programme of EICR checks and smoke detector upgrades has been significantly affected by difficulties facing the construction industry. Work is ongoing to achieve compliance with EICR and detectors, including a programme of forced access visits. EESSH failures are also part of the SHQS score which impacts the overall SHQS pass rate. EESSH was to be met by Dec 2020 but exemptions were allowed, any fails we have due to EESSH are covered by exemptions (normally due to no access, or owner refusals in mixed tenure blocks, or it's not economically viable to pursue further works on a property to pass EESSH). Landlords have until Dec 2025 to comply with EESSH1.
7. Affordable housing completions				170	243	369	200	Not measured for Quarters				<p>The affordable newbuild housing programme involves both Council and Housing Association developments across a range of sites in Renfrewshire. In 2022/2023 there were 369 affordable housing completions across Renfrewshire including new homes being built in Paisley, Johnstone, Renfrew and Bishopton. The Council continues to increase the supply and delivery of a range and choice of affordable homes to meet the housing needs of different groups.</p> <p>The final Renfrewshire Local Housing Strategy was presented to the Communities and Housing Policy Board on 31st October 2023. In future updates of this indicator the target will be changed to reflect the new strategy.</p>




Delivering the Council Plan – Place

Indicator	Current Status	Short term trend	Long term trend	2021/22		2022/23		Q1 2023/24		Q2 2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	Value	Target	
8. Private housing completions				572	500	422	500	Not measured for Quarters				<p>The Renfrewshire Housing Land Audit is completed annually. The audit is a snapshot in time covering the duration between the 1 April to the 31 March each year. The audit records 422 private completions across Renfrewshire during this time period. New site starts have slowed during the past year however it is anticipated that private completions will increase again to over 500 during 2024.</p> <p>In relation to all homes under construction or future housing sites, 88% of these new homes will be built on previously used brownfield land, creating attractive and sustainable places.</p> <p>The final Renfrewshire Local Housing Strategy was presented to the Communities and Housing Policy Board on 31st October 2023. In future updates of this indicator the target will be changed to reflect the new strategy.</p>




Delivering the Council Plan – Economy

What we will do	Due Date	Status	Progress update
1. Develop an Investment Proposition for Renfrewshire that is clear on our economic ambitions for our place	31-Mar-2025	▶	Two reports have been commissioned to analyse Renfrewshire’s Growth Sectors. The first highlighted that there are several opportunities which Renfrewshire needs to capitalise on to support the growth of its economy further. The second report aims to reconcile existing priorities, team capacity and skills engaged in the economic development and regeneration functions of the Chief Executive’s Department, with the future opportunities and challenges outlined in the first report and the Council’s Economic Strategy. This report highlights that there is a requirement to grow and increase visibility of Renfrewshire’s inward investment proposition to drive future economic growth and development. The development of a web site which signposts the area’s investment portfolio is recommended. Officers are now looking to progress this action in conjunction with the Marketing/Communications team
2. Continue to invest in infrastructure to support growth – from road and rail links to bridges, cycle and pedestrian routes	31-Mar-2027	▶	Renfrewshire Council continues to invest in infrastructure to support growth. Work is ongoing to expand the active travel network. The Paisley to Renfrew Cycle Route construction is progressing along with the start of the Barnsford Road section of the Airport to Erskine Route. Improvements to our bridge infrastructure has included initial design works for Plymuir Bridge. The build project has progressed into its construction phase.
3. Develop a Transport Strategy supported by revised Active Travel and Public Transport Strategies	31-Mar-2024	▶	The development of the Local Transport Strategy is underway. The initial phase of this process has included discussions between the appointed consultants and Renfrewshire Council Officers. This will involve the preparation of a consultation plan and 'public conversation' which will be taken forward in the second half of this financial year.
4. Monitor benefits of Glasgow Airport Investment Area (completed) and deliver Clyde Waterfront and Renfrew Riverside	31-Mar-2025	▶	Clyde Waterfront & Renfrew Riverside: All required community benefits have been delivered to date, with the rest remaining on track during the project lifespan. Project is advancing with the completion of a new culvert and foundations of bridge structure in place. Fabrication of bridge components is progressing with these due to arrive on site in early 2024. Glasgow Airport Investment Area project is now complete which is enabling the development of AMIDS.

Delivering the Council Plan – Economy

What we will do	Due Date	Status	Progress update
5. Work with partners to deliver the Advanced Manufacturing Innovation District – Scotland (AMIDS)	31-May-2023		The first two centres of employment are now occupied successfully. Joint Venture company has been registered and is now up and running following a successful procurement process. Work has commenced to progress the design of the next phase of development at AMIDS which will continue through to construction. A number of enquiries for occupying AMIDS are progressing, and this will continue into the long-term future.
6. Participate fully in all aspects of the new National Manufacturing Institute Scotland (NMIS) Governance arrangements and Medicine Manufacturing Innovation Centre (MMIC) delivery	31-Mar-2023		The Council has strong links with NMIS and MMIC as they are represented on the NMIS One Scotland Collaboration Group and chair the AMIDS Strategic Advisory Group with both organisations represented. CD&I team members work closely with both organisations daily and continue to assist with the commissioning of their buildings. Work has progressed with the Strategic Advisory Group to ensure partnerships are in place and a collaborative approach is allowing NMIS and MMIC to lead on engaging with sector specific organisation to hopefully progress to further occupation at the AMIDS site.
7. Develop a Community Wealth Building Plan for Renfrewshire	31-Dec-2024		<p>A new Community Wealth Building (CWB) Act is expected next year, and a council framework/plan is currently being prepared. Key actions to report are:</p> <ul style="list-style-type: none"> • Ensuring the Council CWB plan is aligned to a regional approach with Glasgow City Region. • Reporting quarterly to the Scottish Governments Community Wealth Building Policy Manager Contributing to Economic Development Association Scotland (EDAS) and Centre for Local Economic Strategies [CLES] workshops. • As part of a Scottish Government pilot, Renfrewshire Council (Economic Development and Procurement) were one of four local authorities to participate in a CWB project delivered by Scotland Excel. The project involved data analysis of local spend, practice sharing workshops and a Spotlight on Community Wealth Building from the Scottish Government’s Heads of Procurement. <p>Economic Development are working on a draft paper which will provide an overview of CWB practice within the Council and will outline the Council’s key objectives and levers to maximise the impact of CWB at a local level. In order to ensure the paper is aligned to national policy, the draft paper will be revised to reflect the proposed new CWB Bill which has been delayed. The due date for this action has therefore been delayed from 31 December 2023 to 2024.</p>

Delivering the Council Plan – Economy

What we will do	Due Date	Status	Progress update
8. Maximise funding for regeneration of Renfrewshire's places through grant submissions to external sources including UK and Scottish Governments	31-Mar-2026		<p>Between 21/22 and 25/26 the council has been allocated £4.4m from the Place Based Investment Fund for capital regeneration projects. Between 22/23 and 24/25 we have received £1.5m in funding for capital and revenue regeneration spend from the Shared Prosperity fund.</p> <p>The Council has consistently been successful in RCGF funding applications, most recently receiving £800k in funding for the PACE theatre project. Four applications have been submitted this year for the 24/25 allocation. We have now been invited to Stage 2 for two of these applications which will be submitted in November, with decisions expected in the new year.</p> <p>An application was also submitted this year to the Scottish Government's Vacant and Derelict Land Investment Programme (VDLIP) which, again we have been successful in progressing to Stage 2, with a further application to be submitted in November.</p> <p>Funding worth £85k has been secured from SEPA to investigate the potential deculverting and environmental enhancement of the Candren Burn in Ferguslie.</p>
9. Develop a refreshed employability programme for Renfrewshire (utilising Youth Guarantee and Kickstart funding) to reduce unemployment among young people (18-24 yrs.) and to support local businesses (CF)	31-Mar-2023		<p>Both Youth Guarantee and Kickstart have now completed, with over 500 young people benefiting from the schemes. We have a very well performing employability service and this will continue to support unemployed people into work.</p>
10. Promote a Renfrewshire Apprentice Framework that can be rolled out across local businesses wishing to participate (CF)	31-Mar-2023		<p>This has been completed and this work is now mainstreamed as business as usual for the team and we will continue to promote and deliver apprenticeships across Renfrewshire.</p>



Delivering the Council Plan – Economy

What we will do	Due Date	Status	Progress update
<p>11. Working in partnership with Skills Development Scotland, West College Scotland, Invest in Renfrewshire and Developing the Young Workforce West, we will ensure planned robust approaches to supporting our most vulnerable learners into positive destinations (CF)</p>	<p>31-Mar-2025</p>	<p>✔</p>	<p>The Economic Recovery Group continues to meet regularly with a robust focus on supporting vulnerable learners into positive destinations. All secondary schools and our 2 schools for pupils with additional support needs (ASN) have a Developing the Young Workforce (DYW) coordinator. The key priority of these staff is to ensure all young people, particularly the most vulnerable, are provided with opportunities to support them into positive destinations post school including bespoke work placements and alternative pathways as appropriate. Monthly meetings take place to review the progress of these young people and to ensure that the right supports are in place for them.</p> <p>The work placement programme continues to provide excellent opportunities for our young people. We have approximately 400 new employers who are offering a range of opportunities such as site visits, training and long-term work placements for young people in the senior phase.</p>

Delivering the Council Plan – Economy

Indicator	Current Status	Short term trend	Long term trend	2021/22		2022/23		Q1 2023/24		Q2 2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	Value	Target	
1. Percentage of procurement spend spent on local enterprises				18.87%	23%	*	23%	Not measured for Quarters				* This is an LGBF indicator and data for 2022/23 will be available in March 2024. In the period 2021-2022 Renfrewshire Council recorded direct spend of £36.5 million with businesses based directly in Renfrewshire. This accounted for 18.8% of our total spend. A further 26.5% of our spend was with businesses located in bordering local authorities (Glasgow, Inverclyde, North Ayrshire, East Renfrewshire and West Dunbartonshire), therefore 45% of the council's total spend of approx. £196m is spent within Renfrewshire and our neighbouring council areas.
2. Gross Value Added (GVA) per capita (LGBF)				£22,002	Data only	*	Data only	Not measured for Quarters				* This is an LGBF indicator and data for 2022/23 will be available in March 2024. 2019/20 figure reported as £24,701 2020/21 figure reported as £21,294
3. Number of people supported, sustained in work at 6 Months through Renfrewshire Council Employability Programme (INVEST)				221	180	340	180	Not measured for Quarters				This end of year figure will continue to rise at there is a degree of time lag with this indicator. The Scottish Government have supported a development initiative named "Kickstart Plus" in Renfrewshire to provide a further 6 months support to Kickstart trainees (with employers also contributing) to allow them to continue in the workplace.
4. Number of new business start ups in Renfrewshire with Business Gateway support				272	320	206	320	50	80	85	80	There has been an 80% increase in the number of businesses started with Business Gateway support compared to the corresponding period (Qrt2) last year. Work is ongoing to encourage those interested in starting their own business to take the final step.




Delivering the Council Plan – Economy

Indicator	Current Status	Short term trend	Long term trend	2021/22		2022/23		Q1 2023/24		Q2 2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	Value	Target	
5. Renfrewshire Claimant Count (NOMIS)		↑	↑	4,180	Data only	3,755	Data only	3,720	Data only	3,550	Data only	Claimant rate currently 3.1%, compared to 3% in Scotland, and 3.7% in the UK.
6. Percentage of Renfrewshire population working age (16-64)		↑	↑	76.2%	Data only	*	Data only	Not measured for Quarters			* This is a national dataset and population estimates for 2022/23 are not yet available.	



Delivering the Council Plan – Fair

What we will do	Due Date	Status	Progress update
1. Develop the new Fairer Renfrewshire programme (CF)	31-Mar-2025	▶	<p>The Fairer Renfrewshire Sub-Committee has been meeting since August 2022 and a Fairer Renfrewshire Officers Group from across services is meeting monthly. In March 2023 existing funds were brought together into a single resource for Fairer Renfrewshire at around £5million, and partners are working together to further develop the programme. There are four key emerging themes which are shared across all elements of the programme, under which key projects are being funded: Improving financial security; Advancing equality of opportunity; Building community capacity and resilience; and, Listening to lived experience.</p> <p>In the recent Summer of Fun grant funded programme, there were 4,500 attendances at the summer camps; over 45% of children were from lone parent families, over 42% were from large families and over a quarter were from families where a family member has a disability. 190 families accessed support through summer camp activities offered for young people with Additional Support Needs, with a further 14 young people from Mary Russell supported on a weekly basis. There were 1858 attendances at Street Stuff activities provided across 7 locations and 47 families participated in summer family learning activities with the adult learning team.</p> <p>It is estimated that 739 adults and 1,921 children benefited from the Summer of Fun grant funded activities in the community and 412 children, and 74 adults attended Future Paisley funded sessions.</p>
2. Work with partners to support Renfrewshire residents through the cost-of-living crisis	31-Dec-2024	▶	<p>The Community Food Fund grant guidance was updated during the summer and applications opened in August, with funding of £4,000 available per application. The fund closed on 28 August 2023, and all applications received were considered by an officer panel comprising of representatives from the Council, Engage and the HSCP. Leadership Board in September 2023 agreed the awards for the fund totalling £25k. A £50 per child additional payment for winter clothing will be paid to all families in receipt of free school clothing grants in November 2023. The Summer of Fun programme was successfully delivered, providing free activities, targeted to children with experience of poverty. Healthy food was provided, along with additional support for families and a small grants programme which funded 17 projects with the £55k budget. There were at least 4500 attendances at summer holiday camps across Renfrewshire's, and 1858 attendances at Street stuff evening sessions. Planning is now underway for the Winter Connections programme. Work is underway to launch the family advice service within Advice Works. And a schools advice service in partnership with Renfrewshire Citizens Advice Bureau.</p>

Delivering the Council Plan – Fair

What we will do	Due Date	Status	Progress update
3. Develop mechanisms for supporting individuals with lived experience of poverty to influence policy in this area	31-Mar-2024		<p>The Fairer Renfrewshire panel continues to meet with officers across Council services to ensure the voice of those with lived experience of poverty informs Council’s policy and practice.</p> <p>The Panel have met with officers from the Council about Net Zero, with their ideas around actions feeding into the Plan for Net Zero workshop which took place on 11 October. They also met with Advice Works to discuss barriers to seeking advice, and better promotion of advice services.</p> <p>Some changes have taken place within membership of the Panel. Two new members have been recruited, and recruitment will continue to bring the panel back up to full membership. The Panel will continue to meet, with Council communication and child poverty being amongst the topics planned for Panel input before Christmas.</p>
4. Bring forward actions to reduce health inequalities, improving economic participation, more secure earning and greater earning power	31-Mar-2024		This action is complete, and the team will continue to deliver on it
5. Carry out deep dive (planned for early 2023) focusing on child poverty, which will inform delivery of local child poverty action plans (CF)	31-Mar-2024		<p>The Fairer Renfrewshire Programme is currently being developed, and as part of that programme, officers are undertaking a ‘deep dive’ child poverty exercise in order to fully understand child poverty across Renfrewshire and across different communities. This will inform the Fairer Renfrewshire programme as well as local child poverty action plans, helping the Council and partners understand the areas of greatest need.</p> <p>Initial data has been gathered the ‘deep dive’ data exercise as a Community Planning Partnership, focussing on the six priority family groups, with officers progressing this over the winter period, and to reflect this work the date to achieve this has been extended to March 2024.</p>

Delivering the Council Plan – Fair

What we will do	Due Date	Status	Progress update
<p>6. The Promise Strategic Oversight Board and workstreams will progress and ensure Renfrewshire 'Keeps the Promise' and delivers improved outcomes for individuals who are care experienced, wherever possible keeping children within their families (CF)</p>	<p>31-Mar-2025</p>		<p>Renfrewshire's Promise strategic planning and governance structure, incorporating The Promise Oversight Group and four workstreams, have been revisited and clearly aligned to Children's Services Partnership Plan and to the Council Plan. The Promise is now a high-level aim for Renfrewshire's Children's Services Partnership and the partnership has agreed that "There must be an urgency and demonstrable evidence of a collective understanding, commitment and activity in relation to The Promise". The Promise Strategic Oversight Group and workstreams active representation from different agencies and includes all key strategic corporate parent partners, frontline staff and Care Experienced people. The Promise Manager, started in post October 2022, manages the Children's Services Partnerships response to the implementation of The Promise in Renfrewshire. We will monitor the effectiveness of the Oversight Group and workstreams and our response to #KeepThePromise will be informed by emerging themes/priorities around The Promise Plan 21-24 and Plan 24-30.</p>
<p>7. Build local capacity for transformational whole systems change and to scale up and drive the delivery of holistic whole family support services (CF)</p>	<p>31-Mar-2025</p>		<p>Good progress has been made with the development of the holistic whole family support services. Progress this session is detailed below:</p> <ul style="list-style-type: none"> • In terms of third sector capacity, the 1st round grant funding process is underway and 17 applications were received to be scored and prioritised. • Scoping requirements for the request for assistance platform is underway and positive engagement with a provider is ongoing. • A pilot of the whole family wellbeing scale has commenced to explore the benefits of integrating a common evaluation framework to evidence the impact of whole family wellbeing supports • In terms of service re-design, good progress has been made with services. Engagement and consultation is ongoing in relation to remits and service specifications. <p>Partnership working continues to be strong through the steering group and RSCP.</p>

Delivering the Council Plan – Fair

What we will do	Due Date	Status	Progress update
8. Take forward the recommendations of the Alcohol and Drugs Commission	31-Mar-2025	▶	<p>MyLA (My Life Ahead) launched last year delivered by Housing Service with Turning Point Scotland, providing holistic wraparound support, using elements of the Housing First approach. The project has provided support for 39 individuals - exceeding the target number - and there have been positive indicators emerging in terms of: reduction in alcohol/drug use; people successfully accessing the specialist services they require; and those with a history of non-engagement now working positively with the MyLA team. September Leadership Board agreed to extend this project for a further 12 months until October 2024, which will also allow a more accurate assessment of the impact it is having on the individuals it supports in sustaining settled housing.</p> <p>Children’s Services and I Am Me Scotland have developed a digital, interactive, and progressive curricular programme in substance use for early years to senior phase, aligned to the principles of Curriculum for Excellence, and reflecting the context of alcohol and drug use within Renfrewshire. The ‘Alcohol and Substance Awareness Education’ pack, including nursery, primary, and secondary resources, has been produced with Renfrewshire Children’s Services, Teachers, Police Scotland, NHS, Renfrewshire HSCP and, most importantly, children, young people, and those who have lived experience of drug and alcohol use. Since its launch in August 2022, the programme has built up over 1,500 users including schools, Police Scotland, and HSCP. It has been accessed by over 400 Renfrewshire teachers. A recent evaluation of the programme recognised the need to expand on lessons related to vaping within the programme. Consultation between colleagues in education and HSCPs across NHSGGC is ongoing to coordinate development of additional materials. In September 2023, the programme won the COSLA Excellence Award in the Tackling Inequalities and Improving Health and Wellbeing category.</p>

Delivering the Council Plan – Fair

What we will do	Due Date	Status	Progress update
<p>9. Develop the Trauma Informed and Responsive Renfrewshire Programme</p>	<p>31-Mar-2025</p>	<p>▶</p>	<p>Local networking and development activities within council services and partners of local HSCP, community planning, and wider health board area continue in order to build on collaborative working. Regular meetings with local trauma leads' network group to identify further opportunities and schedule activities for collaborative working and sharing of resources. Contributed to development group for Renfrewshire's recent Adult Support and Protection Conference.</p> <p>A development session has been scheduled for mid-November and thereafter the draft Road Map and action plan will go to CMT.</p> <p>In terms of building capacity through learning, work has taken place with colleagues in housing support and business support with learning programmes for their teams and with the OD team to develop online level 1 videos from NES to be available for council and OneRen staff. Engagement continues with OneRen and HSCP relating to learning programmes for their staff. Further STILT session took place on 3rd October. Post-STILT meetings continue to explore next steps with those who attended STILT sessions. Co-facilitation of learning session with East Dunbartonshire Council and engagement with Police Scotland to explore training for police staff with Inverclyde Council.</p> <p>National engagement activities continue with Improvement Service, Adult support and protection leader, and NES relating to evolving national developments to support local progress.</p>







Delivering the Council Plan – Fair

What we will do	Due Date	Status	Progress update
10. Progress the design and delivery of the Curriculum, Learning, Teaching and Assessment; the Families and Communities; and the Inclusion Portfolios within Children’s Services (CF)	31-Mar-2025	▶	The benefits of the portfolio approach have been realised this session, particularly when producing the Education Improvement Plan and Standards and Qualities report. The process was more streamlined and there was improved collaboration around strategic planning. There has been an agreement to rename the 'Families and Communities' portfolio to 'Family Care and Protection' as this better reflects the priorities of the portfolio. The next steps for the approach will focus on the interface between the portfolios and cross-connections.
11. Deliver mental health and wellbeing support, including Ren10 mental health and wellbeing network to support children, young people and their families (CF)	31-Mar-2025	▶	<p>A report was submitted to Scottish Government detailing the number of children, young people and parents benefitting from Ren10 approaches and interventions.</p> <ul style="list-style-type: none"> • 1081 children and young people accessed counselling • 806 reported a positive outcome. • 199 children and young people accessed a Ren10 support • 93 parents were supported via EPEC or NVR • 85% reported a positive outcome <p>This data demonstrates that the early intervention and prevention approaches available through Ren10 are having a positive impact on those who access. This work will continue to develop with appropriate links being made to the Whole Family Wellbeing plan.</p>


Delivering the Council Plan – Fair

Indicator	Current Status	Short term trend	Long term trend	2021/22		2022/23		Q1 2023/24		Q2 2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	Value	Target	
1. Percentage of children living in poverty (after housing costs)				23.3	Data only	*	Data only	Not measured for Quarters				*Data has not yet been made available for 2021/22 and is expected later in 2023. The figure for this indicator is derived from the Local Government Benchmarking Framework indicator CHN24 '% of children living in poverty (after housing costs)'. The percentage in Renfrewshire in 2020/21 was 19.5% which was a considerable drop from 23.11% in 2019/20. Renfrewshire had the lowest rate amongst its family group for this indicator, while the Scottish average was 20.86%.
2. Life expectancy at birth (Females)				79.99	Data only	*	Data only	Not measured for Quarters				*Life expectancy data is produced by National Records Scotland and there is a considerable time lag in publishing these. Data for 2022/23 is likely to be available some time in 2024.
3. Life expectancy at birth (Males)				75.53	Data only	*	Data only	Not measured for Quarters				*Life expectancy data is produced by National Records Scotland and there is a considerable time lag in publishing these. Data for 2022/23 is likely to be available some time in 2024.
4. Healthy life expectancy at birth (Females)				61.6	Data only	*	Data only	Not measured for Quarters				*Life expectancy data is produced by National Records Scotland and there is a considerable time lag in publishing these. Data for 2022/23 is likely to be available some time in 2024.
5. Healthy life expectancy at birth (Males)				60.6	Data only	*	Data only	Not measured for Quarters				*Life expectancy data is produced by National Records Scotland and there is a considerable time lag in publishing these. Data for 2022/23 is likely to be available some time in 2024.
6. Proportion of people earning less than the real living wage (LGBF)				19.8	Data only	*	Data only	Not measured for Quarters				*This is an LGBF indicator and data for 2022/23 will not be available until March 2024



Delivering the Council Plan – Fair

Indicator	Current Status	Short term trend	Long term trend	2021/22		2022/23		Q1 2023/24		Q2 2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	Value	Target	
7. Percentage uptake of free school meals in primary schools (%)				49.3	75	53.4	52	51.6	52	*	52	*Data is not yet available for Q1 or Q2 of 2023/24 Uptake of free school meals in both primary and secondaries saw improvements compared to the previous financial year with primaries rising from 49.3% to 53.4% in 2022/23. This is above the target of 52%.
8. Percentage uptake of free school meals in secondary schools (%)				32.3	49	39.1	35	*	35	*	35	*Data is not yet available for Q1 or Q2 of 2023/24 Uptake of free school meals in both primary and secondaries saw improvements in performance compared to the previous financial year. Secondary performance increased from 32.3% to 39.1% in 2022/23. This is above the target of 35%.

Delivering the Council Plan – Green

What we will do	Due Date	Status	Progress update
<p>1. Develop costed, targeted interventions and actions to support our net zero journey within the Council and working in partnership with key stakeholders (CF)</p>	<p>31-Mar-2024</p>		<p>Work is ongoing and recent progress includes working closely with stakeholders on phase 2 of the Plan for Net Zero (the route map) with a series of engagement events. Following the Community Climate Conversation in June, an online stakeholder event was held in September with local, regional and national organisations such as many of our CPPs, local housing associations, Scottish Power, Scottish Gas, Scottish Water, Transport Scotland, UWS and all 8 GCR local and neighbouring authorities (57 attendees in total) to understand their influence and their role in progressing to net zero as well as partnership working opportunities.</p> <p>And on 11th October, the internal workshop was held in the Lagoon Leisure Centre, with 70 officers from across all Services to identify opportunities and collaborate in the development of the road map and action matrix. To allow time for this level of engagement, the due date for this action has been revised to 31 March 2024.</p> <p>Other achievements include:</p> <ul style="list-style-type: none"> • Officers within Facilities and Property Services have been undertaking pilot feasibility studies to assess getting existing schools to a Net Zero building. • A region wide collaborative group of Property Services Managers has been set up to look at different buildings and undertake feasibility studies of different types of buildings • Work is being undertaken in PPP school estate to reduce energy costs across the estate. This follows the roll out of LED lighting across the 10 schools.



Delivering the Council Plan – Green

What we will do	Due Date	Status	Progress update
2. Development of Low Emissions / Electrification Strategy	31-Mar-2024		<p>Renfrewshire Council working in partnership with Glasgow City Region Partners to develop a strategy and investment model for future provision of EC Charging Infrastructure.</p> <p>Fleet Services are piloting six commercial vehicles 3x Refuse Collection, 1x Bus & 2x Crewcab tipper with a new fuel source for the heavy Council fleet, HVO (hydrotreated vegetable oil) fuel and significantly reducing greenhouse gas emissions on combustion. This means that running vehicles with HVO fuel could reduce CO2 emissions by up to 90%, NOx (Oxides of Nitrogen) emissions by up to 27% and PM (particulate matter) emissions by up to 84%, all of which are key factors to achieving improved air quality. Other Progress includes:</p> <ul style="list-style-type: none"> • Refurbishment of five signalised junctions from 'old' high energy consumption technology to more efficient LED systems has been completed at Main Street/Torr Road Bridge of Weir, Beith Road/Hallhill Road Johnstone, Main Road/Glenpatrick Road Elderslie, Paisley Road/Wright Street Renfrew and Kings Inch Road/Ikea Renfrew. • EV Charging Infrastructure installed in Gallowhill, Arkleston, Hunterhill, Hawkhead, Johnstone and Seedhill. • Continued Engagement with SPEN for the installation of new electric power supply at Underwood Road Depot that will facilitate additional provision of EV Charging Infrastructure.
3. Pilot and test the creation of active travel routes between neighbourhoods, town centres and business locations using these to test SMART travel solutions and evaluate benefits to biodiversity, air quality and access	31-Mar-2023		<p>In 2022 the Regeneration and Place Team commissioned specialist consultants Stantec to develop an active travel strategy focussed on accessing the main areas of employment across Renfrewshire. A large-scale survey and a significant number of employer interviews were conducted with the support of the Renfrewshire Chamber of Commerce and the Renfrewshire Economic Leadership Panel. A final report has now been produced with a series of recommendations to develop new routes and initiatives to promote travel behaviour change. This will act as a source document for the development of specific projects for Council and external funder support in the years to come and may be reflected in new actions to be brought forward.</p>

Delivering the Council Plan – Green

What we will do	Due Date	Status	Progress update
4. Develop a Strategic Property Review of Council operational, non-operational and surplus assets	31-Mar-2025	▶	<p>Work has been undertaken to collect and assess data for the Council portfolio. This has included staff resource/energy and usage. Visits to gather further information on Community Halls and Self Managed Halls has also been undertaken.</p> <p>An update report on the Strategic Property Review was taken to the Infrastructure, Land and Environment Policy Board on 26 May 2023 to outline progress and next steps. Officers working to remove Renfrewshire Council from leases (where possible and cost effective) and to consolidate staff into other buildings e.g. Renfrewshire House. In particular, the lease for Abbey House will end in January 2024 with HSCP and Social Work staff being relocated to Renfrewshire House from November 2023.</p>
5. Deliver the Energy Efficiency Standard for Social Housing post-2020 (ESSH2) milestones	31-Mar-2023	✔	<p>This on hold whilst review is underway.</p> <p>We are ready to implement as soon as the Scottish Government give the go ahead to proceed.</p>
6. Develop a funding strategy to support the resourcing of actions to deliver net zero	31-Mar-2024	▶	<p>The Funding strategy to deliver the Ren Zero Plan is currently being developed alongside the costed delivery plans to ensure adequate resourcing. This is being developed alongside Local Heat and Energy Efficiency Strategy. Due to complex nature of these plans, the completion date has been revised from 31st October 2023.</p>
7. Establish a carbon budget for Renfrewshire Council	31-Mar-2024	▶	<p>An initial draft Carbon Budget is under development developed and is subject to internal review and approval. The completion date is estimated for January 2024, and the implementation date is projected to be beginning of financial year 2024/25.</p>

Delivering the Council Plan – Green

What we will do	Due Date	Status	Progress update
<p>8. Ensure that climate considerations are taken into account in our procurement strategies and tenders with a focus on reducing emissions</p>	<p>31-Mar-2025</p>		<p>This action is now complete.</p> <p>At strategy stage:</p> <ul style="list-style-type: none"> • A sustainability test is completed for all relevant procurements. This identifies risks and opportunities which ensure that climate considerations are taken into account. • The procurement climate emergency adviser supports the team with advice about policy and highlights opportunities and good examples of best practice from the public sector at strategy stage. • The evaluation methodology is agreed including whether climate should be assessed at Selection Stage or as part of the award criteria. <p>Tender Stage:</p> <ul style="list-style-type: none"> • Where relevant and proportionate procurements include the new Selection Question 4C.7.1 which requires that bidders should evidence that their organisation has taken steps to build their awareness of the climate change emergency and how they will respond; • Where relevant and proportionate bidders will be asked to provide responses specific to the procurement confirming action that will be taken to mitigate climate impacts during the life of the contract; • Where relevant environmental action will be built into the service specification, requiring that these actions are delivered as a fundamental element of the contract.
<p>9. Review opportunities within the Council’s infrastructure pipeline projects to align with the skills transition and green skills development for local people</p>	<p>31-Dec-2024</p>		<p>This action is new this year and will be developed following phase 2 of the Plan for Net Zero which sets out the phased road map and costed, area-based delivery plans. Phase 2 is currently underway and the infrastructure pipeline of projects and the identification of skills gaps will follow on once the outcomes and the phasing are known.</p>




Delivering the Council Plan – Green

What we will do	Due Date	Status	Progress update
<p>10. Deliver a programme of enhanced operational environmental and community support activities for environment and place (CF)</p>	<p>31-Mar-2023</p>	<p>✔</p>	<p>Team Up to Clean Up continue to make positive impacts across towns and villages in Renfrewshire. Community engagement through social media was up 100% in the 60 days to the start of October with a membership of just over 4,900 local users engaging.</p> <p>With the autumnal weather additional sweeping is being undertaken to ensure gullies are kept clear of debris and leaves to reduce local flooding risks.</p> <p>Environmental Task Force continue to work alongside Renfrewshire communities to reduce fly-tipping. The digitalisation of fly-tipping data collection is building a data base of evidence for data led intelligence.</p>


Delivering the Council Plan – Green

Indicator	Current Status	Short term trend	Long term trend	2021/22		2022/23		Q1 2023/24		Q2 2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	Value	Target	
1. Percentage of homes meeting the EESSH 2020 standard (%)				78.4%	95	85.07	95	Not measured for Quarters				Whilst below target, performance has improved. Ongoing difficulties within the construction industry have caused some delays in works being completed. Landlords have until December 2025 to comply with EESSH1.
2. CO2 Emissions area wide per capita (LGBF) (tonnes)				4.51	Data only	*	Data only	Not measured for Quarters				* This is an LGBF indicator and data for 2022/23 will be available in March 2024. For 2020/21 this was 4.02 More recent data relating to the Council's emissions can be found in our annual Public Bodies Climate Change Duties Reporting here
3. CO2 Emissions area wide: emissions within scope of LA per capita (LGBF)				3.91	Data only	*	Data only	Not measured for Quarters				* This is an LGBF indicator and data for 2022/23 will be available in March 2024. For 2020/21 this was 3.48 More recent data relating to the Council's emissions can be found in our annual Public Bodies Climate Change Duties Reporting here
4. Percentage of the vehicle fleet which uses alternative fuels, such as electricity (%)				25	25	27	25	29	25	29	25	The current fleet using alternative fuels includes 115 electric vehicles from a total fleet of 408 vehicles. In addition, there are 6 vehicles trialling the use of HVO as an alternative fuel with initial feedback being positive.
5. Amount of CO ² emitted by the public vehicle fleet				3,223	3,000	3,267	3,000	812.67	750	775.23	750	The total for the first 6 months of the year is 1,588.03 tonnes of CO ₂ e. If this trend continues, whilst comparatively small, the emissions would be slightly over target of 3,000 tonnes of CO ₂ e.

Delivering the Council Plan – Living our Values

What we will do	Due Date	Status	Progress update
1. Implement the next phase of transformation as part of Right for Renfrewshire	31-Mar-2025		The Portfolio of Change has been created by the Project Management Unit with weekly spotlights to the CMT. This includes portfolios such as Financial Sustainability and Digital.
2. Implement the actions arising from the Council's financial sustainability workstreams	31-Mar-2024		<p>In the 2023/24 budget £4.4m of savings relating to the Council's financial sustainability workstreams were incorporated. Some of these will take time to be realised because they rely on new charging policies to be implemented, for example. To date £3.0m has been achieved. Operations and Infrastructure delivered the savings target of £4m – this was achieved via a management restructure, implementing new and increasing existing charges and in conjunction with CPU colleagues negotiating new contracts for disposal of recycling materials. Work continues on the Strategic Property review, in particular the removal of Renfrewshire Council from external leases wherever possible. Social Work and HSCP will leave Abbey House and re-locate to Renfrewshire House at the end of 2023/early 2024.</p> <p>Work also continues to understand the use of Community Halls and Self-Managed Halls to assess the potential for savings/efficiencies and cost avoidance.</p> <p>Children's Services have reacted positively to reductions in temporary funding streams by ensuring that previous patterns of spend were as sustainable as possible. In addition, they continue to work on supporting overall council pressures in required efficiencies over the coming years and will put forward a number of options to be considered.</p>
3. Support engagement opportunities to influence national policy direction and align the focus of the organisation in response to national legislation	31-Mar-2027		The Council continues to respond to national consultations and calls for views, either directly, via COSLA, or through participation in the wide range of professional bodies of which our officers are members. Officers continue to closely monitor emerging national legislation and consider any implications for the organisation.

Delivering the Council Plan – Living our Values

What we will do	Due Date	Status	Progress update
4. Support the Council in developing New Ways of Working	31-Mar-2024		The work on new and revised policies continues and the team has identified the next set of policy (7) priorities for the 2nd half of 2023, the smoking policy and our people strategy was approved at the FARS board in Sept 23, with a further 2 to 3 policies being reviewed for the Nov Board. The terms and conditions review proposal is being finalised, presentation to the unions are slightly behind due to the ongoing pay dispute, however, plans are in place to meet in November 2023. The due date has therefore been revised from 31 October 2023 to March 2024.
5. Undertake a corporate self-assessment exercise in line with revised best value audit methodology	31-Dec-2023		Approach and model were agreed by the Corporate Management Team (CMT) and the survey element of the CSA has been completed by the extended Corporate Management team. Follow up workshops took place over the summer and CMT agreed a range of actions which align with key priorities. CMT also agreed that a further self-assessment should be carried out with the 'Our Leaders Forum' senior management cohort, and this activity will be targeted for early December 2023.
6. Lead implementation of the council brand, ensuring council communications are responsive, informed, inclusive and accessible (CF)	31-Mar-2024		<p>The following has been completed in Q2:</p> <ul style="list-style-type: none"> •An independent agency has been commissioned to deliver an audience segmentation model to inform ongoing corporate marketing and communications activities, which will be completed in Q3. This has included audience research with residents, tenants, and businesses in Renfrewshire. •Accessible Communications Guide has been completed for use. This includes advice and support on accessible and inclusive language, accessible web content, digital content, interpretation, and translation. This will be promoted across the organisation in Q3. •A key objective within the implementation plan is to deliver a new council website, which is part of the Digital Experience Strategy, and progress on this is monitored separately and reported below. •A review of the implementation of the revised Social Media Strategy has demonstrated an increase in positive engagement with residents with content performing higher than public sector industry averages. In addition, as part of improving the council's reach locally, the marketing team have concluded a review of the council's paid-for social media approach, with new processes tested and introduced across several campaigns. <p>A new council marketing and communications strategy will be developed for implementation in Q3</p>




Delivering the Council Plan – Living our Values

What we will do	Due Date	Status	Progress update
7. Develop an overall strategic recruitment and talent management plan to enable us to meet future workforce demands	31-Mar-2024	▶	Due to the planned re-design within the People & OD team this will likely take longer to implement. However, innovative recruitment approaches continue to be explored, developments within talent link have commenced with others planned, we have piloted some new types of adverts, work is ongoing but the People & OD team re-design will also impact on the final outcomes of this.
8. Develop a Wellbeing Strategy that meets the needs of our workforce as we emerge from the pandemic and look towards the future	31-Dec-2023	▶	Consultation on the wellbeing strategy continues, consultation has taken place with the unions who are positive about the strategy and support the principles behind this, this will be presented to CMT and then to the FARS board in Nov 23.
9. Support the Council with improving attendance and reducing absence)	31-Dec-2023	▶	The introduction of the new absence policy is now planned for January 2024, which will have enabled the team to review the underlying processes in ERP and to roll out the new training to support the new policy.
10. Develop a new Equality, Diversity and Inclusion Strategy for the Council	31-Dec-2023	▶	The initial high-level report has been submitted and presented to CMT, a full report pulling all the information together was received in Oct 23 and a review of that which will then develop our strategy is now ongoing. A plan to present a draft strategy to CMT will be late Nov for sign before the end of the year.













Delivering the Council Plan – Living Our Values

Indicator	Current Status	Short term trend	Long term trend	2021/22		2022/23		Q1 2023/24		Q2 2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	Value	Target	
1. Average number of work days lost through sickness absence per employee				11.87	9.9	13.57	9.9	2.97	2.6	*	2.1	*Data for Q2 is not yet available. For Q1, The council has recorded an overall absence rate of 2.97 days lost per FTE employee, which is 0.37 days above the council target of 2.6 days.
2. Percentage of posts of the highest 5% of earners among employees (excl. Teachers) who are women (AS) (%)				58.15	Data only	56.84	Data only	Not measured for Quarters				Total number of employees = 6,217 Total number of employees in top 5% = 329 (per guidance value 308 has been increased to 311 due to numbers on the salary point) Total number of women in top 5% = 187 (56.84%)
3. Percentage gender pay gap between average hourly rate of pay for male and female employees				2.29	Data only	0.48	Data only	Not measured for Quarters				The pay gaps were calculated using the difference between male and female's average hourly rate which excludes overtime. Average hourly rate of pay (Male) = £18.87 Average hourly rate of pay (Female) = £18.78 Gender Pay Gap % = 0.48% The Council's pay gap of 0.48% was calculated as at 31st March 2023 and highlights the pay gaps between male and female employees.
4. Number of complaints closed at Frontline Resolution as a percentage of all complaints (%)				86.8	85	89.2	85	85.5	85	*	85	1,854 Frontline resolution complaint cases were closed against a total of 2,169 complaints received in Q1. Target was achieved for this period

Delivering the Council Plan – Living Our Values

Indicator	Current Status	Short term trend	Long term trend	2021/22		2022/23		Q1 2023/24		Q2 2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	Value	Target	
5. Percentage Of FOI requests completed within timescale (%)				95.4	90	94	90	96	90	93	90	In the first two quarters of 2023/24, the Council has received 757 Freedom of Information requests – 385 in Q1 and 372 in Q2. Performance continues to exceed the target despite an increase in the number of requests compared with last year. Anecdotal evidence from officers suggests an increasing complexity in the requests received.

Delivering the Council Plan – Improving Outcomes for Children and Families

Indicator	Current Status	Short term trend	Long term trend	2021/22		2022/23		Q1 2023/24		Q2 2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	Value	Target	
1. No. of opportunities for young people to achieve through accredited awards				808	1,130	*	1,130	Not measured for Quarters		*Data is currently being gathered for this indicator.		
2. Average complementary tariff score of pupils living in SIMD 30% most deprived areas				545	Data only	*	Data only	Not measured for Quarters		*Figures for 2022/23 school leavers will become available in the February 2024 Insight update. Latest data on school leavers attainment shows 2021/22 complementary tariff score is down on the figure for 2020/21. Please note for this and the following indicator - assessment methods were impacted by the pandemic, and comparison with previous years should be treated with caution.		
3. Average complementary tariff score of all school leavers in Renfrewshire				689	Data only	*	Data only	Not measured for Quarters		*Figures for 2022/23 school leavers will become available in the February 2024 Insight update. The average complementary tariff score decreased in 2021/22. The average tariff of 689 is lower than the previous year but in line with leavers from the 19/20 cohort		
4. Percentage Point Gap in % Pupils Achieving Expected Level for their stage in Literacy between pupils living in 30% Most Deprived areas and those living in 70% Least Deprived Areas (SIMD)				15.4	7	16	10	Not measured for Quarters		The percentage point gap between the attainment in literacy of pupils living in the most and least deprived areas has increased to 16 percentage points, in comparison to 15.4 percentage points in 2021/22.		

Delivering the Council Plan – Improving Outcomes for Children and Families

Indicator	Current Status	Short term trend	Long term trend	2021/22		2022/23		Q1 2023/24		Q2 2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	Value	Target	
5. Percentage Point Gap in % Pupils Achieving Expected Level for their stage in Numeracy between pupils living in 30% Most Deprived areas and those living in 70% Least Deprived Areas (SIMD)				13.4	6	11	9	Not measured for Quarters				The percentage point gap between the attainment in numeracy of pupils living in the most and least deprived areas has decreased to 11 percentage points, after a slight increase between 2021 and 2022.
6. Percentage of Looked After Children cared for in the community (%)				92	89.9	90	89.9	90.4	89.9	91	89.9	<p>The percentage of looked after children in the community has increased by 0.6pp in Q2 of 2023/24, compared with Q1</p> <p>The majority of all looked after children continue to live in a community setting either with their own family or with an alternative family. A residential house or school can be more suitable for a small number of children and young people based on their particular needs, but the service will always seek to have a child live in a family setting where appropriate.</p>

Council Plan

Six monthly progress update
December 2023

For more information, please contact:
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We are **fair**, We are **helpful**, We are great **collaborators**, We value **learning**



Renfrewshire
Council



To: Leadership Board

On: 6 December 2023

Report by: Chief Executive

Heading: Local Partnerships – Update on Consultation and Engagement Exercise

1. Summary

- 1.1 This report provides an overview of the findings from a recent consultation exercise to support the further development of Local Partnerships in Renfrewshire.
- 1.2 Since their establishment in 2019, much progress has been achieved in terms of developing this model of community level governance, however it is recognised that further resource and effort requires to be targeted to support their further development.
- 1.3 The recent consultation exercise was completed in November 2023, and focused on identifying improvements which could be taken forward as part of the next phase of the Development of the Partnerships. Section 4 of the report provides an overview of the consultation methodology used, whilst section 5 provides an overview of key findings.
- 1.4 The feedback gained provides a significant opportunity for officers to work with all stakeholders to develop and strengthen the Local Partnerships further. As previously advised, a Local Partnerships Officer role is currently being recruited to support the next phase in the development of the Local Partnerships during 2024.
- 1.5 Section 6 sets out next steps for this programme of work, and it is proposed that a report is now prepared by officers for members, outlining recommendations and actions to be agreed to support the launch of next phase of the development of the Local Partnerships. The report will be submitted to the Leadership Board for consideration on 21 February 2024, and will also include updated grant guidance and governance documents for agreement.
- 1.6 In the intervening period officers will complete a consultation with grant applicants in order to identify and put into place required improvements to grant administration processes. Scheduled work to refresh the core Local Partnership membership will also be undertaken in early 2024.

2. Recommendations

2.1 It is recommended that members of the Leadership Board note:

- the findings of the recent consultation exercise undertaken in relation to the development of Local Partnerships in Renfrewshire
- that further consultation will continue to be undertaken in relation to the administration of Local Partnership grants ahead of grant guidance being finalised in February 2024.
- that a detailed action plan to launch the next phase of the Local Partnerships will be submitted to the Leadership Board on 21 February 2024, alongside updated grant guidance and governance documents.

3. Background

3.1 Local Partnerships were established during 2019 following an extensive programme of consultation. Seven Local Partnerships were created, replacing the previous Local Area Committees that had been in place for many years.

3.2 This new model of community level governance was viewed as being critical to the Council changing the way in which it works with local communities, providing opportunities for communities to have a say on what matters at a local level and working together to achieve these ambitions.

3.3 Each Local Partnership initially identified its own priorities, with a view to these guiding local actions and activities and the allocation of grants.

3.4 It was initially intended that the operation of the Local Partnerships would be reviewed after a period of 12 months, however due to COVID and wider resource pressures, the review was postponed at that time.

3.5 In June 2023, Leadership Board was advised that a process of engagement and consultation would be undertaken to inform the next phase of development of the Local Partnerships. The process commenced in late September 2023 and has been lead by the Partnerships and Inequalities team, with a key focus on identifying what needs to happen to build on the existing strengths and potential opportunities which the Local Partnership model provides.

4. Overview of consultation and engagement exercise

4.1 In September 2023, an update was provided to elected members on the proposed scope of the exercise which would focus on identifying options to:

- Enhance participation in Local Partnership meetings
- Facilitate greater engagement from Council services and partner organisations on issues which impact Local Partnership areas
- Develop meaningful local priorities and action plans
- Identify options for improving the grant allocation process

- 4.2 A key aim of the consultation exercise was to provide a variety of different opportunities for stakeholders to provide feedback on the operation of the Local Partnerships. This included:
- A consultation survey which was issued to all current local partnership participants (21 responses received)
 - One to one engagement sessions with Local Partnership Chairs and Lead Officers
 - A joint engagement session with current Lead Officers
 - Two online engagement sessions offered to elected members (17 participants)
 - Two online engagement sessions offered to community representatives (5 participants)
 - An online engagement session for partners and wider stakeholders (7 participants)
- 4.3 It was important to offer a range of different opportunities for stakeholders to participate recognising that a survey alone was not the most accessible or indeed preferred way for some people to provide feedback. It is also recognised that further engagement may be required to explore some of the developments proposed within this paper in further detail. This includes in relation to grants, where a separate consultation process is underway with Local Partnership grant applicants on the processes around application and payment and how these procedural aspects can be improved.
- 4.4 Section 5 of this paper provides an overview of the consultation and engagement findings received to date, whilst section 6 sets out proposed next steps in terms of responding to the feedback received.

5 Consultation and engagement findings

- 5.1 Through the exercise undertaken, officers gathered a range of diverse views and opinions from stakeholders about the way in which Local Partnerships work currently, and how things could be improved moving forward.
- 5.2 Overall there was consensus that the Local Partnerships have created a new community level governance model which had moved on considerably from that which previously operated under the Local Area Committee model. The efforts of officers in supporting the establishment of the Local Partnerships and their ongoing operation was strongly recognised by participants, particularly during COVID. There was however some concern that since they were introduced the pace of the transition had been one of more gradual evolution, which some participants had found frustrating given the potential that Local Partnerships are felt to have.

- 5.3 The majority of participants were supportive of the further development of the Local Partnerships, and identified a range of improvements that could be explored to support and strengthen the work of the Local Partnerships to ensure they are vibrant and valued mechanisms for community engagement and collaboration.
- 5.4 A key consideration expressed throughout the consultation was that any improvement actions flowing from the consultation must not impact on the ability of each Partnership to work flexibly and to respond to the needs of its membership, albeit in line with governance arrangements.
- 5.5 The broad themes emerging from the consultation can be summarised as follows:
- Local partnerships are generally working well, but there could be a better balance of input with more opportunities for the community voice.
 - Adjustments may be required to ensure greater participation of Local Partnership members/groups facing barriers.
 - Local representation could be strengthened in terms of ensuring that all membership spaces are filled and that there is a spread of representation across communities and with different groups such as young people.
 - Council services and partner organisations need to review the way in which they engage with Local Partnerships to ensure this is tailored and focused on what matters to each Local Partnership.
 - Local Partnerships represent a significant opportunity – they should not be solely about grants, and all opportunities to strengthen their role should be progressed.
 - There is strong support in relation to Local Partnerships refreshing their priorities and developing local action plans – but this needs to be meaningful and there needs to be resource in place between meetings to make things happen and to join the dots.
 - Local Partnerships need support to reach out into communities and to communicate what is happening at a local level through the collaboration that is taking place.
 - Grants allocation guidance and support for applicants needs to be strengthened
 - Information on grant applications could be further strengthened to support decision making. A stronger focus needs to be placed on reporting back impact at a local level.
- 5.6 Detailed feedback in relation to each of the broad themes of the consultation are provided in the remainder of this section of the report.

5.6.1 Enhance participation in Local Partnership Meetings

Enhance participation in Local	Existing Strengths	Areas for Improvement
	Local Partnerships have good representation from across	There was a strong view expressed that the membership of Local Partnerships should be

Partnership meetings	communities although the extent of this may have varied over time	reviewed and refreshed in order to ensure all gaps in representation were addressed
	Survey feedback indicates meetings take place regularly and at broadly the right frequency	A regular process should be put into place to support Local Partnerships to address any emerging gaps in representation.
	Most participants confirmed that they felt able to participate in the meeting	Local Partnerships should review participation on an ongoing basis to address any barriers that may be experienced due to factors such as a disability or childcare responsibilities, or due to the meeting arrangements themselves at venues or online. This should include reminding participants that support for attendance and travel costs can be provided. Support for ICT access should also be considered as it was noted that this could be challenging and interrupt the flow of meetings
	Local Partnerships had adapted meeting arrangements during and following COVID – some partnerships have met face to face which had supported connections to develop whilst other participants in other partnerships highlighted the benefits of hybrid or online meetings	Agendas for local partnership meetings should provide opportunities for community representatives to engage and offer insight into work being undertaken across communities within local areas.
	Local Partnerships members provided examples of where gaps in representation had been targeted and addressed e.g to ensure certain localities/communities were represented. New arrangements to involve young people in the Renfrew Local Partnership were highlighted as a positive development	Local Partnerships could consider how to link out across communities to promote the work they are doing and to encourage groups and organisations to work with the Local Partnership on any shared priorities e.g community councils, TARAs, equalities groups
	Information provided at meetings was useful and supported participation	Support for new community representatives should be provided.
		Involve wider Partnership in setting of agendas/meeting programme over the year.
		Some participants queried whether regular meetings which did not involve grant decision making required to be recorded. It was suggested that this could encourage more informal approach to meeting.

5.6.2 Engagement with Council services / Partner Organisations

Facilitate greater engagement from Council services and partner organisations on issues which impact Local Partnership areas	Strengths	Improvements
	Information and papers provided by the Partnerships team were of a good quality and supported the discussion on agenda items	Participants across all engagement mechanism felt that the balance of partner engagement within meetings was not yet quite right
	Majority felt items raised at Local Partnerships were generally of interest to them	It was suggested that items from partners such as Police and Health would be valued by members of the Local Partnerships, but these need to be tailored to each local area.
	Information and papers provided by Team	It was suggested that when there is input from officers and partners this should also very targeted and focused in terms of the time allocated on the agenda.
	Tailoring content has worked well in some Local Partnerships where there have been presentations on major infrastructure projects within the locality	A number of participants talked about an opportunity to be more imaginative with the agenda – there are local groups and organisations that could also feed into this as partners rather than statutory agencies.
	More than two thirds of survey respondents said they wanted to hear more about: <ul style="list-style-type: none"> • Involvement in enhancing the local environment • Opportunities for local people to engage in consultation exercises • Involvement in partnership working to address issues like poverty 	

5.6.3 Local Priorities and Action Plans

Develop meaningful local priorities and action plans	Strengths	Opportunities for improvement
	A number of participants noted that that the development of the original local priorities at the inception of the Local Partnerships had supported decision making, particularly in relation to grant allocations	There was a strong consensus that local priorities should be reviewed – although these may not change significantly it represents an opportunity to engage across partnerships and to support collaboration
Evidence was provided that some Local Partnerships had started to undertake targeted activities inline with these priorities eg road safety, engagement with young people	Developing local priorities and plans was important, but only if it is a meaningful exercise. It was suggested there needed to be a resource in place which supported work to take place outside	

		of meetings and to ensure progress was tracked and reported back to meetings.
	Some participants noted that it had been helpful to review local priorities within the Local Partnerships during and subsequent to the pandemic	If local plans are developed there needed to be consideration on how Local Partnerships could involve the wider community in developing these. There should also be regular communication with communities on what is happening
		Participants also suggested that local priorities should more closely be linked to the grant allocation possible wherever possible.

5.6.4 Improving the grant allocation process

Identify options for improving the grant allocation process	Strengths	Improvements
	Participants provided examples within communities of where Local Partnership grant funding was benefiting local people and making a difference	Although grant guidance was widely recognised as being clear and concise, it was suggested that greater support could be provided to applicants to assist them with the process.
	Survey feedback and that gained through the wider exercise indicates that grant guidance provided is clear and easy to follow for participants	It was suggested through all parts of the consultation undertaken that grant criteria could be reviewed and strengthened in relation to : <ul style="list-style-type: none"> - The requirement for all applications to evidence links to local priorities set by each Local Partnership or local criteria that would be applied - Multi area applications - One off community events such as Christmas lights and gala days
	Positive feedback was provided on the support that is provided by the Partnerships team around the grant allocation process – in terms of supporting all arrangements and preparation of paperwork which was recognised as being resource intensive	An annual grants prospectus should be developed and maintained by the Partnerships team and communicated across all community and third sector networks. This would ensure organisations seek funding from alternative sources to Local Partnerships, particularly for organisations that apply each year for funding and may require wider support around financial sustainability and support with business planning.

	<p>The Celebrating Renfrewshire participatory budgeting programme was suggested by a number of participants as being very successful in Renfrewshire as a process and in</p>	<p>It was suggested that given the demand for Local Partnership funding, each applications should be limited to a 5k cap, recognising that this would still be higher than other small grant funding opportunities offered eg Community Food Fund, Winter Connections etc</p>
		<p>There was consensus that much more information needed to be gathered and reported back to Local Partnerships on the impact that funding had had. It was suggested that this should be a core requirement of any funding award, and if not fully met would impact the allocation of future funding.</p>
		<p>It was suggested that reports back on impact should not be a significant burden for those awarded funding. Officers should consider opportunities to highlight impact through short videos or newsletters.</p>
		<p>It was recognised that Local Partnerships have significant potential and should not be solely associated with the grant allocation process. It was suggested that each Local Partnership should have 2-3 regular meetings each year and the grant meeting should be denoted as a special meeting on the calendar</p>
		<p>A small number of participants suggested that Local Partnerships could explore participatory budgeting opportunities given the success of the Celebrating Renfrewshire programme.</p>
		<p>Consider opportunities for applicants to be able to present their applications if required.</p>
		<p>Review information provided to Local Partnerships to see if this can be strengthened to support decision making. This could include building more time into the assessment process to allow all Local Partnership members time to review application materials and to request information prior to the grant allocation meeting taking place.</p>

General Feedback

General	Strengths	Opportunities for improvement
	Links have been made between some of the strategic agendas being progressed by the Council and its partners and Local Partnerships. A positive example of this engagement in relation to the Net Zero agenda.	Officers should explore further opportunities to align some of the strategic work being progressed by the Council to the Local Partnerships if this strengthens their role going forward
		The provision of support for 7 Local Partnership meetings within a single cycle over a 3-4 week period is resource intensive. It was suggested that engagement with Local Partnerships could be undertaken to consider whether a smooth of the meeting timetable over the course of the year could allow for support from officers to be strengthened, although it is recognised that this would not be possible for grant meetings which would be required to take place over a concentrated period of time before the summer recess.
		Lead officer role descriptions should be developed to support the governance arrangements of the Local Partnerships.

6 Next steps

6.1 The feedback gained through the consultation exercise represents a significant opportunity to work with all stakeholders to strengthen the role and operation of Local Partnerships in Renfrewshire and to launch the next phase of their development in 2024.

6.2 As previously advised, a Local Partnerships Officer role is currently being recruited to support the next phase in the development of the Local Partnerships during 2024, with a key focus on

- supporting partnerships to develop local plans and priorities,
- strengthening links between Local Partnerships and wider council services and partner agencies; and
- supporting the development of work programmes and agendas for each Local Partnership, ensuring all opportunities are maximised to link to the local community and with wider strategic programmes of work which are relevant to local areas.

- 6.3 It is proposed that a report is prepared by officers for members, outlining recommendations and actions to be agreed to support the launch of next phase of the development of the Local Partnerships. The report will be submitted to the Leadership Board for consideration on 21 February 2024, and will also include updated grant guidance and governance documents for agreement.
- 6.4 In the intervening period officers will finalise a consultation with grant applicants in order to identify and put into place required improvements to grant administration processes. Scheduled work to refresh the core Local Partnership membership will also be undertaken in early 2024.
-

Implications of the Report

1. **Financial** – none
2. **HR & Organisational Development** – none
3. **Community/Council Planning** – as outlined within the content of the report.
4. **Legal** - none
5. **Property/Assets** - none
6. **Information Technology** - none
7. **Equality and Human Rights** –
8. **Health and Safety** - none
9. **Procurement** – none
10. **Risk** – none
11. **Privacy Impact** – none
12. **COSLA Policy Position** – none
13. **Climate Risk** – none

Author: Laura McIntyre, Head of Policy and Partnerships



To: Leadership Board

On: 6 December 2023

Report by: Chief Executive

Heading: Migration and Asylum Update

1. Summary

- 1.1 This paper provides an overview of recent developments in relation to migration and asylum provision in Renfrewshire, including specific updates in relation to support Ukrainian Displaced Persons and unaccompanied asylum seeking children and young people locally.
- 1.2 Section 6 of the paper provides a more detailed update in relation to the asylum dispersal programme in Renfrewshire, and specifically in relation to the streamlined asylum process which is being implemented by the Home Office, which is seeking to expedite decision making across the asylum system. This could have potentially have a considerable impact on the provision of local services, particularly housing support and homeless services, and officers have been actively working to assess the local impact and to develop options to guide our local response. This includes detailed financial planning to assess the financial implications for the organisation in the short, medium and longer term.

2. Recommendations

- 2.1 It is recommended that members of the Leadership Board:
- note the contents of this report;
 - note that a detailed report on developing housing and homelessness pressures will be provided to the Communities and Housing Board in January 2024.

- authorise the Chief Executive to put in place additional resources to respond to potential service pressures identified within the report over the next 3 months if these are required, in consultation with the Council Leader.

3. Background

- 3.1 As previously reported to Leadership Board, Renfrewshire has a strong track record in terms of supporting people who have come to live and settle in the area through different humanitarian programmes or routes, such as the resettlement schemes for Syrian and Afghan nationals and for unaccompanied asylum-seeking children and young people.
- 3.2 Partners and officers have developed skills and experience in terms of supporting people to settle successfully and have worked with community groups and organisations to build initial networks that aim to strengthen partnership working on this issue.
- 3.3 The last 12-18 months have seen unprecedented change in relation to migration and asylum activity, through factors such as the Ukraine humanitarian resettlement programmes, widening of asylum dispersal across the UK and increasing pressures in relation to unaccompanied asylum seeking children and young people.
- 3.4 This paper seeks to provide an update for elected members on the current issues being progressed by officers and partners.

4. Support for Ukrainian Displaced Persons (UDPs)

- 4.1 The Council, HSCP and partners have played a key role in national efforts to support people who arrived in Scotland and into Renfrewshire over the last 15 months, following the invasion of Ukraine by Russia. A core element of our role has been to support the establishment and ongoing operation of a Welcome Hub linked to Glasgow Airport. As at 2 November 2023, 74 Ukrainian Displaced Persons were being supported in Welcome Hub accommodation in Renfrewshire.
- 4.2 At its peak in Autumn / Winter 2022, our Welcome Hub supported over 400 Ukrainian Displaced Persons, and the reducing number of arrivals have allowed the Resettlement Team to scale back operations at the Hub in order to direct support towards those Ukrainian households who have moved on to live in the community here in Renfrewshire. We are working closely with the Scottish Government on the future role of Welcome Hubs as the number of hotels in use in other local authority areas reduces, and it is likely that there

may be a longer term requirement to deliver some level of Welcome Hub activity going forward in Renfrewshire.

- 4.3 Housing support officers also provide resettlement support to a significant number of Ukrainian Displaced Persons living across Renfrewshire's communities. As at 2 November 2023, 146 social rented tenancies have been provided to UDPs by the Council and Registered Social Landlords. The total number of households we have in community, host and social rented properties in Renfrewshire is 189 households (428 individuals).

5. Unaccompanied Asylum-Seeking Children (UASC)

- 5.1 As reported to Leadership Board in September 2023, Renfrewshire has a significant level of experience in terms of supporting unaccompanied asylum-seeking children and young people, with a small team in place within Children's Services established to provide this support. Unaccompanied asylum-seeking children in Renfrewshire are considered looked after by the Council. Renfrewshire Children's Services also provides support to a number of young adults who initially arrived in the area as unaccompanied asylum-seeking children.
- 5.2 Support is currently being provided to 33 unaccompanied asylum-seeking children, with some children and young people having arrived in Renfrewshire through the UK Government's national transfer scheme arrangements, whilst others have arrived "spontaneously" through local presentation to services including Police or Border Force.
- 5.3 Children's social work continues to support an additional 21 young adults who are now over the age of 18 and entitled to aftercare support. These young adults arrived in Renfrewshire as unaccompanied asylum-seeking children.
- 5.4 The team providing the support have been experiencing resourcing pressures due to additional demands which have arisen as a result of the asylum dispersal process. Specifically, pressures have been generated through a high number of age assessment claims that have been made to Children's Social Work from residents being supported within local contingency hotel accommodation or through Migrant Help (a national organisation which supports trafficked people and has a base in Renfrewshire).
- 5.5 These claims require social workers with specialist skills and experience to work with the individuals concerned to assess age based on information available to all professionals, and to ensure that safeguarding measures and care placements are put into place where this is required.
- 5.6 A key concern for partners currently is the limited availability of suitable care placements and throughcare accommodation which is available for our care

experienced young people, including the increasing number of children and young people that are unaccompanied and require support. There is also a lack of suitable housing accommodation locally in Renfrewshire to support care experienced young people to move to more independent living settings across communities, due to the overall pressures in the local housing market.

- 5.7 Children's Services is working with colleagues in housing to explore solutions to ensure there is access to appropriate housing for our young people leaving care, including those who arrived as unaccompanied asylum-seeking children.

6. Asylum Dispersal

- 6.1 In April 2022, the UK Government notified all UK local authorities of their intention to expand asylum dispersal arrangements across the UK, rather than through a number of agreed asylum dispersal areas such as Glasgow.

- 6.2 The Home Office's contractor, Mears, has to date identified only a small number of residential properties in Renfrewshire to support asylum dispersal, due to the current pressures being experienced in the local private sector housing market. However, two hotels have been utilised as contingency accommodation for asylum seekers in response to the large number of people currently awaiting asylum decisions across the UK currently – one hotel is being utilised in Paisley and one in Erskine.

- 6.3 In the region of 170 service users are currently being supported across these two hotels, however under the hotel maximisation policy recently adopted by the Home Office, this number could potentially increase to circa 320 if all capacity is used. Elected members may be aware of recent announcements from the UK Government that the number of asylum hotels being utilised across the UK will be reduced by 50 by the end of the calendar year. There is no current indication that hotels based in Renfrewshire will be included as part of that process.

- 6.4 In the last update paper provided to Leadership Board in September 2023, officers highlighted that as the asylum population increases locally, more people will be served with potentially positive asylum decisions whilst being accommodated in the local area. Whilst this is positive for the individuals concerned, members were advised that this could mean increased numbers of people presenting to homeless services for support who would require to be provided with temporary accommodation and the right to apply for a social rented tenancy.

- 6.5 In line with current protocols put into place by the Home Office, asylum seekers receiving a positive asylum decision have 28 days to leave existing accommodation and are directed to work with charities and the local authority to make this transition and find suitable accommodation. Those receiving

negative decisions on asylum applications, are given 21 days notice to leave existing accommodation.

- 6.6 Local services are already beginning to see this develop and in recent months 25 asylum seekers have presented as homeless following a positive decision being granted - 9 in October alone. There is also emerging evidence of people presenting as homeless in Renfrewshire who were previously staying in hotels in other local authority areas.
- 6.7 Information is passed from Mears to the Council to advise of decisions being provided to service users living in the two contingency hotels operated in Renfrewshire by Mears. The flow of information to date has been slow but should improve following recent discussions, with prior notification of presentations at our housing and homeless services being very useful to assist with resource planning.
- 6.8 The Home Office have also begun to share data through COSLA which provides an indication of the number of potential positive decisions that can be expected over the short term (3 months), given the work that is being undertaken to tackle the volume of asylum applications nationally. This is linked to the UK government's announcement this year to streamline the application process for claimants from Afghanistan, Eritrea, Libya, Syria and Yemen. Some claimants from Sudan are also being considered under the new process.
- 6.9 Elected members may be aware that Glasgow City Council have very recently declared a housing emergency further to the provision of data on the streamlined asylum process most recently. For Glasgow this indicated that more than 1400 homeless applications could be anticipated from people granted asylum before the end of 2023. In the paper provided to the City Council it was estimated that the additional cost of housing applicants under the streamlined asylum process could reach £79m by March 2025 and that Glasgow's temporary housing stock currently has a shortfall of around 1,600 properties.
- 6.10 The heat map information provided to Renfrewshire indicates that 66 positive decisions may be made in the next 2-3 months alone. If c70% of households receiving a positive decision in Renfrewshire present as homeless locally, this could translate into an addition 46 additional cases to be supported and accommodated by local services. It is not clear at present whether capacity in hotels in the longer term will continue to be utilised locally by Mears, and what the level of need could translate to on an ongoing basis in Renfrewshire in terms of homeless presentations.

- 6.11 Officers have also identified concerns that the housing challenges in Glasgow could impact Renfrewshire's housing and homeless service, as people who are unable to access accommodation in Glasgow look to surrounding local authority areas for support. There is some anecdotal evidence this is already happening on a small scale in terms of homeless presentations and the view of officers is that preparations should actively be made to prepare for the likely additional demand that this could place.
- 6.12 For example, officers have considered a scenario whereby 10% of the 1400 asylum seekers with positive decisions and seeking housing support in Glasgow in the short term, could present in Renfrewshire as homeless. This could generate an additional 140 applications in the next 2-3 months.
- 6.13 To illustrate the potential impact of these pressures, the scenarios described within 6.10-6.12, could increase the number of housing applications by c200 in the next 3 months. Typically the service supports 180-230 domestic homeless households to stay in temporary accommodation at any one time.
- 6.14 A key point to note for members, is that there is no certainty on these scenarios as described. The initial experience of other local authorities including Glasgow, is that the increase in decisions being served and presentations for housing support have been at a lower rate than anticipated. Whilst this is welcome, it important that officers prepare for increases over short periods of time, and have appropriate contingency plans in place to support the local response if this is required.
- 6.15 The next section of this paper provides an overview of the work that is being undertaken to address the pressures on housing, children's social work and wider health services, which have been highlighted through this paper.

7. Responding to emerging pressures

- 7.1 As discussed at the recent Communities and Housing board meeting, the Council is on target to allocate 49% of lets to homeless applicants this year in response to the increase in the level of domestic homelessness over the last 2 years, in line with the national trend (this figure was 41% in 2022/23). Similarly, local RSL's have been asked to increase the number and proportion of lets to those who are homeless. However the overwhelming demand for 1 bedroom properties is making it particularly challenging for all housing providers.
- 7.2 The stock of furnished properties being used to provide temp accommodation for those who have nowhere to stay has increased to 263, however like many other local authorities we are regrettably now having to use B&B on a daily basis in order to ensure that some form of accommodation can be provided for those in housing need.

- 7.3 As would be expected, the associated demand for housing support has similarly increased and whilst the range of support services and initiatives we are delivering have been successful in improving tenancy sustainment for those who have been homeless (91% of homeless households now sustain their tenancy for at least 12 months), and reducing repeat homelessness (from 9.8% in 2019/20 to 4.8% in 2022/23), services are increasingly under pressure. In line with other local authorities we require to increase capacity in order to ensure we are able to respond appropriately to the current and anticipated increase in housing pressures.
- 7.4 Officers have formed a short term working group to respond to these local pressures and utilising all remaining sources of temporary migration and asylum related funding, have progressed a number of immediate actions:
- Exploring options to use existing funding streams to create additional officer capacity in the housing support and homeless service, children's social work and in terms of overall co-ordination of the programme of work required
 - next 3 month plan being developed to ensure the organisation is able to work with partners to respond to developing housing pressures
 - Partnership discussion convened through the Strategic Migration Officer group to ensure there is appropriate partnership oversight of emerging issues.
 - Discussions are also being progressed through COSLA and SOLACE to strengthen partnership working arrangements and information flows with Glasgow City Council, and to consider options for joint working to address the collective issues faced.
- 7.5 A detailed report specifically relating to housing and homelessness service pressures is being prepared and will be presented to the Communities and Housing Policy Board in January 2024.
- 7.6 Given the challenges outlined in the paper and the relative uncertainty in terms of the scale of pressure on services over the next 3 months which may arise as a result, it is also recommended that the Chief Executive be authorised to put into place any required additional resources identified over the next 3 months, in consultation with the Council Leader.

Implications of the Report

1. **Financial** – the increasing demand on services has been largely managed within existing resources with some additional staffing being put into place through migration and asylum funding streams allocated to the Council by the UK and Scottish Government.

As noted in the paper, the significant potential increase in homeless presentations linked to asylum population in Renfrewshire and more widely across the West of Scotland, is anticipated to create additional financial pressures for Council services. Projections are

currently being developed and will be reported to the Communities and Housing Policy Board in January 2024.

2. **HR & Organisational Development** – Grant funding allocated by both the UK Government and Scottish Government for different schemes has been utilised to fund additional support staff as required.
3. **Community/Council Planning** – Supporting New Scots to resettle in Renfrewshire is an important element of the Fairer Renfrewshire programme, and has been identified as a priority by members of the Fairer Renfrewshire lived experience panel.
4. **Legal** – relevant legal advice is sought from colleagues in relation to proposed policy changes and their impact on Renfrewshire.
5. **Property/Assets** – none.
6. **Information Technology** – none.
8. **Equality and Human Rights** - the Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. The New Scots strategy supports a human rights based approach to the resettlement of people in local communities. These principles remain core to local discussions with partners in relation to proposed policy changes which may arise
8. **Health and Safety** – none.
9. **Procurement** – none.
10. **Risk** – the paper notes potential risks in terms of increased pressure on local resources as a result of national policy changes around asylum dispersal, and particularly highlights increased financial risks which have been identified recently in relation to potentially significant pressures on housing and homeless services.
11. **Privacy Impact** – none.
12. **COSLA Policy Position** – regular updates on migration and asylum developments are considered through COSLA Leaders and policy boards.
13. **Climate Risk** – none/

List of Background Papers:

None

Author: Laura McIntyre, Head of Policy and Partnerships.



To: Leadership Board

On: December 6, 2023

Report by: Chief Executive

Heading: Paisley Museum Reimagined Ltd – Capital Appeal update

1. Summary

- 1.1 This report updates Leadership Board on the progress of Paisley Museum Capital Appeal, delivered by charitable trust Paisley Museum Reimagined (PMR) Ltd (SC049225).
-

2. Recommendation

- 2.1 Members are asked to note the report.
-

3. Background

- 3.1 PMR Ltd is an independent company (Charitable Trust), established by Renfrewshire Council in 2019 to drive the Capital Appeal for Paisley Museum and create a revenue income stream for the museum on re-opening. PMR Ltd was officially registered as a charity by OSCR on 16 April 2019 and a small fundraising team was appointed later that year. The team is led by Fundraising and Capital Appeal Manager Andy Robin, reporting to the Council's Head of Marketing and Communications.
- 3.2 The Trust Board consists of four Trustees, Councillor Iain Nicolson, Marion White MBE, James Lang (Chair) Director, Scottish Leather Group Ltd and Bob Grant, Chief Executive of Renfrewshire Chamber of Commerce. The Appeal has five patrons John Byrne, Professor Frances Fowle, Dr Pam Hogg, Much Hon. Duncan Paisley of Westerlea and Dr Heather Reid. Throughout the campaign, the fundraising team has been supported by several Appeal Ambassadors who have championed Paisley Museum through their networks and have made important introductions for the team.

- 3.3 www.reimagined.paisleymuseum.org is the call to action for all Campaign activity, supported by a dedicated PR campaign delivered by the council's corporate communications and public affairs team to raise the profile of the Appeal and maintain national interest in the refurbishment of Paisley Museum. The campaign was paused during 2020 and restarted in 2021, due to the Covid19 pandemic, with campaign targets revised as a result.

4. Income overview and campaign timeline

- 4.1 As of October, £1,557,496 has been raised as part of the Capital Appeal through confirmed and pledged income:
- £1,334,900 trusts and foundations (against a target of £1.5m)
 - £110,000 corporates (against a target of £200,000)
 - £83,261 (incl. Gift Aid) individual donors
 - £29,335 bank account interest
- 4.2 Since the last update to Board, the team has continued to develop a Major Donor prospect list and successfully launched the Corporate Campaign in Renfrewshire, supported by Renfrewshire Chamber of Commerce. This has involved several engagements and site visits with prospective corporate donors. The timeline for activity is listed below:

Dates	Actions
Sep 21 – June 22	<ul style="list-style-type: none"> - Revised Fundraising Strategy & Case for Support - Researching and expanding Major Donor prospect list (<i>ongoing</i>)
Jan 22 – Dec 24	<ul style="list-style-type: none"> - Major Donor cultivation & solicitation (<i>ongoing</i>) - Corporate Campaign launched and implemented (<i>ongoing</i>) - Trust and Foundation solicitation (<i>ongoing</i>) - Stewardship (<i>ongoing</i>)
Jan 25 – April 25	<ul style="list-style-type: none"> - Public Campaign goes live - Donor Thank You events (receptions & private viewings)

5. Individual donor overview

- 5.1 To date over 30 individual donors have chosen to support PMR. Highlight donations include:
- Members of the Coats family have donated over £51,000. The family has indicated their intention to give again before the Museum re-opens.
 - Ken Barclay (previous Chair of Social Investment Scotland) donated £10,000 and will have recognition alongside Steven Campbell's stunning artwork, The Golden City.
 - James Lang of Scottish Leather Group and Chair of PMR Ltd donated £2,500.
 - Alex Holmes has donated £2,000. Alex worked in the Stoddard & Co factory alongside PMR Patron, John Byrne.
 - John Maitland has donated a total of £3,000 over a three-year period. John was born and raised in Paisley but now lives in Toronto.

5.2 Kiran Mazumdar-Shaw, who donated £100,000 via the Mazumdar-Shaw Philanthropy Trust, has offered to transfer ownership of 25 paintings to Paisley Museum. The paintings are of high value and were collected by Kiran's late husband, John Shaw. The council and OneRen are in discussions with Kiran's representative to progress this offer.

5.3 Individual donor, ambassador and friend of PMR Ltd, Nick Kuenssberg sadly passed away in October, having dedicated over 8 years to supporting Paisley's cultural regeneration journey from the initial UK City of Culture bid in 2017, to supporting the Capital Appeal for Paisley Museum. Nick was central to the organising of the 2024 Coats Gathering, an annual event bringing Coats peers and networks together. The event will continue to go ahead as planned and we look forward to welcoming guests to Paisley Town Hall on June 15, 2024. Kiran Mazumdar-Shaw will represent her late-husband John Shaw who worked at Coats for over 30 years.

6. Trusts and Foundations

6.1 21 Trusts and Foundations are supporting Paisley Museum. Highlight donations include:

- £300k from the Garfield Weston Foundation who will sponsor the Introductory Gallery.
- £250k from the Hugh Fraser Foundation who will sponsor the Balcony Gallery.
- £200k from the Clore Duffield Foundation who will sponsor Learning Room 1 – Paisley Museum is only the second project in Scotland to be supported by Clore Duffield, with the only other being National Museums Scotland.
- £200k from the Wolfson Foundation
- £100k from the Reo Stakis Charitable Foundation who will sponsor Gallery 1.
- £100k from the Mazumdar-Shaw Philanthropy Trust who will sponsor the Studio Gallery.

6.2 The majority of high-value Trusts and Foundations have now been approached with almost all pledging to donate. Throughout the remainder of the campaign the Trusts and Foundations will be stewarded and applications will continue to be submitted to lower-level funders. Currently applications worth just over £140,000 have been submitted to those funders. £165,100 is required to achieve the £1.5m target set pre-pandemic in 2019.

7. Corporate Appeal

7.1 The Corporate Appeal was launched in March 2023, and five organisations have agreed to sign up as a corporate partner, with each organisation pledging £20,000 for this status.

- Renfrewshire Chamber of Commerce
- Coats Group
- University West of Scotland
- Malcolm Group
- Scottish Leather Group

7.2 In addition to the corporate partner status, the Coats Group pledged a further £10k for display recognition and we are now in discussions with Scottish Leather Group to increase their support through a value-in-kind contribution. Positive discussions are ongoing with Glasgow Airport and Diageo regarding corporate partner status and the team plan to continue to engage and cultivate corporates throughout 2024. An event will be hosted in Paisley in January, to welcome smaller donations from local businesses.

8. Governance and Stewardship

8.1 PMR Ltd trustees continue to meet quarterly and the Annual Accounts for 2023 have been approved. Statutory and private funder reports are submitted on time and in accordance to funding agreements. Nine site visits with prospective and current funders have been undertaken in 2023. Eight networking events have been attended to raise the profile of PMR and develop new funding relationships. Events include the Scottish 2023 Institute of Fundraising Conference and Renfrewshire Chamber of Commerce business lunches, B2B event and ROCCO awards ceremony. Effective donor stewardship continues to be delivered and donor recognition and GDPR requirements are met. A bi-annual supporter newsletter is published and shared with donors and friends of the project. The latest newsletter can be found at **Appendix A**.

Implications of the Report

1. **Financial** – none
2. **HR & Organisational Development** – none
3. **Community/Council Planning** – Council Plan (PLACE) Demonstrating that Renfrewshire is a great place to live, work and visit. ACTION: Delivering our ambitious regeneration programme, enhancing our culture and heritage assets, using these as a catalyst for growth and renewal across our towns, villages and communities
4. **Legal** – none
5. **Property/Assets** – none
6. **Information Technology** – none
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report.
8. **Health & Safety** – none
9. **Procurement** – none

10. **Risk** – none
 11. **Privacy Impact** – none
 12. **Cosla Policy Position** –not applicable
-

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PAISLEY MUSEUM REIMAGINED

Winter 2023 Edition

● Supporters Newsletter



Paisley Museum's new and step-free 'red drum' entrance

We have reached several milestones since our last edition, but perhaps none as visually striking as the emblematic 'red drum' entrance. We would like to take this opportunity to thank you for helping us meet these achievements and deliver a world-class visitor destination in Paisley's town centre.

We are delighted to share the 7th edition of the PMR Supporters Newsletter and present the progress made over the past six months. You can read about the latest building works updates, get an insight into audience testing sessions for digital interpretations and learn about the conservation work undertaken on ship models.

We hope that you enjoy reading this update and as always please feel free to share your thoughts and let us know if you have any suggestions or requests for topics to be included in our Summer 2024 newsletter.

Should you wish to stop receiving future newsletters, or simply update your contact preferences, please get in touch using the contact details on the last page.

● A Tribute to Nick Kuenssberg OBE

Everyone connected with the Paisley Museum Reimagined project would like to express their deepest condolences on the passing of Nick Kuenssberg OBE.

We would like to take this opportunity to pay tribute to Nick for his incredible passion for Paisley and supporting our cultural ambitions. It was Nick's 27-year career with Coats that connected him to Paisley and its textiles past. In 2017, our teams worked closely with Nick as we finalised our bid to be the 2021 UK City of Culture. He was a committed champion of Paisley's submission, galvanising national media support and linking the town with buddies over the globe.

Nick joined the Future Paisley Partnership Board in welcoming the UK City of Culture judging panel on their visit to Paisley after the town's shortlisting. He was delighted to continue to support the town's regeneration journey following the competition and continued to be instrumental in raising the profile of the Future Paisley cultural regeneration programme and driving support for the Capital Appeal for Paisley Museum. Indeed, Nick went on to donate personally and acted as an ambassador for the museum, helping to encourage others to support our flagship cultural project – and for that, we are incredibly grateful.

Prior to his passing, Nick was in the process of organising the 2024 Coats Gathering which is an annual event bringing Coats peers together to celebrate friendships established during their time with the company. We look forward to working with Nick's peers to finalise plans and welcome guests next June for a reception at Paisley Town Hall before having a guided tour of Paisley Museum. This will give us the opportunity to celebrate Nick's life and honour his commitment to the town.

The town has lost one of its own, but Nick will never be forgotten.



Nick Kuenssberg OBE, PMR donor and ambassador

● Audience Feedback & Museum Digital Experience



Audience Research Officer, Stef Donini testing a display with an Early Years participant

Throughout 2023, we have user-tested our digital interactives with various audience groups at Paisley Central Library, the Lagoon Leisure Centre, schools and community halls.

This summer, we tested e-storybooks designed for our youngest visitors, focused on the natural world, local history and artists. Parents and toddlers from the Paisley Central Library, along with local P1 pupils from Williamsburgh Primary provided feedback, which we have now used to adapt our digital storybooks.

We have successfully tested the 'Rocketeers' digital game prototype. A group of 14 young STEM leaders at Renfrew's Kirklandneuk Primary School made brilliant contributions to the next stages of development of this interactive display about rocket building.

In September, as part of Doors Open Day 2023, we tested two of our interactive displays, 'Wildlife' and 'Weather', that focus on natural science and meteorology. We gathered feedback and observations from 35 people, including families with children and young people, who have been instrumental in making changes and improvements.

Last but not least, we tested the 'Weather' version of the game with a group of 15 nursery toddlers at Ferguslie Early Learning & Childcare. The children, aged 3 to 5, were very excited to play the paper game. Results from the activity will inform the final development of this immersive digital experience.



● An Uplifting Tale

Building Works Update

The installation of the custom-made red glass panes at the new entrance is now complete. Made with bespoke glass imported from Germany, this structure will ensure easy and step-free access to the museum while casting a beautiful pink hue inside when the sun shines through the panes. This effect will create an inviting welcome to gallery spaces.

Paisley Museum has waited over 150 years for a lift shaft to connect all the levels of the Museum and now it has two. In the west extension, the lift shaft is now ready for the installation of the spacious passenger and goods lifts. To the east of the building, contractors are in the process of pouring concrete and erecting steelwork to create a second lift shaft structure that will provide direct access to the new learning space.

We are pleased to say that progress on the replacement and reglazing of all 27 roofs, including 23 originals, is on track and nearing completion over several galleries. Additionally, the double-glazed roof lights above the Factory Hall (working title) galleries are approaching their finishing touches.

Construction contractor Kier plan to have the building wind and watertight by the end of November. Importantly, this will allow the team to progress internal repair work required for historic finishes that have been damaged by decades of water ingress. This work has already commenced in Galleries 1-5 and we are pleased with progress.

Landscaping work has begun to the south of the Oakshaw properties and the Observatory. As soon as the crane and scaffolding are removed from the site this will enable our teams to get to work on creating Paisley Museum's inaugural garden.

Exhibition Fit Out Update

Our exhibition contractors have started manufacturing bespoke display components including display cases and furniture, object mounts and digital interactives. Many of these displays require complex techniques to ensure that the stories are told in the most impactful manner. This includes no fewer than 67 audio-visual displays, allowing visitors to explore our shared history through additional information, films, and even interactive games.



Internal view of the new 'red drum' entrance



Aerial view of Paisley Museum's many roofs, including the new west extension



A reflection of Paisley's High Street on the stunning glass panels

● Behind the Scenes: Designing Bespoke Displays

Our team met with lead exhibition contractors The Hub Limited and hybrid interactive specialists Unusual Projects to approve prototypes and materials used for some of the more bespoke display elements. Our storytelling approach extends beyond interpretation panels and digital methods, it also encompasses the 3-D design of the displays that will help reinforce display storytelling narratives.

Enhancing Accessibility and Engagement

This approach serves multiple purposes. Firstly, it aids visitors for whom English is not their first language, ensuring that our exhibits are accessible and engaging. It also caters to visual learners who may find traditional text-based displays less effective. Because these elements are custom-made, the prototyping phase is critical to ensure that materials, finishes and effects perform as planned. You can read more about our display testing on page 2 of this newsletter.

The Display Creation Process

The decision-making process encompasses a range of considerations, from approving colour samples used throughout the displays to examining flocking effects that form the backdrop to 'theatrical' artist Pat Douthwaite's paintings. We carefully selected samples for the running track baseboard in the Athletes exhibit and deliberated over the charred wood effect for the story of Paisley Weaver and poet Alexander Wilson, known for burning many of his poems.

The team also explored various design elements, including routed effects for the William Wallace exhibit, the placement of names for the Glen Cinema tragedy, and layering techniques to represent landscape contours for the Corozal dredging story. We even considered the use of upside-down empty bottles for the plinth of the Temperance story.

Our commitment to creating unique displays led us to examine specialist sculpted resin components, crafted by sub-contractor Beaufort Bespoke, which depict the transformation of water into ice for the early years story of explorer Birdie Bowers. We also evaluated miniature, illuminated pigeon models within an 'infinity mirror' showcase for the story about Alexander Wilson's recording of the now-extinct Passenger Pigeons. Additionally, we explored elements related to the Observatory Compensatory Experience and sections of the Interactive Weaving Studio.



Charred wood effect samples for the Alexander Wilson story



Testing resin lighting to simulate the transformation of water to ice in the Birdie Bowers explorer display



Glowing miniature pigeons in an 'infinity mirror' exhibit tell the story of Alexander Wilson and the extinct Passenger Pigeons



Project team testing the Observatory compensatory experience

● Ship Model Conservation Update

In our 2022 Winter newsletter, we shared with you that the Ballast Trust donated £1,400 to support the conservation of a ship model which will be on display in Paisley Museum. We are happy to say that the repair work of the David Davis bucket dredger model is now complete. Although the ship model was in fair condition, it required structural and surface repairs to ensure its long-term preservation.

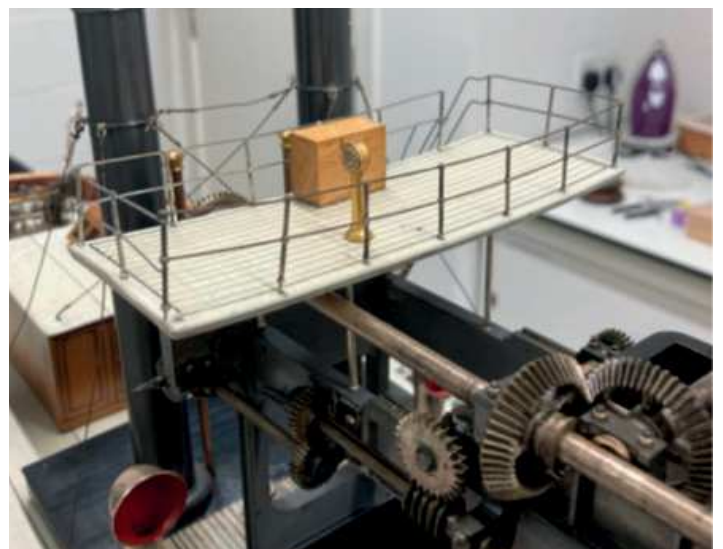
Structurally, several components required attention. The ladder to the front deck was detached, cranes were loose, and the bridge deck was unstable. The conservation team meticulously reattached the ladder and secured loose elements. They also addressed issues with handrails and a detached wooden box.

On the surface, years of accumulated dirt and ageing paint required careful attention. Using brushes, vacuum cleaners, and damp swabs, conservators cleaned the model's intricate details. Some areas of paint showed cracking and fading, necessitating consolidation and retouching.

We look forward to seeing the David Davis dredger on display and would like to thank the Ballast Trust once again for their support. The conservation of Paisley Museum collections is an important part of the Paisley Museum Reimagined project. With your support, our artefacts will be restored and preserved in the best possible condition for the next generation of visitors to enjoy.



Before and after images of dust and paint repairs undertaken by our specialist conservators



Before and after images of the transformed bridge deck following conservation



Paisley Town Hall

Paisley has been delivering a pioneering approach to cultural regeneration. The major investment of £100m in cultural venues and outdoor spaces began in 2016, with The Secret Collection. The facility replaced a vacant department store and is the first publicly accessible museum store on a UK high street. The Secret Collection will complement Paisley Museum by hosting educational visits and showcasing artefacts not on display at the museum. Renfrewshire Council's investment then enabled work to begin on refurbishing Paisley Museum, Paisley Town Hall, Paisley Art Centre and creating a new home for Paisley Central Library.

We are delighted to announce that Paisley Town Hall was the first venue to re-open its doors. It did so in style by hosting The Royal National Mòd—Scotland's largest celebration of Gaelic language and culture—in October. (add image 15) The iconic A-listed building looks stunning following its £22 million transformation with work being taken to preserve and restore its unique and ornate Victorian features, while integrating the modernisation required of a 21st-century venue.

Hot on the heels of Paisley Town Hall re-opening, Paisley Central Library is scheduled to open its doors later this month following £7 million of investment. For those of you who remember, Paisley Library was previously attached to Paisley Museum before its temporary closure in 2018. The library service has moved down Paisley's High Street where it has repurposed a former retail space and in turn, the vacated space at Paisley Museum is being used to increase gallery space. The new library venue will provide spaces for children and families to enjoy, IT and digital facilities offering increased connectivity, spaces for events and to support the Paisley Book Festival—and, of course, places where residents can enjoy some time with a good book.

Paisley Arts Centre is scheduled to reopen next year where it will host more intimate performance space for audiences and performers to enjoy.



Loom Loggia, Paisley Town Hall



Main Hall, Paisley Town Hall

● Fundraising Update

We have raised a further **£300,000** since our last newsletter taking the total amount raised to just over **£1.5m**. Thank you to all our donors who have shown such fantastic support.

We are pleased to announce that **The Malcolm Group** and the **University West of Scotland** have agreed to become corporate partners of Paisley Museum. Both organisations enhance the lives of so many people living across Renfrewshire so to have their support is a major boost for the project. We look forward to announcing more details of these partnerships in the coming months.

We are currently in the final stages of agreeing a 6-figure partnership with a leading UK funder to support education work being delivered at the museum. Keep an eye on our website for an official announcement soon.

We were honoured to welcome a Coats family group in July. Fourteen members of the family were given a tour of Paisley Museum and The Secret Collection where they had the opportunity to view artworks of their ancestors. We would like to take this opportunity to thank the **Coats family** for their continued support of the fundraising campaign.

We would like to thank the **Nairn Family Trust** for their generous donation. The Nairn Family Trust are long term supporters of the Scottish arts and culture sector and we are honoured to have their support.

Scottish business leader, Ken Barclay has pledged his support to Paisley Museum Reimagined. Ken grew up locally and attended Paisley Grammar School. Whilst Ken's career took him across the globe, his parents remained in Paisley until they passed in 2022.

Ken made his donation in honour of his parents and we look forward to recognising the **Family of Jean and Harry Barclay** alongside Steven Campbell's stunning artwork, The Golden City.

Earlier this year, we received a total of £33,000 from three Trusts and Foundations who wish to remain anonymous. All three funders requested that their funding was used to support capital works.

We were delighted to receive support from the **Aurelius Charitable Trust** to conserve a telescope that will be displayed in Transit House. Conserving the collection can be a costly process, so to have this support will help to ensure that this object will be showcased in the best condition possible.

An anonymous donor who worked in the Stoddard's Carpet Factory has kindly agreed to make a series of donations to help support the displays telling the story of John Byrne's trilogy of Slab Boys plays. The plays tell the story of a group of young, working-class Scots in the slab room of a fictional manufacturer in Paisley. Although fictional, John Byrne took inspiration from his time working at Stoddard's Carpet Factory and the life-long friendships made with colleagues.

It is hard to put into words just how much it means to have the support of our donors. We are committed to using your support to help transform Paisley Museum and revitalising Paisley's town centre.



● Online Project Update

Following the success of our 2022 project update session, we would like to invite you to this years' event taking place at 6pm on 28th November. Project Director Kirsty Devine and project Photographer Iona Shepherd will give an update on the building works and exhibition fit-out, followed by a Q&A session. This event is an opportunity for you to see behind-the-scenes images and ask questions about the project.

If you wish to register for this event, please get in touch with the Fundraising team. information@paisleyreimagined.co.uk

< Project team welcoming visitors to the Secret Collection as part of Doors Open Day 2023



The Golden City painting by Steven Campbell. Once in the Museum, the display will be sponsored by the Family of Jean and Harry Barclay

● Thank you to our donors

Individuals

Members of the Coats Family
 The Family of Jean and Harry Barclay
 Eric Grounds
 John Maitland
 The Lang Family
 The Slab Boys & Girls
 Dame Seona Reid DBE
 Graeme McLatchie
 Joseph Gordon Gibbons

Arthur Grosset
 David Gilliver
 David and Heather Russell
 Mr. James Wrigley
 Mrs Sheila Evans
 Mrs Therese E Mckendrick
 Walter J Bartram
 Hector McKenzie
 Alex Chestnut
 John Craig

Corporates

Coats Group plc
 Renfrewshire Chamber of Commerce

The Malcolm Group
 University West of Scotland

Trusts & Foundations

Garfield Weston Foundation
 The Hugh Fraser Foundation
 Wolfson Foundation
 Reo Stakis Charitable Foundation
 Mazumdar Shaw Philanthropy
 The Nairn Family Trust
 Robert Barr Charitable Trust
 Pilgrim Trust

The William Syson Foundation
 Aurelius Charitable Trust
 Antiquarian Horological Society (AHS)
 Ballast Trust
 Kuenssberg Charitable Foundation
 James T Howat Charitable Trust
 Gordon Fraser Charitable Trust

● Follow PMR Online

You can keep up to date on project developments by visiting our website and social media channels:

reimagined.paisleymuseum.org

facebook.com/paisleymuseum

twitter.com/paisleymuseum

instagram.com/paisleymuseum

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To: Leadership Board

On: December 6, 2023

Report by: Chief Executive

Heading: Future Paisley Programme – Interim Evaluation update

1. Summary

This report provides members with an update on the ongoing evaluation of the Future Paisley Programme and 100 projects, events and initiatives delivered within the Programme since 2018. The report outlines the evaluation approach and details the mechanisms being used to collect, organise and analyse data, supported by a range of qualitative tools including evidence reviews, case studies and policy reviews. Combined this is enabling the cultural regeneration team to develop Future Paisley's story of change and describe the impact of individual projects on their intended audience and the cumulative impact of the programme overall.

2. Recommendation

It is recommended that the Leadership Board notes the progress being made to evaluate the Future Paisley Programme and agrees a further evaluation report will be presented in June 2024, with a final Programme Review to be published at the end of 2024. Board also notes the programme evaluation will attempt to evidence the benefits of a range of funding programmes, designed to strengthen Renfrewshire's cultural and creative sectors and which have supported delivery of 363 projects, events and activities across Renfrewshire since 2016.

3. Background

3.1 Future Paisley is a programme of investment designed to create social and economic change in Renfrewshire by harnessing the power of arts, culture, and heritage. The investment has funded a wide range of activity across Programming, Marketing,

Cultural Sector Development, Strategic Development, and the Cultural Workforce. Future Paisley has remained agile and responsive, building a resilient and sustainable cultural economy in Renfrewshire.

- 3.2 Renfrewshire's journey with cultural regeneration began in 2014 with *Paisley the Untold Story*¹ and Paisley's bid to be the UK City of Culture, a prestigious designation awarded to one UK city every 4 years. Since the UK City of Culture competition began in 2009, winning cities have seen significant changes to their cultural sectors and wider economy². Paisley made a historic bid as the first town to ever be shortlisted, but ultimately lost the bid to Coventry. Not wanting to lose the momentum built during the bid through significant community engagement and participation, Renfrewshire Council decided to continue with the planned investment in its cultural sector and its cultural venues and historic buildings³.
- 3.3 In 2018, after the UK City of Culture bid was completed, Renfrewshire Council set aside funds under the name of the *UK City of Culture Legacy Programme* and committed to carrying forward the work that was developed during the bid process. The Paisley 2021 Partnership agreed to continue and to maintain important relationships with Renfrewshire's business community, national agencies, NHS Greater Glasgow and Clyde, University of West Scotland (UWS) and the Glasgow School of Art (GSA), and to develop and launch of a new tourism brand for Renfrewshire. As the funding period continued, projects grew beyond the original concepts generated during the bid and in March 2019 the investment was renamed *Future Paisley*, directed by the Future Paisley Partnership Board, to enable Renfrewshire Council and partner organisations to "move forward confidently and strategically from the Bid Legacy"⁴.
- 3.4 Work continued as planned until March 2020, when the Covid-19 pandemic caused a crisis which demanded immediate intervention for both the cultural sector and the wider Renfrewshire community. Renfrewshire Council and OneRen quickly pivoted funds that were being used to support cultural production to support recovery for cultural practitioners⁵; programming was moved online to provide community and connection for Renfrewshire residents while isolating at home; and the networks and partnerships that had been developed through Future Paisley programming was utilised to promote communication between artists and services.
- 3.5 Considering the major changes to the programme caused by the pandemic and the variety of new insights into Renfrewshire's cultural economy, there was need for a redevelopment of Future Paisley's evaluation framework. The new framework was a

¹ *Paisley the Untold Story* was a strategy document and action plan which laid out the justification and action plan for revitalising the Paisley Town Centre through its building and heritage assets. [Paisley: The Untold Story - Renfrewshire Website](#)

² hull.ac.uk/work-with-us/research/institutes/culture-place-and-policy-institute/report/cultural-transformations-the-impacts-of-hull-uk-city-of-culture-2017.pdf

³ This includes work on the [Paisley Town Hall](#), the [Paisley Museum](#), the [Paisley Library](#) (also called the Paisley Learning and Culture Centre), the [Paisley Arts Centre](#), and the open funding for general historic properties in the town centre under the [TH.CARS2 programme](#). All of the funding for these programmes comes from outwith the Future Paisley budget.

⁴ Future Paisley Annual Overview, Leadership Board Papers from 2020-02 meeting.

⁵ This was approved at the Renfrewshire Council Leadership Board meeting on 19 February 2020.

collaborative project between Renfrewshire Council and the Centre for Culture, Sport and Events (CCSE), a partnership initiative between the council and UWS. Additional support was sought from DHA Communications. Initial changes to the framework such as the revision of the 5 Step Changes and the creation of 15 strategic objectives aligned with the Step Changes was completed and approved by the Future Paisley Partnership Board in 2021⁶. The framework was fully completed in January 2023 with a thorough new approach for collecting monitoring and evaluation data introduced for project leads, building on data collected previously.

- 3.6 As the programme now approaches its final months of funding, focus has shifted to project continuity and evaluation of impact. All funding will be assigned by April 2024, with select projects continuing into the 24/25 financial year. All funds will be spent by April 2025.

4. Evaluation progress

- 4.1 The Future Paisley evaluation is reviewing all projects that received funding from Future Paisley from its inception in 2018 to its completion in April 2024. It will not include activity funded prior to this point or during the Paisley 2021 UK City of Culture Bid unless the activity was continued into 2018 and received funding from Future Paisley. One such exemption are the early rounds of CHEF funding, which were distributed prior to the establishment of Future Paisley.
- 4.2 This report is created as a midway reflection on the evaluation of the full Future Paisley portfolio. At this point in the evaluation, all project data has been cleansed and project lead interviews have been conducted to fill gaps in the data, with only 4 of the 30 project lead interviews remaining. Some projects have therefore not been able to be fully recorded. Additionally, many projects are still in delivery. The data in this report is therefore subject to change based on further project lead meetings and the new data produced as projects conclude.
- 4.3 Data used for this interim report is based primarily on the data that was available up to Reporting Period D, which ended in June 2023. Using data available and collected in meetings with the project leads, nearly half of all projects had been completed with budgets fully spent and all data collected. 84% of projects have aligned investment, intended impact and audience and participant data. All data is on track to be completed for the final report.
- 4.4 Evaluation of the programme is being supported by CCSE and their first interim report is available at **Appendix A**.

5. Evaluation findings: how Future Paisley investment was used

- 5.1 The evaluation is confirming that most Renfrewshire residents will have had contact with a Future Paisley project, but no individual resident would be able to lay out every project that has been part of the programme. Future Paisley has taken a wide reaching,

⁶ This was approved at the Future Paisley Partnership Board meeting on 17 June 2021.

holistic approach to cultural regeneration in Renfrewshire. For this reason, many strands of investment are not front facing or even visible to the public.

5.2 In order to make the scale of work undertaken through Future Paisley accessible and digestible, activity is divided into 5 pillars: Programming, Marketing, Cultural Sector Development, Strategic Development, and the Cultural Workforce. These pillars describe specific types of activities that took place with support from Future Paisley funding, and each project can be categorised into one of these pillars. These pillars sit separately from the 5 Step Changes within the Future Paisley Evaluation Framework, which focuses on strategic outputs and the impact of activity rather than the tangible type of activity a project produced.

5.3 This section of the report will go through each pillar of activity to explain the type of projects that sit within it. For a full breakdown of projects within each pillar, see ***Appendix B***.

5.31 Programming

Programming is the most public facing and one of the most important elements of the Future Paisley investment.

The category includes the major festivals and one-off events that promote Renfrewshire as a cultural destination. It also includes projects that bring professional artists directly to Renfrewshire residents through original productions of plays from critically acclaimed production companies and the commission of art installations. These festivals and events were further supported by public programmes aimed to engage residents and their families in cultural participation, such as the *Opening Year Programme* taking place in the newly renovated cultural venues in the Paisley Town Centre and *Cultural Engagement Programmes* happening throughout Renfrewshire.

A key feature of these activities has been co-creation. Over 60% of programming activities were either co-designed with the local community or co-produced with a partner organisation. Co-design was often accomplished through sustained contact between residents and professional artists. For example, the production *Other Side of the River* brought the touring theatre production company *In Motion* to Ferguslie Park to work with residents on a variety of cultural projects surrounding their production of *Other Side of the River*. Projects included a co-created series of monologues written by residents and a podcast series interviewing Ferguslie Park residents about how they viewed their home. In total, the production held 67 participatory sessions with residents as part of the production. An evidence review that seeks to identify the lasting benefits of co-design for individuals and communities is being undertaken at present.

5.32 Marketing

A major push in marketing was necessary for Renfrewshire to capitalise on all the positive stories generated through the UK City of Culture campaign and subsequent Future Paisley programming. Prior to Future Paisley, Renfrewshire did not have a destination brand or sustained destination marketing.

The projects funded through this pillar can be split into two key functions: the development of strategies and branding for marketing Renfrewshire to the public – visitor, relocater and investor audiences, and *data commissions* and *cultural insight*

projects that were funded to provide business intelligence to influence the decisions made for marketing and visitor engagement.

The highlight of this pillar, the launch of the Paisley.is destination brand has seen a significant return on investment. With a budget of only £190,775, Paisley.is has generated over 1.2 billion opportunities to see and hear positive things about Renfrewshire and funded annual visitor campaigns, supported by VisitScotland.

5.33 Cultural Sector Development

To deliver programming and ensure that Renfrewshire's cultural sector can sustain and continue to grow, Future Paisley funded several major initiatives to strengthen and grow cultural organisations and support local arts professionals. This is one of the largest financial commitments from Future Paisley, as devolving the provision of arts and cultural activity - beyond the council and OneRen, is critical to sector sustainability and to cultural diversity and to continuing to deliver Future Paisley's step changes.

Cultural Sector Development included several key activities. The largest of which were the Cultural Funding grants, which funded the delivery of cultural programmes, projects to increase access to culture, and the development of sustainable business models in arts organisations. Future Paisley also provided funding for Renfrewshire to participate in national grant programmes that require contribution from local authorities. As of October 2023, Cultural Funding grants have awarded 363 individual grants through these programmes.

In addition to supporting established organisations and artists, Future Paisley recognised that strong cultural and creative sectors are reliant on a regular supply of freelance artists. To help connect freelance artists with work opportunities and develop new artists emerging in Renfrewshire, Future Paisley funded several programmes offering *Artist Support*. Discipline specialists from the Arts Team at OneRen hosted networking events and meet-up groups for practitioners within music, theatre, film, and visual arts, leading to initiatives such as the POP Newsletter for sharing paid creative opportunities with artists and the monthly Sma'sh Hits! open mic nights for musicians to test new music. As a result, new networks, partnerships and collectives have emerged.

5.34 Strategic Development

One of the aims of Future Paisley was to give all residents access to culture by making cultural participation an embedded part of day-to-day life in Renfrewshire. Projects therefore needed to take an innovative approach to culture to not only produce cultural events and support cultural organisations, but to integrate arts and culture with other systems.

Many of the activities within Strategic Development were focused on embedding arts and cultural practice within existing services such as youth services, the Renfrewshire Health and Social Care Partnership, social work and criminal justice services. Others consisted of new long-term partnerships formed to create permanent connections between Renfrewshire communities and arts professionals. Aspects of these activities may have included programming or supporting creative organisations but were primarily focused on establishing ongoing relationships.

One example is Castlehead School of Creativity, a partnership between Castlehead High School and Glasgow School of Art to create pathways for Castlehead pupils to Art School, and to embed studio-based practice across school curriculum. The partnership has created new cultural programming at the school such as the Creativity Week engaging pupils across year groups to engage in arts and creativity and STEAM projects. Several new SQA approved courses have been introduced to recognise and inspire entrepreneurialism and design thinking and applying creativity to all subjects. As well as considerable benefits to the school and to young people, Project Leads cite the increased communication between institutions as one of the greatest outputs of the programme. For example, during the pandemic, both institutions collaborated to quickly respond, creating opportunities to develop new arts curriculum resources and to influence a national conversation about higher education admissions processes to art schools for students impacted.

5.35 Cultural Workforce

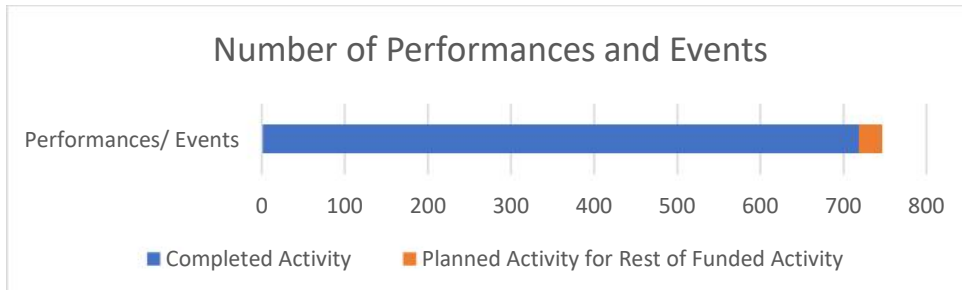
Finally, to deliver all the activity described in the pillars above, there were operational costs that were covered by Future Paisley. These investments bolstered the capacity of Renfrewshire Council and OneRen, to enable the administration and delivery of Future Paisley activities.

There was a significant investment from Future Paisley in Cultural Workforce. This included funded posts and temporary project-specific posts with Renfrewshire Council, OneRen and Renfrewshire Health and Social Care Partnership. These roles included the council's cultural regeneration team (2 FTEs) to oversee the implementation of the programme. Projects across the Future Paisley portfolio were able to be delivered because of this investment which created dedicated time and expertise.

6. Evaluation: what the numbers are telling us so far

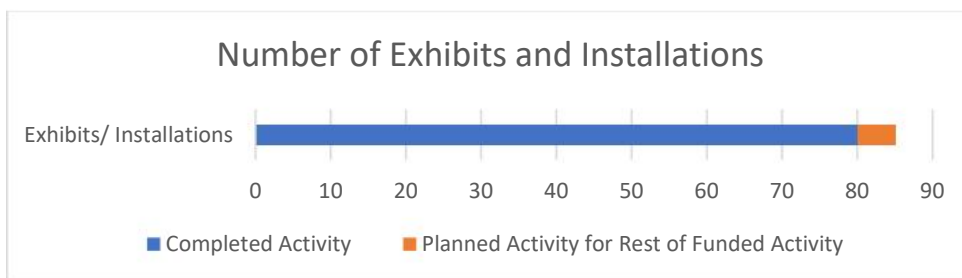
- 6.1 It is important to note that the data collected during this period only covered the 100 core activities that were managed by Renfrewshire Council and OneRen. These activities span across multiple pillars of work but are only representative of approximately 40% of the Future Paisley investment. The outputs described below should therefore only be regarded as part of the total outputs of the Future Paisley programme.
- 6.2 Future Paisley funded nearly 100 core activities that were delivered by the council and OneRen, as well as 363 activities delivered to date by local organisations funded through the grant programmes. The initial stages of the evaluation included significant work to breakdown the outputs and audience/participant data for these projects.
- 6.3 A separate analysis of the activity generated by the funding programmes will be part of the final evaluation report. This will include all activity data broken down into the project pillars and include financial information to show proportionally how much of the Future Paisley funding was used to generate those outcomes. As several projects are still running, this level of data was not available at the time of the interim report.

6.4 Each activity funded through Future Paisley included multiple outputs. These could be multiple public performances, a series of training workshops, or an ongoing cultural participation group. The number of performances, events, exhibitions, art installations, and participatory sessions generated by this portion of the Future Paisley funding are shown in the charts below.



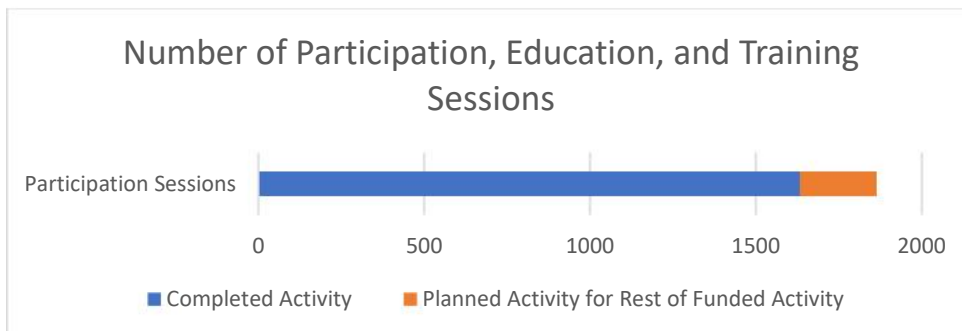
Performances: an act of presenting a play, concert, or other form of entertainment.

Event: a planned public or social occasion, something which happens at a particular time, to bring people together.



Exhibition: a temporary asynchronous showcase of work, ideas or creativity, in physical or online spaces.

Installation: a permanent artwork or cultural experience that is installed in a community space.



Participation: a cooperative effort to give input, make decisions, resolve issues, and assign actions together.

Education: a chance for people to come together to learn new things and be engaged in the learning.

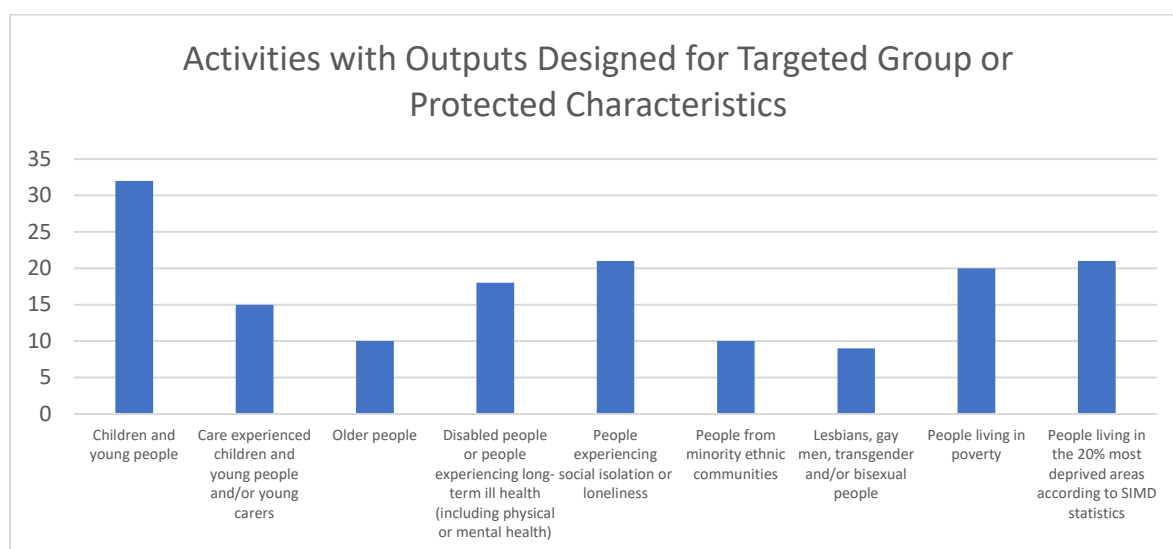
Training: teaching, education, instruction or professional development.

6.5 From the 100 activities led by Renfrewshire Council and OneRen, there was a combined number of 239,383 audience members and participants.

6.6 To get an idea of what these large audience number tangibly look like, it is useful to consider an example like the Paisley Halloween Festival. Around half of the Future Paisley audience members came from the Paisley Halloween Festival between 2018 and 2022, the most attended event in the Future Paisley programme. The Paisley Halloween Festival had run prior to the Future Paisley investment but saw a large rise in attendees, from 12,465 in 2016 to 45,000 in 2022 due to additional investment. During the years that Future Paisley has supported the festival, the council was able to leverage that contribution to obtain other external funding from sources such as EventScotland which allowed the festival to consistently grow despite the challenges faced during the pandemic. There has also been a significant rise in participatory sessions and community participation in the festival.

6.7 Alternatively, participation numbers are smaller but often represent a similar sized impact. For example, The Sculpture House opened in October 2022 and during their first year of programming have had 1,835 recorded participations. These numbers represent recurring visits from local schools, regular interaction with community members, and prestigious visits from national arts leaders coming to observe the structure of Sculpture House’s unique partnership. While the number is significantly smaller, the impact on the community and Renfrewshire’s reputation is comparable. This will be demonstrated in the final evaluation.

6.8 Additionally, all project leads were asked to track when an activity they led was designed for a targeted group or a protected characteristic. The spread of activity across these target demographics are represented below. The Y-axis represents the number of activities that identified as working with the groups identified. It doesn’t represent all engagements, i.e., one activity may have included 30 participatory sessions for young people. This will be included in the final evaluation report where possible.



7. Evaluation next steps

7.1 While these initial stages of evaluation have heavily focused on quantitative data for each project, the approach for the remainder of the evaluation will focus on creating detailed qualitative evaluation. The final report will provide a clear picture of the types and amount of activity taking place within the programme as well as the impact and wider benefits of these projects.

7.2 Qualitative analysis is already being undertaken, supported by CCSE, to further examine the impact of the programme, this includes the development of five case studies each of which highlights a project or initiative with an explicit, public-facing element to their work. The aim is to provide further insight into the ways in the projects have created and added value at the local and national levels. To date case studies discussing the Open Mind Summit (OMS), Glen Cinema Commemoration and ArtBOSS work have been completed – see **Appendix C**.

- 7.3 In addition, a series of rapid reviews of academic literature that draws on work locally and elsewhere have been completed to inform and understand the impact of the activities of Future Paisley - The Role of Arts & Culture in Lifting Communities Out of Poverty (2020/21), Social Value of Community Events (2021/22), Wellbeing and Measurement (2022/13).
- 7.4 Three doctoral research students have been engaged in investigating elements of policy and practice of particular interest to Future Paisley and the Future Paisley Partnership. In addition to the final thesis, each researcher has written a policy insights document to highlight the areas of their work of particular interest to Future Paisley stakeholders and to assist the evaluation of the programme. Dr Lan Pham looks at the health and wellbeing dimension of Future Paisley in *Building a radical vision for health and wellbeing in Paisley*, Dr Conor Wilson looks at how Paisley's image and reputation have been constructed and, how this relates to changing ideas about cultural regeneration within the town in *Telling the untold story: Image, representation and cultural regeneration in Paisley*, Niclas Hell reflects on the Public value of festivals and events: *A Case Study of Paisley's City of Culture Events Legacy*. The policy insights can be found at **Appendix D**.

8. Planning beyond March 2024

- 8.1 Renfrewshire Council will have invested around £10million in cultural regeneration including cultural funding between 2016 and 2024. All programme funding will be assigned by April 2024, with select projects continuing into the 24/25 financial year. All non-recurring funds and funding for current cultural funding programmes will be spent by April 2025. The Future Paisley Partnership Board is expected to cease in 2024.
- 8.2 A recurring council investment to support Cultural Workforce, Marketing, Cultural and Creative Industries Development and Strategic Development will continue following the end of the Future Paisley programme. Initially this was expected to provide £460,000 of recurring investment to OneRen to deliver the five Step Changes over the long-term and to support the reopening of new cultural venues. In addition, council services would receive £412,000 to continue priority activity, plus £120,000 ringfenced for future cultural sector development.
- 8.3 As part of the council's Right for Renfrewshire Programme, savings have been applied to recurring Future Paisley investment. The agreed savings will reduce the council's recurring cultural regeneration budget from £532,000 to £265,000. The savings confirmed will also reduce OneRen recurring Future Paisley budget from £460,000 to £368,000 from April 2024. This is outlined below:

Renfrewshire Council	Description	Step Change	Investment
Cultural workforce	Tourism Officer - lead development and implementation of Renfrewshire's Tourism Action Plan	1 – Radically change Paisley's image and reputation in Scotland, the UK and Internationally 5 – Develop a sustainable and resilient creative economy	£117,000
	Creative events producer - lead creative production of Renfrewshire's event and festivals strategy	2 – Raise prosperity and increase wellbeing in our communities 4 – Transform Paisley into a vibrant Town Centre	
Activity	Marketing	1 – Radically change Paisley's image and reputation in Scotland, the UK and Internationally	£20,000
	Cultural sector development	3 – Paisley will be recognised for its cultural innovation 5 – Develop a sustainable and resilient creative economy	£100,000
	Programming	2 – Raise prosperity and increase wellbeing in our communities 4 – Transform Paisley into a vibrant Town Centre	£28,000
		Total investment	£265,000

OneRen	Description	Step Change	Investment
Cultural workforce	<i>TBC</i>	<i>TBC</i>	£290,000
Activity	Stakeholder Engagement and Marketing	1 – Radically change Paisley's image and reputation in Scotland, the UK and Internationally	£20,000
	Arts Development	2 – Raise prosperity and increase wellbeing in our communities 3 – Paisley will be recognised for its cultural innovation	£12,000
	Creative Learning	2 – Raise prosperity and increase wellbeing in our communities	£15,000
	Libraries Programming	2 – Raise prosperity and increase wellbeing in our communities	£12,000
	Volunteering	2 – Raise prosperity and increase wellbeing in our communities 5 – Develop a sustainable and resilient creative economy	£7,000
	Renfrewshire Makar	3 – Paisley will be recognised for its cultural innovation	£12,000
		Total investment	£368,000

8.5 In addition, work is ongoing with partners Renfrewshire Health and Social Care Partnership, University of West of Scotland and Glasgow School of Art, and with council services, to determine which Future Paisley projects in receipt of temporary funding, might be continued within mainline budgets. These discussions are being

aided by emerging data as part of the programme evaluation, case studies and evidence reviews. A summary of activity to be continued beyond March 2024 will be included in the final evaluation in 2024.

Implications of the Report

1. **Financial** – none
 2. **HR & Organisational Development** – none
 3. **Community/Council Planning** – Council Plan PLACE (Demonstrating that Renfrewshire is a great place to live, work and visit) - delivering Future Paisley, our far-reaching cultural regeneration programme, harnessing the power of the arts, heritage and culture for social and economic change.
 4. **Legal** – none
 5. **Property/Assets** – none
 6. **Information Technology** – none
 7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report
 8. **Health & Safety** – none
 9. **Procurement** – none
 10. **Risk** – none
 11. **Privacy Impact** – none
 12. **Cosla Policy Position** –not applicable
-

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FUTURE PAISLEY EVALUATION

Interim Report

ABSTRACT

This interim report reflects on the progress to date of the suite of interventions comprising Future Paisley, the activities, events and programmes developed around Paisley's 'unique and internationally significant story and, which uses targeted investment to deliver positive change.'

Prepared by: Centre for Culture, Sport & Events (UWS) in partnership with Renfrewshire Council



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1.0 Introduction

This interim report reflects on the progress to date of the suite of interventions comprising *Future Paisley*, the activities, events and programmes developed around Paisley's 'unique and internationally significant story and, which uses targeted investment to deliver positive change.'¹

Future Paisley originated in the bidding process for UK City of Culture 2021. Although that accolade was ultimately awarded to Coventry, the network of stakeholders and collaborators who worked with such enthusiasm to develop and deliver the bid recognised that the process itself had been of value and, that there was potential to harness the ideas and interest generated over the bidding time frame to achieve some significant goals for the town and surrounding region.

That investment in culture can bring substantial benefit to individuals, communities and regions is widely recognised (e.g. Duffy & Waitt; 2011; Crossick & Kaszynska, 2016; Matheson, 2005; Miesner & Mason, 2006). However, acknowledgement of this broadly accepted position does not diminish the obstacles to be overcome by anyone seeking to position culture as a central consideration for service design and delivery. The challenges inherent in attempting evaluation of benefits deriving from cultural programmes are illustrative of this point. Identifying the cause-and-effect associations at work within and across projects and programmes based on culture is not without difficulties, but with careful planning, committed and focussed – and, admittedly, sometimes painfully slow – work, it is not impossible.

The purpose of this report is to demonstrate the strides that have been made in evaluation of Renfrewshire's *Future Paisley* work. Over the last few years, members of Renfrewshire Council's Cultural Regeneration team have come together with colleagues from University of West of Scotland, Project Leads and Project Officers and many other who have been involved across the gamut of *Future Paisley* activity. They were able to share their knowledge, insights and expertise, reflect on what has been achieved and, on what has been less successful; to dig down through the layers to identify the essence of what it is that they have accomplished. This careful process of reflection and iteration has allowed those involved to fully recognise *what* it is they have set out to do, *which* signposts are indicators of success and *how* these achievements can be evidenced as contributors to the aims detailed in the *Future Paisley* Step Changes.

While this process has very much been a collaborative one, the leadership and guidance of DHA Communications² Tamsin Cox has been of crucial importance. Tamsin's long experience as an evaluator, and prior collaborations with members of the CCSE team at UWS, made the decision to engage her to work with the CCSE team to deliver the evaluation straightforward. Tamsin worked closely with members of the Renfrewshire Council Cultural Regeneration team and CCSE at UWS to agree and develop an approach to devising an appropriate and accessible evaluation framework alongside a suite of supporting resources and reports aimed at evidencing the success of the *Future Paisley* programme and ensuring that – going forward – evaluation of similar workflows can be approached with clarity and confidence.

¹ <https://www.renfrewshire.gov.uk/futurepaisley>

² <https://www.dhacommunications.co.uk/>

This interim report is a way post on this journey. It provides a concise guide to the work done to date on evaluating *Future Paisley* alongside some insight into the mechanisms of evaluation ‘in action’ and the tangible outputs that this work is beginning to produce. Please note that this report is *not* a full evaluation of the *Future Paisley* programme. While some evaluations have been completed, others have yet to commence. It is not our intention here to offer detailed insight into every project undertaken under the *Future Paisley* banner, but to provide an informative overview of accomplishments to date.

2.0 *Future Paisley*: Investing in Culture & Developing an Evaluation Approach

The origins of *Future Paisley* have been outlined briefly above. Nevertheless, it is important to recognise the significance of the decision to progress a programme of investment based on belief in the benefits of culture even when the initial impetus of the UK City of Culture bid had ebbed away.

The bidding process drew together a somewhat unusual mix of community stakeholders who – while they had been involved in serving their community in a variety of ways, often over several years – had not necessarily had cause to work together directly. With the momentum provided by the bid, this ‘new’ networking and knowledge sharing opportunity generated enthusiasm and a palpable buzz about what *could* and *might* be achieved. The hopes and aspirations of Paisley and Renfrewshire were captured in 5 Step Changes which were – in many ways – the foundation of the evaluation work.

The Step Changes are:

- 1. Radically Change Paisley’s Image and Reputation in Scotland, the UK & Internationally.**
2. Raise Prosperity & Increase Wellbeing in our Communities.
- 3. Paisley Will be Recognised for its Cultural Innovation.**
4. Transform Paisley into a Vibrant Cultural Town Centre.
- 5. Develop a Sustainable and Resilient Creative Economy in Renfrewshire.**

These statements have functioned as the guiding principles for the cultural investments made with the aim of leveraging the benefits of arts and culture in large and small-scale projects across the community. The range of projects and programmes nestled under the *Future Paisley* umbrella is quite eye-popping. Extending across the flagship capital investment signified by the redevelopment of Paisley Museum to the Glen Cinema Memorial work and the innovative ArtBOSS programme by way of the Halloween Festival, the Tannahill Makar, Castlehead – School of Creativity, Paisley Book Festivals, Cultural and Social Prescribing undertakings supported by CHEF and CODF³ and beyond.

The ways in which such activities *might* contribute to each, or every, Step Change could be the subject of endless, robust discussions but the task of the evaluation team was to find a way to transform those connections into clear pathways of achievement. The first step along this road involved matching each Step Change with a set of Strategic Outcomes which clearly and concisely described the ways – and areas – in which projects contributing to a given Step Change could expect to see demonstrable effects, outputs and outcomes.



³ Culture, Heritage and Events Fund and Cultural Organisations Development Fund.

So, for example, under Step Change one, *Radically Change Paisley's Image and Reputation in Scotland, the UK & Internationally*, the corresponding Strategic Outcomes are:

- Increased Civic Pride
- Paisley Positioned as a Destination of Choice
- More People Visit Renfrewshire Attractions & Events⁴

However, before these steps were taken, it is important to acknowledge the painstaking, but crucial, work done to ensure that the Step Changes themselves were the best and most appropriate articulation of what Paisley and Renfrewshire were aiming to achieve. At the outset of the *Future Paisley* work, six Step Changes had originally been developed and – among these – some of the Step Changes were differently phrased. Initially, Step Change One set out the ambition to *Establish Paisley as a Centre of Excellence for Cultural Regeneration through Leadership, Partnership and Collaboration*. Step Change Two initially aimed to *Lift Communities Out of Poverty*, number three declared that *Paisley Will be Recognised for its Cultural Excellence*.⁵ Though admirable in their sentiment, it was soon recognised that – when it came to outlining clear and achievable steps which could, in turn, be meaningfully evaluated – these objectives needed to be framed in a different way.⁶

To accomplish this, CCSE led a workshop session at the January 2020 *Future Paisley* Partnership Board (FPPB). Here, partnership members came together to problematise, probe and tease out the essence of what it was the initiative was trying to achieve under these Step Changes, to identify measurable parameters within which change would be apparent.

This workshop began a process of revision which – after a COVID 19 enforced pause in proceedings – recommenced in 2021, led by Renfrewshire Council and the Future Paisley cultural regeneration team. This activity included:

- A follow up workshop (February 2021) in collaboration with CAHSC⁷ to continue work to re-develop and define Step Change 2 (Lift Communities out of Poverty),
- Recommendations to the FPPB meeting (March 2021),
- Additional, smaller, focussed workshops with stakeholders, delivery partners, cultural practitioners, programme leads and CAHSC and CREW⁸ representation though April and May 2021. Here, participants scrutinised the wording of Step Changes and, set new strategic outcomes, within agreed parameters.⁹



⁴ The full range of Step Changes and Strategic Outcomes are mapped in the finalised *Future Paisley* Evaluation Framework. See: <https://ccse.uws.ac.uk/resources/>

⁵ The original Step Changes were: 1) Establish Paisley as a centre of excellence for cultural regeneration through leadership, partnership, participation and collaboration; 2) Work with partners across Paisley to help lift communities out of poverty; 3) Paisley will be recognised for its cultural excellence, through the development of a modern, resilient and innovative cultural sector which connects Paisley's; 4) Transform Paisley into a vibrant cultural town centre; 5) Grow a significant new dimension to Paisley's economy and, 6) Radically change Paisley's image and reputation in Scotland, the UK and internationally.

⁶ A FPPB field trip to Glasgow's East End was aimed at helping stakeholders to gain fresh insight into place-based approaches to regeneration and the role of culture had played. The itinerary included stops at Clyde Gateway and Red Tree Magenta, the Athletes Village in Dalrnarnock and the Cuningar Loop, the Baltic Street Adventure Playground in Dalrnarnock, the Glasgow Women's Library and David Dale Gallery. The day was a great opportunity to learn from a nearby example of successful cultural regeneration, and to discuss pertinent issues that arose, such as when a local authority should step in and when it should take a step back and others (e.g. local community members, artists and/ or entrepreneurs) should lead.

⁷ Culture, Arts, Health & Social Care group.

⁸ Cultural Regeneration Engagement Workstream.

⁹ See: FPPB Minute, June 2021 (Thursday 17th June).

- A revision of the wording of several the Step Changes alongside a reduction in the overall number of Step Changes from 6 to 5. The Step Change *Establish Paisley as a Centre of Excellence for Cultural Regeneration through Leadership, Partnership and Collaboration* was removed from the list. New formulations for two retained Step Changes were as follows: *Lift Communities Out of Poverty* became **Raise Prosperity & Increase Wellbeing in our Communities** and, *Paisley will be Recognised for its Cultural Excellence* was revised to become **Paisley Will be Recognised for its Cultural Innovation**. Thus, paving the way for creation of a practically feasible approach to measuring genuinely and meaningfully occurring change in projects operating in, and contributing towards, these areas.
- Development of the theory of impact.

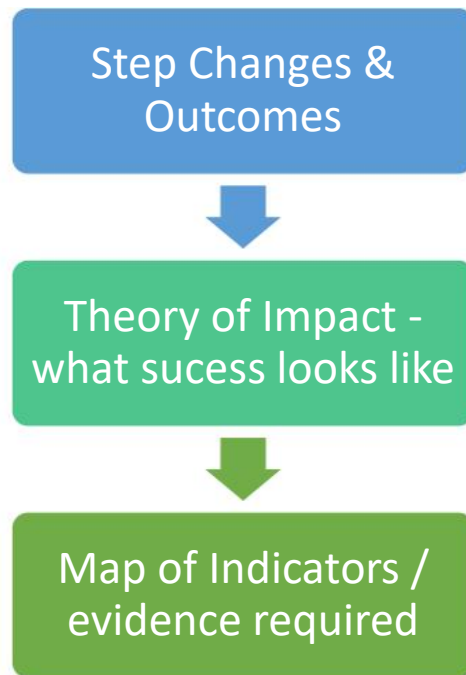
More discussions on the evaluation framework continued in four half-day workshops – taking place online in early December 2021 – during which Tamsin Cox led sessions in which *Future Paisley* project leads were asked to drill down into the mechanisms through which their projects were delivering change and, to come to full(er) understanding of the outputs related to specific activities undertaken in the project, the expected outcomes based on the outputs, and the specific Step Changes and Strategic Outcomes to which the project and its outcomes contribute.¹⁰ These discussions also were also important for finessing the Strategic Outcomes which sit beneath each Step Change, ensuring that they were worded as precisely and usefully as possible. From late 2021 to early 2022, significant additional work was also undertaken within the Cultural Regeneration Leadership team at Renfrewshire Council to map Strategic Outcomes for each Step Change.¹¹ The information collected through this process – and during an array of follow up work undertaken in one – to-one and group settings by Tamsin Cox alongside Renfrewshire Cultural Regeneration Officers and others could be collated, sifted, analysed and found a place in the hierarchy delineated by the Step Change and Strategic Outcome framing.

2.1 The Evaluation Framework & Evaluation Programmes

The process through which information gathered across the variety of activities contributing to Evaluation Framework development can be summarised thus:

¹⁰ Projects were divided into groups based on common thematic areas of activity, e.g. Major Events & Performance Partnerships, Step Change 2, Place-focussed projects and Arts/Film Development.

¹¹ See: *Future Paisley, Story of Change – MAPPING.pptx*



The evaluation framework can be usefully thought of as a map which allows for navigation from the big, overarching ambitions contained in the Step Change and Strategic Outcomes, towards a set of tangible indicators through which they can be seen/understood to have been achieved. As evaluation within each project/programme proceeds, these indicators function as headings or groupings into which evidence from different projects and investments can be drawn together to understand how each project contributes to the Step Changes. Using the indicators as a guideline, each Strategic Outcome within the framework is further sub-divided as a range of Sub-Outcomes which serve to advance the process of unpicking and refining the linkages between strategic aims and the practical approaches to demonstrating their realisation.

Furthermore, members of the UWS and Renfrewshire Council teams working to develop the evaluation undertook focussed work to revise and streamline internal reporting within Renfrewshire Council for *Future Paisley* projects. This work has resulted in a refreshed Monitoring and Evaluation Reporting Template aimed at bridging the gap between what projects might be doing on the ground and the wider ambitions encapsulated in the Step Changes and Strategic Outcomes. The schedule now requires that completed summary reporting documentation is submitted once per quarter rather than twice. This documentation maps directly onto the Evaluation Framework meaning that the information gathered here is easily fed into the (underpinning *Smartsheets* and) Dashboard,¹² developed to provide a rolling overview of projects and their progress.

¹² <https://app.smartsheet.com/b/publish?EQBCT=f3f976e43d3142e78b19ddb1fe72958d>

2.2 Evaluation Programme

Once the set of indicators was in development, it was necessary to create a programme of data collection, collation, analysis and reporting based upon the indicator framework. This process was approached by grouping together the different indicators from the Evaluation Framework according to their commonality, and particularly the likely data source. *How* this data collection could be approached was then suggested and, any design needs for specific surveys or tools to support project leads and Renfrewshire Council staff identified. In addition, relevant data that were already being collected and could be drawn upon for evaluation purposes were also sought out during this process.

Broadly, this process was internal and, its primary function was as a steppingstone for the evaluation team on the path to fully understanding how and where projects and programmes were operating and contributing to the overarching aims contained in the Step Changes and Strategic Outcomes. At this stage, grouping data in this way better reflected indicators that functioned *across* different Step Changes and, which are more likely to apply across a group of projects. Moreover, this process took the work that had been done to develop the (abstract) Evaluation Framework and started the process of transforming it into a (practical, concrete) programme of data collection, collation, analysis and reporting. Or, of progressing from the strategic aims expressed by the Step Changes and translating them into data areas and recognisable approaches to collect and collate appropriate and relevant data to evidence achievement.

Now, the team set about:

- Reviewing existing data collection and evaluation,
- Working with Project Leads and Council Officers to identify gaps, understand resources for data collection and agree what further support may be needed,
- Designing tools or templates, or offering other support, to help projects fill gaps identified,
- Reviewing and signing-off agreements for data collection over the remainder of the collaboration agreement.

The steps outlined above led to a position whereby, the Evaluation Framework had been finalised¹³ and further work was undertaken to ensure that those working in *Future Paisley* projects have a full understanding of and insight into the Evaluation Framework and associated tools. To this end, over the summer months of 2022, work continued to:

- Group projects/activities according to how similar projects/activities are. (e.g., projects aiming for explicit wellbeing outcomes should be grouped together).
- Review what we knew about data collection within the groups.
- Run a session with each group to fill any gaps in understanding about existing evaluation plans and potential resources for data collection and, ascertain and agree what data collection support (e.g. specifically designed of tools) they need.
- Undertake that design work and, review it at a second session with groups to confirm and sign-off both the design and the approaches to collecting data.
- In addition to the above, work was done with Renfrewshire Council officers to agree:
 - How data across activities/projects will be collated, analysed and reported,

¹³ The Evaluation Programme work also functioned reflexively here, helping the team to refine the Evaluation Framework.

- What resources/support will be provided to individual activities/projects who may need it.

2.3 Development of Resources

A range of resources – outlined in the Partnership Agreement(s) between UWS/CCSE and Renfrewshire Council – have been produced over the course of this evaluation work. They include:

- An Evaluation Framework,
- Case Studies (see Section [3.1](#) below),
- Evidence Reviews (see Section [3.3](#) below),
- Evaluation Tools (e.g. question banks for evaluation survey design),
- Revised reporting pathways (a new reporting schedule was agreed and, the summary reporting documentation to be used was refreshed) and documentation for CHEF & CODF projects & programmes.
- A trio of doctoral research students have been engaged in investigating elements of policy and practice of particular interest to *Future Paisley* and the Partnership. Each researcher has produced a brief policy insights document highlighting the most relevant learning emerging from their work.

These resources will be available to all on the *Resources* tab of the CCSE website.¹⁴

3.0 *Future Paisley* to Date: A Snapshot

The CCSE evaluation team have provided – and will continue to develop – a selective summary of some of the evaluation findings taken from *Future Paisley* projects. Some are already completing evaluations themselves and we have acted as a sounding board to specific projects. We continue to meet on a one-to-one basis with some of the funded projects to advise them of the appropriate evaluation approach, methods and tools linked to their objectives and the relevant Step Changes. There is agreed capacity for members of the CCSE team to support this work as necessary going forward.

Table 1 provides a summary of a range of *Future Paisley* activity matched to the Evaluation Framework’s Step Changes and Strategic Outcomes; relating these programmes and projects to the areas in which Project Leads it is expected that they will be able to provide (or in the case of completed projects, have provided or, are in the process of gathering) evaluation data to evidence impact. It is important to note that *Table 1* is not exhaustive but draws upon the data available at the time of writing. It shows the principal areas in which projects *expect* to be able to demonstrate impact. However, it may be the case that once data is gathered, it is possible to show that impact has exceeded these areas and project effects have accrued for additional Step Changes/Strategic Outcomes in the evaluation framework. The Cycle Arts Festival is an example of this. *The Cycle Arts Festival Renfrewshire 2022 A Place Partnership at OneRen project Report for Funders* details more areas of impact than those listed in reporting documentation submitted over the project’s lifetime (see: FV Cycle Arts Fest Project monitoring & evaluation report, May – August 2022). It should also be kept in mind that the opposite scenario is possible (though, improbable) and there will be insufficient data to evidence impact in some expected areas in spite of efforts made.

¹⁴<https://ccse.uws.ac.uk/resources/>



Table 1 – Expected Evidence of Strategic Impact across a Range of FP Programming

Step Change 1: Radically change Paisley’s image and reputation in Scotland, the UK and internationally		
<i>Strategic Outcome 1: Increased civic pride</i>	<i>2: Paisley positioned as a destination of choice</i>	<i>3: More people visit Renfrewshire attractions and events.</i>
Artists & Residents – Gallowhill Colouring Renfrewshire Common is as Common Does (Theatre/Dance) Cultural Organisations Development Fund (CODF) <i>Future Paisley</i> Exhibition New Voices Paisley Book Festival Paisley Halloween Festival Paisley.is Royal National Mòd - Mòd Phàislig, 2023 Fringe Sma’sh Hits (Music Meet Up) Tannahill Makar Townscape Heritage and Conservation Area Regeneration Scheme 2 (TH.CARS2)	<i>Future Paisley</i> Exhibition Other Side of the River PACE Theatre Commission (Frances Poet) Paisley Halloween Festival Paisley.is Royal National Mòd - Mòd Phàislig, 2023 Fringe Townscape Heritage and Conservation Area Regeneration Scheme 2 (TH.CARS2)	Colouring Renfrewshire Ethnic Communities Cultural Steering Group <i>Future Paisley</i> Exhibition Paisley Book Festival Paisley Halloween Festival Paisley.is Performance Programme (Children & Families) Royal National Mòd - Mòd Phàislig, 2023 Fringe Sma’sh Hits (Music Meet Up) Underwood Lane Visitor Data Consultation Visual Artist & Craft Maker Awards (VACMA) Winter Programme (Performances & Events)
Step Change 2: Raise prosperity and increase wellbeing in our communities		
<i>Strategic Outcome 4: Cultural participation contributes to enhanced mental health and reduced loneliness in our communities</i>	<i>5: Children and young people thrive through everyday access to arts and culture</i>	<i>6: The cultural offer is dispersed and accessible across Renfrewshire, enhancing wellbeing in our communities.</i>
ArtBOSS Artist & Residents – Gallowhill Artists in Residence – Erskine Arts CODF Common is as Common Does (Theatre/Dance) Cultural Volunteering Programme Culture, Arts, Health & Social Care (CAHSC) Programme Cycle Arts Festival Ethnic Communities Cultural Steering Group Johnstone Textile Space Paisley Book Festival Performance Programme (Children & Families)	ArtBOSS Artists & Residents – Gallowhill Artists in Residence – Erskine Arts Castlehead School of Creativity Colouring Renfrewshire Creative Learning Programme Cultural Champions Cycle Arts Festival <i>Future Paisley</i> Exhibition New Voices Paisley Halloween Festival Performance Programme (Children & Families) Renfrewshire Promise Champions	ArtBOSS Artists in Residence – Erskine Arts CAHSC CODF Colouring Renfrewshire Cycle Arts Festival Ethnic Community Cultural Steering Group <i>Future Paisley</i> Exhibition Johnstone Textile Space Other Side of the River Paisley Halloween Festival Performance Programme (Children & Families) Renfrewshire Promise Champions

Renfrewshire Promise Champions Royal National Mòd - Mòd Phàislig, 2023 Fringe Seedhill – The Bothy Project Sma’sh Hits (Music Meet Up) Social & Cultural Prescribing Tannahill Makar The Promise Arts & Culture Programme The Sculpture House Winter Programme (Performances & Events) Wallneuk Crafters	Royal National Mòd - Mòd Phàislig, 2023 Fringe Tannahill Makar The Promise Arts & Culture Programme The Sculpture House Winter Programme (Performances & Events)	Royal National Mòd - Mòd Phàislig, 2023 Fringe Social & Cultural Prescribing The Promise Arts & Culture Programme Underwood Land Winter Programme (Performances & Events) Wallneuk Crafters
Step Change 3: Paisley will be recognised for its cultural innovation		
<i>Strategic Outcome 7: Renfrewshire has a thriving, resilient and diverse cultural sector</i>	<i>8: Innovation in Paisley’s programming leads to wider engagement by local and national audiences</i>	<i>9: Community led production and programming increases cultural participation and activism</i>
Cultural Volunteering Programme Ethnic Communities Cultural Steering Group Green Room Sessions In the Frame Making Movie Moves New Voices Open Mind Summit Paisley Book Festival Paisley Film & Media Space Sma’sh Hits (Music Meet Up) Thread (theatre co-productions) Underwood Lane VACMA VAM! Artists’ Meet Ups	Ethnic Communities Cultural Steering Group <i>Future Paisley</i> Exhibition New Voices PACE Theatre Commission (Frances Poet) Paisley Book Festival Paisley Film & Media Space Paisley Halloween Festival Performance Programme (Children & Families) Royal National Mòd - Mòd Phàislig, 2023 Fringe Sma’sh Hits (Music Meet Up) The Sculpture House Thread (theatre co-productions) Winter Programme (Performances & Events) Wallneuk Crafters	Artists & Residents – Gallowhill Common is as Common Does (Theatre/Dance) Creative Learning Programme Cycle Arts Festival Ethnic Communities Cultural Steering Group Glen Cinema Commemoration Green Room Sessions Paisley Book Festival Paisley Halloween Festival Renfrew on Film Royal National Mòd - Mòd Phàislig, 2023 Fringe Seedhill – The Bothy Project Sma’sh Hits (Music Meet Up) Wallneuk Crafters Winter Programme (Performances & Events)
Step Change 4: Transform Paisley into a vibrant cultural town centre		
<i>Strategic Outcome 10: Paisley town centre is revitalised through the opening of major cultural venues and attractions</i>	<i>11: Paisley’s town centre is revitalised through improvements to the public realm</i>	<i>12: Paisley town centre is animated by cultural production and participation</i>
Paisley Halloween Festival Visitor Data Commission	Royal National Mòd - Mòd Phàislig, 2023 Fringe Townscape Heritage and Conservation Area Regeneration Scheme 2 (TH.CARS2)	<i>Future Paisley</i> Exhibition Paisley Film & Media Space Paisley Halloween Festival Winter Programme (Performances & Events)

Step Change 5: Develop a sustainable and resilient creative economy in Renfrewshire		
<i>Strategic Outcome 13: Organisations and sole traders working in Renfrewshire's creative economy develop sustainable and resilient business models</i>	<i>14: Pathways into employment and progression routes in Renfrewshire's tourism, cultural and creative sectors are being supported</i>	<i>15: The tourism, cultural and creative sectors in Renfrewshire are vibrant and employment opportunities are developing</i>
Artists in Residence – Erskine Arts CODF Cultural Volunteering Programme Cycle Arts Festival Paisley Film & Media Space Renfrewshire Creative Networks Support The Sculpture House VAM! Artists' Meet Ups Visitor Data Commission	CODF Cultural Volunteering Programme Cycle Arts Festival Johnstone Textile Space Renfrewshire Creative Networks Support VAM! Artists' Meet Ups Visitor Data Commission Wallneuk Crafters	Artists in Residence – Erskine Arts CODF Colouring Renfrewshire Cycle Arts Festival Johnstone Textile Space Renfrewshire Creative Networks Support Visitor Data Commission Winter Programme (Performances & Events)

3.1 Case Studies

As part of the evaluation work, the CCSE evaluation team committed to developing 5 case studies each of which highlights a project or programme from *Future Paisley* and, which focus on some of the projects with explicit, public-facing elements to their work.

Here, the aim is to provide insights into facets of *Future Paisley* and the ways in which these undertakings have created and added value at the local and national levels. To date case studies discussing the **Open Mind Summit (OMS)**, **Glen Cinema Commemoration** and **ArtBOSS** work have been completed.

The **OMS** offers great insight into the attempts to build capacity in the independent sector. The case study relates this work and provides a basis for thinking about what has worked and what this means for the future efforts to develop networks. The case study relating the **Glen Cinema Commemoration** highlights the successful community engagement undertaken and relates the ripple effects that have emanated from the response to participation in the work undertaken. Further, it shows how the project has allowed a challenging moment of local history to be spoken about and remembered. The **ArtBOSS** case study evidences the transformative potential of supported arts and cultural engagement for (care experienced) young people and young carers.

Going forward, two additional case studies will be compiled, these will reflect on examples the cross-sectoral approaches taken by some projects, a major event or festival (the Halloween Festival) and a venue focused project (Paisley Museum). These case studies are available on the *Future Paisley Resources* tab of the CCSE website.¹⁵

3.2 *Future Paisley*: Some Current Evaluation Insights

While the case studies highlight the achievements of several *Future Paisley* projects and programmes, there is a huge amount of important and impactful work ongoing elsewhere. There follows brief summaries of the achievements of a trio of *Future Paisley* projects and programmes which – at the time of writing – have completed their cycle of *Future Paisley* funded activities. The narrative relayed below draws upon data and feedback received through the reporting framework put in place as part of the Evaluation Framework to capture outcomes, outputs and impacts across the gamut of *Future Paisley*. The synopses provide insight into the types of data being collected for evaluation purposes.

3.2.1 *Future Paisley* Exhibition

The *Future Paisley* Exhibition contributes to Step Change 1, Strategic Outcomes 1, 2 & 3, Step Change 2, Strategic Outcomes 5 & 6 and Step Change 4, Strategic Outcome 12.

The *Future Paisley* Exhibition work was delivered from December 2021 – 2022, £138,000 of the £177,000 total budget for the project was provided by *Future Paisley*. In partnership with Lateral

¹⁵ <https://ccse.uws.ac.uk/resources/>

North,¹⁶ The Town Centre Heritage Regeneration Scheme - TH.CARS2,¹⁷ the Cultural Regeneration Engagement Workstream (CREW) and OneRen,¹⁸ the *Future Paisley* Exhibition programme comprised:

- Physical and digital exhibitions exploring Paisley’s past, present and future. The physical exhibition comprised two fixed exhibitions and a lite exhibition which visited 6 locations.
- Workshops engaging school and community groups and resulting in *Postcards from the Future* collection which were also exhibited.
- A trio of *Grand Conversaciones* bringing together national and international expertise in architecture, design and regeneration to discuss, reflect upon and reimagine Paisley’s past, present and future.

From January – April 2022, there were over 2,000 visitors to the physical exhibition in Paisley, more than 400 of this number attended with school and community groups who hosted ‘takeover’ style visits / events / workshops in the space. Feedback was overwhelmingly positive:

- 94% agreed or strongly agreed that they enjoyed the exhibition.
- 89% agreed or strongly agreed that the exhibition had taught them something about Paisley.
- 56% agreed or strongly agreed that the exhibition had made them feel more confident about Paisley’s future.

Over the full course of *Future Paisley* Exhibition activity, almost 7,000 visited the event. There were 180 registrations for the *Grand Conversaciones* events and 120 eventual attendees. The audience comprised interested locals, professionals and academics.

The Exhibition work provided an opportunity for visitors to feed into discussions pertaining to Paisley’s future, particularly about significant challenges such as the climate emergency and post-pandemic recovery. A foremost element of the Exhibition legacy is recognition and integration of these contributions into strategy and planning going forward.

Examples of feedback responding to the Exhibition include:

- *“I really enjoyed the Future Paisley exhibition because I got to see a lot of buildings that I hadn’t seen in real life and realised how big Paisley actually is. The Grand Fountain was a big surprise – it’s so colourful and I’d never actually seen it before so didn’t know it existed... My hope for the town is for it to be more inclusive and environmentally friendly and for people to think about what we’ve done to the planet.”*

(Darci, S2 pupil, Paisley Grammar).

- *“I love the architecture of Paisley; it goes back ages... and new buildings keep getting added but the old ones are still there, and it’s got a great collection.”*

(Murray S2 pupil, Castlehead High School)

- *“The pupils loved the workshops - I overheard one say they wished they could do it every week! They really enjoyed getting the opportunity to get their thoughts and feelings about Paisley across in a creative way. They loved the fact the exhibition had such variety, from the wool on the wall to the videos and 3D images on iPads.”*

¹⁶ <https://lateralnorth.com/>

¹⁷ <https://www.renfrewshire.gov.uk/THCars2#aboutthcars2>

¹⁸ <https://www.oneren.org/>

(Gemma Fraser, Art & Design Teacher, Castlehead High School).

3.2.2 The Cycle Arts Festival

The Cycle Arts Festival contributes to Step Change 2, Strategic Outcomes 4, 5 & 6, Step Change 3, Strategic Outcome 9 and Step Change 5, Strategic Outcomes 13, 14, & 15.

The first Cycle Arts Festival took place in August 2021. A second edition ran 1st-7th August 2022. The Cycle Arts Festival¹⁹ sought to blend events and activities designed to promote arts, cycling, environments and wellbeing. Working in mixed media and in collaboration with local communities, artists delivered specific creative interventions tied to places along cycle routes around Renfrewshire. By creating work for unusual or significant locations and localities, the festival aimed to deliver a narrative of place for Renfrewshire linking to ideas of environmental sustainability, wellbeing, embedded local cultures, history of place, cycling and social change.

Intended Festival outcome aims included:

- Fostering an environment in which groups or individuals collaborated to deliver the festival (building on the success of the 2021 edition).
- Inspiring locals living close by the Paisley – Lochwinnoch cycle route altered their usual routine to view the outdoor art events.
- Encouraging local people explored the arts route and exhibitions by bike and on foot.
- Inspiring artists and arts organisations to reconsider where and how arts events can be staged.

The 2022 event focussed on cycle generated power, featuring a Cycle Powered Music Showcase at Lochwinnoch in partnership with the Castle Semple Visitors Centre. Many events were free and the ‘pop-up’ nature of a great number of the festival’s elements led to people happening upon them during their daily activities around an about the Paisley – Lochwinnoch cycle route. Guided rides to the featured artworks and Dr Bike repair and maintenance services were also included in the programme. Overall, the programme comprised 22 events in 11 locations on or near the cycle route, 7 live performances, 5 exhibitions (3 installations), 2 days of short film showings, 6 workshops, 5 cycling events and 1 cycle powered music showcase and, 33 artists participated to deliver the event.

The Cycle Arts Festival was delivered in collaboration with several local and national partners.²⁰ *Future Paisley* provided just over £12,500 of the overall £32,923 funding to support the festival. Over the course of its 2022 activities, the Cycle Arts Festival reached around 2,300 children and adults, for comparison, the 2021 event recorded 725 attendees.

Feedback from attendees at the event included:

¹⁹ <https://cycleartsrenfrewshire.co.uk/>. Development of the website allows event partners or any other organisation presenting creative activities connected to the cycle route to present them on the site throughout the year (see: Cycle Arts Festival Renfrewshire 2022. A Place Partnership at OneRen project Report for Funders)

²⁰ Sustrans, Cycling UK, Castle Semple Visitors Centre, ReMode, The Scope Network, Lochwinnoch Community Development Trust and Lochwinnoch Arts Festival, (photographer and filmmaker) Kevin Cameron, (textile artist and researcher) Gillian Steel, Morrisons at Johnstone and OneRen.

- “[I’ve learned] [h]ow some arts events can seem embedded into a place. ‘The Art of Weaving’ short film seemed part of the Renfrewshire woods, as though the plants for natural dyes are around us too. There is so much of nature we have forgotten. More like this please!”
- “[...] it was great to see dance in a public place and, also to how people reacted to it as they stumbled upon it. It worked well in a rural setting too.”
- “It’s great to see a performance like this in Johnstone. We just don’t get anything like this!”
- “Where else but in Paisley could an event like this about textiles happen – and within meters of one of its historic mill buildings! This made it feel all-the-more relevant to me and others who have grown up here and live here.”
- “I liked the way this workshop had just popped up in Morrisons car park. Like it seemed quite natural to be there for local people to enjoy! It was lovely to watch I hope more people stop like me and get involved!”
- “I didn’t think this [the cycle powered music stage] would work but it’s just inspiring with all the really talented local musicians and with Music Broth supporting! I loved Scunnart! The setting is beautiful and works really well. What a real find for an outdoor music event like this. let’s make it an annual event!!!”
- “We learned about the amphibians in our garden pond!”

3.2.3. Wallneuk Crafters (initially: Women’s Unpaid Work)

Wallneuk Crafters contributes to Step Change 2, Strategic Outcome 4 and Step Change 3, Strategic Outcome 8.

Wallneuk Crafters began in September 2019 (initially as Women’s Unpaid Work) and ended in September 2023. Initially the project was slated to cease activity in April 2023. However, the decision was taken to extend the timeframe. Alongside delivery partners, Renfrewshire Council Criminal Justice, the project initially relied upon £18,750 in funding of which almost £9,000 was derived from *Future Paisley*.²¹ Wallneuk Crafters aimed to develop and make a range of textile products with women who attend the workshop sessions. These products were then sold to benefit social causes. The project enabled the development of practical and creative skills and – through participation – sought to increase confidence, resilience and aspirations for women attending the group.²² Wallneuk Crafters’ sessions were based in Paisley, but attendees came from across Renfrewshire.

Initially, Wallneuk Crafters focused on the development of a range of products which were sold to sustain the group’s activities. This work then progressed and diversified into a Paisley Threads project which comprised the creation of fidget blankets based on Paisley’s textile heritage and, for donation to care home residents in Renfrewshire.

Over the course of the first reporting period (to September 2022), Wallneuk Crafters reached 30 women who attended who attended workshops in alternate weeks until their COs were completed. Though the COVID19 pandemic women were able to produce work at home and guidance was

²¹The extension was supported with additional funding, thus the final budget for the project has been not less than £20,000 through to June 2023 (correspondence with Micaela Levesque, 18.10.2023).

²² Wallneuk Crafters participants were recipients of court mandated Community Orders (CO). Each case is assessed and allocated to an appropriate group. Women allocated to Wallneuk Crafters qualify as vulnerable and might not be able to cope in a mixed group, for example, they have often experienced domestic abuse and/or mental health challenges.

provided. A textile artist – Nikkita Morgan²³ – was commissioned to lead several work strands. These included:

- Introduction to Embroidery
- Christmas Bunting for soup kitchens & food pantries
- Book bags: embroidered bags for local primary 1 pupils starting school in 2023

As the project developed outputs have included Zimmer Frame Bags for Paisley’s Disability Resource Centre and Care Homes and Spud Bags, for harvesting vegetables at local growing initiatives.

It is evident that the delivery team found collection of feedback from Wallneuk Crafters participants challenging (this is often the case when working with vulnerable and/or marginalised groups). In addition, COs are mandatory, thus women may have entered the programme with varying levels of expectation and may not have felt positive about their prospects however, some responses were forthcoming. For example,

- *“Can I get a full-time job here please? 😊”*
- *“I have loved learning how to stitch.”*
- *“I have most enjoyed learning how to use the sewing machine.”*

In the period March – October 2022, five women completed their COs with Wallneuk feeding back that:

- *“The project has helped me with my confidence.”*
- *“I will take everything I have learned into the future.”*

In the period April – July 2023, two women completed their COs with the Wallneuk group, with observations that:

- *“I have enjoyed making things, especially bags. I hope to continue to sew in the future.”* And,
- *“I won't know what to do with my Mondays anymore! I have really enjoyed coming and chatting to you all & learning new sewing skills each week.”*

Furthermore, the Wallneuk Crafters project manager observed that: *“As the Manager of the Unpaid Work Unit, I have noticed that the women working with the Artist appear more engaged in the work they are doing and appear more confident in trying new skills. This will hopefully have a positive impact upon them in the future in terms of their self-confidence and self-belief.”*

3.3 Evidence Reviews

As part of our ongoing work within CCSE, we agreed with Renfrewshire Council to provide a series of rapid reviews of grey and academic literature that draws on work locally and elsewhere to inform the activities of *Future Paisley*.

To date 3 reviews have been completed. These are:

- **The Role of Arts & Culture in Lifting Communities Out of Poverty (2020/21)**
 - This work examined, policy approaches to the utilisation of arts and culture for social good.

²³ <https://nikkitamorgan.com/>

- Art and culture and the alleviation of poverty in developing and transition economies.
 - UK based examples of interventions with more tangible economic effects, and
 - Social prescribing & Social prescribing and social capital.
- **Social Value of Community Events (2021/22)**
 - This review presents an overview of research regarding the social value of community events.
 - Addresses collective and shared social impacts linked to community and connectedness.
 - Examines the impact at an individual level.
 - Identifies any negative impacts from hosting and staging events locally.
 - Presents the methods & approaches used to assess the social value of events.
- **Wellbeing and Measurement (2022/23)**
In this review, we are particularly seeking insight into:
 - What measures, particularly standardised, are commonly used to gauge wellbeing in projects focussed on arts, culture and mental health?
 - What are the pitfalls/challenges or examples of great practice?
 - What, if anything can we learn about proportional/appropriate application of tools?
 - What, if anything can we learn about data collection methods and issues – e.g., collecting data from young people?

These reviews are available to read on the Future Paisley Resources tab of the CCSE website, the final reviews in the series will be published here in due course.²⁴

3.3.1 Policy Insight Papers Drawing on Doctoral Research

As part of the *Future Paisley* work, a trio of doctoral research students were recruited to investigate three areas of policy and activity of particular interest to the *Future Paisley* Partnership and, the Council going forward. Having begun their work in 2019 these researchers have now completed their explorations of the cultural and policy landscape in Paisley and Renfrewshire.

In addition to the final thesis, each researcher has written a briefer policy insights document that aims to highlight the areas of their work of particular interest to *Future Paisley* stakeholders.

- Dr Lan Pham considers the health and wellbeing dimension of *Future Paisley* in **Building a radical vision for health and wellbeing in Paisley**.
- Dr Conor Wilson looks at how Paisley's image and reputation have been constructed and, how this relates to changing ideas about cultural regeneration within the town in **Telling the untold story: Image, representation and cultural regeneration in Paisley**.

²⁴ <https://ccse.uws.ac.uk/resources/>



- Niclas Hell reflects on the **Public value of festivals and events: A Case Study of Paisley's City of Culture Events Legacy**.

3.4 Next Steps

- The evaluation team will continue to provide support to Project Leads in the process of designing and delivering their project evaluations.
- The fourth and fifth evidence reviews will be completed.
- Two additional case studies (focussing on the Halloween Festival and Paisley Museum) will be prepared.
- A final report – building upon this interim report – will round out the Paisley story and reflect further on the process will be finalised by the end of May 2024.
- The resources webpage will be augmented with reporting and evaluation material deriving from *Future Paisley* activity. Open to all, the page will be a permanent legacy of the *Future Paisley* investments enabling other interested parties to review the activities undertaken and to utilise the archived learning deriving from these.
- The above will help to embed the learning from *Future Paisley* and the evaluation process at an institutional level within Renfrewshire based stakeholder bodies. The evaluation team will seek to support this process as appropriate including mentorship opportunities and forum for debates and professional development.

4.0 References

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Appendix B: Full List of Future Paisley Projects

This list is a full list of Future Paisley projects sorted by their pillar of activity.

Pillar of Activity	Sub-Category	Project Title	Description
Programming	Festivals	Cycle Arts Festival (PLACE)	Cycle Arts Festival in an outdoor mixed arts festival held in Renfrewshire celebrating art, nature, and the joy of cycling. The festival features art installations, performance pieces, and film screenings along a cycle route between Paisley and Lochwinnoch. The festival was launched during Future Paisley in 2021 and ownership of the festival has now been passed on to a volunteer oversight group which plans to continue the festival in 2024.
		Paisley Book Festival	Launched in 2020, the Paisley Book Festival (PBF) is a flagship event for Renfrewshire. The 10-day festival features a diverse programme with a variety of guest authors including an annual Writer in Residence sponsored by Creative Scotland as well as an annual school outreach programme bringing authors directly to Renfrewshire schools.
		Paisley Halloween Festival	The Paisley Halloween Festival is a major annual event for Renfrewshire, drawing in some of the largest audiences of any event throughout the year and generating significant income for Renfrewshire businesses. The festival was founded in 2014 before the Future Paisley programme began. Future Paisley's contributions have supported the festival in expanding their community engagement programme.
		Mòd Phàislig Fringe Festival	The Royal National Mòd (also called The Mòd) is the largest festival of Gaelic speaking in Scotland. It was held in Paisley in 2023 (Mòd Phàislig). Future Paisley funded the Fringe programme which featured children's activities, several exciting themed Family Cèilidhs, and live music in bars across Paisley among other activities. The Mòd Phàislig Fringe also hosted the opening and closing concerts for the festival.
	Events	Open Mind Summit	The inaugural Open Mind Summit took place in Renfrewshire in October 2019 and continued via digital delivery in 2020 and 2021. The summit brought together young people and professionals across services to explore the role of creativity and culture in improving young people's wellbeing through three days of presentations and activities.

		Renfrew on Film	Renfrew on Film is an annual event that brings together archival footage of Renfrewshire with modern artistic commissions inspired by the area. The programme includes one major event in Renfrewshire town hall as well as a series of outreach screenings at local care homes and churches. This year 2023 was the programmes 9th year; however, it has only been funded by Future Paisley for the past 2 years when it returned to in person events following the Coronavirus pandemic.
		Renfrew Pipe Band Competition	The inaugural Renfrew Pipe Band Competition was held in 2023 and featured pipers and drummers from across Scotland playing bagpipes drums through Renfrew.
		Scots Language Awards	The award ceremony for the Scots Language Awards was held in Johnstone Town Hall in 2023 supported by Future Paisley.
	Productions	Common is as Common Does with 21 Common	Common is as Common Does was a theatre and dance production developed by the acclaimed production company 21 Common in partnership with residents of Johnstone. The piece was performed by residents of Johnstone and premiered at the Johnstone Town Hall.
		NTS Future Proof	Paisley participated in the National Theatre of Scotland (NTS) “Future Proof” project through the production of the play <i>Do’s and Don’ts</i> . The production was co-created with a professional artist sourced by NTS and local young people and took place in a large truck which toured around Paisley during the production.
		NTS OZ!	This collaboration with National Theatre of Scotland (NTS) was originally scoped to take place during Summer 2023, however, the production was unable to go forward and the contracts had to be dissolved.
		Other Side of the River	This project was a professional quality theatre production co-produced by One Ren and In Motion Theatre Company. The production included an extensive community engagement programme, a premiere in Renfrewshire, and a national tour to 8 locations in Scotland that are not on the standard theatre touring route.
		Pace Partnership	Pace Theatre in partnership with One Ren are commissioning writer Frances Poet to write a new play that will be produced and premiered in Paisley. The

			performance will be a professional performance featuring young people on equal footing with the professional actors.
		Performance Programme (Children and Families)	This programme includes many smaller theatrical productions run by One Ren, with a particular focus on material appropriate for younger audiences.
		Positive Stories for Negative Times with Wonder Fools	This project, led by theatre company Wonder Fools in collaboration with Traverse theatre, allowed young people around the world to participate in creative activities despite the long-lasting challenges produced by the 2020 pandemic through the commission of five short plays. Future Paisley covered fees allowing two Paisley based organisations to participate.
		Project Development	Two theatre artists, Oliver Emmanuel and Gareth Williams, were hired to develop some potential ideas for theatre productions which were ultimately not taken forward by the Future Paisley programme.
		Radical War	Radical War 1820-2020 aimed to mark 200 years since Scotland's Radical War of 1820 and raise awareness of Paisley's role in it. A series of events were planned with the local community and included a series of installations and digital events that could be enjoyed while social distancing.
		Thread	<i>Thread</i> was the title of a new Scottish musical created by Fraser Scott, Iona Ramsay and Bethany Tennick of Paisley based theatre and film production company Kick the Door. Thread was presented in co-production between Kick the Door and OneRen at Renfrew Town Hall in May 2022.
		Underwood Lane	<i>Underwood Lane</i> was the title of a theatre co-production between Tron Theatre and One Ren. The production saw the premier a new John Byrne musical play at the Johnstone Town Hall with a subsequent run in the Tron Theatre in Glasgow.
	Commissions	Artist in Residence at Erskine Arts (PLACE)	This project brought an artist to Erskine to design an installation in an unused outdoor space near the Erskine Arts building. This project was part of the Place Partnership with Creative Scotland.
		Dargavel Modular Classroom Design	This project brings an artist together to work with the Dargavel Pupil Council to co-design the interior of 3 new modular classroom units that will be located in the grounds of Dargavel Primary School.
		Future Paisley Exhibition	The Future Paisley Exhibition was a physical exhibition looking at Paisley's past, present and future, and the assets and attributes that make it a

			resilient place that has seen it through past difficulties and that it can build from to face challenges of its future. Visitors had the opportunity to contribute through visual engagement mechanisms and through written cards.
		Glen Cinema Commemoration	This project commemorated the 90th anniversary of the Glen Cinema disaster, in which 69 children were killed and 40 were injured during a children's matinee. It included the creation of a new public artwork within Paisley town centre, which was developed through collaboration with local people.
		Windows on COP26 (PLACE)	Paisley Windows on COP 26 was a climate action themed art trail around Paisley Town Centre utilising the window space of local Renfrewshire businesses with an accompanying screening event
	Building Opening Programmes	Library Opening Programme	This programme of events will accompany the opening of the new Paisley Library on the Paisley High Street.
		Museum Closing Events	This programme of events accompanied the closing of the Museum prior to renovation.
		Museum Opening Events	This programme of events will accompany the opening of the new Paisley Museum.
		Paisley Arts Centre Opening Programme	This programme of events will accompany the opening of the refurbished Paisley Arts Centre.
		Paisley Town Hall Opening Programme	This programme of events will accompany the opening of the new Paisley Museum.
	Cultural Engagement Programmes	Artists in Residence Gallowhill	Artists & Residents Gallowhill was a project which brought artists to the Gallowhill area to co-create with residents a socially engaged arts programme building connections, confidence and skills and embedding culture within Gallowhill.
		Easter Programme	The Easter programme was aimed at children and families during the school holidays to allow them to spend quality together time in Johnstone and Renfrew Town Hall venues. The events included film screens and arts workshops.
		Libraries Programme	This budget programming delivered by One Ren in libraries across Renfrewshire.

		Summer Camps Across Renfrewshire 2023	This project funded a range of activity to be delivered during the schools Summer Break across Renfrewshire. The activity was specifically selected to ensure that children, young people, care experienced young people and young carers, and young people with additional needs were able to access Summer programming.
		Summer of Fun	Summer of Fun 2023 was a programme that supported local organisations to run free arts and culture activity for young people during the 2023 Summer Holiday. Future Paisley supported three specific projects that applied for grants to bolster the arts and culture offering for the programme.
		Tannahill Makar	The Tannahill Makar assumes the role of Poetry Ambassador for Renfrewshire. They run a programme of literature and cultural events with community organisations and reflects the life of Renfrewshire through formal readings of poetry at dates requested by The Provost's Office and One Ren.
		Winter Connections	Winter Connections was a programme which created cultural opportunities within warm spaces for the wintertime. Grants were all under £2,000 and created a large programme of activities.
		YoYP Legacy Project	This programme was funded as a continuation of the work completed during the 2017 Year of Young People and included events for young people and families around the theme of "Participation".
Marketing	Marketing Renfrewshire	One Ren Marketing and Stakeholder Engagement	This budget covered the reoccurring funding for One Ren which supports their marketing and stakeholder engagement programme.
		Paisley Museum Branding and Marketing	Future Paisley funded the development of a three-year marketing strategy to support the launch of Paisley Museum and position it as a must-see attraction in the west of Scotland. PR firm Flint was then hired as a consultant to create a national tactic plan to deliver the Paisley Museum strategy.
		Paisley.is	Paisley.is is the destination brand for Paisley and Renfrewshire that was funded and developed from Future Paisley. The brand's purpose is to tell the story of Paisley and Renfrewshire in a new and positive way and position Paisley and Renfrewshire as a great place to visit, invest, live and work.

		PR Agency - AMA	To support the launch of the Paisley.is brand, PR Agency AMA was contracted to develop a targeted PR and media strategy. The contract was funded by Future Paisley.
	Data Commissions and Cultural Insights	Evaluation of Events Programme	The Renfrewshire Council Events Team annually commissioned an evaluation and analysis of the major events throughout the year.
		Great Place Scheme	The Great Spaces Scheme was a programme run by the National Lottery supporting council areas to gain insight into their cultural landscape through consultation with the local arts community. Renfrewshire applied and was selected, seeking to learn how to build capacity and leadership as a cultural destination, transform area image and create a sustainable platform for future development and to support heritage and culture.
		UNESCO Creative Cities Consultation	Future Paisley funded an external consultant report exploring the possibility of Paisley becoming a UNESCO Creative City. The report ultimately recommended against it.
		Vis a Vis Evaluation of Arts Connection	Future Paisley funded a consultation from company Vis a Vis to assess the best way to support the organisations that have received CODF funding (also known as Arts Connection).
		Vis a Vis Evaluation of CHEF/CODF	Future Paisley funded a consultation from Vis a Vis about the operational elements of CHEF and CODF.
		Visitor Data Commission	Several key organisations in Scotland collect data on visitor trends in local regions as well as nationally. Future Paisley provided funds to give Renfrewshire access to this data.
Creative Industries Development	Cultural Funding	CHEF	The Culture, Heritage, and Events Fund (CHEF) delivered a variety of arts and culture programmes across Renfrewshire through grants to local organisations. Programmes ranged from small creative writing groups to internationally touring plays and were regularly able to work with niche interest groups or reach populations that were more likely to be missed by the large-scale events delivered through the rest of the Future Paisley programme. The fund also served as a devolved investment in Renfrewshire's cultural economy, building a cultural network beyond the

			council and giving organisations the opportunity to build experience with applying for funding grants to support cultural activity.
		CODF	The Cultural Organisations Development Fund was a unique fund open specifically for Renfrewshire organisations delivering creative and cultural programmes to develop their organisation and build capacity. CODF was unique from other organisational development funds as it was completely adaptable to each organisation, ensuring that the funds would be used to address their specific needs and set them up for long term success.
		Creative Wellbeing Fund (CAHSC)	The Creative Wellbeing Fund aimed to improve the wellbeing of Renfrewshire residents (adults aged 18+) living with the impact of inequalities through <i>increasing opportunities</i> for participation in arts and cultural activities. It funded a variety of new programmes across Renfrewshire designed for target groups who have previously had less access to arts and culture events.
		Making Arts and Culture Accessible Fund (CAHSC)	The Making Arts and Culture Accessible Fund aimed to improve the wellbeing of Renfrewshire residents (adults aged 18+) living with the impact of inequalities through <i>removing barriers</i> to accessing artistic and cultural activities. It funded a variety of accessibility measures for arts and culture events, training for staff about working with people with additional support needs, and subsidised tickets for target groups to attend arts and culture events.
		RCRRF	Renfrewshire's Cultural Recovery and Renewal fund (RCRRF) was a collection of three grant programmes established during the pandemic in 2020 using £211,257 of repurposed CHEF and CODF funds. The three funding streams were Artists Development Grant (ADG), Town Centre & Neighbourhood Creative Installations (TCNCI), and Cultural Organisation Support (COS) and they all contributed to supporting artists and cultural organisations during the sudden closure of cultural venues.
		VACMA	The Visual Arts and Craft Makers Awards (VACMA) is a small grants programme run by Creative Scotland in partnership with local authorities. The grants support professional visual artists and craft makers in their creative development. Future Paisley has provided funding to allow

			Renfrewshire to participate in VACMA for 11 funding rounds between 2019 and 2023.
	Artist Support	Arts Connection	Arts Connection is a voluntary network of established arts organisations in Renfrewshire who have all received CODF funding to discuss their work and explore possible collaborations.
		Creative Networks Support (PLACE)	This project funded a Creative Network Promoter for Creative Renfrewshire to create a digital directory of creative professionals on the Creative Renfrewshire website. This project delivered the specific strand in the Renfrewshire Place Partnership focused on supporting creative networks in Renfrewshire.
		Cultural Development Workshops	The Cultural Development Workshops were a series of events available for creatives and cultural organisations who live, work or practise in Renfrewshire. Workshops addressed key business practice topics for creative workers and provided advice for building portfolio and gaining career stability.
		Ethnic Communities Cultural Steering Group	The Ethnic Communities Cultural Steering Group is a group working together to co-produce, programme, and curate work relevant to Renfrewshire's Ethnic Community throughout the year.
		Greenroom Sessions	The Greenroom Sessions were a series of artist led meet-up/networking sessions for theatre and performance creatives and freelancers who work or live in or around Renfrewshire. Each session had a particular focus to incentivise attendance across the wide scope of disciplines that can be encompassed under the heading of "theatre and performance".
		In the Frame	In the Frame was a project aimed at supporting the films scene in Renfrewshire. It included 4 key projects: Online meetups, Renfrewshire Moving Image Showreel, New Voices, and Making Movie Movies.
		POP Newsletter	POP! News is a digital newsletter for creative professionals in Renfrewshire. The letter is emailed to subscribers monthly and shares links and information about national and local funding, creative networks, work opportunities, and inspiration.
		Sam'sh Hits	Sma'sh Hits was a project to launch a creative collective of musicians in and around Renfrewshire, aimed at providing an opportunity for creative people

			to meet, connect, discuss ideas, and collaborate. This was ultimately delivered through a monthly Open Mic Night.
Strategic Development	Embedding Arts in Services	Art Boss	ARTBOSS is Young Creative Producers project developed and delivered as part of Future Paisley. The programme introduces care experienced young people to key skills in arts producing to break down barriers to the national arts and cultural landscape. It is a partnership between One Ren and Renfrewshire Council Youth Services and is overseen by the Culture, Arts and Social Care group, a strategic group established as part of the Future Paisley programme.
		Artists in Residence Seedhill (The Bothy Project)	This project worked with people in recovery to make a Bothy space in the grounds of CIRCLE Recovery Hub on Paisley Road where meetings, workshops, events can happen. It is organised by service users in recovery and supported by both One Ren and CIRCLE.
		CHAT (CAHSC)	The Culture, Arts, and Health Training (CHAT) programme is a training programme covering health awareness sessions and creative practices for medical practitioners, allowing health and social care professionals to build and awareness of cultural activities and organisations they can bring into their practice.
		Colouring Renfrewshire	This project worked in partnership with Project Search Renfrewshire to offer creative work experience and help with future employability for young people with learning disabilities and autism. The young people chose events and locations in Renfrewshire to be included in a Colouring Renfrewshire 2 book, commissioned artists to create the book, and managed the production and promotion of the final book.
		Creative Learning Programme	The Creative Learning Programme worked in partnership with schools across Renfrewshire to co-create the formal learning offer for the new Paisley Museum. 12 schools went through intensive workshops to co-create the new cultural curriculum offered by museum staff for visiting schools and the plans were shared with and reviewed by other schools throughout the network.
		Cultural Champions Network	The Cultural Champions programme was a project that created a network of named champions in schools across Renfrewshire who shared information

			about the wider cultural offer in Renfrewshire. Future Paisley funded a network co-ordinator who helped package the offer, identify barriers to access, develop audience engagement strategies and encourage uptake.
		Cultural Social Prescribing	Cultural and Social Prescribing was a programme working to improve community health and wellbeing through connections to existing cultural programmes in Renfrewshire. Future Paisley funded a part-time Cultural and Social Prescribing Officer post, who worked with clients experiencing loneliness and isolation to connect them with opportunities to make meaningful connections with others. The Officer worked in partnership with a network of One Ren services and wellbeing organisations to identify cultural programmes and worked with GP Community Links to identify potential participants in the programme.
		Cultural Volunteering Programme	This budget supported the development of new system to support One Ren’s volunteering opportunities. The project included the creation of policies, opportunity screening procedures, and a digital platform for promoting volunteering opportunities in Renfrewshire. These new systems have been launched and are ready to support the increase in opportunities as Renfrewshire’s cultural venues begin to reopen.
		Renfrewshire Community Wellbeing Network (CAHSC)	As part of the Culture Arts Health and Social Care programme, a network was created with organisations in Renfrewshire interested in supporting cultural activity for people involved in health and social care services.
		Renfrewshire Promise Champions	This project was part of upholding Renfrewshire Council’s commitment to #KeepthePromise to improve experiences for care experienced young people. Working with care experienced young people serving as “Promise Champions”, the council co-designed and developed a 10-week arts programme supported them to share the experiences of care experienced young people with the community via arts and culture.
		The Promise Arts and Culture	This project was part of upholding Renfrewshire Council’s commitment to #KeepthePromise to improve experiences for care experienced young people. The Promise Arts and Culture Programme engaged young people who may be disadvantaged and marginalised due to their lived experience of care and caring to get involved and stay involved in arts and culture. The

			programme included a summer arts programme as well as a variety of individual events to reach those who could not regularly attend a full programme.
		Wallenuk Crafters	Wallenuk Crafters (previously called Women's Unpaid Work) is a collaboration with One Ren and Renfrewshire Council Criminal Justice which allows people completing Community Payback Orders to participate in craft projects that give back to the community as a way of completing their Unpaid Work hours. The group is led by a professional textile artist and builds participants confidence while giving them a new creative skill. The programme has facilitated the completion of 2957 hours of CPO.
	Long-Term Partnerships	Castlehead School of Creativity with Glasgow School of Art	Castlehead School of Creativity is a partnership developed during the Paisley 2021 UK City of Culture Bid and delivered through the support of Future Paisley. The partnership is between Castlehead Highschool and Glasgow School of Art. Together, they have created a programme that develops creative, confident and curious young people through studio-based teaching and learning integrated across a broad range of disciplines. Since the School of Creativity's inception, Castlehead has become a top school in Art and Design in Scotland, shown improved outcomes for students, and brought thousands of young people to the Glasgow School of Arts campus to see the potential of their creativity in a professional and academic setting.
		CCSE Research Centre with UWS	The Centre for Culture, Sports, and Events is a collaboration between Renfrewshire Council and University of West Scotland to create and academic hub for culture research in Renfrewshire. The initial agreement provided funding from Future Paisley for 3 PhD students to complete research through the centre on topics relevant to Renfrewshire's cultural ambitions and included a variety of research outputs from the centre to increase the knowledge base around Renfrewshire's cultural economy.
		Johnstone Textile Space (PLACE)	Johnstone Textile Space is a partnership working project developed with local Johnstone and Renfrewshire Partners – organisations and artists—to take a vacant space in Johnstone Town Centre and create a destination space that champions contemporary innovation within textiles and applied

			arts and celebrates uniqueness of place for Johnstone and the historical Textile production in the area.
		Paisley Film and Media Space (PLACE)	This project supported a core collective of Renfrewshire film makers and digital artists to lease an accessible vacant space in Paisley Town Centre to create an embedded cultural space which reimagines the Digital future of Renfrewshire toward 2045. This is part of the Place Partnership Vacant space to Creative use development strand. The partnership found space in the High Smiley Building, which is currently being refurbished by UWS, with plans for the group to run the cultural space in partnership with the University after renovations are complete.
		The Sculpture House	Sculpture House Collective (SHC) are a visual and community arts organisation. Sculpture House Collective comprises of three artists: Laura Aldridge, Nick Evans, and James Rigler. The Sculpture House is an innovative collaboration with Renfrewshire Council, providing the collective a studio and creative space in Ferguslie Park in exchange for cultural services run by the artists for the local community. The collective has a long-term lease of the space to allow them to fully embed in the community. Since establishing themselves in the building in October 2022, the group has delivered nearly 100 cultural sessions through public programming and schools outreach programmes and regularly fully book activities held in the space.
Cultural Workforce	Funded Posts	One Ren Posts	Future Paisley has provided funding to cover increased staffing costs at One Ren as they have delivered the cultural offer and cultural strategy for Renfrewshire during Future Paisley.
		Renfrewshire Council Posts	Future Paisley has provided funding to cover increased staffing costs within the Council as they have delivered the new destination brand and marketing strategy and overseen the delivery of the Future Paisley programme.
		Temporary Posts (CAHSC, Place Coordinator, etc.)	Several projects mentioned above have included temporary posts that have supported their delivery. These include the CAHSC Coordinator, the Place Partnership Coordinator, the Cultural and Social Prescribing Officer and several other positions. These posts were funded through project budgets,

			but ultimately were part of the cultural workforce supporting the Future Paisley programme.
	Operational Costs	Partnership Participation Fund	This budget covered administrative fees incurred during the delivery of the Future Paisley programme including costs for hosting Leadership Board and the Steering Group, transportation for touring the cultural venue build sites, and a variety of other costs.



ArtBOSS Case Study

Dr Sophie Mamattah CCSE/UWS

Background & Introduction

ArtBOSS is an innovative arts and creativity programme for young people. It focuses on the provision of arts and creativity opportunities for care experienced young people and young carers (primarily 14-18 age group) with the aim of enabling participants to develop their skill set while also supporting them to access activities with which they may not otherwise engage. This partnership model was devised to combine arts programming with a youth work approach to sustain engagement with the young people who attended. This model aimed to safeguard young people, improve health and wellbeing, and develop personal and social skills which could be bench marked against Youth Work outcomes.

A range of activities, including regular meet ups, workshops, artist engagement, mentoring, event planning/delivery and field trips comprise the dynamic and diverse approach taken to programme delivery. ArtBOSS aimed to provide a setting within which participants might:

- Develop a set of transferable competences, including project management, communication, marketing, contracting, evaluation and risk assessment.
- Enhance their soft skills, such as team-working, problem-solving and communication/ relational skills.
- Cultivate a network of contacts within and across the arts and cultural realm, potentially leading to valuable volunteering and career development opportunities.
- Increase their awareness of wellbeing and mental health.
- Benefit from increasing their awareness of the importance of good mental health and, potentially, to experience improvement in their own wellbeing and mental health.¹

Initially developed through the Culture, Health and Social Care (CAHSC) group, ArtBOSS derives from a partnership between OneRen, Renfrewshire Council Youth Services and Children's Services. ArtBOSS is part of the Future Paisley programme.²

¹ See: Future Paisley 2021 Reporting Template— Art Boss (29th October 2021).

² As the programme progressed, management and reporting were conducted through Youth Services and OneRen with a joint report submitted to Future Paisley on a quarterly basis.

Future Paisley, a 'programme of cultural events and activity based around Paisley and Renfrewshire's unique and internationally significant story which uses targeted investment to deliver positive change'³ has supported ArtBOSS with funding of £87,781 over three⁴ years. ArtBOSS was initially intended to run from March 2020 to January 2023⁵. The first ArtBOSS cohort that began activity in March 2020 graduated in March 2022 to become Yo! Producers, (AKA: Yo! Producers or Creative Young Producers). A new ArtBOSS group also started at this time, running concurrently with the Yo! Producers and, for which members of Yo! Producers had the opportunity to fulfil mentoring roles, passing on—and further enhancing—their knowledge and experience.⁶

In this case study, we draw on published reports and key stakeholder interviews to explore the contribution that ArtBOSS and associated activities have made to the Future Paisley programme. Part of the Future Paisley Evaluation Framework, ArtBOSS is an excellent representation of Step Change 2 [Raise Prosperity and Increase Wellbeing in our Communities], Outcome 5: Children and young people thrive through everyday access to arts and culture. The aims and objectives that have underpinned the approach taken within ArtBOSS contribute to a range of outputs correlated to Outcome 5. These findings are set within the relevant parts of the outputs, outcomes and indicator frameworks developed as part of the Future Paisley evaluation process. Furthermore, ArtBOSS outcomes contribute to Step Change 1 [Radically change Paisley's image and reputation in Scotland, the UK and internationally], Outcome 1: Increased Civic Pride.

Reviewing the data provided, we can evidence the ways in which the activity supported through ArtBOSS has facilitated access to arts and culture for those who are often found to be under-represented in this realm. Furthermore, involvement with ArtBOSS has enabled participants to multiply the benefit accruing from their involvement.

³ <https://www.renfrewshire.gov.uk/futurepaisley>

⁴ Initially Y1—£16,000; Y2—£24,500; Y3—£30,000. Y1 & Y2 recorded underspends on their available budgets (see: Future Paisley Reporting Template—ArtBOSS (May-October 2022)). An additional £17,781 supported the extension of the programme from April – September 2023. These funds were reassigned following the closure of another project (correspondence with Micaela Levesque, 31.10.2023).

⁵ ArtBOSS has been funded until September 2023 and have applied to the National Lottery Community Fund (Young Start) for external funding to continue their activities (interview with Marie Collins, October 2023). See: <https://www.tnlcommunityfund.org.uk/funding/programmes/young-start>

⁶ A core group of 12-14 young people attended the first iteration of ArtBOSS regularly. Approximately 8-10 of them have progressed to Yo! Producers. ArtBOSS II has about 6 new starts attending consistently (interview with Marie Collins, October 2023).

Renfrewshire has a coherent, diverse and accessible cultural offer for children and young people, which meets their needs.

⁷ Initially, the majority of referrals were made by Children's Services. Gradually, the process has evolved. Most referrals now come from social work area teams, schools and their Wellbeing Officers and from other groups within Youth Services (interview with Siobhan Gray, October 2023).

⁸ Correspondence with Siobhan Gray & Fiona Taylor, 30.10.2023.

⁹ ArtBOSS programme Report October-December 2022.

ArtBOSS set out to provide arts and cultural opportunities for care experienced children and young people and young carers. In so doing, the programme is specifically aimed at a group which might otherwise encounter barriers to participation or, to accessing arts and culture through conventional channels. ArtBOSS is a targeted programme⁷, every effort is made to understand a young person's needs before they join the programme and, to identify any barriers that they may need support to overcome prior to attending the group.⁸ ArtBOSS offers clear avenues through which participants can access arts and cultural activities within their communities.

The activities undertaken within ArtBOSS encompass a diverse range of opportunities, incorporating a variety of arts and cultural types. For example, the programme of meet ups from October through December 2022 included Halloween workshops, pumpkin carving and costume making, photo shoots, event planning (for Frosty Festive Town Christmas event), a Christmas gift drive and pantomime attendance.⁹ Across its full timeline, ArtBOSS has provided the opportunity for the young producers to:

- Work with a professional artist to create and publish their own graphic novel,¹⁰
- Contribute their views on the reconfiguration of Paisley Museum (working with Museum staff to highlight their preferences for the space and develop a social media),
- Work with Lateral North¹¹ as part of the Townscape, Heritage & Conservation Area Regeneration Scheme 2 (TH.CARS2). ArtBOSSes were the main producers of a new walking tour app charting Paisley's musical history,¹²
- Visit cultural spaces and review exhibitions, activity which also contributed to ArtBOSSes completion of their Bronze Art Award.¹³
- Participate in film-making workshops with artist Seamus Killick.

The programme of activities that comprises ArtBOSS is designed and developed in close consultation with participants. This co-productive approach has intensified over time. Initially, ArtBOSS co-ordinators¹⁴ concentrated on providing a wide range of taster opportunities. With time, the young people have been increasingly involved in deciding where to focus their attention with due consideration to the obligations of their Art Award portfolio and, available budget.¹⁵ Such an approach allows for the fulfilment of external requirements while simultaneously ensuring that participants are interested and engaged in their programme and, have an awareness of factors that contribute to its realisation.

¹⁰ See: The Attic https://issuu.com/artboss/docs/graphic_novel_art_boss_5. Workshops with the artist Charlotte Cabrie contributed to the graphic novel's development.

¹¹ See: <https://lateralnorth.com/>

¹² See: <https://paisley.is/visit/paisleys-musical-history/>. This work involved weekly sessions alongside Lateral North and local musicians, charting local musical history while also learning about sound recording, app integration and the Paisley music scene. Sessions contributing to this output included work with Fèis Phàislig (<https://feisphaislig.com/>), songwriter Michael Cassidy (<https://www.musicglue.com/michael-cassidy/about>) and a tour of – and recording session at – Bricklane Studios (RL Arts Team – Project Evaluation & Monitoring Framework, July – September 2021).

¹³ RL Arts Team—Project Evaluation & Monitoring Framework, July–September 2021. Bronze Art Award, see: <https://www.artsaward.org.uk/site/?id=65>.

¹⁴ the Arts Programme Coordinator and Community Learning Officer.

¹⁵ Interview with Marie Collins, October 2023.

Participation in the arts and culture by the most disadvantaged children and young people is sustained

¹⁶ See: Bronze Art Award Qualification Specification.

¹⁷ The Bronze Art Award requires 40 hours of guided learning and an additional 20 hours of independent learning time. The award is of the same standard as GCSE grades 1-3. In order to achieve the award, learners are required to 'create an individual arts log or portfolio that demonstrates how they meet the following [criterion]: 1) Development of interests, knowledge and skills through active participation in any art form; 2) Experience of at least one arts event/ experience as an audience member; 3) Research into the work of an artist/craftsperson that inspires them, and; 4) Experience of passing on an arts skill, (see: Bronze Art Award Qualification Specification).

¹⁸ Correspondence with Siobhan Gray & Fiona Taylor, 30.10.2023.

¹⁹ See: <https://www.artsaward.org.uk/site/?id=66> for outline and, for qualification criteria: <https://tinyurl.com/bdhwtdmr>.

²⁰ Interview with Marie Collins, October 2023.

²¹ Interview with Siobhan Gray, October 2023.

²² RL Arts Team Project evaluation and monitoring framework— ArtBOSS (May–October 2022).

Through participation in ArtBOSS, young producers have had the opportunity to undertake their Bronze Art Award which aims to enable 'learners to develop a basic understanding of arts practice and some knowledge of arts provision in the community' and, through this process, 'to grow their arts and leadership talents'.¹⁶ A qualification such as this requires the awardee to present their achievements in a systematic way.¹⁷ In turn, this process assists them in recognising and— potentially—utilising their skills. In order to deliver and verify the Arts Award, Youth Services staff completed training with Trinity College. This approach facilitated the provision of an award that matches the arts and cultural experience.¹⁸

When, in March 2022, those participating in the first ArtBOSS cohort were able to proceed to the newly inaugurated Yo! Producers programme, they were in the process of completing their Bronze Art Award. Continuation to Yo! Producers came with the prospect of progressing towards completion of the Silver Art Award.¹⁹ The creation of Yo! Producers has ensured that there is an onward pathway for those who have completed the initial programme and wish to continue their creative skills development. Further, the Silver Art Award, places greater emphasis on encouraging volunteering, mentoring and leadership qualities²⁰ and, 'finding out about professionals; arts professionals and what they do and how you can [...] go to university [and] do any kind of arts career.'²¹ A number of Yo! Producers identified the achievement of their Silver Award as a primary goal in programme feedback.²²

The initiatives undertaken through ArtBOSS have often created networking and steppingstone opportunities for widening knowledge of the local cultural and arts offerings and furthering participation in arts and culture in a variety of ways. For example:

- Work on the walking tour app developed to contribute to THCARS2 brought ArtBOSSes into contact with Fèis Phàislig, an arts organisation specialising in 'promoting interest, education and participation in the traditional arts and Gaelic culture across Renfrewshire'.²³
- The music walking trail app launched at Paisley's Spree Festival, 2021.²⁴
- Participation in artist facilitated workshops to construct giant creepy crawlies displayed at Paisley's Halloween Festival contributed to Bronze and Silver Art Award qualifications and, provided opportunity for some ArtBOSSes to volunteer as event stewards.²⁵
- Graphic novel, The Attic, was launched at the Paisley Book Festival.²⁶
- Collaboration with researchers at UWS on the Paisley School of Arts²⁷ project placed ArtBOSSes at the intersection between art, creativity and knowledge creation; using photography, video and sound recording to create artwork generate new ways of thinking about 'Paisley, people, arts and education'.²⁸

Notably, feedback from ArtBOSSes highlighted the genuine enjoyment they experienced from the degree to which they were able to participate in the Fèis Phàislig led workshop. Further, one ArtBOSS observed 'through my experience at ArtBOSS, it has given me the confidence to volunteer at other creative groups.'²⁹ This latter point is underscored by ArtBOSS's Co-ordinator and Producer Marie Collins, who observed that involvement in ArtBOSS has led participants to discover additional groups of interest and, whereas previously lack of knowledge or confidence may have held them back, now 'they've got friends [...] they can go along with'. Furthermore, a wide range of trips and visits has opened up the local cultural landscape which has, in turn, been a catalyst for exploration.³⁰

²³ See: <https://feisphaislig.com/>.

²⁴ See: <https://paisley.is/visit/paisleys-musical-history/>.

²⁵ ArtBOSS Programme Report October–December 2022.

²⁶ See: Artistic Youngsters Create a Graphic Novel—Paisley Daily Express.

²⁷ See: <https://sites.google.com/sbe.uws.ac.uk/psa/home>.

²⁸ RL Arts Team Project evaluation and monitoring framework – ArtBOSS (April–June 2022). See: Fresh Expeditions, <https://sites.google.com/sbe.uws.ac.uk/psa/community-projects/fresh-expeditions>

²⁹ See: Future Paisley 2021 Reporting Template: ArtBoss.

³⁰ Interview with Marie Collins, October 2023.

Taking part in arts and cultural activities on a regular basis enhances young people's mental health and wellbeing.

³¹ For example: Arts Council England, (2018); Fancourt & Finn (2019).

³² Correspondence with Siobhan Gray & Fiona Taylor, 30.10.2023.

By way of helping care experienced young people and young carers to find pathways towards art and cultural endeavours, ArtBOSS has sought to enhance their mental health and wellbeing. The value of arts and culture for health and wellbeing outcomes is widely acknowledged.³¹ Through provision of such activities, ArtBOSS opened a route towards the recognised benefits of such engagements. Furthermore, there were a wide range of settings in which ArtBOSS was delivered (workshops, both in-person and—as necessary through the Pandemic—online, day trips, events and other happenings), creating environments that functioned as safe spaces for social interaction—underpinned by a youth work pedagogy—and, when appropriate, discussion of worries, concerns and accomplishments and joys of day-to-day life.³²

Among reported benefits, ArtBOSS participants described making new friends, being inspired by others, increased confidence and self-esteem, improved teamwork, communication and problem-solving skills.³³ ArtBOSS involvement also helped young people—for whom circumstances at home could be challenging—to counter social isolation and, participate in a positive community setting.³⁴ By late 2021, group sessions were 'opened [...] half-an-hour early for the young people to come in, chat and have access to support from youth workers before the session [began].³⁵ This allowed [the young people to feel validated/supported].³⁶ In turn, such support ensures that participants are then able to concentrate on, and engage with, the arts programme.³⁷ The explicit inclusion of a 'youth work' aspect of the ArtBOSS offer has—in the view of Community Learning Officer and ArtBOSS co-coordinator, Siobhan Gray—been significant for achieving good, regular attendance for a core group of ArtBOSSes as 'the young people are not just getting an arts club. They have the youth work element attached to it, so they know there's the role models to go to [...] young people experiencing issues or needing support with anything can come to us outwith [the ArtBOSS] sessions. So, there's a lot more support there for them than just once a week.'³⁸

In addition to the opportunity to validate the ArtBOSS experience through the achievement of a Bronze or Silver Art Award, recognition was also accrued when ArtBOSS received the accolade of the Young Scots Arts Award.³⁹ This success was both thrilling and effort affirming, imbuing group members with confidence and self-esteem; indeed it is something that members of that group still recall with pride.⁴⁰ An additional dividend has been 'put[ting] ArtBOSS on the map, even just locally' which brought benefit with regard to partnership working and negotiating local opportunities for ArtBOSSes as potential collaborators now knew of the group.⁴¹

³³ RL Arts Team Project evaluation and monitoring framework—ArtBOSS (April-June 2022).

³⁴ RL Arts Team Project evaluation and monitoring framework—ArtBOSS (April-June 2022).

³⁵ This is part of the youth work self-evaluation approach, initiated to further support young people's social and wellbeing needs (Correspondence with Siobhan Gray & Fiona Taylor, 30.10.2023).

³⁶ RL Arts Team Project evaluation and monitoring framework—ArtBOSS (October-December 2021).

³⁷ Correspondence with Siobhan Gray & Fiona Taylor, 30.10.2023.

³⁸ Interview with Siobhan Gray, October 2023.

³⁹ See: Craggins, (2021).

⁴⁰ Interview with Siobhan Gray, October 2023.

⁴¹ Interview with Marie Collins, October 2023.

Young people develop new skills, both arts and culture-focussed skills and transferable skills

ArtBOSS has striven to provide participants with both knowledge of, and insight into, 'all the skills that they would need to be a young producer [...] understanding of all the things you could do [...] and [with experience and skills] to put on their CV.'⁴² Furthermore, the emphasis on provision of high-level opportunity, working alongside sector professionals on many occasions, has been a crucial contributor to participant retention while also ensuring that ArtBOSSes are enabled to grow their skills set and networks to the greatest extent.⁴³

Witnessing positive progress in the development of participants' soft skills and the way in which they are able to better manage their interpersonal relationships has been reported as one of the most gratifying outcomes of the programme.⁴⁴ For example, the volunteering opportunities on offer through ArtBOSS count towards Saltire Hours.⁴⁵ The Hours are the Scottish Government's way of celebrating, recognising and rewarding the commitment, contribution and achievements of young volunteers in Scotland, aged between 12 and 25.⁴⁶ Registration on the Saltire Hours portal allows volunteers to track their hours; certificates are awarded for significant milestones (e.g. 25, 50, 100 hours of time banked), outstanding contributions can be acknowledged thorough nomination for a Summit Award. Some ArtBOSSes have already achieved their 500-hour Saltire certificate.⁴⁷ The Youth Work approach assists young people in the process of reflecting on their experiences in order to understand their progression and have insight into their personal development.⁴⁸

⁴² Interview with Siobhan Gray, October 2023.

⁴³ Interview with Marie Collins, October 2023.

⁴⁴ Interview with Siobhan Gray, October 2023.

⁴⁵ <https://saltireawards.scot/>

⁴⁶ See: <https://saltireawards.scot/about>

⁴⁷ Interview with Siobhan Gray, October 2023.

⁴⁸ Correspondence with Siobhan Gray & Fiona Taylor, 30.10.2023.

People feel pride in Paisley and are optimistic about the town's future

Involvement with ArtBOSS has brought programme participants into contact with Paisley's broader cultural, social and historical landscape in a variety of ways. Trips and visits, activities such as developing the walking tour app, collaborating with museum staff as Youth Ambassadors and, the contribution to the recent Chimes Project⁴⁹ have the potential to reframe and reinvigorate ArtBOSSes' views of their hometown. Indeed, both Marie Collins and Siobhan Gray made observations in this regard. The opportunity of involvement in flagship elements of Paisley's cultural offer—such as Sma' Shot Day and the Halloween Festival—has helped ArtBOSSes to recognise that cool stuff does happen in Paisley.⁵⁰ Such activities have also fostered a valuable sense of ownership, whereby ArtBOSSes 'will say [that] they've created music for [the Chimes Project] and they're so proud that they want to tell their friends about it [...] and say "we've been here, we did this project" [...] there's much more ownership over Paisley [...] they are quite proud of where they come from.'⁵¹

⁴⁹ See: Restoring the sounds of history: The Chimes Project brings Paisley Town Hall's Carillon back to life.

⁵⁰ Interview with Marie Collins, October 2023.

⁵¹ Interview with Siobhan Gray, October 2023.

Insights from ARTBOSS

The ArtBOSS programme demonstrates that multifaceted benefits can accrue from creating an appropriately resourced and supported cultural space for a specific group who might otherwise struggle to access arts and cultural experiences. Crucial contributions to its success have included:

- Co-production of the project agenda alongside programme participants. Empowering ArtBOSSes to make decisions about where the group should focus has helped to ensure engagement and sustained interest.
- Provision of Youth Work support within the art space. Ensuring that attendance at ArtBOSS guarantees a safe space to talk and seek assistance with any problems or issues improves focus and increases positive associations with attendance at ArtBOSS.
- Opportunity to engage in high-level/ high-quality collaboration with sector professionals—and subsequently to see work displayed/ performed in professional event settings—means that the future possibilities offered by the arts and cultural sector, and the pathways towards them, are clearly in evidence for programme participants. ArtBOSS offers far more than the opportunity to 'do some arts and crafts.'

- ArtBOSS has adapted to meet needs as the programme has developed. It is now recognised that all new staff facilitating this programme should undergo training for working with young people who have experienced trauma before taking up their role. This has been identified as a crucial change in approach which, links ArtBOSS into the Promise.⁵² To ensure a youth-centred approach, knowledge of safeguarding and child protection procedures are crucial element of a needs-led approach.⁵³
- The focus on volunteering, leadership, and mentoring (particularly evident within Yo! Producers), is a significant benefit; particularly as this can be further recognised through mechanisms such as Saltire Hours.
- Progression of ArtBOSSes and Yo! Producers into other opportunities,⁵⁴ their involvement in supporting other young people in their communities to access arts and cultural experiences and, in planning / seeking funding to support the future of the programme is a significant success.

Going forward, it would be valuable to attempt to track the kinds of opportunities that (former) ArtBOSS participants are able to access. Ideally, ArtBOSSes will have both recognised qualifications (Silver & Bronze Art Awards), volunteering experience (Saltire Hours) and other programme derived experience and networking to build upon.

⁵² <https://thepromise.scot/>

⁵³ Correspondence with Siobhan Gray & Fiona Taylor, 30.10.2023.

⁵⁴ For example: Youth Services Youth Leadership Residential Training.

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ART BOSS
 CREATIVE YOUNG PRODUCERS
 SUMMER PROGRAMME!

TUESDAYS
 1PM-3PM
 GLENBURN
 COMMUNITY CENTRE
 LUNCH PROVIDED

- 5TH JULY
WHAT IS A CREATIVE PRODUCER?
- 12TH JULY
THE GUIDE TO BECOMING THE ULTIMATE VLOGGER
- 26TH JULY
CREATIVE WRITING & FILMMAKING
- 2ND AUGUST
BEACH PHOTOGRAPHY (MILLPORT TRIP)
- 9TH AUGUST
LET'S GET AN ARTS AWARD!





Glen Cinema Case Study

Dr Sophie Mamattah &
Prof Gayle McPherson CCSE/UWS

Background & Introduction

The Glen Cinema tragedy resulted in the deaths of 71 children, who, upon attending a matinee film on Hogmanay 1929, lost their lives in a stampede that began when a smoking film canister caused a panic in the auditorium. While the appalling loss of so many young lives—and the inevitable and lasting damage done to so many others—undoubtedly had profound and long-lasting consequences, for many years a veil of silence was drawn around the events of 'Black Hogmanay.'

2019 marked the 90th anniversary of the Glen Cinema Disaster and, the decision was taken to commission a public artwork memorial; an opportunity to acknowledge, commemorate and communicate the intense loss experienced by so many. While the finalised artwork was created by the artists who won the commission—Rachel Lowther and Kerry Stewart—the involvement of two of the tragedy's remaining survivors,¹ the local community and children in aspects the commemoration work was recognised as crucial for ensuring that the town's voice was heard. Community engagement was recognised as vital for raising awareness about the events of New Year, 1929—many of those who had been caught up in the tragedy had never spoken about it—and, for establishing relevance and connection to the final artwork for the local community. The emphasis on a community focused approach was strongly expressed in the tender for the artistic commission and, was a one of the elements of the potential opportunity of particular interest to the artists who created the final work.²

¹Emily Brown and Robert Pope collaborated with Rachel and Kerry. At the time, they were thought to be the only remaining survivors of the Glen Cinema tragedy. After the unveiling of Rattle/Little Mother, it became apparent that a third survivor was still living in the Paisley area. Due to the trauma experienced, they choose not to discuss the tragedy (correspondence with Rachel Lowther & Kerry Stewart, 24.03.23).

²Interview with Rachel Lowther & Kerry Stewart, December 2022.

The success of this approach has resulted in the commissioning, consultation, design, making and installation of the Glen Cinema Memorial. This was supported by a £50,000 award from Future Paisley/Events' Team Core budget.³ The artists' involvement in the project began in 2019, continuing until the unveiling of the completed commission—Rattle/Little Mother—at Dunn Square, Paisley on 30th November 2021. The bronze takes as its inspiration a child's celluloid rattle of the era. With the names of the children whose lives were lost inscribed around its plinth, the memorial 'hovers between a nostalgic lost object—a portal to the children of the 1920s—and a sacred or devotional object, carrying the story of children as their own protectors'⁴ on that day.

Alongside the creation and installation of Rattle/Little Mother, a wider programme of commemorative events and activities took place 2019–21. These included members of the community:

- A lantern procession, involving children and young people from local primary and secondary schools, who, with others from the community, walked from Dunn Square to Paisley Abbey. In preparation, pupils had participated in related educational and workshop activities.⁵ The procession included around 170 children and young people, almost 200 lanterns were made in workshop sessions preceding the event.⁶
- A commemorative service at Paisley Abbey with input from a number of local creatives; Starlight Youth Music Theatre participated, and musicians Carol Laula and Tom Urie wrote and performed a song—Hush Now (Happy New Year). This service was attended by approximately 500 invited guests.⁷
- Screenings of The Glen Cinema Disaster commemorative film (dir. Paul Mothersole)⁸ and an exhibition of artifacts and archival material.

³ £25,000 of the budget came from Future Paisley, £20,000 from Town Centre Regeneration and £5,000 from Paisley Rotary Club. Approximately £10,000 was spent on the Abbey event, film and exhibition and £40,000 on the commission of Rattle/Little Mother, community engagement and installation (correspondence with Suzi Maciver, 15.12.22).

⁴ <https://tinyurl.com/2ns7mkxy>

⁵ An interdisciplinary learning resource pack—Commemoration: The Glen Cinema Disaster 1929–2019—was also developed through the Great Place Scheme at Renfrewshire Council. The resource was intended 'to help learners explore and learn about commemoration. Renfrewshire's rich local history can be a meaningful starting point to examine people, past events and societies. The Glen Cinema Disaster of 1929 provides a relevant context for developing knowledge and skills within CfE Literacy, Expressive Arts and particularly Social Studies Experiences & Outcomes. The pack is intended for teachers to use with their P5–7 classes.'

⁶ According to Council records, 184 young people attended workshops hosted at a number of locations and groups (including: Paisley Grammar School, 5th Paisley Girls' Brigade, Todholm, Mossvale & St Peter's Primary Schools, Police Scotland Youth Volunteers, PACE Youth Theatre). Of these participants 171 attended the procession having made 196 lanterns. Young people, parents and staff from this group accounted for 167 of the approximately 500 Abbey Service attendees (see: Final Lantern Making Workshop Schedule—Glen Cinema).

⁷ See: Abbey Service—Tickets.xlsx

⁸ Currently, the film can be viewed online: Trailer (<https://www.youtube.com/watch?v=OzvTs7yURws>), Part I (<https://www.youtube.com/watch?v=pEQKagxCti8>), Part II (<https://www.youtube.com/watch?v=upJm2bADIYk>) and Part III (<https://www.youtube.com/watch?v=dkxy7T7nP8Q>).

Reviewing the data provided and speaking with some of those closely involved in the development and delivery of this work, we are able to evidence the ways in which the activity supported through Future Paisley has been successful; setting these findings within the relevant parts of the outputs, outcomes and indicator frameworks developed as part of the Future Paisley evaluation process. The Glen Cinema work contributes to Framework Outcome 9: Community led production and programming increases cultural participation and activism.⁹

Developed and delivered through the Town Centre Planning Team, the suite of undertakings contributing to, and culminating in, the unveiling of the Glen Cinema memorial and associated activities involved a range of community and community group members (including STAR Project, children from local schools and groups, Paisley Development Trust¹⁰) whose collaboration with the Council team and the commissioned artists contributed significantly to the project's success.

⁹Outcome 9 sits under Step Change 3: Paisley will be Recognised for its Cultural Innovation.

¹⁰ Paisley Development Trust is no longer active.

Communities & Professional Artists/ Cultural Organisations Work Together to Co-Design Arts and Cultural Events

The suite of work undertaken to mark the 90th Anniversary of the Glen Cinema Tragedy builds upon the activity of the Paisley Development Trust (PDT). Commemoration of the Tragedy was central to the Trust's work over a number of years; Trust members led the preparations for commemoration of the 75th Anniversary in 2004; events involved bringing survivors together for reminiscence, re-creation of a 1920s/30s cinema in the old Liberal Club Building in High Street, curation of an exhibition and provision of opportunity for children and survivors to discuss and compare their experiences of cinema. Paisley has a rich history of cinema¹¹ and was once home to around 13 picture houses. The contemporary experience of cinema is often the out-of-town multiplex.¹² A torch light procession—involving Paisley Buddies, scout and girl guide groups and other community members—and a service at Paisley Abbey were also organised.¹³ The 80th Anniversary—in 2009—saw the beginning of the annual commemoration at the Cenotaph. 'Although a place of remembrance' and recognised as a 'fitting' place to go, the Cenotaph was nevertheless 'not quite the right place to remember 71 kids.'¹⁴

¹¹This continues to be reflected in current work which includes the Place Partnership project, Paisley Film & Media Space.

¹²Interview with Tony Lawler, December 2022.

¹³A monument commemorating the names of those who died is located at Paisley's Hawkhead Cemetery. Plaques raised by the Local Authority and the Scottish Film Council can be found at the site of the old cinema building and a small collection of contemporaneous cuttings and artifacts are stored at 'The Secret Collection'.

¹⁴Interview with Tom Lawler, December 2022.

The sculpture was devised on the basis of a process of research, collaborative workshop discussion and activities undertaken by commissioned artists—Rachel Lowther and Kerry Stewart. These activities involved two survivors of the tragedy and their families, Paisley Grammar students, STAR Project¹⁵ members, Renfrewshire Council officers and a Working/Steering Group.¹⁶ The preparatory work undertaken with community and school groups was foregrounded by Kerry and Rachel as a crucial contribution to their creative and research process. The children they worked with were hugely interested in—and engaged by—the workshop they participated in.¹⁷ It was—as Rachel Lowther recalls—in one of these groups that ‘these girls [...] had an idea. They made these little shoes and bags of the children [...] their idea for a memorial was the things that children might have left behind. So that idea stayed in our mind.’ This, along with survivor Emily Brown’s recollection of managing to escape despite becoming separated from her siblings who, in turn, were able to cling onto each other and make their way out alongside other similar stories, encouraged the artists’ focus on the way in which children—in the absence of any adults that day—had tried to look after each other. In the artists’ view, these stories and ideas were crucial for their process of realising their final ideas which were then taken forward to the working group for discussion and deliberation.¹⁸ Kerry Stewart, Rachel Lowther and Tony Lawler expressed the view that the memorial sculpture was very much the right fit for Paisley; at last, providing those affected by the Tragedy with somewhere to go and, an appropriate place for the inscription of the names of the children who died.¹⁹

¹⁵ STAR Project community members participated in 2–3 online workshops of 2 hours’ duration. Prior to the workshops, Rachel and Kerry distributed craft packs to participants. The carefully considered preparation and delivery meant that the sessions were ‘exceptionally accessible’ to members. Approximately 18 community members took part in Zoom workshops and offline equivalents (provided to support community members who—for whatever reason—did not access the online event) where views and responses were fed into the Zoom discussions (interview with Heather Kay, February 2023).

¹⁶ The membership of this group comprised a range of local community members and creatives, many of whom had been involved in commemoration of the Tragedy for a number of years—often through the PDT. Among them were Trust members Tony Lawler and Piero Pieraccini, Starlight Music & Theatre’s Mari Wilson, PACE Theatre’s Jenni Mason, Great Place Scheme’s Peter Gilchrist, Film-maker Paul Mothersole, Renfrewshire Makar—Brian Whittingham, musicians Tom Urie & Carol Laula and Future Paisley’s Leonie Bell.

¹⁷ Plans for workshops in Schools were severely disrupted by the COVID19 pandemic. The artists were able to conduct one session with approximately twenty S3 pupils at Paisley Grammar. Plans to work with primary school pupils had to be shelved as arranging access in the prevailing circumstances was too onerous (correspondence with Rachel Lowther, 20.02.23). While the ideas generated in the workshops with STAR Project community members are not tangibly reflected in the finalised Rattle/Little Mother piece, workshop participants nevertheless felt that their contribution to the discussion was heard and valued (interview with Heather Kay, February 2023).

¹⁸ Interview with Rachel Lowther & Kerry Stewart, December 2022..

¹⁹ Some STAR Project community members also expressed the view that the memorial was ‘long overdue’ (interview with Heather Kay, February 2023).

The activities outlined above clearly demonstrate the ways in which the Glen Cinema work has built on community responses to a hugely significant local event, to generate a response that is appropriate and grounded in the community understandings of the Tragedy. While it is challenging to conclude that cultural participation has been increased significantly across all the groups that took part in elements of the Glen Cinema work, the suite of work and the approach taken has certainly provided opportunity for community togetherness.

Community togetherness is evident in the workshop, lantern procession and Abbey service events, it is also seen in the quiet discussions at the site of Rattle/Little Mother that both Tony and Rachel have witnessed.²⁰ These shared moments of curiosity for those who are perhaps unfamiliar with the place that Glen Cinema occupies in Paisley's history and, reflection for those who do, suggest the ways in which the Rattle/Little Mother can operate as a focus for the community and remove barriers to art, potentially enabling those who feel they do not 'understand' art to approach this work as a response to a specific, historical event. The commissioned artists are of the view that the Council's early willingness to trust the process of artist-led consultation and development work—thereby relinquishing degrees of control and decision making to the community and artists—was also crucial here, as was the early involvement of 'arts people' in the commissioning process.²¹ Such an approach can also be considered as a significant removal of obstacles to participation that might usually be present in a public arts creative process.

²⁰ Interviews with Rachel Lowther & Kerry Stewart and Interview with Tony Lawler, December 2022.

²¹ Interview with Rachel Lowther & Kerry Stewart, December 2022.

The removal of barriers for those who might have felt uncertain about engaging with art and culture is clearly evident in the preparatory and research work that Rachel and Kerry undertook. They were able to relate the positive way in which community members who participated in workshops responded to the works shown to them as a catalyst for their discussion and activities. In these pieces—which included memorials to American George Floyd and Rachel Whiteread's Holocaust memorial—people 'related to the tragedy, so they could relate to the art as well.'²²

For STAR Project community members, the opportunity for involvement in artist-led workshops attracted some who had not previously taken part in STAR activities, including 'at least two unique- community members that joined specifically to get involved with that [work], that had not previously engaged with STAR Project' and, who have remained engaged with STAR Project to some degree from that point on.²³ At STAR Project, the discussion and reflection generated through the Glen Cinema process have developed into wider—and still ongoing—deliberation and research into 'the origin of statues' in and around Paisley and Renfrewshire and 'a much bigger conversation around regeneration' for community members. The desire to further develop these wider activities originating from the Glen Cinema work into a Fun Palace Weekend²⁴ engagement is also high on the community's agenda.²⁵

²² Interview with Rachel Lowther & Kerry Stewart, December 2022.

²³ Interview with Heather Kay, February 2023.

²⁴ <https://funpalaces.co.uk/>

²⁵ Interview with Heather Kay, February 2023.

Development of Cultural Assets

Rattle/Little Mother has its permanent home in Paisley's Dunn Square, close to the site of the Glen Cinema (recently occupied by Burtons) and, at the crossroads of a number of Paisley's central thoroughfares. The sculptures successful installation is a substantial new addition to the town's cultural assets.²⁶ Further, anecdotal evidence strongly suggests that the work provides a locus for local people and, draws the attention of visitors from further afield who happen to spot it when in Paisley.²⁷ Rattle/Little Mother is also listed on the Art UK website.²⁸ Art UK is an open access registry of public art assets across the United Kingdom. As Rattle/Little Mother is featured here, the potential for wider discovery of the work, and the reasons behind its creation are increased.

Artists Rachel Lowther and Kerry Stewart are keen to develop a book project based on their Glen Cinema work. Currently, this idea is in its very early stages however, the fascinating and important stories and social history that emerged through their research are a huge motivation. Tony Lawler is also very supportive of this potential project.²⁹ If successful, a publication such as this would be a valuable additional facet of the work that has gone into these commemorative projects.

²⁶The unveiling was mentioned in Parliament by MP Gavin Newlands on 2nd December 2021.

²⁷Interview with Tony Lawler and Interview with Kerry Stewart & Rachel Lowther, December 2022.

²⁸<https://tinyurl.com/242yf3bh>

²⁹Interviews with Rachel Lowther & Kerry Stewart and Interview with Tony Lawler, December 2022.

Learning from the Glen Cinema Project

The successful development of such prominent cultural assets (and attendant activities) for Paisley was only possible as a result of the embrace of genuine community focussed engagement approaches.

The Glen Cinema work demonstrates the cultural and community value to be gained from taking an approach that builds local community activity and engagement over a number of years. The Council's support for the memorialisation work of PDT built relationships and generated trust which then transitioned into the larger funded activities undertaken for the 90th Anniversary of the Tragedy.

³⁰ <https://tinyurl.com/wfpb2tw4>.

³¹ Interview with Tony Lawler, December 2022.

In addition, valuable facets of the approach comprised:

- Trusting the commissioned artists to work with the community and to take a degree of risk in so doing.
- Prioritising approaches that were community focussed and, spotlighted local views, life histories and knowledge at an early stage thus artists responding to the tender opportunity were likely to be enthusiastic about embedding the community in their approach to the commission.
- Including 'arts people' at early stages of commission, artists felt comfortable and understood at meetings with the commissioning panel.
- Inclusion of those who had been involved in commemoration work for many years on the Working/Steering Group bringing long held local knowledge, insight and engagement to the process. There was also a pre-existing relationship of trust between those on the PDT who had worked with members of the Town Centre Planning Team over a period of a number of years.

Going forward, Paisley Museum is developing a display relating to the Glen Cinema Tragedy³⁰ and—as discussed above—the artists who co-created the sculpture commission are keen to develop a book project if possible. Tony Lawler is keen to begin planning for the upcoming 100th Anniversary of the Disaster, potentially further developing some of the ideas and harnessing the momentum that emerged during the work toward the 90th commemoration in 2019.³¹

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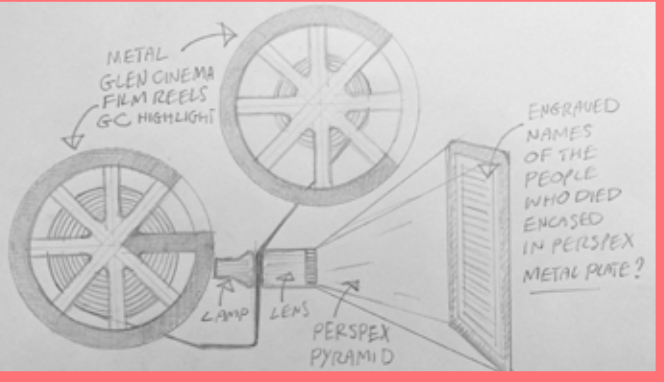
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The Glen Cinema Memorial Artwork Blog Post—Rachel Lowther & Kerry Stewart: <https://tinyurl.com/36ex4ep5>



"I want my biddy peony back * Emily was with little sister, My & Jean 10. Little sister lost her shoe & * thought parents would be mad. 10yr old held Byrold's hand through out but Emily was separated in the crush. friend, Julie (6) jumped off the balcony. Emily saw her biddy before funeral & could only see a scratch on the R side of her face * her mother took the shilling off her for being rude to the newspaper man. Emily said she got "a whole shilling!"
Lynne & Lorraine LOVE the 71 feet because it is a direct representation in the right place. Next they like the bell.



All images courtesy of:
Rachel Lowther and Kerry Stewart





Open Mind Summit Case Study

Dr Sophie Mamattah and
Prof David McGillivray CCSE/UWS

Introduction and Background

“Open Mind Summit is about coming together with like-minded individuals of all ages to be inspired, learn, collaborate, develop capacity around measuring change, growing our cultural ambition as well as connecting Renfrewshire with a wider national and international context”¹

¹Create Paisley (2019) OMS Event Booklet: Welcome

²Create Paisley (2019) OMS Event Booklet: 10

OPEN Mind Summit (OMS) was an annual event exploring the role of creativity and culture in improving young people's wellbeing. The inaugural summit took place in October 2019, timed to coincide with World Mental Health Day and attracting more than 100 delegates keen to share learning and inspiration and, to establish and grow connections. The OMS's declared aims were:

- Increased understanding of the positive impact of culture and creativity on young people's wellbeing
- New and improved collaborations between funders, research, third sector & artists
- Capacity building around evaluation and measuring wellbeing, including the use of new technology and approaches
- Raising cultural ambition through engaging in high quality work
- Connecting Renfrewshire with national and international partners²

The changing circumstances of 2020 meant that OMS transitioned to online delivery to continue the discussion of the value of arts and culture for young people's wellbeing. While the 2020 edition took the role of creativity and culture in helping children and young people overcome isolation and loneliness as its theme, the 2021 event foregrounded *Mental Health for All* through the lens of a trio of sub-themes: Nature for All, Connections for All and Justice for All. Since its inception in 2019, the Summit has attracted noted speakers including author and activist Darren McGarvey³, spoken word artist Steven McLeish⁴, Hope for the Future's⁵ Jo Musker-Sherwood and Mental Health the Arts⁶ Angela Awuah. They, alongside an array of locally and nationally active arts and culture stakeholders—educators, artists, researchers, youth workers, funders and young people themselves—have had the opportunity to both showcase and debate the value of interventions and projects they deliver and participate in.

The OMS is part of *Future Paisley*—a progressive and far-reaching approach to cultural regeneration which seeks to mobilise culture in pursuit of positive social change. Renfrewshire based youth arts charity, CREATE Paisley, partnered with Renfrewshire Council, Renfrewshire Leisure and others (e.g. Kibble, Science Ceilidh, UWS's Centre for Culture Sport & Events⁷) to deliver OMS. The receipt of support from *Future Paisley* was crucial for establishing OMS which was commissioned as part of a suite of projects and programmes with an overt focus on arts, creativity and wellbeing.⁸ These projects received a combined total of £156,675 to support the development and delivery of their activities. OMS received £8,500 in Year 1, £5,500 in Year 2 and £11,685 in Year 3 from Future Paisley. The Summit has also received additional external funding for related activities as its scope has broadened.

³<https://darrenmcgarvey.com/>

⁴<https://tinyurl.com/ytpm3vn2>

⁵<https://www.hftf.org.uk/>

⁶https://twitter.com/mhta_ldn

⁷CCSE

⁸The others were: Renfrewshire Mental Health and the Arts Festival (SMHAF), Open Mind Fest, Art Boss- Young Producers & Culture Cares: Culture Buddies and Expansion of Community Connectors between GPs and arts.

While OMS ran annually from 2019, the interest and interactions generated through the relatively short and intense engagement opportunities it afforded led CREATE Paisley to establish the *Open Mind Network*—OMN⁹—as a novel community of practice for “practitioners across Scotland and sectors passionate about supporting young people around creativity and mental health and wellbeing.” The OMN aims to meet quarterly online to:

- Support network building
- Share developing practice and challenges openly
- Signpost to resources and build connectivity

OMN meetings launched in early 2022. To date, the Network has explored themes such as ‘play,’ ‘gathering’ and ‘reducing loneliness and improving mental health in an unequal world’. CREATE sought to further build on the annual platform that OMS provided through international commissioning (including the 10,000 Miles project undertaken with Right2Dance¹⁰), also investigating the possibility of convening smaller events as part of Children’s Mental Health Week and connecting to the wider programme as part of the Scottish Mental Health Arts Festival.

⁹<https://twitter.com/OpenMindNW>

¹⁰<https://www.right2dance.com/>

In this case study, we draw on published reports and key stakeholder interviews to explore the contribution that OMS and associated activities have made to the *Future Paisley* programme. Part of the Future Paisley Evaluation Framework, the OMS is an excellent illustration of Step Change 3 [Paisley will be Recognised for its Cultural Innovation], *Outcome 7: Renfrewshire has a thriving, resilient and diverse cultural sector. Within that ambition, the stated aims and objectives of OMS contribute to a number of outputs associated with that outcome.* These findings are set within the relevant parts of the outputs, outcomes and indicator frameworks developed as part of the Future Paisley evaluation process.

Reviewing the data provided, we are able to evidence the ways in which the activity supported through OMS and OMN has enabled local cultural organisations operating in the creativity and wellbeing/ mental health space to progress their work.

Local organisations in receipt of regular funding/operating on a more stable footing

CREATE Paisley received resources from Future Paisley to develop and operationalise the OMS idea. Local organisations also received funding to help deliver the Summits. Although the direct support from Future Paisley for OMS has now ended, the OMN does not currently require a great deal of resource to support its ongoing activity¹¹. For participants, some of the value of OMN currently derives from its smallness and the flexibility gained from operating in online spaces.¹² Going forward, an additional funding ask may be useful for ensuring continued impact and to ensure that Network activities are delivered in a format that suits the maximum number of participants. The networking and connections garnered through involvement in OMS and OMN has increased the knowledge of those working in relevant fields elsewhere have been beneficial in terms of highlighting potential future partners for joint funding applications.¹³

¹¹ Interview with Alan Clark, December 2022.

¹² It is possible to host attendees from across the world in the same virtual space quite straightforwardly. Interview with Alan Clark, December 2022.

¹³ Interview with Lewis Hou & interview with Alan Clark, December 2022

Independent networking within the sector supporting CPD and creating new partnerships

¹⁴According to the relevant evaluation summaries, the corresponding figures for OMS I were artist/creative 21.1%, youth worker 9.2% and young person 7.3% and, for OMS II, 17.4%, 12.9% and 3.2%. Ideally, more young people would have been involved across the realisation of OMS and OMN. Young people were significantly involved in OMS I as presenters and performers, but this was more challenging after the shift to online necessitated by the onset of the COVID19 pandemic. While young people were very much involved in the micro-commissioned work, finding a crossover space for practitioners and young people to engage would be a definite 'ambition for improvement going forward' [interview with Alan Clark, December 2022].

¹⁵OMS I delegate feedback.

One of the evident successes of the OMS initiative is its ability to connect individuals and organisations with an interest in the themes of creativity, mental health, wellbeing, and young people. Evidence from existing OMS evaluations demonstrates a diversity of participants including artists, teachers, children's charities, young people, etc. For example, at OMS III (2021), 17.4% of attendees identified as Artist/Creative, 12.9% as engaging in youth work (though only 3.2% identified as 'young person')¹⁴ demonstrating that the summit was potentially a good platform for making connections. A testimonial from a Principal Teacher at St Catherine's Primary School who attended OMS I provides an illustration of the value of the initiative, with evidence of increased awareness of resource available for and approach to mental wellbeing. Awareness of the 'link between culture, creativity and ambition' was a valuable take away alongside recognition that 'the work of third sector organisations [is] looking to deliver the same positive outcomes for our children [...] in the future [the delegate] would like to try and bring them into school to link up and co-plan for our children and young people to deliver the best possible outcomes'.¹⁵

Moreover, the success of OMS is reinforced by, and reflected in, the formation of the Open Mind Network which has commissioned some creative works (i.e. the 10,000 miles dance collaboration and film with Right2Dance/ Yellow Wheel¹⁶). OMN represents a response to the positive reaction to OMS. Though currently unfunded the OMN operates efficiently, the use of micro-grants to support future commissions is currently under consideration. The development of OMN is strong evidence of engagement and community building so far, providing a viable platform for networking and relationship building which may lead to future opportunity. Evidence from the OMN 2022 Impact Report shows that over the course of three online events (to date), a trio of focused themes have been explored, 72 practitioners attended (37-11-24), four keynote speakers gave talks, eight spotlight teach-meets were hosted by network members, 416 followers were generated on the network's social media accounts, 20 members joined their Slack group and 16 resources have been shared on that platform.¹⁷ Evidence from an evaluation of OMN indicates that people joined the network to 'Learn from others', 'Discover what projects and programmes with MH focus are ongoing across Scotland' and 'Build relationships with other practitioners in same field', further illustrating the OMN's capacity to facilitate connections and expand networks. In addition to the opportunity to become acquainted with other stakeholders in the field, the OMN has enabled the strengthening of pre-existing relationships with collaborators who have benefitted from the invitation to engage with the Network and, in turn, to reflect on their work within the supportive and informed professional space it provides. While there is still some tweaking to be done in terms of finding the most effective formula for delivery of the OMN, in its current form, it is relatively self-sustaining; benefiting from the group-wide recognition of the shared value that the network and commissions have, so far, brought for the community of practice.

'[The] shared value and the network and shared value and commissions [...] there's a real sense of, this is something that's healthy, that's good that says it's valuable to all [...] that sense of actually seeing that shared value across the network is really refreshing from our point of view'¹⁸

¹⁶ This activity was funded using the money saved from the original commission when Ys2 and 3 of OMS went online.

¹⁷ See: 2022 Impact Report, Open Mind Network.

¹⁸ Interview with Alan Clark, December 2022.

(Volunteer) organisations building their professionalism and increasing their capacity

Involvement in both OMS and OMN has assisted stakeholders to identify approaches to advancing their work in future; perhaps in ways that had not been previously appreciated. Participation in the space provided by OMS and OMN has allowed those involved to access the networks and expertise residing in other organisations. For example, Science Ceilidh¹⁹ is predominately active on the East Coast and in the Highlands and Islands. Involvement in OMS and OMN has been a positive opportunity for the organisation to find out about what's happening in Renfrewshire and, to develop West Coast networks.²⁰

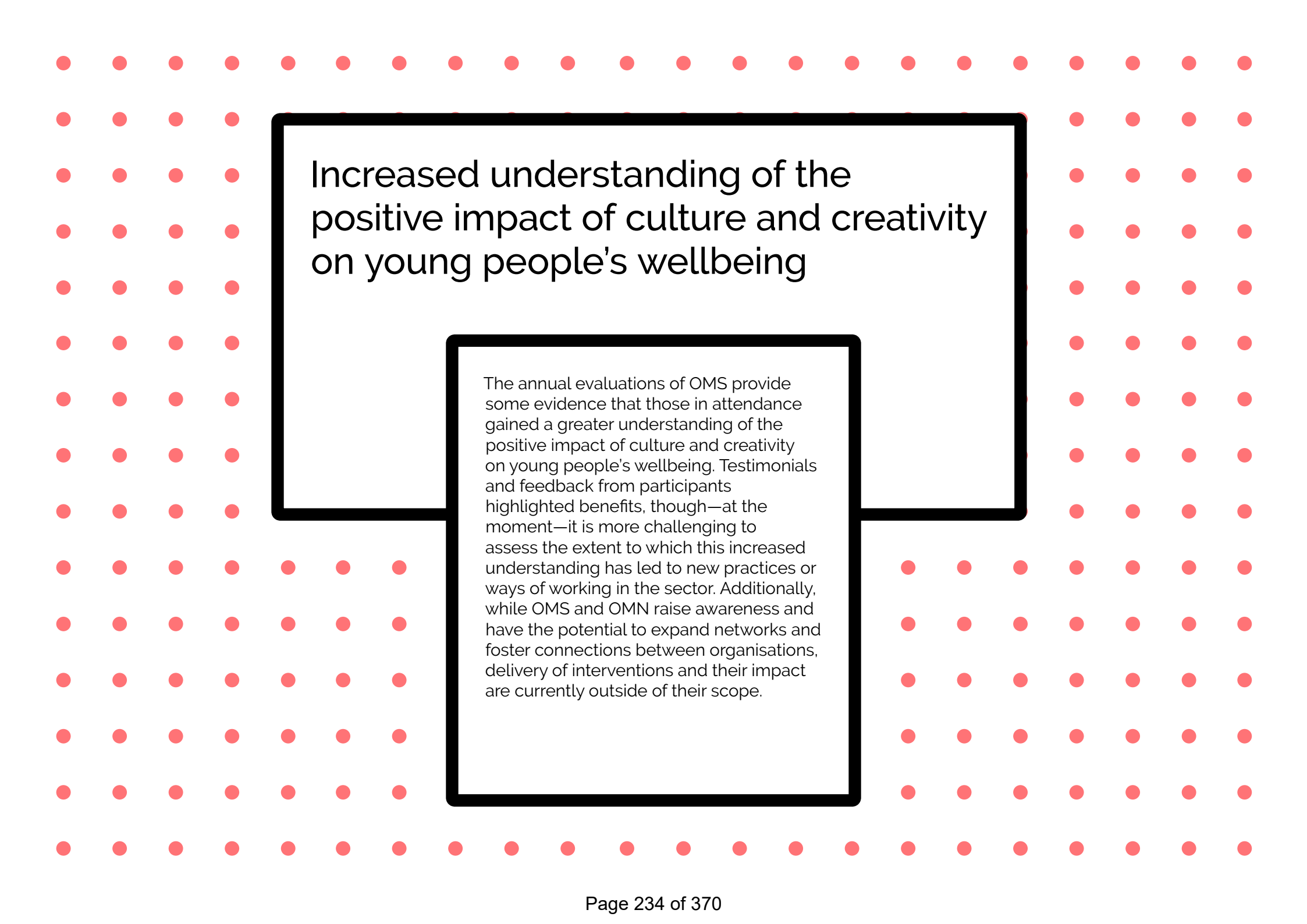
The micro-commissioning undertaken through OMN also led to international dance collaborations between Paisley-based Right2Dance and partners in Australia. Working towards a final piece that was film based rather than performance focussed meant that those involved in realising the commission gained experience of working in a novel format—which also comprised preparatory work done online—alongside insight into potential avenues for future development and partnership working that had not been considered previously. Undertaking this commission during the COVID 19 pandemic, Right2Dance were able to successfully maintain local cultural provision for the young people who took part and, to ensure their centrality to the creative process through which the work was developed.

¹⁹ <https://www.scienceceilidh.com/>

²⁰ Interview with Lewis Hou, December 2022.


²¹ Interview with Aileen Palumbo, December 2022.

'We don't always focus on mental health themes, but we're very much doing something that's very positive for them [young people]. They tell us that it's very important that they come and see their friends [...] you know there's all these different aspects of what we're doing [...] They get a chance to have a voice, to be part of developing choreography, to learn different skills.'²¹



Increased understanding of the positive impact of culture and creativity on young people's wellbeing

The annual evaluations of OMS provide some evidence that those in attendance gained a greater understanding of the positive impact of culture and creativity on young people's wellbeing. Testimonials and feedback from participants highlighted benefits, though—at the moment—it is more challenging to assess the extent to which this increased understanding has led to new practices or ways of working in the sector. Additionally, while OMS and OMN raise awareness and have the potential to expand networks and foster connections between organisations, delivery of interventions and their impact are currently outside of their scope.



New and improved collaborations between funders, research, third sector and artists

The OMS is a collaborative venture between Future Paisley, CREATE Paisley, Kibble and other external partners. Participation in the Summits has increased awareness of the direction of travel, interests and expertise within each organisation. Potential for collaboration and/or funding applications based on the connections made through the network has been identified as a possible future benefit. Improved connectivity between stakeholders in the same space is also seen as crucial for bettering impact through a 'multiplier effect' resulting from a fuller knowledge of work that is being undertaken or has already been done by others in the field.²²


²²Interview with Lewis Hou, December 2022.

Capacity building around evaluation and measuring wellbeing, including the use of new technology and approaches

As a recipient of resources from Future Paisley, OMS has been expected to capture and document the outputs and outcomes from each Summit latterly continuing this with regard to the OMN. To that end, OMS's initiators have produced evaluation reports for each Summit; these have focused on participant numbers, speakers, workshops organised and feedback from attendees.

The question of evaluation and how best to capture and measure the impact of activity in this area also formed part of discussions at OMS and OMN events. While challenging to quantify direct effects, there has been opportunity for event attendees to hear about approaches to, innovations in and challenges encountered here.²³

²³Interview with Alan Clark, December 2022.



Raising cultural ambition through engaging in high quality work

Gaining greater knowledge of the expertise and ambitions residing in other organisations working in the same field, has been beneficial. Participation in OMS and OMN has helped some to clarify their focus and, to identify where they wish to direct their energy going forward. In terms of raising ambition in a more tangible way; there is evidence that involvement in the micro-commissions supported through OMN has potentially expanded the horizons of those who took part, demonstrating the wide-ranging possibilities of a dance-based career to performers who may not have considered this before.

Connecting Renfrewshire with national and international partners

The OMS has been successful at drawing attention to what is going on in Renfrewshire from a wider constituency of artists, young people's organisations and other stakeholder in the arts, wellbeing and children/young people fields. The OMN is itself a network formed out of OMS but with a wider geographical reach and membership. Each OMS has drawn speakers from across of Scotland and further afield. National agencies have been attracted to talk about policy and practice nationally.²⁴

The current web-based format of OMN has facilitated participation of interested parties based in other parts of the UK and further afield.

²⁴Speakers and participants at OMS included speakers from Mental Health the Arts and Hope for the future. Paul Ramchandani—LEGO Professor of Play in Education, Development & Learning—has participated in OMN. Practitioners from 'from Norway, people from Australia, from Scotland [have been] altogether in the same virtual room [...] talking about the work and why it was so impactful for them during lockdown' (Interview with Alan Clark, December 2022).

Insights and Recommendations

There is some uncertainty regarding the efficacy of the OMS (and OMN) attempts to involve young people in some of its activities. This challenge, however, has been recognised as something to address going forward.

Sustainability, financially and in terms of opportunities for artists going forward when funding for OMS ended is not assured, however, the OMN provides an example of how the OMS might seek to sustain the activity and benefits built through the initial cycle of funding. Some level of financial investment may still be required to focus in on health and wellbeing outcomes in the most beneficial way.

Much is still achievable through the OMN which is valuable as a small and adaptable professional community of practice. Shared values are recognised as crucial for the Network's 'low maintenance' success to date.

Going forward, it is important to keep in mind that depth of engagement can be as valuable as breadth. Networkers can garner value from deepening current connections as well as from finding and building new ones.

There are questions over the most appropriate model for sustaining the OMN offshoot of OMS and how it can be supported to become peer led.

Participant feedback underscored benefits of attendance at OMSs for understanding young people's wellbeing, it is more challenging to assess the extent to which this increased understanding has led to new practices or ways of working in the sector. Finding ways to discover and track change could be very valuable. If sustained, OMN could be one place in which evidence of such change over time is reported and can be reflected upon and shared.

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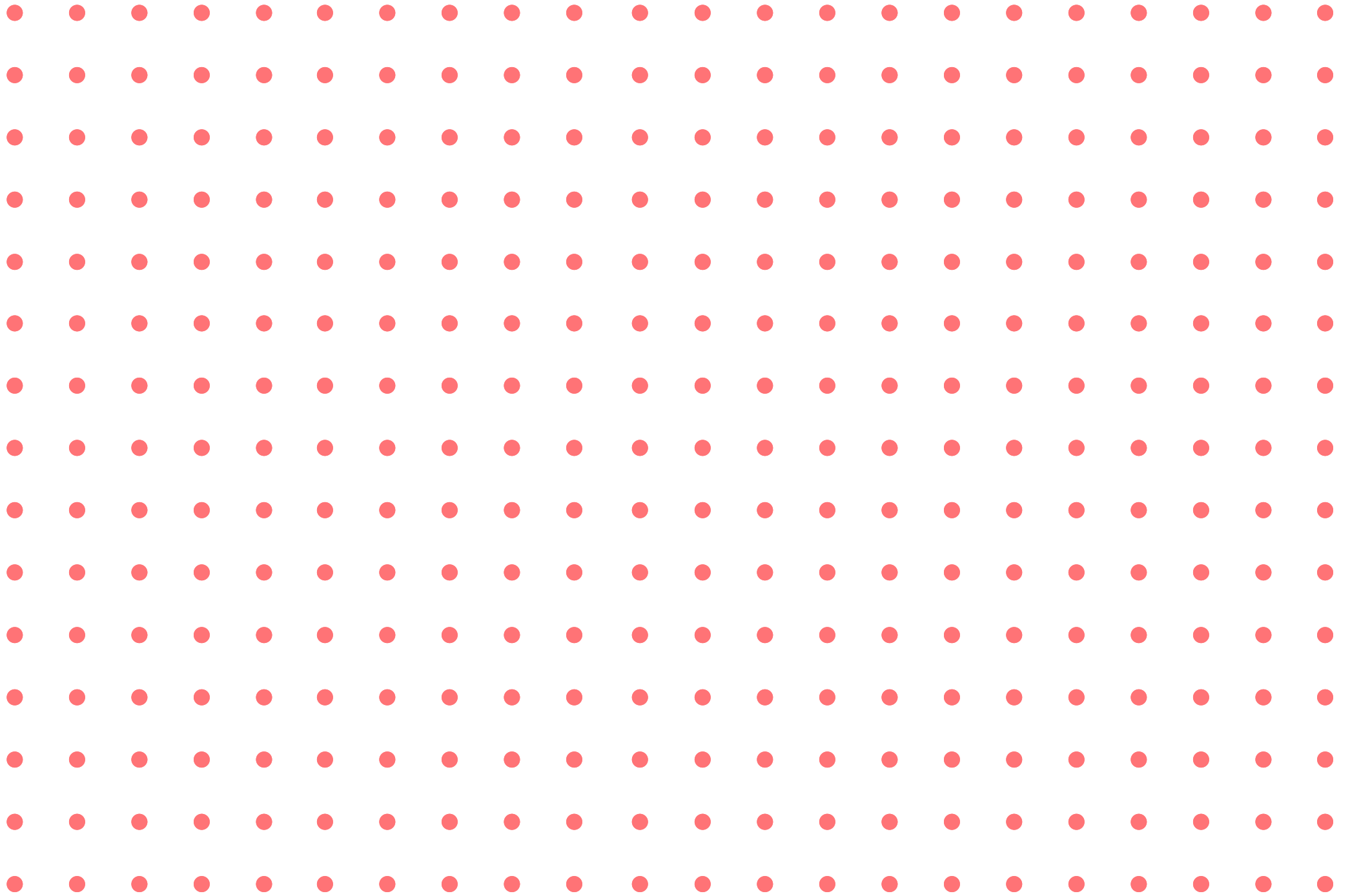
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**Building a radical vision for
health and wellbeing in Paisley**

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1.0 Executive Summary

This consideration of policy recommendations for the health and wellbeing dimension of Future Paisley begins with an overview of key topics: the use of culture and the arts for social purposes, particularly health and wellbeing, further, what do we mean by health and wellbeing and, the influences of evaluation on these meanings? Together these four topics show that the way we think about health and society needs to be shifted towards a framing of public health that focuses on relational health and how relational health emerges from everyday experiences.

Research findings build on this approach by examining the topic of loneliness as a public health issue, developing a language for relational health and, looking at the relational work currently happening in Paisley. These findings also demonstrate that culture can contribute to relational health through facilitating encounters between community-centered health and cultural democracy. Policy insights are provided by placing the research in context, in terms of time and geographical area. A further insight is given by examining how evaluation can contribute to the shift to relational health.

As it is situated outside the sectors of culture, health and wellbeing, Future Paisley is an opportunity to provide the innovative action needed to change how we view health and wellbeing, arts and health activity and evaluation. The recommendations outlined in this paper could help Future Paisley realise this opportunity. These recommendations could bolster what is already going on in Future Paisley, particularly with regard to the interest in system change and excellence in socially engaged practice that has informed the Future Paisley approach. The are also avenues through which

interested parties might explore how Future Paisley is more than the sum of its component activities. Future Paisley was built on the bold collective ambition of the UK City of Culture 2021 (UKCoC21) bid. A radical and relational vision for health and wellbeing could continue this legacy. There are seven recommendation themes:

- developing a clear ambition for culture, arts, health and wellbeing
- evaluating 'what matters' and 'what works'
- explore the links between the processes of community-centred health and cultural democracy
- explore the role of boundary workers and boundary spanning work
- make visible the atmospheres, affective resources and places that create health and wellbeing
- developing a more complete understanding of loneliness in Paisley
- developing a vision for relational health from local knowledge

2.0 Purpose

Cultural regeneration policy has traditionally emphasised economic benefits. Wellbeing has been a growing policy focus due to a strategic interest in the wellbeing economy and the growing evidence base on the impact of culture and the arts on health and wellbeing.

This report explores how cultural regeneration policy can help or hinder the contribution of culture to improving health and wellbeing. The report does not take the approach of 'what works' or make a 'case for the arts' by searching 'for the ultimate impact evaluation toolkit, applicable to all art forms, all audiences and in all geographical and social context' (Belfiore, 2021, p. 8). There have been concerns about the limits of this approach, such as the issues related to how to measure wellbeing (Oman, 2021) and, the potential to fixate on issues in such a way that one reduces attention paid to 'what matters' (Carlisle et al., 2007).

My research approach aligns with Belfiore's argument which considers research as an interaction of ideas with policy rather than in terms of providing evidence into policy. Asking 'what is culture for?' requires starting our investigation by asking what we trying to improve when we seek to improve health and wellbeing? This investigation is not about finding a definition of health and wellbeing that gives room for the social purposes of arts and culture. Instead, it is about *what health and wellbeing ideas are needed to address our stalling progress on various health and wellbeing issues*. Only once this idea is established can the role of culture in improving health and wellbeing be considered. Then, with our ideas of culture, health and wellbeing in place, we can begin to think about the purpose of evaluation in a cultural regeneration policy that seeks to improve health and wellbeing.

My ideas of how a cultural regeneration policy should envisage health and wellbeing and the actions a policy should focus on to realise this vision, draw on a range of evidence. These insights combine diverse knowledge from academia, policy and practice, and knowledge across topics ranging from community art and cultural regeneration to public health and loneliness.

I build on this knowledge to provide recommendations about *what the purpose of evaluation should be and what evaluation activities could help realise a radical vision for health and wellbeing*.





3.0 Key topics overview

3.1 How are culture and arts used for social purposes?

Future Paisley's interest in improving health and wellbeing brings together two topics that are concerned with the social impact of culture and the arts. The arts and health field brings together existing practices that combine culture, the arts, health and wellbeing. In the UK, the most visible and influential mapping of this field is the Inquiry Report which was set up in 2014 and published in 2017 by the All-Party Parliamentary Group on Arts, Health, and Wellbeing (APPGAHW). This report calls for recognition of the contribution the arts make to health and wellbeing.

Place-based policies have used culture and the arts for social ends, such as cultural regeneration policies. Historically these policies have been mostly focused on the economic benefits of culture and the arts. The rise of health and wellbeing to a point where it is (potentially) considered as the main approach for discussing the benefits of culture and the arts (Brook, O'Brien and Taylor, 2020) and interest in the wellbeing economy¹ has placed increased focus on the use of culture in place-based policies for wellbeing ends.

¹ <https://www.gov.scot/groups/wellbeing-economy-governments-wego/>

3.2 What do we mean by health and wellbeing?

Policy and projects need to understand what it is they seek to improve when they set out to improve health and wellbeing. How health and wellbeing are defined shapes how people are valued and seen, as well as what part they play in policy and projects.

The dominant ways of thinking about health and wellbeing promote the values of individualism and human exceptionalism. This view uses reductionist approaches to streamline human experience into models and interventions that minimise the richness and uniqueness of people and their everyday life. These ways of thinking limit the effectiveness of society's responses to complex health challenges such as obesity and health inequalities (Hanlon et al., 2011; Rutter, Marshall and Coutts, 2020; Blue, Shove and Kelly, 2021). The dominant way of thinking about health and wellbeing has squeezed out the radicalness of new thinking about the area (Kickbusch, 1996) and entrenched the idea of health and wellbeing as the product of poor individual life choices that—in turn—can be fixed by changing individual behaviour (Kriznik et al., 2018; Smith and Anderson, 2018).

Such ways of thinking restrict our understanding of the full benefits of arts and culture. This is particularly so for the benefits that align with the Christie Commission² on the future delivery of Scotland's public services. The Commission found that positive approaches to public services reform centre on people's lives and communities of place and interest (White, 2009; Scottish Government, 2011). Therefore, without tackling ways of thinking that promote individualism, human

exceptionalism and reductionism, new ideas for arts and health interventions will have their potential for improving health and wellbeing blunted.

For the purposes of this document, it is useful to think of health as a relational phenomenon. Improving relational health means thinking about how we can be well together (Atkinson et al., 2019) and what it means to be collectively healthy. A useful question was posed by Berry (1994): can individuals be healthy in a toxic environment whether at home or in ecosystems?

Addressing these matters through the lens of relational health can help Future Paisley answer the question its exhibition posed to residents: How can Paisley evolve to meet the big issues facing the world in the next decade: from recovery from the pandemic to the climate emergency?³

² <https://www.gov.scot/publications/commission-future-delivery-public-services/>

³ <https://www.whatsonrenfrewshire.co.uk/event/100442-future-paisley-exhibition/>



3.3 What can culture and the arts do for health and wellbeing?

The positive health outcomes deriving from cultural and art activities have been well researched, but how these activities create health outcomes has been less examined (e.g. Raw, 2014). What culture and the arts contribute is unclear (Secker et al., 2018). How a project or programme works is usually framed as a mechanism or pathway. However, the benefits of engaging with culture and the arts will vary for individuals, and the benefits may not be related to the engagement itself but, as Sagan (2017) argues, in the accumulation of benefits, as this accumulation is what leads to change. Duff (2016, p. 71) illustrates the process of accumulation; it starts with unassuming moments and, the author argues, that 'what counts is the extent to which these practices and relations begin to ramify, to accumulate, to resonate together in the formation of an assemblage of health.' A focus on these processes of accumulation and health and wellbeing as an experience, suggests that health and wellbeing should be thought of as something that emerges from everyday moments. Therefore, the experience of health and wellbeing that results from engaging with culture and the arts cannot be predicted or fully known.

A vision of culture and, a vision of health and wellbeing is needed to answer the question of how a policy can leverage culture and the arts to address health and wellbeing needs. There is a gulf between cultural practitioners and individuals regarding what constitutes meaningful activity and what is defined as culture. Many cultural policy and cultural projects have failed because they have struggled to negotiate this space (Jancovich and Stevenson, 2021).

An emphasis on 'what matters' leads to a focus on informal and everyday cultural activities, small-scale and organic assets, such as knitting circles and allotments (Crossick and Kaszynska, 2016). This emphasis brings attention to what it means to be

human and, to experience life. Valuing 'what matters' would emphasise valuing the experience of culture, a form of knowledge that policy research in the field of culture often takes little account of (Bennett, 2004) and, in turn, leaving casual leisure less valued (Oman, 2021). One reason for the low valuation of casual leisure Oman (2020) argues, is policy makers' tendency to place value on activity that can be recorded and measured. Culture as a meaningful everyday activity is found not in measurements or survey categories. Rather, it is far more likely that the value of culture will be captured in the way people speak about an experience they have had, using their own words (Oman, 2020).

Furthermore, the UK does have a tradition of community arts that aims to stimulate wellbeing and community engagement (Symons and Hurley, 2018). The cultivation of health and wellbeing through an approach rooted in place and people's everyday life has been part of the practice of community artists. Therefore, relational and meaning-making work and a focus on 'what matters' is a type of knowledge that artists possess, utilisation of this resource should be a central concern for those wishing to leverage arts and culture for health and wellbeing benefits.





3.4 What can evaluation do for health and wellbeing?

The emphasis on outcomes and impacts in 'evidence based' approaches can obscure other benefits (Carlisle et al., 2007; Porter, Roberts and Clements, 2007), and generally dilute the value of knowledge and expertise of practitioners, people and communities (Carlisle et al., 2007; White, 2009).

The conversation around evaluation usually revolves around barriers to undertaking it effectively and, how to improve the process using toolkits and frameworks.

There is less questioning of what this search for evidence and wellbeing data does to how we think about culture, the arts, health, and wellbeing. The purpose and value of evaluation have been an issue in cultural regeneration, in which there has been a tendency to focus on economic benefits more than other types of benefits (Campbell et al., 2016). The difficulty of defining and measuring health exacerbates the issue of identifying what are we seeking to improve when we are improving health and wellbeing.

These issues regarding the purpose of evaluation can be seen in Scotland, where arts and health activity is potentially caught in a self-reinforcing loop of evaluation. Artists consulted on their opinions about carrying out arts and health activity reply that they are concerned about evaluation. These concerns are channelled into recommendations for 'better evaluation' (Rocket Science, 2021). However, the desire for evaluation to provide evidence into 'what works' can hinder relational health and relational working and, instead, entrench dominant health and wellbeing ideas (White, 2009). The focus can be pulled away from 'what matters' and what is meaningful activity to individuals. In turn, this increases the likelihood of failure in cultural policy and cultural projects (Jancovich and Stevenson, 2021).

4.0 Findings

4.1 Loneliness

Loneliness is considered a critical public health issue (Frost and Cowie, 2019, Lim, Eres and Vasan, 2020) and, an issue that the Scottish Government has a strategy to tackle.⁴

Loneliness is a subjective feeling of a gap between the relationships a person wants and what they have. Three types of loneliness have been described in academic and grey literature (Mansfield et al., 2019):

- social—absence of social connection, the perception of social isolation and dissatisfaction with the quality of relationships
- emotional—absence or loss of meaningful relationships that meet a deeply felt need to be recognised and 'belong' to someone or a group such as at work or in a family
- existential—less related to the specifics of relationships and is about a sense of disconnection from others and the world

Loneliness and social isolation have evolved into a policy concern for Future Paisley. In April 2021, a workshop was held to review Step Change 2, 'Lifting Paisley's communities out of poverty' and the associated strategic outcomes. A revised Step Change was proposed in 2021 'Raise prosperity and increase wellbeing in our communities' with an attached outcome of 'Enhanced mental health and reduced social isolation in our communities.' Based on my research, I raised the question of whether loneliness should be included with social isolation because

addressing social isolation does not always translate into addressing loneliness (Burholt, Nash and Phillips, 2013). I raised concerns that focusing on loneliness obscures the differences between types of loneliness (Dahlberg and McKee, 2014), leaving undisturbed the greater focus on social loneliness than emotional loneliness in policy and practice (Mansfield et al., 2019). In addition, existential loneliness is less discussed in policy and research.

My research finds that policy considerations of loneliness lack nuance of how connections are formed, what people are connected to, and quality of connections. The dominant approaches to addressing loneliness as a health issue focus predominately on fixing people and differ in their conclusions from research that explores people's experiences of loneliness in terms of what matters to them. Loneliness is many things to people, but without room for feelings, we have an incomplete understanding of loneliness and an incomplete assembly of resources to live with it.

⁴ <https://www.gov.scot/publications/connected-scotland-strategy-tackling-social-isolation-loneliness-building-stronger-social-connections/>

4.2 Health and wellbeing—developing a language to think about relational health

My research finds that how we think about health and society needs to be shifted towards a framing of public health that resists dominant ways of thinking. Without this shift, practice and projects will have their potential for improving health and wellbeing constrained due to a lack of visibility and focus on the relational work involved. Paying attention to the following ideas can help us think about the collective character of relational health and how relational health emerges from everyday experiences.

Atmospheres

What this term means: Atmospheres are about *what places and events mean and how they are felt*. Understanding atmospheres requires understanding of how we constantly encounter and make sense of our surroundings, what we do in them, with whom, and how we ascribe value and meaning to this (Sumartojo and Pink, 2018). The concept of atmospheres has been used to understand how a sense of being wellbeing can be facilitated (Fletcher and Barroso, 2020). Duff's (2016) research explores how atmospheres are encountered and facilitated in the recovery process. Three atmospheres helpful to health are identified: **atmospheres of sociality, atmospheres of safety, belonging and becoming well, and atmospheres of hope and belief.**

Why we need this term: By reflecting on how places are experienced, Atmospheres help bring a focus to the relational work needed to make a space *feel* a certain way, such as safe and social. This focus can help us value the people who do relational work and their

practices, including those in the cultural sector (White, 2009; Raw, 2014). The focus on *how we make meaning* highlights the everyday moments that my research shows accumulate into feelings that—in turn—are helpful to health.

How does this relate to Paisley: I have found various examples of these atmospheres in Paisley. the importance of Art Boss⁵ project to participants in terms of social connections; an atmosphere of sociality. Paisley Museum's work with care-experienced children and young adults⁶ asked *how the Museum feels* to the group when they visit and *what the Museum can do* to make people feel like they belong when they visit.

How do atmospheres change how we think about health and wellbeing: Evaluations tend to think of places, such as a safe spaces or welcoming spaces, as factor or process that contributes to the outcome of health and wellbeing.⁷ Highlighting the relational work that creates these spaces can help make the relational nature of health more visible.

⁵ <https://www.oneren.org/culture/arts/arts-in-the-community/art-boss/>

⁶ <https://www.npconference.uk/event-7-reimagining-museums-as-caring-places-27-april>

⁷ One example that I discussed with people in Paisley is <https://whatworkswellbeing.org/resources/place-space-wellbeing-loneliness-art-sport-culture/>

Affective resources and infrastructure

What this phrase means: Affective resources shapes moods and feelings and transform an individual's capacity to improve health and wellbeing. Examples include hope, belonging and optimism (Duff, 2011, 2016). Affective resources help create atmospheres.

Why we need this phrase: Social infrastructure is a concept on the rise (Middleton and Samanani, 2022) and growing in familiarity to policymakers (Kelsey and Kenny, 2021). The concept is concerned with spaces where people connect with others (Latham and Layton, 2019). To be effective as a tool, consideration of social infrastructure should be combined with consideration of affective infrastructure to make more visible the work of facilitating atmospheres.

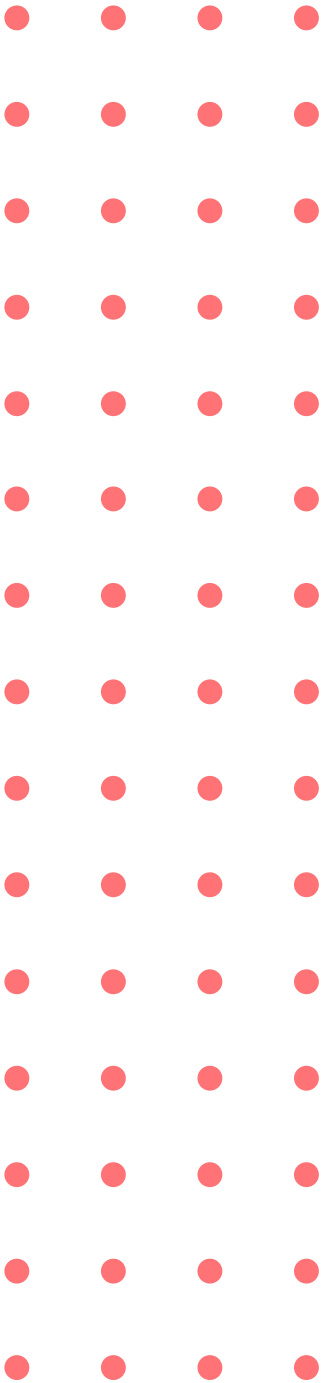
How does this relate to Paisley: Projects, organisations and practitioners across Paisley are concerned with creating spaces that people feel they belong to and also belong to people, (e.g. the Recovery Hub and Paisley Museum). This concern contributes to the evident interest in practices such as co-creation with groups. There is a history of community-centred and peer approaches to tackling loneliness in Paisley. In 2020, RAMH⁸ led the Renfrewshire Connected Champions Project. The project used a peer-led approach to support others in overcoming barriers to social connectedness. In various research encounters, an interest in community gardens became clear. Nature is threaded through a range of cultural projects.⁹ Examples such as Paisley Museum and the RHSCP Connectedness Network show that developing affective resources and infrastructure deriving from hope and optimism in Paisley.

How does it change how we think about health and wellbeing: Recognising affective resources helps bring attention to emotional loneliness and existential loneliness through consideration of the quality and feeling of social encounters rather than the quantity. Living with loneliness requires affective resources, as well as social and material resources.¹⁰ Thinking this way centres the diversity of human experience and the range of things we have relationships with, not just other people but also nature, places and ideas. In doing so, we push back against dominant ways of thinking that entrench human exceptionalism and individualism and, increase focus on how we can collectively be well together.

⁸ Recovery Across Mental Health: <https://ramh.org/>

⁹ <https://cycleartsrenfrewshire.co.uk/>

¹⁰ Such as money, services and objects



Places that create relational health and wellbeing

What this phrase means: I draw on academic ideas about how places that create health and wellbeing are made and, what the health and wellbeing qualities of these places are (Duff, 2012; Kearns and Milligan, 2019). These ideas consider these places as the interaction of affective, social and material resources to create certain types of atmospheres. These places are 'created by' our relationships and how we make meaning.

Why we need this: This phrase makes visible the health and wellbeing related output of relational work and relational practices.

How does this relate to Paisley: Future Paisley's cultural regeneration programme is described in documents as physical and environmental, social, and economic. The social dimension focuses on thriving communities with cohesion, creativity, and opportunities for children and young people. Affective resources are not explicitly mentioned. In Paisley, an interest in places that create health and wellbeing is apparent. Paisley Museum staff have had conversations with Dr Nuala Morse about the idea of the museum as a space of social care. Her research builds on the work of museums as places of health and wellbeing by considering health and wellbeing through the notion of care and community engagement practice as care practice. She terms this practice 'the museumness of care,' a practice with distinct relational, affective, and material dimensions.

How does it change how we think about health and wellbeing: We can think about places as a combination of affective, social and material resources to create connections that grow atmospheres that make us well. This way of thinking makes visible the processes of relational health and the work of facilitating relational health. This way of thinking widens who we think of as health and wellbeing workers and enables us to value the work that already exists and work that practitioners know contributes to health and wellbeing.

4.3 How does culture fit with relational health?

The Paisley example shows how investment in community-centred health leads to the emergence of everyday cultural experiences that Oakley (2015) argues should be the starting point for area-based regeneration. Health, seen through the lens of community-centred health, can be seen as practices of everyday living (of community and belonging), rather than health as something identified and, to be achieved.

Placing community-centred health as the focus for encounters for culture and health makes this an amenable setting for idea of cultural democracy suggested by Kelly (1985), which is culture arising from communities, through common meanings and purpose. Creative acts help shape this description of culture (these can range from jokes to informal sports and dance music). Research has also shown how these creative acts also generate atmospheres and resources that facilitate enabling places that generate health (Anstiss, Hodgetts and Stolte, 2018). The range of excellent practices and projects in Paisley means that the town has the conditions for this emergence to take place. Three of the ten projects cited in Audit Scotland's report into community empowerment during COVID come from Renfrewshire.¹¹

During my time in Paisley, RHSCP and its community-centred health activities have become more involved in Future Paisley and bringing culture, arts, health, and wellbeing together more widely. RHSCP's involvement with Future Paisley is layered and connected with Renfrewshire's Third Sector Interface (TSI), Engage Renfrewshire's engagement with the local third sector and, involvement with Future Paisley at both strategic and delivery levels. This layering creates multiple possibilities for third-sector organisations to interact with Future Paisley, either directly or indirectly. Interactions that are created by this layering are enhanced by the strong partnership between RHSCP and Engage Renfrewshire.

¹¹ <https://www.audit-scotland.gov.uk/publications/community-empowerment-covid-19-update>



Creative Scotland's report mapping Arts and Health provision notes that organisations need a strong TSI to help build partnerships with HSCPs. Paisley's example offers insight in terms of what 'strong' could mean in this context and, how these partnerships inform the landscape for culture, arts, health, and wellbeing.

Relationships between community organisations weave threads for an asset-based approach. The more threads that exist, the more health and wellbeing processes can be woven. The greater the diversity of threads, the greater the quality, and the richer and more robust the cloth will be. An asset-based approach picks the most useful thread. In Paisley this thread is culture (in other places the thread could be nature, food, or a historical narrative). I find connections emerging in Paisley from cultural activity to other social challenges.

The above insights focus on how culture might be mobilised to shift our ideas of health to relational health and expand the current arts and health field. This field has tended to focus on artist-led activity more than culture that emerges from grassroots activity. This field focuses more on projects than places.

4.4 Who is doing the work of culture and relational health?

Creative Scotland's mapping of arts-related activity focuses on professional artists (Rocket Science, 2021) and the healthcare workforce. This focus is narrower than the scope of the activities my research has uncovered in Paisley. Creating more interaction between culture, arts, and health and wellbeing, requires people who can cross boundaries between sectors. Daykin (2019) terms these individuals— who build bridges between different groups and domains—as boundary workers. The CAHSC coordinator role¹² could be considered a boundary worker, along with the three other new posts created to support the delivery of the redeveloped Step Change 2.¹³ The collective purpose of these four roles is to function as builders of the cultural ecology in health and social care in Paisley. The relational work includes configuring, deepening and opening up to others existing relationships and, transporting them into new partnerships. COVID-19 has highlighted the importance of having a network of community-health activity that is wider than the formal health sector therefore collaborative, cross-sector working is required (Head of Strategic Planning and Health Improvement for Renfrewshire, 2021). Boundary workers are in an ideal place to be the 'systems 'knitters', who can link together disparate knowledge, relationships and resources across complex settings' and facilitate a mindset for co-design (McKercher, 2020, p. 64).

¹² The two-year post was advertised in April 2022. This role creates for CAHSC the resource of a dedicated staff member to drive forward the agenda of embedding culture and the arts in health and social care sector. The job holder will also be responsible for designing a cultural strategy for health and social care sector and developing partnerships and networks.

¹³ Social and Cultural Prescribing Co-ordinator, a Cultural Champions Network Co-ordinator focussing on creative learning, and an Arts and Cultural Engagement Support Worker focussing on The Promise (<https://thepromise.scot/what-is-the-promise/care-experienced-people>).



4.5 What are the practices of culture and relational health?

The starting point for engagement should be 'where people are' rather than 'what an intervention brings;' listening is an important part of this process. Paisley Museum's listening exercises and its co-production projects are examples of this.¹⁴ A member of the Renfrewshire Arts Team commented that they had never had a job that required so much listening. Interviewees talked enthusiastically about the many conversations they had in their roles in Paisley and how this was a core part of the strength of Paisley's bid. Engage Renfrewshire led engagement with the public about the UK City of Culture 2021 (UKCoC21) bid, and 36,000 people joined in the conversation (Crearie, 2018), corresponding to approximately half of the population of Paisley and a fifth of the population of Renfrewshire.

Listening is an essential process for service development. Services should be meaningful to be trusted. Listening to those affected by the service is key to understanding if a service works or fails. The skill of listening is a relational process as it requires reciprocity and may create affective encounters as people feel seen. Listening builds resources and infrastructure. Listening is an essential part of co-design (McKercher, 2020), and therefore Future Paisley's aims for excellence in co-design and co-production practice.



¹⁴ <https://reimagined.paisleymuseum.org/news-stories/listening-to-local-priorities-2/>

5.0 Policy Insights

5.1 The Future of Future Paisley

My research followed an interim phase of Future Paisley's development. The disruption of COVID-19 also impacted Future Paisley's work and my research which ended at a time when new activities were starting. I found evidence of the desire to think differently about public services and observed that much of the work with young people is about increasing the imagining of potential futures. The admission of potential is the admission of a future and of hope, which is an important affective resource for health-generating places. Staff involved in an art project workshop with young people asked how we can know what effect this project may have in 20 years. A participatory evaluation with young people for Creative Scotland (Media Education, Nugent and Deacon, 2020) answers by focusing on what we can know, which is letting participants tell their stories in ways which felt meaningful to them so the experience of evaluation is beneficial to their lives and participants are happy to keep returning with updates. I have recommended this evaluation report to practitioners in Paisley to deal with the question of how to evaluate prevention, incorporate possible futures into reports and, to co-create evaluation.



5.2 Where is Paisley in relation to other areas?

Cultural regeneration policy is an ongoing process developing similar structures to policies and strategies developed in other places where culture, arts, health, and wellbeing are being brought together (e.g. Wales,¹⁵ Greater Manchester, and the Australian state of Victoria).¹⁶ Similar activities include co-creation with communities, developing social prescribing and coordinator roles to embed culture and arts in healthcare, (e.g. CAHSC coordinator role).

In conversations with people in Paisley, I shared documents, reports, and blog posts from other areas. In these conversations, I highlighted Paisley's ambition to be the leading place for creative health activity (despite Paisley/Renfrewshire's significantly smaller population compared to other areas). Greater Manchester's ambitions in *Social Glue* (Parkinson, 2021) resonate with Paisley's ambitions, though Renfrewshire has approximately 6% of the population of Greater Manchester.

What can evaluation do?

Evaluation processes set the stage for what and whose knowledge is valued. Evaluation can both bring practitioners closer to policy or distance them from it and, as such, is a site of tension.¹⁷ Processes are usually structured by dominant ways of thinking about health and wellbeing, which may not align with practitioners' knowledge or experience.

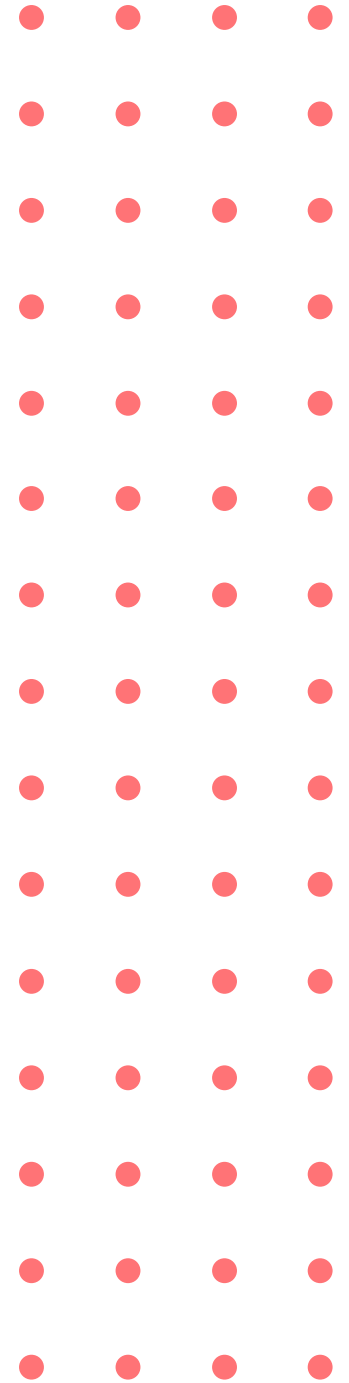
Evaluation practices are not currently suited to relational health. To understand relational health benefits, questions about how we can be well together, and what it means for us to be collectively healthy must be asked. These questions require a different approach to data. How to evaluate health and wellbeing as more than the sum of individual people is a challenge that requires more attention (Atkinson et al., 2019). When projects attempt to develop a collective wellbeing framework, this work tends to focus on incorporating social relations only.

¹⁵ <https://www.nhsconfed.org/publications/advancing-arts-health-and-wellbeing>

¹⁶ <https://www.vichealth.vic.gov.au/our-work/arts-and-social-connection>

¹⁷ <https://failspaceproject.co.uk/gallery/>

For a policy that uses culture for multiple ends, Future Paisley has little discussion of the use of culture and the arts in evaluation. Potential health and wellbeing spaces are being created, the artist in-residence projects in Paisley could be used innovatively, to capture how these spaces form. Creative projects could be undertaken to co-create atmospheres with people in the space or, to chart the growth of affective resources by following how a sense of belonging forms and, how it is formed within physical spaces. Creative methods could follow the accumulation of small moments over time. Through these activities, the relational work and values of care that are required to create these spaces can be illustrated. These activities could bring together '*what works*' and '*what matters*.' Is it possible to harness the creative thinking of the Future Paisley commissioned artists to engage, challenge and inform the ethos and purpose of evaluation? By so doing, we can start considering how to approach a complex challenge like understanding and illustrating relational health.



A decorative graphic on the left side of the page consisting of a grid of red dots. The dots are arranged in 16 rows and 4 columns, forming a rectangular pattern.

6.0 Recommendations

The health and wellbeing dimension of Future Paisley have gone through more development than other dimensions. Health and wellbeing have long been part of cultural regeneration programmes (Matarasso, 1997; Campbell et al., 2016). However, when compared to the economic dimension of these programmes, there are no established delivery and evaluation approaches and structures. Future Paisley offers lessons on developing a health and wellbeing dimension that is rooted in culture, health and wellbeing activities that are meaningful to people. Evaluation can help illustrate these lessons.

Paisley has a vision of what culture is and what culture is for. The vision for health and wellbeing is less clear. My first recommendation is this vision should be clarified through a clear ambition for culture, arts, health and wellbeing.

Developing a clear ambition for culture, arts, health and wellbeing

Greater Manchester's Social Glue document outlines clear ambitions for culture, arts, health and wellbeing¹⁸ and suggests recommendations that go beyond current practice.¹⁹ In this document, the outlined vision for health and wellbeing aligns with and exceeds Greater Manchester's social vision for health and wellbeing, by including affective resources. This approach will ensure that any approach to tackling health and wellbeing can be applied to a range of social challenges (e.g. climate change). Greater Manchester's vision for health and wellbeing is built on the foundation of being the UK's first Marmot City region.²⁰ Future Paisley's vision should also build on Paisley's current strength for example RHSCP's relationships with the third sector and the potential uniqueness of its CAHSC Coordinator role.

This vision should not be a definition. Organisations and people need to have their own meanings of health and wellbeing for activities to be meaningful. The vision should be about we value and the work we want to make visible. This vision requires more than excellent practice and fantastic projects, these need to come together collectively and be more than the sum of its parts. This vision could be in the form of a manifesto produced through participatory methods.²¹ Drawing on the best of the 'old' and combining effectively with new innovation will help Paisley to achieve its goals.

Thinking about relational health draws on many examples of relational ways of working and practices (such as listening and co-production) which gather in 'what matters'. Therefore, evaluation should be more than a new scale to measure relational health or new ways of evidence gathering to capture relational work. My research shows that when scales and models have been applied to new ideas of health and wellbeing, the radical potential of these ideas have been blunted. My second recommendation is about what evaluation should seek to do.

¹⁸ "By 2024 Greater Manchester will be the UK city-region where heritage, culture and the arts play a key part in the health and wellbeing of its diverse residents and workforce; a global leader addressing systemic inequalities across the life-course, demonstrating and nurturing the power of collective, creative action for social change."

¹⁹ "Greater Manchester should move beyond Social Prescribing, linking green and blue spaces, heritage and the arts to the potential to live well."

²⁰ <https://www.gmhsc.org.uk/opinion/greater-manchester-is-a-marmot-city-region-what-does-that-mean-and-how-will-it-improve-our-health-and-reduce-inequalities/>

²¹ <https://manifestosfromtimesofcrisis.com/manifesto/#26>

Evaluating 'what matters' and 'what works'

Evaluation should be a process to make systems, strategies and services more human. Evaluation should bring practitioners closer to the policies that they deliver. The process should be joyful and messy, not just tasks and tick boxes. It should be meaningful to the people it is intended to benefit, not a performance for funders. I recommend that evaluation consider the question that Doherty and De St Croix (2019) posed in their research on evaluating and valuing youth work: what is the everyday, and what is the remarkable? This question provides a way of understanding 'what matters' to go alongside the interest in 'what works. Evaluation should seek to highlight the ways of working that develop and embed 'what matters' into projects, practices and service design. Highlighting these ways of working such as listening, co-production and co-creation would help make the work of relational health visible. There is a growth in interest in these ways of working in Scotland.²²

Evaluation should do more than document health and wellbeing outcomes. Future Paisley should bring Paisley's expertise in ways of working such as co-production and lived experience,²³ to create evaluation processes that contribute to health and wellbeing by facilitating a collective voice and shared meanings. Creative approaches to 'what matters' already exist in Paisley, (i.e. the manifesto by Paisley Book Festival's 2021 writer-in-residence²⁴ and Creative Scotland's Culture Collective network).²⁵ These processes should be brought together to build a shared understanding of relational health.

The recommendations in this report are not about how evaluation can make a 'case for the arts' or, provide a toolkit. These are recommendations for what evaluations should focus on for Paisley to offer lessons elsewhere on developing its health and wellbeing dimension. These recommendations can help develop the radical nature of this dimension by using evaluation as a tool to shift towards relational health rather than enforce the dominant ways of thinking;

My recommendations seek to help Paisley in its aspirations to be radical, suggesting a practical radicalness that comes not from new ideas or innovation but, from recognising and valuing what exists and through helping us think collectively about health and wellbeing. By using evaluation to investigate relational practices and ideas, we can build a picture of the work done to facilitate relational health and shift ideas of health and society. In so doing, we can start to explore how collective wellbeing is more than the sum of individual wellbeing. I recommend the following practices and ideas for evaluation to investigate these processes.

²² <https://binks-hub.ed.ac.uk/>

²³ <https://www.the-gazette.co.uk/news/23303142.renfrewshire-new-poverty-panel-help-shape-policy/>

²⁴ https://paisleybookfest.com/wp-content/uploads/2021/09/Imagining_Paisleys_Radical_New_Future.pdf

²⁵ https://www.culturecollective.scot/wp-content/uploads/2023/05/National-Evaluation-of-the-Culture-Collective-Programme_Part-One_March-2023.pdf

Exploring the links between community-centred health and cultural democracy

The role of culture in contributing to relational health should be explored; how these two processes are linked and how meaningful activity emerges is important. At a national level, a useful question to ask is how does culture emerge from the Scottish Government Communities Mental Health and Wellbeing Fund, and how does this emergence in Renfrewshire compare with other Scottish Local Authorities? Understanding this process can help us gain insight into the culture, arts, health and wellbeing ecosystem in Paisley and to identify what, if anything, is Paisley doing differently. This question is of national interest as TSIs are key to facilitating arts and health (Rocket Science, 2021). As Engage Renfrewshire has a dedicated Community Mental Health & Wellbeing Fund Officer, Paisley provides helpful conditions for study. This role is not always present in other TSIs. This study would also offer one avenue for understanding the role of the TSI and HSCP relationship in facilitating culture, arts, health and wellbeing activity that is meaningful to people. At a grassroots level the idea of social movements in community-centred health and cultural democracy could be explored.

Exploring the roles of boundary workers and boundary spanning work

Research exists into these roles in social care and healthcare. Paisley offers a great opportunity to apply and extend this research to those working across culture, arts and social care, particularly with the role of CAHSC coordinator. Such an exploration would offer an opportunity to examine the role of a HSCP in delivering a cultural regeneration strategy, a topic that has been little explored. This would also add to a neglected dimension of the arts and health activity in Scotland, which currently focuses on artist-led activity.

Making visible atmospheres, affective resources and places that create health and wellbeing

Paisley offers an excellent place to explore the development of these ideas as places such as the Recovery Hub and Community Circus Paisley have recently opened, and Paisley Museum is opening next year. These places and resources develop as people's relationship with them develops. The opening of several cultural venues offers an opportunity to apply any lessons learned. The opportunity to track how these places and resources form and, how the practitioners and practice involved develops, has been less present in research and evaluation. Such an investigation would offer the opportunity to explore terms that may have more established practice in Paisley (e.g. the idea of Museums as Spaces of Social Care). Extending this idea into non-Museum spaces and considering what a network of these places could do to create affective infrastructure for collective wellbeing could be a new application of this idea.

Developing a more complete understanding of loneliness in Paisley

Evaluation should consider all three types of loneliness and how these types of loneliness form a cluster of feelings that may also include senses such as 'sense of belonging' or 'sense of stigma'. This consideration would help to view loneliness as a relational health issue. The difficulty of evaluating the two less explored types of loneliness, emotional and existential, should be considered an opportunity to be radical in evaluation processes and bring experience of loneliness into the process. Given the existing peer-led activity regarding loneliness, Paisley provides a great opportunity to be innovative in evaluation processes.

Developing a vision for relational health from local knowledge.

My suggestion for relational health is built on insights from Paisley, but it has not been developed with people in Paisley. There are activities where people are creatively developing their own ideas of health and wellbeing (RSHSP Connected Network loneliness photography project and Paisley Museum's activities around the idea of Museum as a Space of Social Care and the listening exercise). A vision for relational health should build on this existing knowledge and, on existing practices such as reciprocal listening.

Future Paisley offers an opportunity to provide the innovative action needed to change how we view health and wellbeing, arts and health activity and evaluation as it is situated outside the sectors of culture, health and wellbeing.

The recommendations in this report are designed to help Future Paisley realise this opportunity. My recommendations would bolster what is already going on in Future Paisley regarding an interest in system change and excellence in socially engaged practice and explore how Future Paisley is more than the sum of its component activities. Future Paisley was built on the bold collective ambition of the UKCoC21 bid. A radical and relational vision for health and wellbeing would continue this legacy.

7.0 Final thoughts

Two years have passed since I had the unique opportunity of being involved with Future Paisley's activities. At this time Future Paisley was emerging from an interim phase of aligning strategy and delivery in order to clarify health and wellbeing outcomes and activities. Health and wellbeing have subsequently become the largest dimension of Future Paisley.²⁶

The insights and knowledge I have gained from my time in Paisley resonates with my current role of tackling a key societal issue²⁷ by bringing together data with voices of experts by profession and experience. This role has taken me to places in Scotland that are considering the same questions that I have explored in my research: how to create system and culture change so that we embed in strategy, policy and services the

expertise of people and communities who experience the issues we are tackling. Questions that have also been part of the history of Scottish public services reform (Scottish Government, 2011). My research interest in how to change systems so we can keep seeing people as human with individual histories and experiences and not just service users or clients, are shared interests amongst individuals, practitioners and strategic leadership.

In Scotland, there is an appetite to learn about the practical actions needed to carry out this work and, to discover what policy and leadership can do. There is currently an opportunity for Paisley, if equipped with a vision of practical radicalness, to be at the forefront of these conversations.

²⁶ <https://app.smartsheet.com/b/publish?EQBCT=f3f976e43d3142e78b19ddb1fe72958d>

²⁷ <https://www.gov.scot/publications/violence-against-women-girls-independent-strategic-review-funding-commissioning-services-report/pages/15/>

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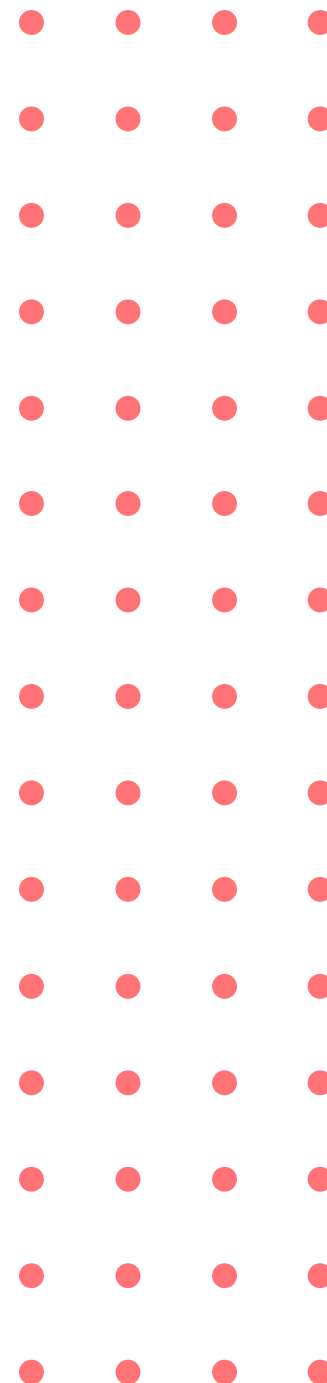
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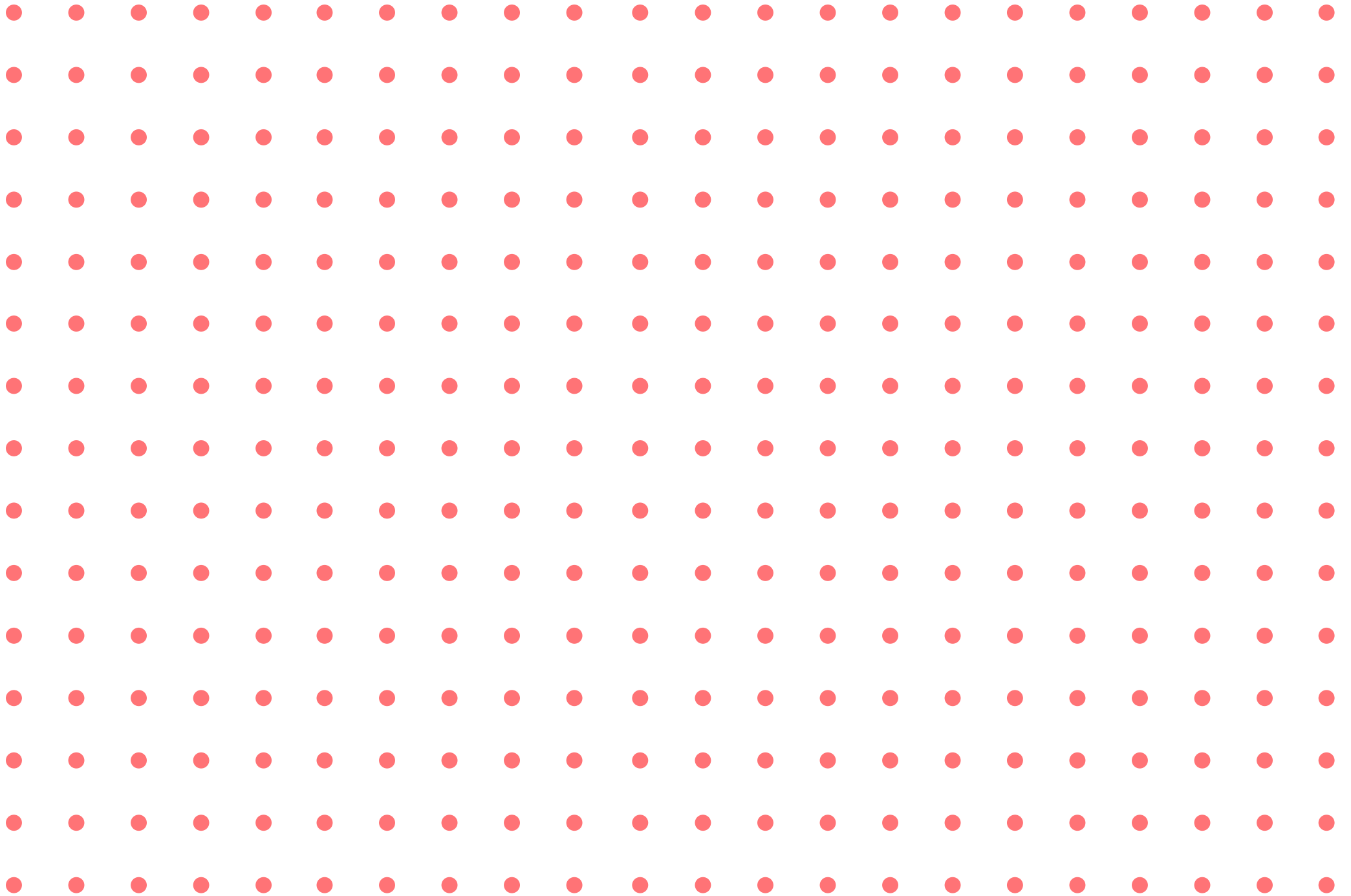


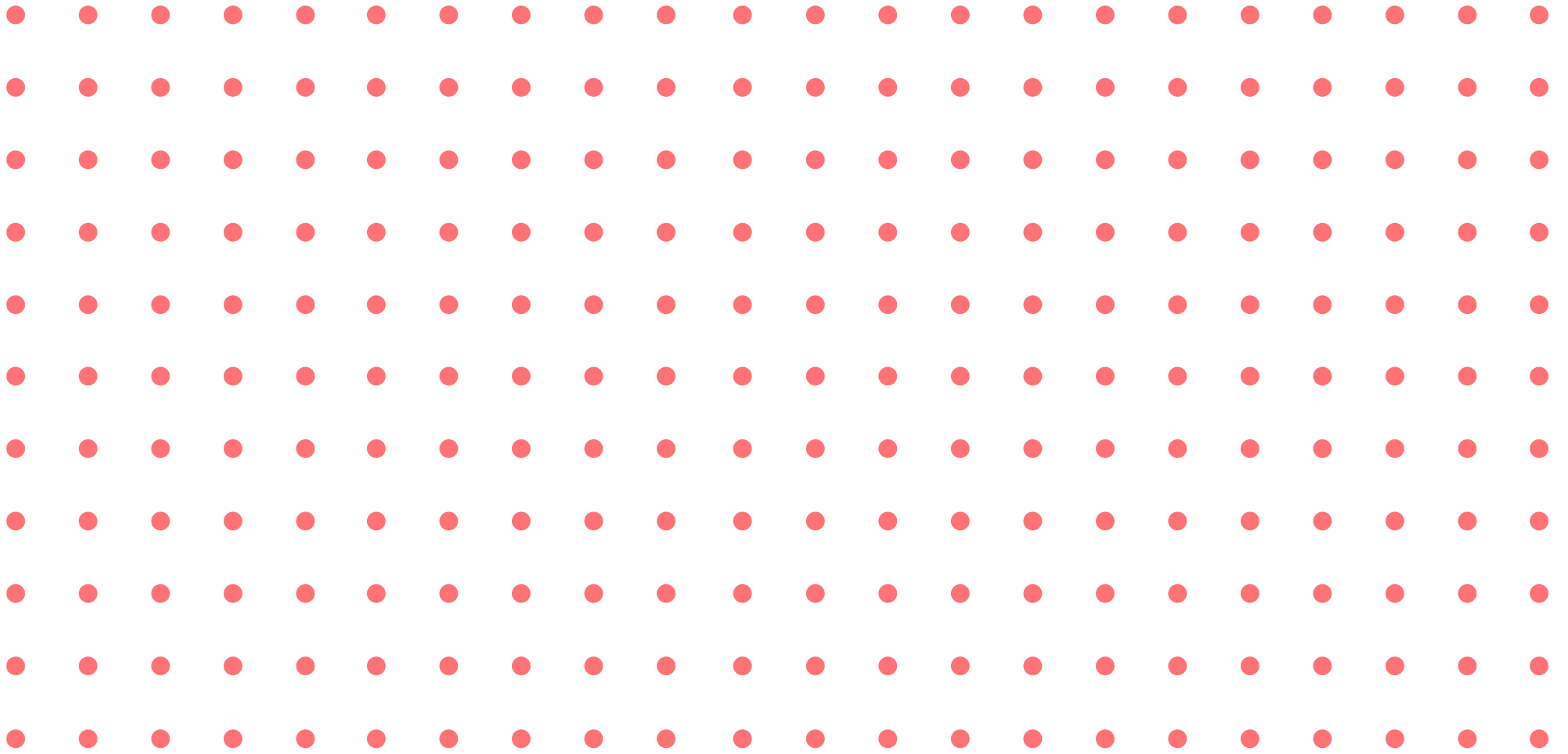
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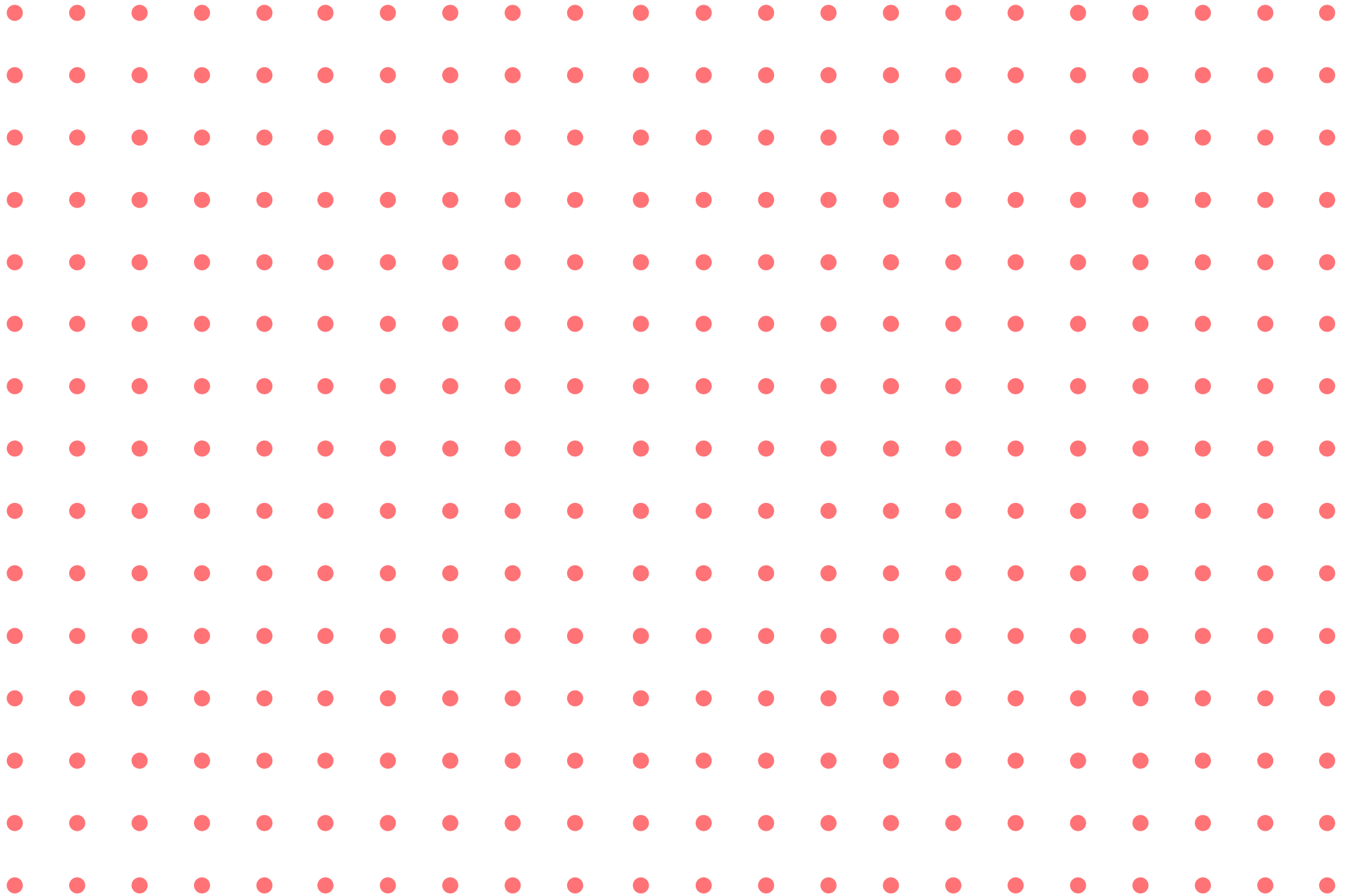


Public Value of Festivals and Events

A Case Study of
Paisley's City of
Culture Events Legacy

Dr Niclas Hell
UWS





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Executive summary

This study investigates the economic and social value created by public, cultural events in Paisley. To counter deindustrialisation and social problems, Renfrewshire Council has invested in a culture-led urban regeneration scheme fronted with cultural events. This events programme is examined in terms of its contribution to public, social, and economic values. The events programme is part of an extensive cultural investment programme, and supported Paisley's bid to become UK City of Culture 2021, a bid that ultimately lost out in favour of Coventry.

In this study, economic, social, and public evaluation methods were used, thus aggregating a significant quantity of qualitative and quantitative data. These data are used to draw a comparison and, in order to provide a more complete picture of the effects of hosting public events.

In comparison with events in analogous towns and cities, events are popular in Paisley. They are visited by a large percentage of locals each year, as well as tens of thousands of visitors from outwith the local authority. In 2018, 142,000 event visits were recorded of which the >40,000 visiting the Halloween festival were the largest group. The survey data utilised in this study was collected from event visitors, Paisley inhabitants, shopkeepers, non-profits, politicians, as well as local authority and national civil servants.

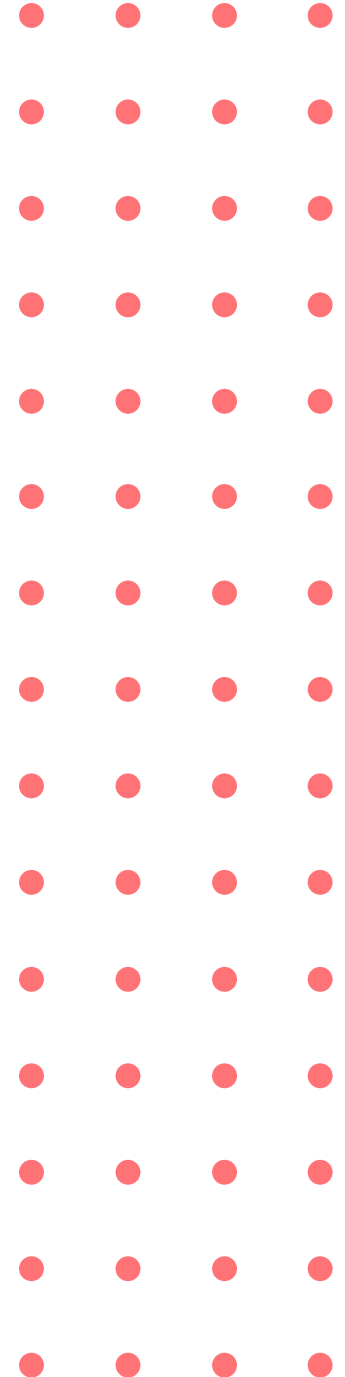
Willingness-to-pay for an event was £13.67 per respondent and event, over 200% of the public funds outlay. A minority of local shopkeepers who were negatively affected by events were, nevertheless, mostly tolerant of them because of the perceived collective gains deriving from the events programme. A total experience value of £33 per visitor was estimated excluding local shopping (in turn adding an additional £35 per visitor to the local economy) compared to a £6.80 public investment.

The social values created were substantial, in several instances these were more extensive than the economic benefits. Most local shopkeepers were affected positively, but the majority of those negatively affected were willing to bear a loss of several thousand pounds per year and still support the events programme. Events were also deemed important for the community. A great number of altruistic opinions were evident throughout the data collection. Elite actors involved in this research also universally appreciated the social value created, though politicians and private sector representatives prioritised the economic regeneration of Paisley above all else.

The observation data generated showed a partially contrasting view, with some locals being sceptical of the benefits of events. Potentially, this is because the data was collected after the first surge of investment in cultural infrastructures but before some long-term results were evident. In addition, through observation conducted at Scottish Government and Renfrewshire Council, the nationally updated event and regeneration policy after the supercharged investment surge into culture that began in Paisley in the early 2010s, was tracked. The more permanent solution for regeneration offered by the Future Paisley investments may see new results in terms of both opinions, attention/engagement, and reputation.

Policy insights and recommendations include:

- 1. Maintain and develop the events programme**
- 2. Identify and start dialogue with dissenting groups**
- 3. A new evaluation policy**
- 4. Differentiated events**



Background

Paisley has struggled with the effects of socioeconomic deprivation and a somewhat negative reputation for over half a century. The automotive industry, the maritime industry in Port Glasgow, and especially the locally all-important textile industry were curtailed during the 1960s and 1970s. This led to a decline in areas where industries rather than services created wealth: a story echoed across Scotland, Britain, and Europe. Over time, attempts to address these negative trends have included investment in urban regeneration focusing on retail, and on improving the physical environment. Though the physical environment of Paisley did improve, dilapidated buildings were renovated or rebuilt, and the High Street was pedestrianised and made more attractive, Renfrewshire Council decided to shift focus towards the popular culture-led regeneration around 2010.

With the publication of *Paisley: The Untold Story*¹ (2014), Renfrewshire Council made a commitment to invest in culture and heritage as part of a strategic urban regeneration project. Research demonstrates the connection between cultural investments and positive results in terms of urban development (OECD, 2019; Miles & Paddison, 2005). Furthermore, several major organisations, including the UK Government and the OECD have published policy papers and recommendations outlining how investment in major events and festivals could open policy windows, create public support, and boost the speed and quality of

regeneration. The neighbouring city of Glasgow is one of three or four internationally recognised examples of how investment in culture and events can turn negative reputation, brain drain, and urban decay around, leading to the development of more positive narratives. With the pursuit of the UK City of Culture 2021 designation, Paisley sought to proactively address some negative perceptions of the town. The events programme was one of the areas where money was invested into producing more positive attention for the town. Even before the bid, the events programme was already larger than those of several towns of similar size

¹See: <https://www.renfrewshire.gov.uk/article/3485/Paisley-The-Untold-Story>

to Paisley. Nevertheless, the Local Authority envisaged public events as a valuable arena for showcasing the major event capabilities requested by the DCMS² for bidders. The Council commissioned consultancy evaluation reports, which focused on the potential economic influx and demographics of visitors. In the evaluation of public goods, social and economic values are seldom studied together. This is because few tools can be used to gauge both simultaneously. In turn, this means that few interventions are understood in terms of both social and economic values. By looking at the behaviours and sentiments of attendees, stakeholder interviews, and previous economic data, this study investigated both sets of values. The target of the economic analysis was to understand

the values experienced by visitors and how this could be translated into monetary terms. The social value element of the research looked at these experiences and other potential values, and their contribution to sense of community, pride in place, social cohesion, social capital, equity/inclusion, and participation in the public sphere.

The events programme is also a flagship for the transformation in Paisley; it is not as well-funded as the reimagined museum and town hall, but it has received significant media attention, made immediate economic impact, and direct interactions from locals and visitors. Thus, its role as a driver of change, producer of support, and arena for opportunities is clear.

² Department of Culture, Media & Sport.



Culture and regeneration in Paisley

Historically, Paisley has an existing reputation of being a cultural site, partially as an ecclesial centre making the town a centre for listed buildings. More recently, several popular bands and artists have hailed from Paisley. The local music scene was well known, not least during the 1970s, when Glasgow took a more prohibitive stance towards youth culture. Paisley's *laissez-faire* attitude made it a hub for punk and rock culture. The comparison to Glasgow in terms of culture is not unwarranted, being 11 minutes away by train.

Glasgow's implementation of culture- and event-led regeneration techniques starting in the late 1980s, culminated in the successful delivery of European Capital of Culture in 1990 and influenced Britain as a whole. Culture-led regeneration became *comme-il-faut* for those who were ineligible for waterfront regeneration (usually by the sea) or, not attractive enough for hyper regeneration (such as London's Canary Wharf) strategies. In the 2000s, UK government officials actively promoted using culture-led regeneration, speaking of Glasgow as well as Bilbao and Barcelona as prime examples of the transformative powers of cultural investment. Liverpool's European Capital of Culture in 2008, also deemed successful by government and locals, constituted proof that the Glasgow model could be replicated or at least adapted.

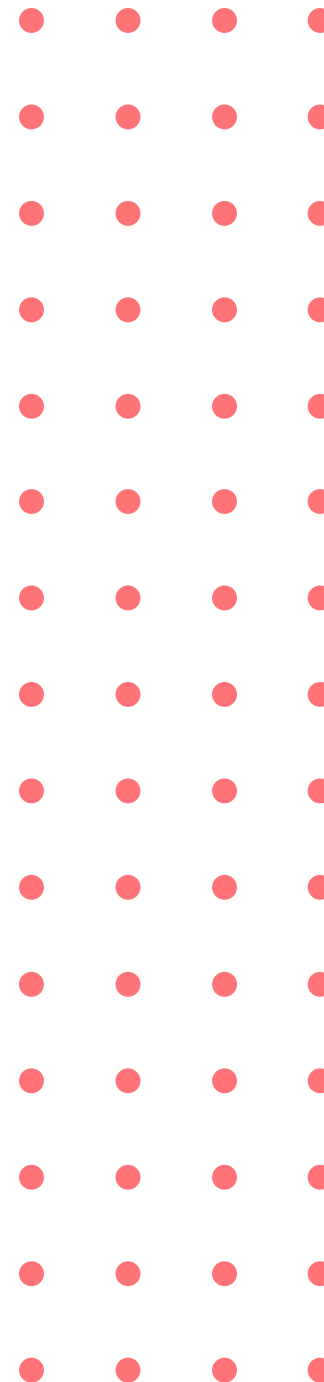
Paisley's approach to culture-led regeneration was based on the idea of replacing the previous industrial economy with service jobs in creative businesses, attracting new inhabitants interested in consuming and contributing to these businesses. A raised profile and increased reputation of the town would attract tourists, boosting and reshaping the hospitality sector. Event venues, the UK City of Culture bid, and an ambitious events programme were part of the vanguard of progression towards a permanently transformed Paisley.

Aims and objectives

The aim of this PhD research was to widen the scope of topics that can be feasibly studied within a public value framework, specifically applying this approach to cultural events and festivals in Paisley to bridge traditionally conflicting methods of event evaluation and improve public investment strategy. This was realised by addressing three research objectives/questions:

- How did Paisley's public events and festivals programme 2016–2019 contribute to the local economy?
- What social impacts were generated due to the Paisley public events and festivals programme in 2016-2019?
- How can the social impacts of public events and festivals be quantified and presented in non-monetary terms?

The baseline evaluation of economic impact was the contribution to the local economy, and the calculation of effects which can be translated into economic figures. In addition, social and public values were analysed. As the town did not win the designation, the ambitious goals of the Paisley 2021 bid have not been summarised in the type of evaluation typically produced by those hosting major events. Nevertheless, the bid was part of a set investments and expectations. The slogan brought into operation after the announcement for UK CoC 2021, "The journey continues..." (Paisley.is, 2017), bears witness to Renfrewshire Council continued investment in step changes towards cultural and economic regeneration. An evaluation of the event-related efforts around losing bids is of both public sector and academic interest. Published guides for prospective bidders claim that value can be achieved even without a win—though non-winning bids do seldom generate large-scale evaluations (OECD, 2019; DCMS, 2021). Informing policymakers about the consequences of cultural investments has the potential to improve the quality of information used to make decisions.



Research methods

To achieve the research aim and objectives, a mixed methods approach was adopted, making use of both qualitative and quantitative data. Data were collected over an extended period of time, in different settings, and from people with different relationships to Paisley. Data were collected across the full duration of the study. Data sources are outlined in Tables 1 and 2:

Quantitative data

Phase 1 (2019)	Site	Respondents	Collection period
Structured attendee interviews	Events	205	Autumn 2019
Shopkeeper semi-structured	In shops	60	Autumn 2019
Phase 2 (2021-2022)			
Digital questionnaire	Online + events	202	2022
Secondary Data			
Renfrewshire Council Evaluations	Events	11,000/1,978	2016-2019
SIMD	Public data	Scotland	2020 publication

Table 1: Quantitative data collection

Qualitative data

Type	Respondents	Collection period
Elite actor interviews	11	2020-2022
Observation data	n/a	2019-2023

Table 2: Qualitative Data Collection

Structured attendee interviews

Primary quantitative data were collected during 2019, 140 structured attendee interviews partially based on the ATLAS event evaluation questionnaire were conducted at three events: Paisley Halloween Festival, Fireworks Extravaganza, and Christmas Lights Switch-on. The attendees at Paisley events are the most direct beneficiaries of the events programme. Their opinion is the most obvious measurement of how successful the experience of the events was. This survey contained questions relating to both social and economic value, and more open discussion about the events in Paisley. This was part of an extended pilot, which meant that some aspects of the study approach were developed later. As it happens, this work also became a snapshot of the last few events to take place before the onset of the COVID-19 Pandemic.

Shopkeeper interviews

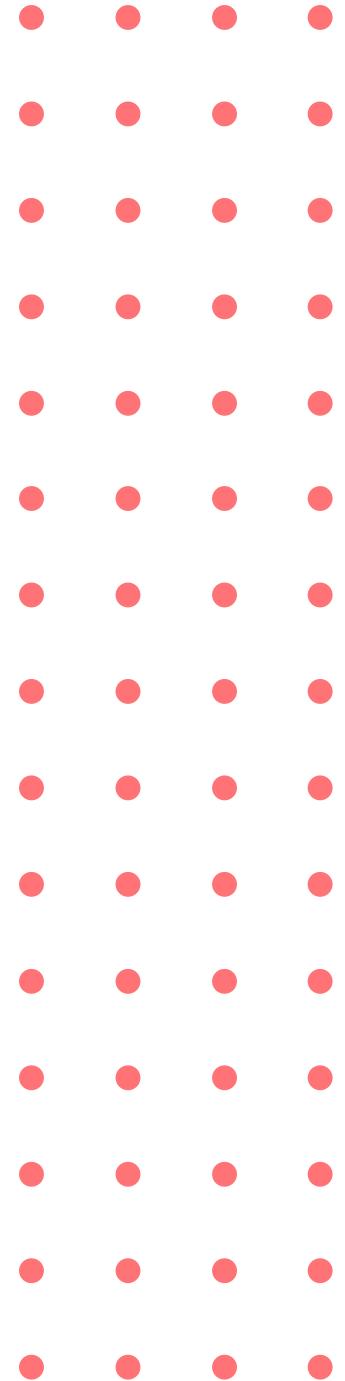
In the days following two of the aforementioned 2019 events, semi-structured interviews were conducted with 60 representatives in shops around Paisley town centre. Open-ended questions gave respondents the ability to express opinions relating to the events programme in their own words. Shop representatives were asked about both economic and other impacts to them and their peers. Local shops are regarded as important economic beneficiaries, which in turn is the main quantifiable effect of events. Their hitherto unheard perspective on Paisley events both economically, culturally and socially adds to the perspective of citizens-consumers, tourists, and public bodies.

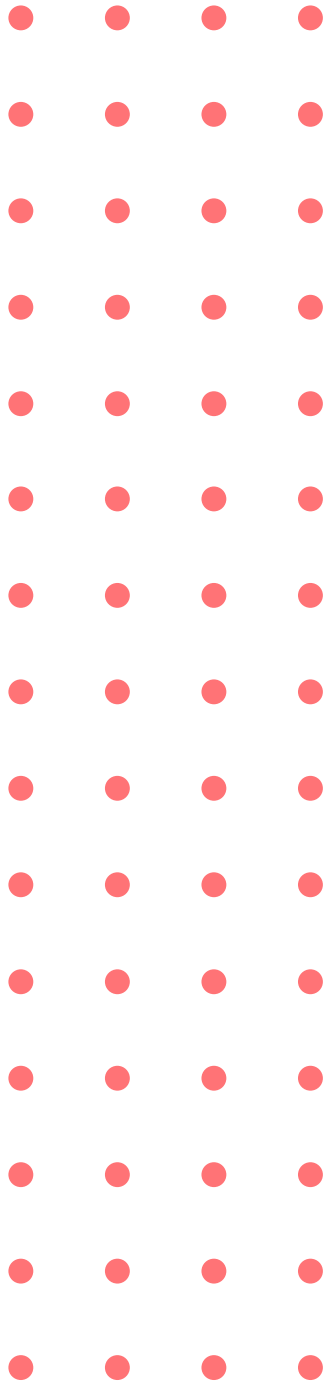
Digital questionnaire

In early 2022, an electronic questionnaire was distributed to three sets of respondents. The majority was found in local social media groups, thus focusing on locals rather than a general sample of visitors; these were amply captured by Renfrewshire Council evaluation reports. A smaller number of respondents were also approached at Paisley events in the first half of 2022; there had been minor events in 2021, but as COVID-19 restrictions were in effect until April 2022, that was the starting point for a regular events schedule. 202 respondents completed the survey. The majority of questions related to social values (sense of community, pride in place, social cohesion) and use values of the cultural experience. Open-ended questions proved a fruitful way of getting more data from respondents.

Renfrewshire Council evaluations

Pre-existing secondary data was also made available by Renfrewshire Council. This data was collected and collated by various commissioned consultants (EKOS, James Law, Culture Republic), using with similar methodologies. Using the EventImpacts framework (n.d.), questionnaires were carried out on site at events and festivals. It is notable, however, that the EventImpacts framework has several methodological flaws for academic use: the reliance on simple Economic Impact Analysis for a "cautious estimate," the lack of externalities and multipliers and the catch-all treatment of site and local area.





Elite actor in-depth interviews

In 2021 and 2022, eleven interviews were conducted with a selection of elite actors from Scottish Government, Paisley community groups, Renfrewshire Council, and local businesses. This later series of interviews constitutes the bulk of the qualitative source material. Key questions were asked in a semi-structured style, to achieve what McIntosh & Morse (2015) call the Descriptive/Divergent type of interview, which “applies the same interview guide to disparate groups of participants to discern differences and similarities in perspectives and experiences among them with respect to the dominant discourse that underpins the interview guide” (McIntosh & Morse, 2015). The difference in experiences and relevant topics of respondents made the latter parts of the interview more open-ended, with an open discussion on value, Paisley, and events.

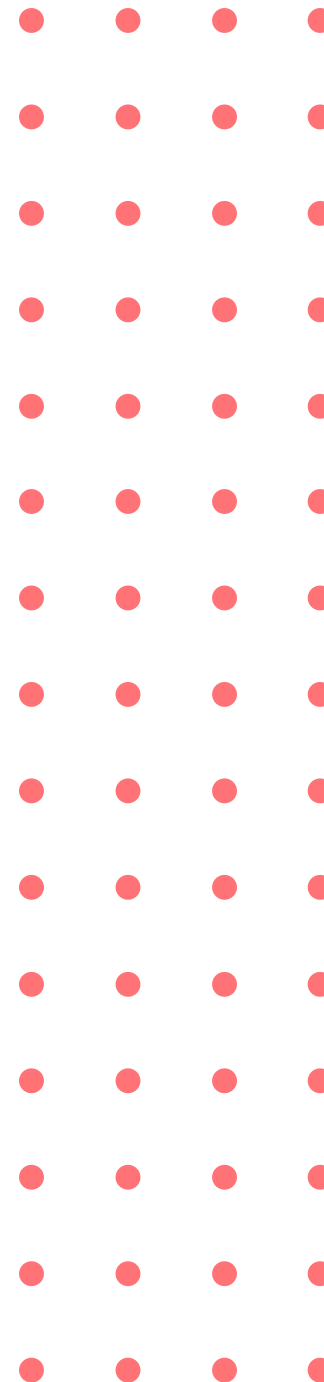
Observational Data

As researcher, I was embedded in the regeneration team at Renfrewshire Council from early 2019 until lockdown began in March 2020. Observational notes were taken of the processes and the PhD studentship enabled participation in shaping the approach to evaluation. These notes form large informal pieces of knowledge on the subject matter of events in Paisley. Additionally, I was placed in the Scottish Government, at the office for the Scottish implementation of the UN's Sustainable Development Goals; National Performance Framework. This placement was undertaken in the spring of 2022 and allowed for an additional insight into larger-context policymaking. Additional experiences made while living and working in Paisley over the course of four years were discussed as observational data. Though problematic in terms of validity, the contrast between the majority of responses in the data and the informal discussions experienced on the street gave rise to insights about the positionality of the researcher, and about defending one's hometown in official registers.

Summary of findings

Findings suggest that support for the events programme was strong, and respondents were willing to spend time and money to visit and experience them. Willingness to spend was several times the actual public investment. Shop representatives were typically willing to support the events even when it meant losses of trade. All stakeholders expressed support for the cultural investment programme, especially the public events, but several also discussed the long-term reduction in levels of engagement after the lost bid despite the universally accepted 'The Journey Continues' approach. Several stakeholders expressed concern over the effect of investments ending in 2024, especially the impact of funding ceasing. Other respondents argued that the 2024 finish line for the strongly increased investment was built into the project from the start. According to them, 'going mainstream' was crucial to see the real effects of the interventions.

The preparation for long-term work with culture, without additional funding, is evident in Renfrewshire Council's cultural policy, which has turned towards *cultural regeneration* rather than culture-led regeneration. Culture is increasingly integrated into other parts of the public sector and its partnerships, including the National Health Service, social services, and urban planning. Working holistically shows that Renfrewshire Council believes in culture as a means of improving people's lives beyond the ideas at the foundation of culture-led regeneration: investing in high-profile events venues, bringing in service sector business, and showcasing major events.



Economic effects

Findings showed that spending rose considerably during events, and taking into account Paisley's unique setting socioeconomically, geographically, and within the Greater Glasgow area, a greater added value could be identified with the techniques in this study than previously. Locals mentioned the pride they felt seeing the town come alive, and the sense of community or cohesion this created. Shopkeepers used the phrase "It's good for the town." These factors were more important to respondents than the shows on offer, or the socioeconomic aspects. "It's nice to see the town come alive," and "I'm proud to show my friends Paisley when the events are on" reflect positive sentiments, but sometimes positive sentiment was phrased negatively; Paisley is nice during the festivals, but not as nice at other times. Observational data indicated that the almost universally positive opinion regarding the cultural investment and bidding process was associated with externally defending the town. This is a phenomenon found in the literature as well (Chalip, 2017).

The result of the economic impact minus organiser expenditure (£1.1m) was £2.9m per year after casual visitors and a local economic effect were deducted. This meant that sales were generated at almost 4 times the organiser expenditure.

Including estimated travel costs and the willingness to pay³ for the events, the experience value of the events minus all costs was £7.7m net positive.

Social effects

Increased social cohesion due to the positive experience of Paisley's urban environments was a value which could be observed beyond direct survey questions (with the lower validity that comes from stated rather than actual behaviour). The sense of the development of a common movement to support the bid was a contributing factor to the success; this still showed positive effects and goodwill for the events programme.

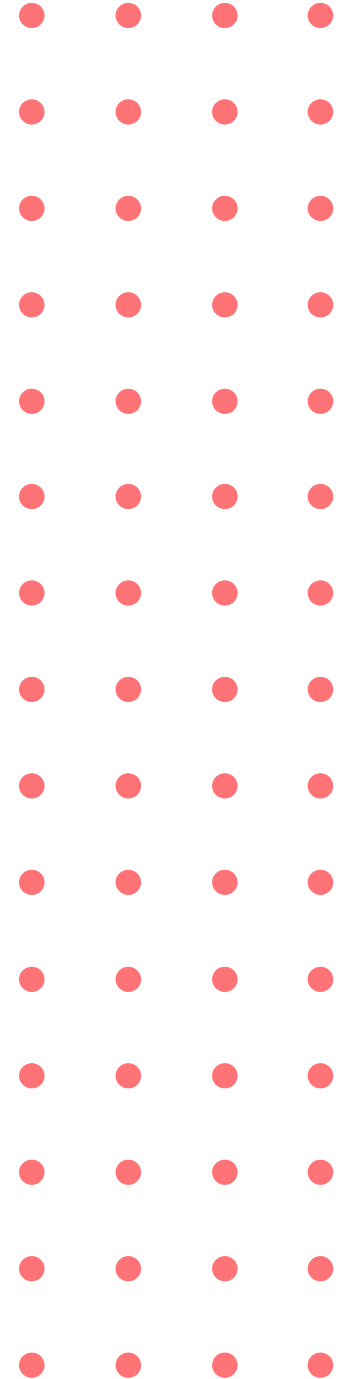
Findings show that socioeconomically deprived groups were proportionally more likely to visit the events hosted as part of the programme. From an organisers' perspective this finding is positive as the programme was designed to attract people from within and outside the town, focusing on *inclusive growth*. Most visitors liked the events and had previously attended others. Findings suggests that those who had visited one event in Paisley often returned to attend more events. These findings aligned well with the public value framework used for this study; especially the increased opportunity to take part in culture and high-quality programmes is an important good which would otherwise be difficult to achieve. People in areas of deprivation were as willing to pay for Paisley events as more affluent groups, despite having a lower disposable income; attendance at such occasions meant more to them.

³ Willingness to pay (WTP) measures the maximum price that a customer is willing to pay for a product or service. Correctly used, it avoids some validity issues seen in stated preference methods.

The events programme was a crucial part of rallying local stakeholders around the UK City of Culture bid and represented a strong link in the partnership chain. According to interview respondents, the partnership, whilst intact, had started to wane in the post-bid period. Several stakeholders were less engaged in Renfrewshire Council's business, though none attributed this to decreasing direct economic support.

Negative sentiment

Negative aspects could be observed primarily when people did not perceive that they were speaking to a researcher. The sense that Paisley needed to be defended from outward negative opinion was also expressed in quantitative data, but this impression was strengthened by the contrast between the very positive opinion in the quantitative data and the more ambivalent opinions expressed on the street. Additionally, some event fatigue was observed; 5-7 major events per year was considered plenty, and anything more than that were considered too many by the respondents.





Policy insights

1. There is substantial support for the events programme (and wider investments)

The minority of Paisley shopkeepers who lost money from the events were willing to forgo that income to an astounding extent; they still supported the events programme. The support for events and culture in Paisley was virtually unopposed in all groups studied: stakeholders from all sectors, including event visitors and the Paisley general public. The events programme is popular, and it is growing in popularity with the long-term commitment; most visitors are returning, and a large percentage of first-time visitors have visited other Paisley events.

2. Some values created are long-term, but support may be waning

The partnership approach of the UK City of Culture 2021 bidding process brought local and national stakeholders together for a shared vision. This, and the public consultations, worked well in rallying private, public, and civil sectors as well as the general public. By 2019, there was evidence that momentum had begun to slow/cease. Findings from this research highlight the emergence of doubts in the value of cultural investments that was not evident in 2017-2018 evaluation reports. Some elite respondents noted that the sense of a common goal and co-operation had degenerated during the time after 2017. It is always difficult to maintain momentum and forward trajectory in the sustainability of networks and ongoing financial support post-bid, but it is imperative that this continues to be a priority if successes are to be built upon.

3. Investment in local business for event expenses is low

The current primary indicator in the evaluation reports is Gross Value Added (GVA), which measures economic influx minus outflux. 80-90% of event organiser spend leaves Renfrewshire, which causes a £1m bleed according to the GVA model. Although the GVA measure has several limitations, local stakeholders have noticed that too little is sourced locally, which affects their support and Renfrewshire Council goodwill negatively. Local investment for event costs is a common way to boost GVA numbers as well as supporting local creative business.

4. Events carry their weight several times over

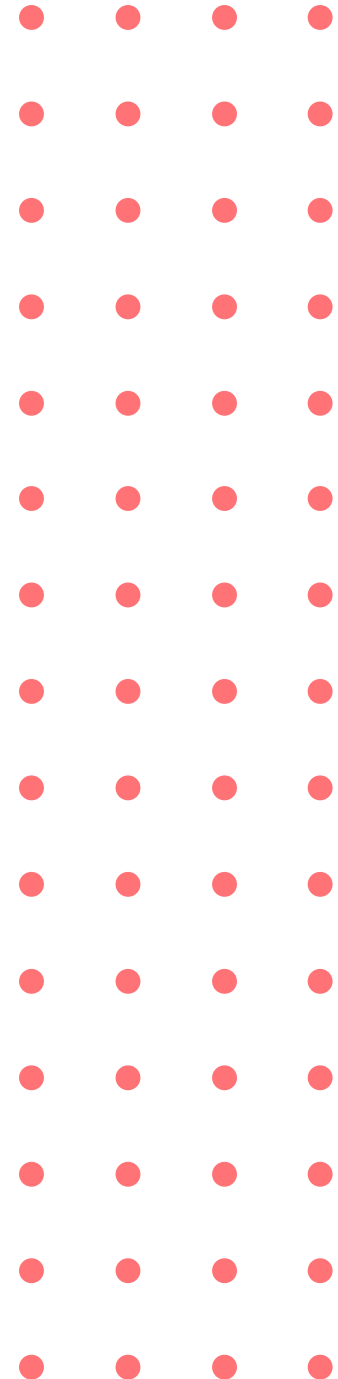
Events in Paisley are a good investment. The net influx to local businesses is realistically around 4x the organiser expenditure (more cautious estimations instead state half that). Visitors' average willingness to pay was £13.67 per event (compared to £6.80 actual public expenditure). A large majority of local respondents want to pay for events via tax rather than via tickets, even if they would not attend all (or any) events. The full value of visitor experiences (all actual transactions excluded) is estimated at £5.5m per year. Shopping brought circa £4m (for comparison, aggregated consultation reports instead claim £1.8m) to local retail and hospitality industries which would otherwise have gone elsewhere.

5. Stakeholders acknowledge social values, but they are still considered intangible

All stakeholders, and other groups of respondents, speak highly about the social value created through the events and cultural investments in Paisley. The most common comment from on-site and survey respondents was that 'the town comes alive' and brings a 'sense of community' during events. Several stated that they would only bring friends into Paisley when events were on, because they could be proud of what the town became then. The most common reaction from shopkeepers when asked about events was "it's good for the town". Pride, community, altruism, support, and cohesion are values which many societies fight to retain through active, expensive interventions. In Paisley, respondents expressed these to be direct effects of investments in the events programme.

6. Some groups express event fatigue

Most respondents considered 5-7 events per year to be an ideal amount; more frequent events were considered negative, even in groups which thought that events were currently important, under-financed, and valuable. Targeting each group of attendees with more than these 5-7 events may not be necessary, and heavy investment in key events should take priority.





Policy Recommendations

1. Maintain and develop the events programme

The events policy in Paisley has shown adaptability to changing needs, national policies and updated scientific evidence. It remains a valuable showcase for Paisley's competences. The programme is a strong touristic attraction active throughout the year, with popular support across virtually all groups. These strengths are rightly seen as a part of a strong UK City of Culture 2021 bid legacy. If the programme stagnates or diminishes, it will not easily regain the current position.

2. Identify and start dialogue with dissenting groups

The contrast between positive and negative opinions seems odd at first. However, locally negative consensuses and widely varying opinions expressed in different settings are not unknown phenomena. The pre-bid consultations are now a decade old; sympathies may have come and gone. Liaising with trustworthy community groups and business representatives (such as Paisley First) to open a new dialogue about the aims of the cultural regeneration policy should be prioritised to avoid potential weaker support. The pre-bid consultation was a firm ground to stand on in terms of public support. Following it up with a new survey of needs and opinions a decade down the road is a sound use of resources.

3. A new evaluation policy

Whilst the long-term gains of time series data may be useful, the usage of event evaluation data has been limited. The analysis provided by consultancies has been useful but could be utilised for more purposes without increasing input. The toolkit used, EventImpacts, has launched new features not yet in use in Renfrewshire. A smaller number of respondents, a more in-depth analysis, using more of Eventsimpacts, and possibly adding an SDG filter, could potentially mean more insights could be gained for a similar price tag. Using the same questions and toolkits for key parts would mean not breaking continuity and backwards compatibility.

4. Differentiated events

Co-funded events such as the Paisley Book Festival and the UNBOXED premiere, as well as national events for niche audiences hosted in Paisley (Trans Pride 2022, 2023 Vegan festival) all contribute to showcasing Paisley as a potential key events player in Scotland. Niche audiences are key to making use of Paisley's many (and increasing) event venues, as well as counteracting event fatigue.

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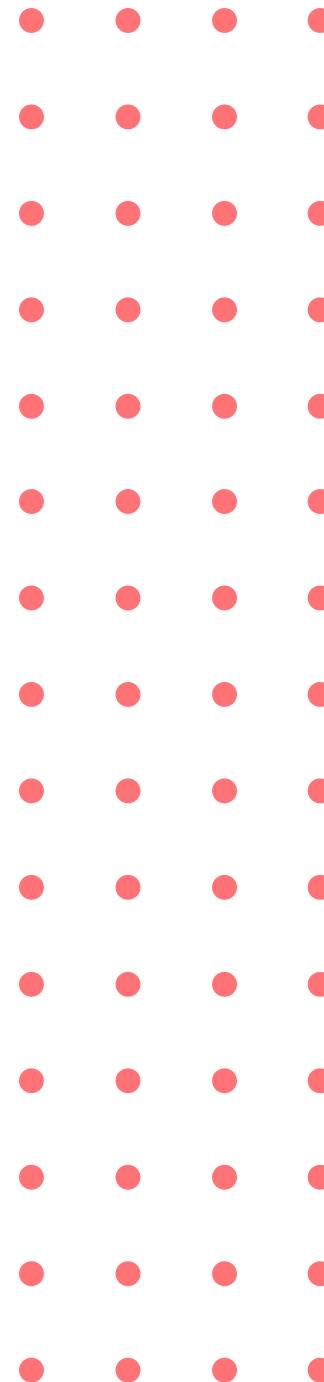
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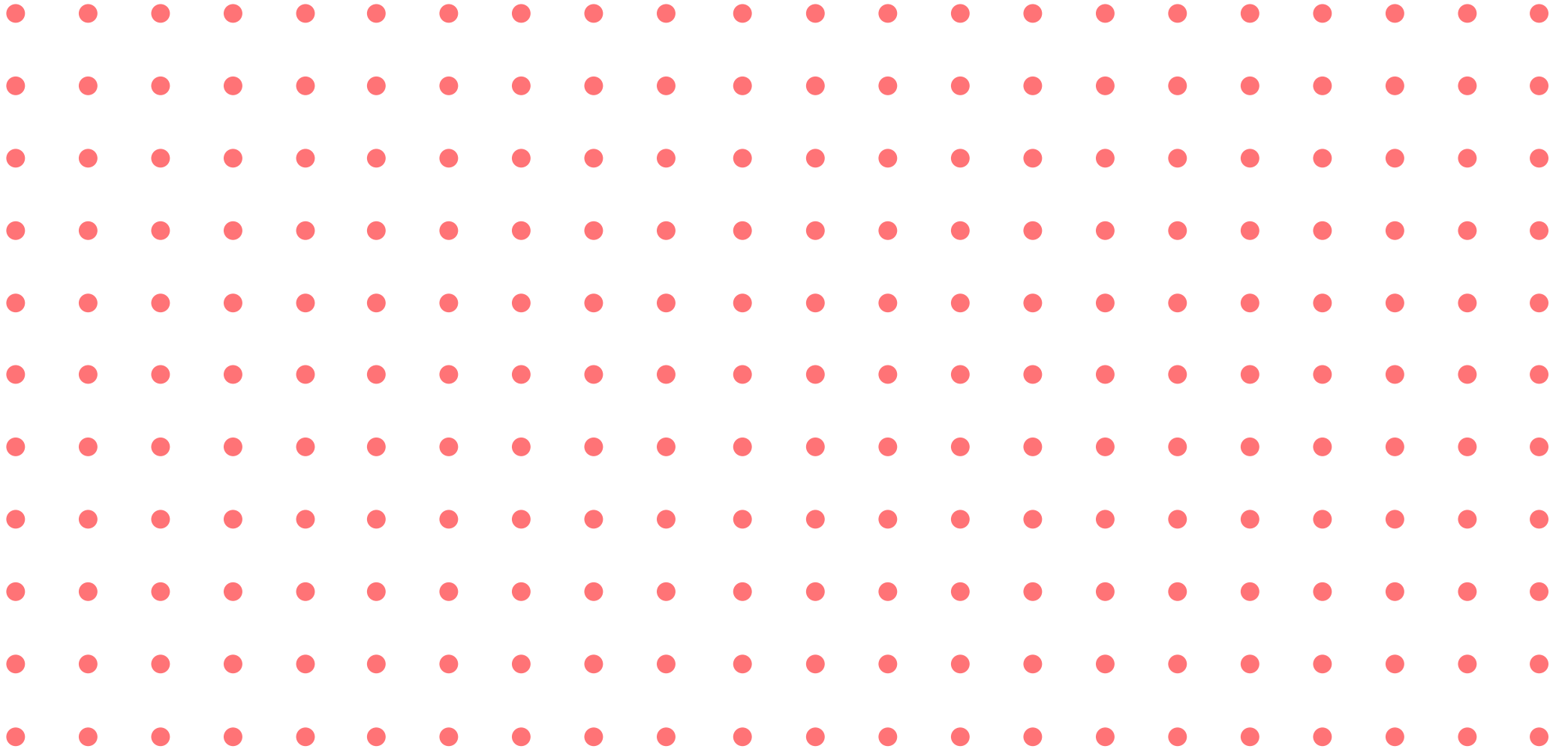
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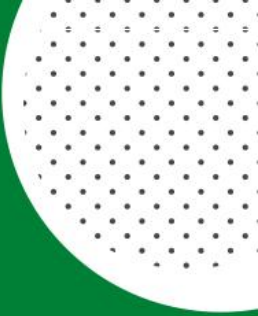
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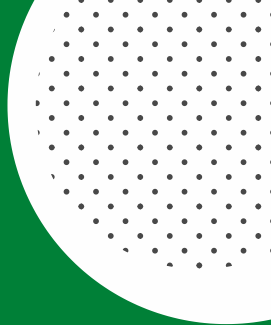


Telling the Untold Story: Policy Insights from PhD research carried out between 2019-2022



This policy insights report was produced by Dr Conor Wilson from the University of the West of Scotland to share the findings, analysis and recommendations from his PhD research entitled 'Telling the Untold Story: Discourses, Cultural Regeneration and the Hybridity of Cultural Regeneration in Paisley' undertaken between 2019 and 2022.





(Paisley is) 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 Independent, 20 June 2019)

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Executive Summary

Culture and creativity have long been associated with debates about urban regeneration. Beyond the immediate economic impacts, culture is often used a way of transforming area reputations. However, there is also substantial critique of some forms of 'culture-led' regeneration. These criticisms cannot, however, be applied to every form of cultural regeneration. Indeed, there has been little research that considers how smaller urban places might utilise the positive effects of culture without the harmful impacts of gentrification.

This policy insights report outlines the key findings and insights from PhD research carried out between 2019 and 2020. This research explored how Paisley's image and reputation was constructed, and how this relates to changing ideas about cultural regeneration within the town. The research utilised a variety of different methods including: newspaper analysis, documentary analysis, semi-structured interviews and online workshops to explore how representations of Paisley, culture and regeneration have changed between 2014 and 2020.

Findings from this research suggest that cultural regeneration activities have successfully generated newspaper reporting about Paisley. Interviews with key personnel involved cultural regeneration shows that particular 'key messages' about Paisley have been successfully reflected in the newspaper reporting about the town. However, online workshops held with local stakeholders suggest that cultural regeneration activities have had a more mixed impact at local level. Local residents were broadly supportive of cultural regeneration activities, though some work is required to raise awareness.

Based on these findings, three key policy insights have emerged. To begin, there has been some shift in how the approach underpinning Paisley's cultural regeneration has been represented. A more 'holistic' approach to cultural regeneration has emerged, as opposed to an approach that is solely culture-led. However, this research suggests that there is a consistent focus on large-scale, flagship projects and their associated economic impacts.

In addition to this, newspaper representations of Paisley consistently link the town with 'industrial decline' and the emergence of the 'post-industrial society'. This creates a risk of reinforcing negative stereotypes about Paisley, even when discussed within the context of 'regeneration'. This suggests that further research is needed to explore the link between Paisley's image, cultural regeneration and broader ideas around 'territorial stigma'.

This policy insights report is split into three sections. Section one will contextualise the study by giving an overview of debates about culture-led regeneration, cultural regeneration and creative placemaking, as well as outline the research methods that were used. Section two gives an overview of the key findings from this research. Section three discusses the key insights that have emerged from this study in more depth. Finally, the conclusion summarises the report and pulls together key recommendations from this research.



Section 1: Background and Methods

Background: Cultural Regeneration

Culture and creativity have long been viewed as a cure for the ills of the contemporary urban condition. Culture and creativity, it is argued, can provide an economic and reputation boost to towns and cities while improving their image, developing their economies and attracting inward investment. However, there have also been various criticisms that have been made of 'culture-led' regeneration. Common criticisms include 'gentrification', in which existing residents are displaced due to rising living costs and replaced with wealthier new residents.

This PhD research adopted a more nuanced understanding of cultural regeneration, arguing that there are three main types of cultural regeneration: culture-led (and creative city) strategies, creative placemaking and cultural regeneration.

In an approach which is solely culture-led, culture is leveraged, principally, to secure economic transformation. One of the most prominent versions of culture-led regeneration are 'Creative City' approaches, which suggest that cities must compete to attract and retain a 'creative class' of residents by becoming bohemian, trendy places (Florida, 2004). There are a number of problems with this approach. Advocating for the migration of the 'creative class' into disinvested urban areas creates the immediate problem of gentrification and risks exacerbating urban inequalities. There has been, therefore, a significant volume of criticism aimed at the 'Creative City' approach to cultural regeneration.

Beyond the 'Creative City', there are a number of other approaches that might be called 'culture-led' regeneration'. For example, bidding for cultural events and festivals, and

building flagship 'cultural facilities', such as museums and other cultural landmarks (Richards and Wilson, 2006; Comunian and Mould, 2014).

These approaches have followed from the apparent success of other cities. For example, Glasgow's year as European Capital of Culture (ECOC) is said to have developed the 'Glasgow model' of using cultural events to leverage economic and physical regeneration goals (Garcia, 2005). Similarly, the 'Bilbao effect' emerged in the construction of the Guggenheim Museum within the city which is said to have provided a 'blueprint' for using cultural facilities to regenerate 'run-down' areas (Mould, 2018).

However, the speed at which culture-led regeneration strategies have proliferated creates the problem of 'serial reproduction'. Serial reproduction, according to Richards and Wilson (2006), undermines the uniqueness of culture-led regeneration as the strategy of - for example - hosting cultural events or building cultural landmarks - is replicated by other cities hopeful of replicating the success of the initial project.

In addition to this, other approaches to 'culture-led' regeneration have attracted similar criticism to Florida's 'Creative City'. From this perspective, both event-bids and flagship cultural projects have a similar competitive logic that foregrounds economic regeneration. This means that the problem of gentrification, and an approach that is too 'top-down' and focused on economic and physical regeneration remain under an approach that is wholly culture-led. However, this does not mean that a more holistic form of cultural regeneration cannot exist. Since 2010, literature has begun to emerge on a more 'bottom-up' alternative called creative placemaking.

Creative placemaking, it is argued, can harness the positive effects of culture without the harmful effects of more top-down approaches (Oakley, 2015). In doing so, we might go beyond criticisms of top-down culture-led regeneration without disregarding them entirely. From this perspective, creative placemaking might provide a more holistic vision for cultural regeneration that goes beyond a narrow focus on economic (re)development.

Creative placemaking refers to a 'process whereby partners shape the physical and social character of a neighborhood, town, city or region around arts and cultural activities' (Markusen, 2013: 292). Oakley (2015) has argued that this involves small-scale cultural investment at a neighbourhood level, as well as an approach that is less principally concerned with economic development objectives. Taken together, creative placemaking amounts to an approach to cultural regeneration that foregrounds local community voice and participation, co-production and small-scale cultural investment in hopes of developing a more holistic version of cultural regeneration.

Despite the proliferation of generally positive scholarship, there remains some skepticism towards creative placemaking. Critics maintain that the differences between creative placemaking and other, more 'top-down' iterations of culture-led regeneration are overstated. Furthermore, some critics have maintained that creative placemaking can be linked to issues of gentrification. There has been some concern expressed that creative placemaking while focusing on *liveability* can - paradoxically - *exclude* the most marginalised members of society from cities by contributing to rising living costs (Pritchard, 2016; Mould, 2018).

However, in this PhD study I argued that focusing too heavily on issues of gentrification - which is largely limited to larger cities - doesn't account for the experiences of smaller urban places seeking to leverage the benefits of culture. As a result, this research aimed to understand Paisley's journey between 2014-2020, to explore how ideas about cultural regeneration grew and changed over this time, and how they were represented in newspaper representations.

Now that this report has provided an overview of the debates surrounding cultural regeneration, I will briefly provide an overview of Paisley's changing approach during the research period.

Background: Paisley's Approach

Prior to 2014, Paisley has historically been the focus of many urban regeneration policies. For example, Ferguslie Park was one of twelve community development projects in the UK in 1979. The area was also targeted under the 'New Life for Urban Scotland' initiative which ran specifically in Scotland. More recently, Paisley has turned towards culture, heritage and events as a means of regenerating the town. This report will briefly consider three main periods in which Paisley's approach to cultural regeneration has developed: the publication of *Paisley: The Untold Story*, bidding to become the 2021 UK City of Culture (UKCoC), and the development of Future Paisley.

Paisley: The Untold Story

In 2014 Renfrewshire Council published plans to use Paisley's culture and heritage offer to redevelop the town and transform the town's reputation. The report outlined the 'under-exploited' cultural and heritage 'assets' that could be used as a foundation for the broader economic and physical regeneration of the town. The report outlined the potential redevelopment of Paisley town hall and Paisley Museum, and a potential 2021 UKCoC bid. Throughout *The Untold Story* the approach to regeneration is referred to as 'heritage-led'. This is a process whereby the local authority - and partners - utilise culture and heritage assets (both existing and future) to develop the town's economic and physical infrastructure. More generally, *the Untold Story* is similar to other 'culture-led regeneration approaches' in which culture and heritage 'assets' are used principally to secure the physical and economic transformation of 'run down' or 'declining' spaces, such as Paisley town centre.

Paisley 2021: Bidding for UKCoC

Following *the Untold Story*, it was announced in 2015 that Paisley would bid to become UKCoC in 2021. Paisley ultimately lost the bid to Coventry. However, it was the first town to be shortlisted despite not having city status. Following the bid campaign, there was a renewed commitment by key partners to ensure the bid had an enduring cultural, social and economic impact. The regeneration approach adopted during the bid was similar to the culture-led approach that emerged from the *Untold Story*. For example, the UKCoC bid focused on the use of a large-scale cultural event as a catalyst for broader economic and physical regeneration. This is not a unique feature of event bids, particularly as bidding teams have to adapt to the top-down demands of the bidding process (Cunningham and Platt, 2018). From this perspective, perhaps, *not winning* the bid can present an opportunity to develop a more holistic and unique approach to cultural regeneration.

Future Paisley

Following the 2021 UKCoC bid campaign, Renfrewshire Council and partners launched *Future Paisley* to oversee cultural regeneration activities taking place within the town. In the post-bid period, there has been a shift in both language and approach to cultural regeneration in Paisley. There has been a shift away from the culture-led approach outlined in the *Untold Story* towards a more 'holistic' cultural regeneration strategy. This new approach is described as an integrated process in which culture can both lead and support a broader economic, social and physical transformation of the town.

However, it remains unclear how much this approach differs from other more culture-led approaches. Much of the activities carried out under Future Paisley remain dependent on major cultural investments - such as the multi-million-pound refurbishment of Paisley museum and Paisley town hall. This suggests that there is still an element of culture-led regeneration in that leveraging culture for physical and economic transformation is still at the heart of Paisley's approach.

Despite *some* continuity with culture-led, regeneration, however, Paisley's model of cultural regeneration also more closely resembles creative placemaking. This can be seen in the language of a more 'holistic' approach that centres the local community voice, and the 'social' alongside economic and physical transformation.

Having outlined the both debates about culture-led regeneration and creative placemaking, as well as the development of cultural regeneration in Paisley, I will now outline the research methods that were used to conduct this PhD research.

Research Aims and Objectives

Based on the background information discussed in this section, this PhD research had the following aims and objectives:

- Explore how Paisley's decline and regeneration are represented in newspaper reporting between 2014-2020
- To understand the conditions of possibility that enable or constrain discourses of cultural regeneration in Paisley
- Critically analyze how representations of Paisley reflect discursive shifts in cultural regeneration strategy and the extent to which this reflects a changing relationship between culture, place and regeneration in Paisley

The aims and objectives of this study informed the research methods that were used during this PhD research, which are discussed in the next section.



Research Methods

This section provides an overview of the research methods that were used to conduct my PhD research. To begin, I discuss the use of newspaper and documentary data. I then discuss the primary data collection carried out for this study, including 'elite' interviews carried out with key stakeholders and decision makers, as well as online workshops held with local residents in Paisley.

Newspaper data

A total of 150 newspaper articles were collected and analysed for this study. All articles collected were focused specifically on cultural regeneration in Paisley and were categorised both by their general sentiment, and the time of publication. The aim of collecting newspaper articles was to identify how cultural regeneration in Paisley has been discussed in the media between 2014-2020 and to track any changes in how this representation has changed.

Documentary data

In addition to newspaper articles, other documentary sources were also collected and analysed as part of this research. Documents included in this research include policy documents produced by Renfrewshire Council, Centre for Culture, Sport and Events (CCSE) and Future Paisley. Additionally, reports such as *the Untold Story, Paisley Town Centre: 2030* and the 2021 Bid document were included as data to be analysed. Documentary data enabled the researcher to examine the 'official' narratives, ideas and discourses around

cultural regeneration as they developed. As with newspaper reporting, placing documentary data in chronological order enabled this research to examine how Paisley's approach to cultural regeneration changes over time.

Semi-Structured Interviews

A total of 16 semi-structured interviews were carried out during 2020 and 2021. Interviews were held with key stakeholders within Renfrewshire council, third-sector agencies, the former UKCoC bid team and within Future Paisley more generally. Interviews explored how decisions about cultural regeneration, and Paisley's representation, were made before, during and after the 2021 UKCoC bid. Additionally, interviews allowed this research to examine the debates, tensions and discussions that were had about cultural regeneration at an 'elite' level within the local authority and key partners.

Online Workshops

Finally, online workshops were held with local residents in Paisley. Workshops were held to ensure a greater range of perspectives were included in this research. Additionally, workshops allowed this research to explore how local voices can challenge, or reflect, the dominant narratives and ideas used to represent Paisley and cultural regeneration. Three workshops were scheduled, however only two took place due to low attendance. Workshop one was held independently (i.e by the researcher), whereas workshop two was held with the 'Star Project' a local community organisation, which helped ensure access to grassroots voices in the community.

Section 2: Findings and Analysis



Findings

The next three subsections present the findings from this research. First, I will first discuss the findings from newspaper and documentary data. Second, I discuss interviews with 'elite' actors in Paisley. Finally, I will discuss online workshops held with local residents.

Newspaper reporting

A total of 150 newspaper articles were included in this study. Local, national and international newspapers were included within the 150 articles. However, the majority (57%) of them were from 'local' sources such as the Paisley Daily Express. Beyond the local press, 32% were from Scottish national newspapers, 9% were from UK-wide newspapers and only 2% were from international newspapers. This suggests that representation, and discussion, of cultural regeneration in Paisley has been most prominent locally and within the Scottish national context, with a comparative lack of representation in the UK and international press.

Beyond the *volume* of newspaper coverage, it is important that some attempt is made to gauge the *sentiment* of newspaper reporting. In general, newspaper reporting of cultural regeneration in Paisley was positive - 78% of the articles included in this study adopted a generally positive tone, whereas as only 14% were categorised as 'negative'. This is consistent with previous research which illustrates that bidding for cultural events can be leverage positive newspaper and/or other media coverage.

Finally, in relations to newspaper reporting, the research tracked how the *volume* of newspaper reporting changed between 2014-2020. In doing

so, it was found that newspaper reporting on cultural regeneration in Paisley spiked significantly during the UKCoC bid period. However, there was also a large spike in newspaper reporting *after* the UKCoC bid with the launch of Future Paisley, and the *Paisley Town Centre 2030* vision strategy launch. This underlines that event bids can be leveraged to secure increased, largely positive, newspaper reporting. However, it also suggests that other cultural regeneration activities can generate similar levels of newspaper reporting.

Focusing on the *content* of newspaper reporting, three main themes emerged from qualitative analysis: Paisley town centre, the 'international significance' of Paisley's cultural offer and the heritage assets outlined in the *Untold Story*. Paisley town centre was the focus of much newspaper reporting on cultural regeneration. The town centre was invoked as both a *justification* for regeneration but also as a *target* of it. Newspaper reporting emphasised the impacts of changing consumer habits that have resulted in painful town centre decline. This decline was used to justify a culture-led strategy that could reorientate the town centre around the needs of a post-industrial economy. This is reflected in the nature of cultural regeneration itself, of which the economic and physical regeneration of Paisley town centre is a major facet.

Newspaper reporting also highlighted the 'international significance' of Paisley's culture and heritage offer. This focused on selling the quality of Paisley's cultural assets, such as Paisley Abbey and Paisley Town Hall thereby underlining that Paisley was a 'cultural' town. This is perhaps unsurprising during a competitive bidding process for a large-scale cultural event. Nonetheless, the 'international'

significance' of Paisley's cultural offer was also used to position Paisley as an 'underdog', undeserving of its reputation as the poster-boy for post-industrial decline. The 'underdog' narrative positions Paisley as a small town that has made a substantial and unusually large contribution to the world, particularly in relation to other towns and cities of a similar size. This combines with a need to put Paisley 'back on the map' by increasing awareness of the town's culture and heritage offer.

It follows, therefore, that some discussion of *how* Paisley's culture and heritage assets were represented *beyond* their 'international significance' is needed. All of the 'heritage assets' outlined in the *Untold Story* are discussed, to some extent, in newspaper reporting about cultural regeneration. Most prominently, newspaper reporting frequently discussed the redevelopment of Paisley Museum and Paisley town hall. More specifically, the flagship capital projects were represented as a way of stimulating economic regeneration and growing the visitor economy.

When taken together, representation of Paisley's culture and heritage offer demonstrates some continuation of culture-led regeneration in that they are focused on 'selling' Paisley's offer, developing flagship cultural projects and leveraging an enhanced external image. While this is not, in itself, problematic it does appear somewhat at odds with the more holistic values of creative placemaking. This tension was explored further in semi-structured interviews with decision makers and those involved with cultural regeneration in Paisley.

Semi-Structured Interviews

Interviews with 'elite' actors in Paisley revealed that cultural regeneration within the town was framed as a response to the pressures of industrial decline. More specifically, respondents emphasised that they believed that Paisley suffered from a poor external area reputation. Notwithstanding particularly disadvantaged areas of the town - such as Ferguslie Park - the decline of Paisley town centre was believed to have reinforced negative perceptions about Paisley and cemented Paisley as a 'poster child' for industrial decline and poverty. In sum, perceptions of town centre decline were - at least in part - the basis through which cultural regeneration projects were legitimised in Paisley.

Beyond its decline, Paisley town centre was also central to discussions about cultural regeneration, both in the concrete projects being launched but also in more general visions about a 'regenerated' Paisley. As previously discussed, investment in Paisley museum and Paisley town centre was at the forefront of the town's economic and physical regeneration. However, interviews revealed that such redevelopment sits within a broader reimagining of the town centre space. In an era of retail decline and low occupancy rates, respondents imagined a vibrant town centre populated with independent boutiques and a 'coffee shop culture'.

The vision of a vibrant town centre ushered in by flagship cultural facilities appears to reflect previous models of culture-led regeneration

and the creative city. This reflects some of the tensions that emerged in discussions about the development of Paisley's approach to cultural regeneration. Respondents who were involved in both earlier iterations of Paisley's approach (such as the *Untold Story* and during the UKCoC bid) tended to foreground the economic and physical impacts of cultural regeneration. However, respondents who came into post following the bid, or those who remained in post-bid, tended to stress the need for a more 'holistic' approach that accounted for Paisley's economic, physical and social transformation.

The contrast between these responses can perhaps illustrate the difference between culture-led and cultural regeneration. Cultural regeneration more closely resembles the values of creative placemaking by championing a more holistic approach. However, this does not mean that an element of culture-led regeneration is not implicit in Paisley's approach. The consistent emphasis in interviews about 'flagship' projects and economic regeneration suggest that there has been *some* continuation with the previous, more culture-led approach.

In sum, interviews with key stakeholders revealed that Paisley was understood as having a poor external image and reputation. Respondents emphasised the role of town centre decline in contributing to this reputation which, in turn, legitimises the cultural regeneration strategies that have emerged since the launch of the *Untold Story* in 2014. However, Paisley's approach to cultural regeneration has changed between 2014-2020 driven, in part, by changing personnel with different ideas about *what* cultural regeneration should look like.

Online Workshops

Finally, this section concludes by discussing the findings of online workshops held with local residents. Prior to this, however, the low attendance at both workshops means that there is a need for some caution about the findings presented.

Local residents in both workshops reflected the views expressed in interviews with elite stakeholders, in that there was a consensus that Paisley suffered from a poor area reputation. Additionally, this was exacerbated by issues of town centre decline and the number of vacant units on Paisley high street. Local residents also expressed that negative newspaper representation (both locally and nationally) created a false representation of Paisley as being more dangerous and violent than they believed it to be. Interestingly, respondents also tended to emphasize more positive aspects of Paisley they would like to see represented by discussing the heritage assets outlined in the *Untold Story* such as Paisley abbey and Paisley town hall, as well as other cultural events hosted in the town - such as Sma' shot day and the Halloween festival. In this respect, there is a clear similarity between how cultural regeneration was represented in newspapers and how local residents conceived of positive aspects of the town.

In addition to this, local residents were also broadly supportive of cultural regeneration. In particular, local communities were supportive of anything perceived to help 'regenerate' Paisley town centre. However, some caution is needed given that many local respondents weren't fully aware of the extent of the cultural regeneration projects that were currently taking place in the town. Indeed, some local respondents didn't recall the UKCoC bid taking place. While this may raise some questions about the long term legacy of event bids, it doesn't necessarily undermine the positive impact of the bid itself. Indeed, local respondents spoke positively about seeing more positive representations of the town, and about 'flagship' projects aimed at transforming the town centre.

In sum, workshops with local residents follow similar trajectories as interviews held with 'elite' actors. To begin, there was a consensus across both interviews and workshops that Paisley had a negative area reputation. This has been exacerbated by town centre decline and creates a need to regenerate Paisley high street. Furthermore, local residents were broadly support of cultural regeneration, in principle at least. However, local residents were not necessarily aware of the nuances of a shift from a more culture-led approach to cultural regeneration.

Conclusions

Overall, this section has given an overview of the findings that emerged from his PhD study by discussing the use of newspaper and documentary data, semi-structured interviews and online workshops.

It is clear that cultural regeneration in Paisley has had an impact on the way in which the town has been represented - both the UKCoC bid and other large-scale capital projects have resulted in consistent newspaper reporting about cultural regeneration. However, the consistent focus on economic regeneration raises questions about how successful the shift from culture-led regeneration to a more holistic cultural regeneration has translated to newspaper reporting.

The final sections of this report will discuss the key policy insights from this research. I will outline three main insights: First, I will discuss the importance of key personnel in shaping cultural regeneration strategies, I will then discuss the issues that arise when using images of decline to legitimise cultural regeneration more generally, finally I will outline the difficulties that arise when trying to (re)develop and reshape approaches to cultural regeneration.



Section 3: Policy Insights and Conclusion

Policy Insights

The next three subsections will present the key policy insights emerging from this PhD research study. I will first discuss the role of key personnel in shaping approaches to cultural regeneration. I will then discuss the role 'town centre' decline in representations of Paisley, and how emphasizing town centre decline might reinforce the town's negative area reputation. Finally, I will discuss how best to understand Paisley's approach to cultural regeneration - as a hybrid approach that incorporates elements of both culture-led and cultural regeneration.

Insight 1: People, Policy and Cultural Regeneration

As indicated by interviews held with 'elite' personnel, there were a plethora of different ideas about what cultural regeneration meant. While Paisley's strategy has been fairly uniform and consistent both in internal documentation and in newspaper reporting, different actors and decision makers had different ideas about cultural regeneration, and this has changed over time.

As indicated by newspaper reporting, documentary data and interviews, the initial period of cultural regeneration (between 2014-2017) is reflective of an approach which is more culture-led. In this period, much of the focus is directed towards leveraging culture as a means of securing economic and physical transformation. In this sense, many of the criticisms of culture-led regeneration outlined in section one could be applied to Paisley's approach in that it focused too heavily on top-down economic outcomes. However, there is a clear shift towards a more holistic approach that more closely reflects creative placemaking after the bid period ended in 2017.

This change in approach was, in some ways, necessitated by not securing the UKCoC title. However, this was also necessitated by the recruitment of staff who were experienced within Scotland's cultural sector, who brought a fresh perspective to debates about culture-led regeneration in Paisley. This can be seen with the recruitment of the strategic lead for cultural regeneration and a cultural regeneration officer to oversee the post-bid legacy and transition into what became Future Paisley. In this period, Paisley's approach - while retaining an element of culture-led regeneration - becomes more aligned with the values of creative placemaking.

In sum, this suggests that it is important to ensure personnel involved in key decisions about cultural regeneration are grounded in the debates that exist about culture-led regeneration, creative cities and creative placemaking. In being aware of these debates, key personnel were able to move Paisley's approach towards best practice as identified in the literature.

Insight 2: Post-Industrial Paisley: Town centre decline and regeneration

From this research it is clear that respondents felt that Paisley had a negative area reputation. At the heart of this were persistent discussions about town centre decline, which were frequently referenced in newspaper articles about Paisley and cultural regeneration. This suggests that the consistent focus on the decline of Paisley town centre have contributed to the construction of Paisley's negative area reputation. Despite this, images of town centre decline were used to justify and legitimise cultural regeneration itself.

Foregrounding 'post-industrial' decline to demonstrate the need for regeneration in Paisley town centre suggests the priority should be stimulating the town's struggling economy and achieving physical transformation, as opposed to more holistic strategies. This is evidenced by the prominence of newspaper reporting on Paisley Museum and Paisley town centre, and the use of these 'assets' to develop the visitor economy and regenerate the town centre. In sum, leveraging town centre decline creates a tendency towards more culture-led approaches and makes it more difficult to fully embed an approach grounded in the more holistic values of creative placemaking.

I propose the concept of 'post-industrial Paisley' to understand the tendency to rely upon narratives of post-industrial (and town centre) decline to legitimise cultural regeneration. As a policy insight, this study stresses the need for some caution in this area, particularly as this relates to trying shift toward a less culture-led approach. With this in mind, the final policy insight will situate Paisley's approach to cultural regeneration, and discuss how leaders in Paisley have been enabled and constrained in departing from a purely culture-led approach.

Insight 3: Cultural Regeneration: A hybrid approach

Finally, this PhD research proposed the concept of hybridised placemaking to describe Paisley's approach to cultural regeneration.

Hybridised placemaking proposes that Paisley's approach cannot be reduced to either culture-led regeneration and or creative placemaking. Rather, Paisley's approach incorporates *both* the top-down logic of culture-led regeneration alongside the more bottom-up ethos of creative placemaking. This suggests that decision makers are often constrained by previous policy that creates a degree of path-dependence that is not easy to change. Additionally, national and international influences constrain how it is possible to think about cultural regeneration more generally.

Hybridised placemaking, therefore, reflects the locally specific particularities of Paisley's approach - incorporating a significant focus on town centre regeneration that is suggestive of a more culture-led approach, while pivoting toward a more holistic version of cultural regeneration that is rooted in values of social justice. As a policy insight, this report does not suggest that it is impossible to change strategy. Rather, this suggests that there is a need for a degree of caution when representing *what* cultural regeneration can achieve at a local level - particularly given the plurality of significant challenges facing towns such as Paisley.

Recommendations

Based on the three police insights from this PhD research, I will conclude by sharing three recommendations for policy makers responsible for cultural regeneration in Paisley:

- Ensure personnel with expertise in the cultural sector and cultural policy continue to be at the forefront of discussions about cultural regeneration in Paisley.
- To embed the language of cultural regeneration in external communications and, in doing so, reduce the reliance on large-scale cultural facilities to promote cultural regeneration in Paisley.
- Based on workshops with local residents, ensure local communities are engaged and aware of the activities taking place under the banner of Future Paisley



Conclusion

Overall, this report has summarized PhD research conducted between 2019 and 2022. In doing so, I have demonstrated the key policy insights that have emerged from this research.

This research has demonstrated that there is a considerable literature that has amassed around the topic of culture-led regeneration and, more recently, creative placemaking. More specifically, there has been a large amount of criticism aimed at culture-led ideas that - it is argued - focus too heavily on physical and economic transformation. However, the emergence of creative placemaking has raised some questions about the possibility of a more holistic approach that goes beyond the well-worn criticisms of the creative city and culture-led regeneration.

Building on this, this report has given an overview of the development of Paisley's cultural regeneration strategy between 2014 and 2020. This report outlined the baseline document the *Untold Story* as the starting point for all future cultural regeneration activities within the town. Additionally, it also discussed the UKCoC bid which occurred between 2015 and 2017, in which Paisley was the first town to be shortlisted without having city status. Finally, this report also discussed the development of Future Paisley and the shift towards the language of a more holistic approach to cultural regeneration.

This report also briefly discussed the methods that were used to conduct this study. It has outlined a qualitative study that utilised various methods to collect and analyse data - such as newspaper and documentary data, semi-structured 'elite' interviews and online workshops with local residents. Additionally, this

report also provides a brief overview of the key findings from the research. In doing so, this study has shown that cultural regeneration in Paisley has received generally positive newspaper reporting, with a persistent focus on 'flagship' cultural projects and economic regeneration. Further, this shows that respondents had a unanimous view that Paisley had a negative area reputation, but that there were tensions and differences in how cultural regeneration was understood.

Finally, I have given the main policy insights based on the findings and analysis presented during this research. The report has highlighted the importance of key personnel in shaping the initial period of culture-led regeneration and later in reorienting towards a more holistic cultural regeneration. I have also suggested that newspaper reporting, and broader discussions, which frame cultural regeneration purely as a response to town centre decline limit focus towards economic and physical transformation, inhibit a shift away from culture-led regeneration. Lastly, this report outlined Paisley's hybrid approach - which incorporates both creative placemaking and culture-led regeneration.

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To: Leadership Board

On: December 6, 2023

Report by: Chief Executive

Heading: Future Paisley Programme - Cultural Funding Review

1. Summary

This report updates Leadership Board on Renfrewshire Council's commitment to growing and strengthening Renfrewshire's cultural and creative sectors, through sector-specific funding. Since 2016, cultural funding grants have been benefitted 221 different organisations or cultural practitioners. Outputs from these awards have taken place across Renfrewshire and have included digital programming, extending accessibility to communities across the Region. This commitment to the sector is recognised locally and beyond Renfrewshire, demonstrated through the relocation of cultural practitioners to Renfrewshire, the emergence of new Collectives and the number of applications to funds coming from those outwith Renfrewshire who are seeking the opportunity to work locally in the region. As the Future Paisley Programme draws to a close in April 2024, the last rounds of planned cultural funding are being awarded through Cultural, Heritage and Events Fund (CHEF) Round 13 and Cultural Organisations Development Fund (CODF) Round 4, culminating in just under £2.7million being invested in Renfrewshire's cultural sector since the first cultural fund was announced. This activity has resulted in 363 projects, activities and events delivered across Renfrewshire for local people. Investment in cultural funding was expected to be temporary, building local capacity and putting the cultural sector on securer footing, able to access external funding more readily in future years.

2. Recommendation

It is recommended that the Leadership Board notes the level of investment in cultural funding made by Renfrewshire Council since 2016 its cumulative impact on the cultural sector and the breadth of arts and cultural activity designed for local people. Leadership Board notes that

CHEF Round 13 and CODF Round 4 mark the final grant programmes supported by Future Paisley and notes that more work is required to identify appropriate long-term sector support.

3. Background

3.1 One of the core pillars of Future Paisley activity has been the design and delivery of cultural funding grants which are contributing to the sustainable growth of Renfrewshire's cultural sector. This began in 2016 with a commitment by the council of £500,000 to establish the Culture, Events and Heritage Fund (CHEF). Investment has continued at regular intervals since given the continued strong impact of funding which has created a vibrant cultural and events calendar, has increased agency and capacity in communities and is helping to grow the next generation of cultural leadership.

3.2 The need to build capacity in Renfrewshire's cultural sector was identified as an important mechanism for social and economic change during the development phase of Paisley's UK City of Culture Bid. The provision of regular funding was deemed essential to address the fragility of the cultural ecology. The cultural funds designed at that time remain the main mechanism that allows equity of opportunity for organisations and individuals to receive funding to operate effectively and to grow, and to develop and deliver a range of activity that supports individuals and communities to thrive through access to arts and culture.

3.3 CHEF was launched in 2016 and from 2018, through Future Paisley, a strategy was developed to create more funding opportunities. This resulted in the design of the Cultural Organisations Development Fund (CODF) in recognition that there was no cultural organisation in Renfrewshire in receipt of regular, national funding through Creative Scotland (RFOs). Five years later, Renfrewshire's cultural funding grants remain the most comprehensive way to encourage sector growth and to devolve power to cultural organisations, artists, and collectives who are best placed to deliver cultural policy and cultural experience for the citizens of Renfrewshire. A theme that was widely expressed through the development of Renfrewshire's cultural strategy.

3.4 Between 2016 - 2023, £2,652,967 has been awarded in grants to Renfrewshire's cultural sector and creative communities through seven Funding Programmes:

- CHEF, the Culture, Heritage, and Events Fund
(delivered in partnership between Renfrewshire Council and OneRen)
- CODF, the Cultural Organisations Development Fund
(delivered in partnership between Renfrewshire Council and OneRen)
- Projects of Interest
(delivered in partnership between Renfrewshire Council and OneRen)
- RCRRF, Renfrewshire's Cultural Recovery and Renewal fund, established during the pandemic in 2020, with £200,000 of repurposed CHEF funds.
(delivered in partnership between Renfrewshire Council and OneRen)
- CAHSC, the Making Arts & Culture Accessible Fund
(delivered by Culture, Arts, Health & Social Care as part of RHSCP)

- CAHSC, the Creative Wellbeing Fund
(delivered by Culture, Arts, Health & Social Care as part of RHSCP)
- VACMA, the Visual Arts and Craft Makers Award.
(co-funded by Renfrewshire Council and Creative Scotland, managed by OneRen)

3.5 The range and variety of work achieved across Renfrewshire through these funding grants is substantive and delivers on all five Future Paisley's Step Changes. It supports growth of the cultural sector, helps to drive delivery of ambitious and innovative projects and programmes across council services and with external partners, creates progression pathways for young people and celebrates Renfrewshire's cultural diversity. Outputs funded by Future Paisley has produced work across all artforms, with the largest number of projects focusing on visual arts (87 unique projects), followed by music (74 projects) and theatre/drama (65 projects). Projects have taken place across Renfrewshire:

- Paisley (251 projects)
- All Renfrewshire (55 projects)
- Johnstone (27 projects)
- Erskine (12 projects)
- Renfrew (11 projects)
- The Villages (11 projects)

Where grant applicants have received more than one grant since 2016, this investment has supported cultural progression at different stages. The investment in local cultural organisations and professional artists is also an investment in local communities.

'Strengthening and building the capacity of our organisation has ensured the strengthening of, and cultural capacity building for our communities for years to come.'
(CODF and CHEF grant recipient)

4. Funding Programmes delivered through Future Paisley

- 4.1 CHEF was introduced to support the development and delivery of cultural and heritage projects and events across Renfrewshire and build sector capacity in advance of the UK City of Culture Bid. The purpose was to raise cultural ambition and stimulate new cultural, heritage and events activity developed the sector for local people and national audiences, aiming to deliver 'culture on the doorstep'. The Fund is open to organisations and individuals based or working in Renfrewshire, including independent artists, designers, makers and producers, artist collectives, cultural organisations and networks, voluntary or community organisations, schools, colleges and universities and businesses including social enterprises and creative industries.
- 4.2 CODF was introduced in 2018 and has been reserved for established or developing organisations based in Renfrewshire that have a cultural and creative purpose. The purpose of the fund is to strengthen and build the capacity of those organisations, putting them on more sustainable footing and is designed to be flexible, enabling organisations to choose the individuals and/or organisations they wish to work with.

Through CODF, organisations have strengthened governance and leadership, developed their workforce and extended their engagement and reach, creating local employment opportunities and producing outputs for local people. Eligible applicants for this fund are registered charities, Community Interest Companies (CIC), social enterprises, voluntary or community organisations and constituted groups. In addition, three *Projects of Interest* were recommended for support following CODF Round 3. Since their introduction, demand for CHEF and CODF has routinely outstripped available funding.

- 4.3 The Visual Artist and Craft Makers Awards (VACMA) is run by Creative Scotland in partnership with local authorities to offer small grants to visual artists and craft makers for their creative development. For Renfrewshire, VACMA awards are supported through funding from the National Lottery/Creative Scotland and Future Paisley. The programme has run since 2019 with nine rounds of funding to date and a further two planned before the end of the Future Paisley Programme. VACMA is open to Scotland-based visual artists and craft makers who live, work, or maintain a studio space within Renfrewshire.
- 4.4 Renfrewshire's Cultural Recovery and Renewal Fund (RCRRF) was developed in September 2020 to offer swift support to Renfrewshire's cultural sector during the Covid19 pandemic. Planned CHEF funding was repurposed to create the emergency fund which provided three grants; Arts Development Grants (ADG) for individual artists, Cultural Organisation Support (COS) for organisations and Town Centre and Neighbourhood Creative Installations (TCNCI) to enable practitioners to develop artworks within the urban environment for local people to engage with during lockdown restrictions. ADG and TCNCI grants supported professional artists to continue their practice and to contribute to the local economy, COS grants were designed for not-for-profit cultural organisations ineligible to apply for Coronavirus Support Funds and who were therefore facing significant threat.
- 4.5 Two funds were launched in 2022 as part of Future Paisley's Culture and Arts in Health and Social Care (CAHSC) programme - Making Arts & Culture Accessible Fund and the Creative Wellbeing Fund, designed to further social prescription by assisting service providers to remove social and physical barriers to arts and culture activities for adults aged 18 and over. The Making Arts & Culture Accessible fund was open to day centres, care homes and sheltered housing, charity and community organisations, cultural organisations, businesses and individual cultural practitioners. Organisations received funding to assist with a variety of costs from small building adaptations to covering the costs of tickets for events and transport to activities. In addition, the Creative Wellbeing Fund supports adults to engage in arts and cultural activity to specifically reduce loneliness and isolation and improve mental health. Grants of up to £2,000 were awarded to create programming and/or improve access to programming for people including care leavers, older people, people experiencing long-term ill health, people with a disability including physical and learning disabilities, and people who are neurodivergent. This recognised the need to ensure that arts and cultural activities are genuinely accessible to people and participation can be enabled in mainstream provision as well as tailored activity.

4.6 Following the award of CHEF Round 13 and CODF Round 4 in December, no further funding programmes are planned. Grants confirmed will fund activity to be delivered within 2023-24 and 2024-25 financial years. This will be monitored by the council's events team. Please see **Appendix A** for breakdown of all cultural funding awards.

5. Fund balances

5.1 The cultural regeneration team continue to manage eleven grants where activity has yet to be fully completed, supported by the Grants Officer at OneRen. Delays to delivery are mainly due to the impact of the pandemic. From 135 projects awarded through CHEF Rounds 1 to 11, there are five projects under review:

- Two projects have concluded with only final paperwork required to be submitted to release the last instalment of funding.
- One project is on track to complete in early 2024.
- One project is pending a decision as to whether the full project can be completed.
- One project did not progress, with funds to be returned.

5.2 Within the CODF programme there is one grant from Round 2 which has been delayed. The award covers a three-year project that was reshaped in response to the COVID pandemic. This will conclude by March 2024.

5.3 The RCRRF fund incorporated three grant programmes - Artists Development Grant (ADG), Town Centre and Neighbourhood Creative Installations (TCNCI) and Cultural Organisation Support (COS):

- Four Artists Development Grants (from a total of 23 grant awards) require final paperwork to be submitted to enable the release of the final grant payment. All four projects have concluded.
- Ten Town Centre and Neighbourhood Creative Installation Grants were awarded and all have concluded. Final paperwork from one grant is required to release the final payment.
- There are no outstanding grants with Cultural Organisations Support.

5.4 Any default in respect of submission of paperwork post the agreed completion dates (shown in **Table 1** below) will be considered fall-ins to supplement sector support in future.

5.5 CHEF Round 12 made awards to 23 organisations and individuals for activity from November 2022 to March 2024. Of the 23 organisations, 8 have completed their projects, with remaining projects on track to complete by the end of the financial year.

Table 1 – grant management

Grant	Full Amount	Funding Spent	Funding Remaining	Outstanding Information	Completion Date
CHEF R5	14,802.00	11,842.00	2,960.00	On track for March 24.	31 March 2024

CHEF R9	20,000.00	16,000.00	4,000.00	Project concluded. Final payment paperwork required.	31 March 2024
CHEF R9	16,900.00	13,520.00	3,380.00	Decision required to conclude as is or continue. Remaining funds will fall-in.	30 November 2023 for decision to be reached.
CHEF R11	8,740.00	6,992.00	1,748.00	Project will not deliver. Grant return.	31 January 2024.
CHEF R11	3,000.00	2,400.00	600.00	Project concluded. Final payment paperwork required.	31 January 2024
CODF R2	57,425.00	36,369.35	21,055.65	Three-year project reshaped due to pandemic. Activity has been delivered and monitoring ongoing.	31 March 2024
ADG (a)	2,050.00	1,845.00	205.00	Project delivered. Final payment paperwork required.	31 January 2024
ADG (b)	3,000.00	2,700.00	300.00	Project delivered. Final payment paperwork required.	31 January 2024
ADG (c)	2,380.00	2,142.00	238.00	Project delivered. Final payment paperwork required.	31 January 2024
ADG (d)	3,000.00	2,700.00	300.00	Project delivered. Final payment paperwork required.	31 January 2024
TCNCI	4,200.00	3,490.40	709.60	Project delivered. Final payment paperwork required.	31 January 2024.

6. Evaluation and future resourcing

- 6.1 Evaluation of the impact of funding programmes includes support from the Centre of Culture, Events and Sport (CCSE), evaluation carried out by Vis-à-Vis to assess the impact of the grant programmes within Renfrewshire's Cultural Recovery and Renewal Fund and more recently, qualitative evaluation by the council's cultural regeneration

team. However, an approach to evaluation was not fully developed during early rounds of CHEF and CODF pre-pandemic. Accurate data collection, in relation to CHEF, has presented several challenges. Changing evaluation practices throughout the programme as well as the variety in types of projects delivered by diverse groups, individuals and organisations, makes it difficult to achieve consistency and the same data categorisation across so many projects.

6.2 Overwhelmingly evaluation conducted since 2021 has shown the funding programmes have had a strong cumulative impact and have played a crucial role in the development of Renfrewshire's cultural ecology, have protected the livelihoods of freelance arts practitioners and supported cultural organisations during a precarious financial climate. Funded projects have contributed to enhancements in health and wellbeing, promoted cultural diversity and strengthened social cohesion. All funds have helped grow or sustain creative businesses in Renfrewshire.

6.3 Cultural organisations and freelance artists have reported they would be in a weaker and more vulnerable position, had funding investment not been made by the Council over the past 7 years. Prior to the pandemic, considerable gains were made by CHEF and CODF in building a critical mass of cultural and creative activity in Renfrewshire and this ensured the sector was stronger entering the pandemic that it would have been without investment in previous years.

'We now have a more solid board, a team with more capacity, better systems in place, a smarter approach to some areas of work, and a decent plan going forward with a clear area of focus.'

'Our organisation was in a much stronger position due to the CODF support. We had invested in fundraising primarily as well as strengthening our governance. This allowed us to be sustained and grow during a challenging time.'

The flexibility shown in allowing us to repurpose some of this funding during COVID was crucial, along with the COS fund, in ensuring the organisation's long-term survival.'

6.4 Due to the diversity of funded projects and the emergence of new groups and collectives, we can evidence greater cultural diversity. Projects delivered as a direct result of the council's investment and have been particularly beneficial for marginalised groups, enabling and encouraging co-design and delivering targeted activity where previously there had been gaps in provision. Projects have improved communities' health and wellbeing, and enhanced quality of life for residents by providing more people with access to cultural experiences within their own community. Cultural funding programmes, particularly CHEF and CODF, have significantly increased opportunities for children and young people to develop their creative ambition.

'We're passionate about working towards a bigger vision with partners across Renfrewshire and beyond. Funding has allowed us to secure our core and expand our operations, allowing us to attract more funding, invest in local,

national and international partnerships and increase our work with local freelance artists. Ultimately, this allows us to serve more children and young people, many who face disadvantage and unequal access to creativity. Without Future Paisley funding this would not have been possible.'

'We've been incredibly grateful for the flexibility shown during Covid. This allowed us to repurpose the grant, invest in new team members (Fundraising Manager) and external fundraising support and built capacity to become more responsive to young people and their needs and grow our cultural programme. As a result, we not only survived in a challenging environment but thrived.'

- 6.5 Funded projects have helped put Paisley on the map and have built confidence in Renfrewshire, within and beyond the area. This is demonstrated by the relocation of artists to the area, external investment in the cultural sector and interest from peers across Scotland to meet with the cultural regeneration team to learn more about Renfrewshire's approach.
- 6.6 Due to the nature of the funding programmes and how they are managed, officers have developed and strengthened relationships with Renfrewshire's cultural and creative communities. This has enabled officers to develop greater understanding of the cultural sector and to distribute power and provide equality, so recipients devise and lead delivery of their own projects on their own terms based on their own needs. This is also enabling a better understanding of how the cultural sector can play a role in future service delivery. A legacy of CODF has been the creation of new network of nine cultural organisations called Arts Connection, working together and with Renfrewshire Council to build a sustainable cultural environment in Renfrewshire through partnership working, joining the Future Paisley Partnership Board and contributing to embedding cultural policy in service delivery.

'Arts Connection is a group of organisations working to advance a thriving and sustainable cultural environment for Renfrewshire through partnership working, sharing good practice, joint funding applications, research and planning, expansion of creative programmes, and generally just helping each other out. Together we share the same ambition, to help regenerate Renfrewshire by bringing the community and culture together.'

- 6.7 Commitment to the provision of cultural funding through Future Paisley was originally intended to be temporary to enable the sector to develop greater capacity, to provide an environment where practice could be tested and refined, and to build experience within the sector of applying for funding. Beyond the Future Paisley Programme and by restructuring resource, there may be some ability to continue support for cultural organisations and a report on the performance and impact of CODF and alternative sector support will be brought to a future Leadership Board for consideration by Elected Members. Any future commitment to cultural funding agreed by the Council, will be required to be considered in the context of the end of the Future Paisley Programme. This extends beyond the practical funding of future grant programmes to the resourcing of effective grant management (people and systems), and the commitment to long-term relationship building and partnership working with the cultural sector. Any future

investment in cultural funding, agreed by the Council, will be required to be integrated within a council-wider approach to grant management and as part of a programme of enhanced business support for the sector.

Implications of the Report

1. **Financial** – none
2. **HR & Organisational Development** – none
3. **Community/Council Planning** – Council Plan PLACE (Demonstrating that Renfrewshire is a great place to live, work and visit) - delivering Future Paisley, our far-reaching cultural regeneration programme, harnessing the power of the arts, heritage and culture for social and economic change.
4. **Legal** – none
5. **Property/Assets** – none
6. **Information Technology** – none
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report.
8. **Health & Safety** – none
9. **Procurement** – none
10. **Risk** – none
11. **Privacy Impact** – none
12. **Cosla Policy Position** –not applicable

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APPENDIX A - CULTURAL FUNDING GRANTS 2016 - 2023					
	Culture, Heritage & Events Fund (CHEF)	Amounts Awarded	Totals	No.of Awards	Totals
CHEF Round 1 - 13	Round 1 - March 2016	105,776		17	
	Round 2 - August 2016	125,306		18	
	Round 3 - December 2016	152,679		17	
	Round 4 - May 2017	78,180		13	
	Round 5 - September 2017	171,199		15	
	Round 6 - February 2018	81,906		8	
	Round 7 - May 2018	100,240		12	
	Round 8 - October 2018	70,658		7	
	Round 9 - December 2018	109,223		9	
	Round 10 - March 2019	50,101		5	
	Round 11 - September 2019	94,732		14	
	Round 12 - October 2022	226,233		23	
	Round 13 - December 2023	264,007		22	
	TOTAL		1,630,240		180
CODF Round 1 - 4	Cultural Organisations Development Fund (CODF)				
	Round 1	302,318		5	
	Round 2	66,425		2	
	Round 3 - November 2022	200,000		10	
	Round 4 - December 2023	94,359		6	
	TOTAL		663,102		23
	Renfrewshire Council Recovery Fund (RCRRF)				
	Artists Development Grant (ADG)	60,566		23	
	Town Centre and Neighbourhood Creative Installations Grant (TCNCI)**	47,198		10	
	Cultural Organisations Support	92,236		10	
	CODF R2 underspend reprofiled to top up COS **	11,257			
			211,257		43
Projects of Interest	Projects of Interest (PoI)				
	Soundplay Projects	5,000		1	
	Bungalow Enterprises	19,936		1	
	Loud & Proud	19,136		1	
RCRRF			44,072		3
	Culture, Arts, Health & Social Care (CAHSC)				
	Making Arts & Culture Accessible (Round 1)	5,000		5	
	Making Arts & Culture Accessible (Round 2)	10,762.83		13	
	Creative Wellbeing Fund (Round 1)	22,324		12	
	Creative Wellbeing Fund (Round 2)	41,960.36		23	
	TOTAL		80,047.19		53
	Visual Arts and Craft Makers Awards (VACMA)				
	Round 1 - June 2019	999		2	
	Round 2 - October 2019	850		2	
	Round 3 - March 2020	3,150		7	
	Round 4 - November 2020	2,250		7	
	Round 5 - February 2021	1,875		6	
	Round 6 - December 2021	1,875		6	
	Round 7 - March 2022	3,375		11	
	Round 8 - November 2022	1,500		4	
	Round 9 - March 2023	3,625		10	
	Round 10 - December 2023	4,750		6	
	Round 11 - April 2024				
			24,248.50		61
	FULL TOTALS		2652967.41		363
** 4x COS awards were topped up with the additional funding and those organisations were: right2dance, Erskine Arts, Create Paisley and Feis Phaislig					



To: Leadership Board

On: December 6, 2023

Report by: Chief Executive

Heading: Future Paisley Cultural Funding Awards 2023/24

1. Summary

This report provides members with confirmation of the award of Round 13 of the Culture, Heritage, and Events Fund (CHEF) and Round 4 of the Cultural Organisational Development Fund (CODF), approved by the Cultural Recovery and Renewal Fund Panel on November 16. As per agreed delegation, the Head of Marketing and Communications will manage administering the funds.

2. Recommendation

It is recommended that the Leadership Board notes the Award of CHEF Round 13 and CODF Round 4 to applicants successful in their funding bids following assessment and recommendations to the Cultural Renewal and Recovery Fund Panel Review Panel. Leadership Board also notes this marks the final rounds of cultural funding as part of the Future Paisley Programme.

3. Background

3.1 Cultural funding programmes are part of a wider programme of targeted interventions designed to maximise the impact of Future Paisley investment. Renfrewshire Council's Culture, Heritage, and Events Fund (CHEF) was established to develop cultural and heritage activity as part of Paisley's UK City of Culture bid and continues to support the development and delivery of cultural and heritage projects and events across

Renfrewshire. Renfrewshire Council's Cultural Organisations Development Fund is reserved for established or developing organisations based in Renfrewshire that have a cultural and creative purpose.

- 3.2 As part of the 2023/24 council budget, Renfrewshire Council agreed £200,000 for Round 13 of CHEF, funded through Future Paisley cultural reserves. In addition, £200,000 was identified through the Future Paisley Programme to fund a fourth round of CODF. Grants will fund activity to be delivered within the 2023-24 and 2024-25 financial years. In addition, funding for CHEF Round 13 was enhanced slightly with further £1,100.30 of fall-ins returned to Future Paisley from underspends from previously awarded cultural grants.
- 3.3 The 2023/24 funding rounds were launched in June and open for applications through summer, with potential applicants offered pre-application advice and support. Applications for both funds closed in September and subject to a rigorous assessment process, followed by recommendations made to the Cultural Renewal and Recovery Fund Panel Review Panel - two elected members Cllr Lisa-Marie Hughes and Cllr Alison Ann-Dowling and Future Paisley Partner Dr Alan McNiven, Chief Executive of Engage Renfrewshire, on November 16.

4. Cultural Funding Awards

4.1 CODF recommendations and award

- 4.10 CODF Round 4 was for applications from single organisations and was publicised widely via creative, cultural and community networks and social media channels. As in previous rounds, demand was high compared funds available. 15 applications were received with a total value of £265,333.73.
- 4.11 Prospective applicants were advised to submit an Expression of Interest and attend an advice surgery with OneRen in July or August, prior to applying. Advice surgeries aimed to support organisations, so they were able to submit realistic and well-developed applications that will support their strategic development. Applicants were advised of the following:
- Applications that included pathways for young people to develop their skills and careers in the creative industries would be particularly welcomed.
 - A minimum of 10% of total project budget should be found by the applicant from other funding sources, either in cash or in kind.
 - Funding would be available for the development of existing posts within the organisation, as well as new posts - if the applicant was able to demonstrate funding would support activity beyond business as usual and would create new capacity within the organisation.
 - Applicants currently in receipt of a Future Paisley cultural grant from a previous funding round, would not be eligible to make an application for a new grant award if they had not yet met the conditions of the existing grant within the agreed timeframe.

- The maximum award would be £20,000, for projects to be delivered between December 1st 2023 and March 31st 2025.

4.12 Officers assessed and scored applications against three criteria (and made recommendations to the Panel on that basis):

1. The proposed activity's fit with the purpose and objectives of the Fund
2. Effective management and governance
3. Financial viability

No of applications received	15
Total value of applications received	£265,333.73
No of applications recommended for full award	4
No of applications recommended for partial award	2
No of applications recommended for refusal	9
No of ineligible applications	0
Total value of applications recommended for award	£94,359.42

4.13 The list of confirmed CODF awards can be found at **Appendix 1**.

4.2 CHEF recommendations and award

4.20 CHEF Round 13 was publicised widely via creative, cultural and community networks and social media channels and as anticipated, demand was extremely high, compared to funds available. 41 applications were received with a total value of £491,471.26 and one application was subsequently withdrawn as the applicant had secured funding from other sources for their project. This resulted in 40 applications with a total funding request of £481,471.26.

4.21 OneRen ran a series of information sessions about the Fund for prospective applicants during July and August 2023, with one-to-one pre-application support for applicants representing Black and Minority Ethnic Communities. All applicants were able to apply for a maximum award of £20,000, for projects to be delivered between December 1st 2023 - March 31st 2025.

4.22 As part of our commitment to increasing the cultural diversity of activity supported by CHEF, £30,000 of the Fund in Round 13 was ringfenced for applications from individuals, groups and organisations representing Black and Minority Ethnic Communities. Applicants eligible for ringfenced funds were identified through the application and assessment process, with one applicant eligible and their application supported with a grant of £16,604.80. The remaining £13,395.20 was returned to the general pot. The Review Panel agreed officers will collectively look at cultural diversity as an area of shared strategic development. This will be taken forward by Engage Renfrewshire and Renfrewshire Council.

4.23 Officers from One Ren and Renfrewshire Council, and three external assessors, assessed and scored applications against three criteria and made recommendations to the Panel on that basis, however, more applicants fulfilled the criteria for award, that funds available:

1. The proposed activity's fit with the purpose and objectives of the Fund
2. Effective management
3. Financial viability.

4.24 Following CODF award recommendations being reviewed by the Panel, a **balance of £105,640.58** in the Cultural Organisations Development Fund was confirmed. Given the number of strong applications to CHEF Round 13 which met the Fund criteria but exceeded the value of the Fund, officers presented a further recommendation to the Panel to support those applications through the remaining balance of CODF Round 4. This was agreed. The list of confirmed CHEF awards can be found at **Appendix 2**.

No of applications received	41
Total value of applications received	£491,471.26
No of applications withdrawn	1
No of applications recommended for full award	18
No of applications recommended for partial award	4
No of applications recommended for refusal	18
No of ineligible applications	0
Total value of applications recommended for award	£264,700.30.

Implications of the Report

1. **Financial** – none
2. **HR & Organisational Development** – none
3. **Community/Council Planning** – Council Plan PLACE (Demonstrating that Renfrewshire is a great place to live, work and visit) - delivering Future Paisley, our far-reaching cultural regeneration programme, harnessing the power of the arts, heritage and culture for social and economic change.
4. **Legal** – none
5. **Property/Assets** – none
6. **Information Technology** – none

7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report
 8. **Health & Safety** – none
 9. **Procurement** – none
 10. **Risk** – none
 11. **Privacy Impact** – none
 12. **Cosla Policy Position** –not applicable
-

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APPENDIX 1 – CODF AWARD OUTCOME

Applicant	Project Title	Location	Amount Requested	Amount Recommended
Brick Lane Music Academy CIC Ltd	Employment of a Music Producer	Paisley	£19,500.00	£19,202.00
CREATE Paisley	CREATE Paisley - Organisational Sustainability and Development Project	Paisley, working Renfrewshire wide	£20,000.00	£0.00
Creative Renfrewshire	Capacity building - growth of paid workforce	Renfrewshire wide	£16,878.42	£16,878.42
Loud n Proud	Studio Supervisor	Paisley	£20,000.00	£0.00
Outspoken Arts Scotland Ld	The Art Department expansion	Paisley	£20,000.00	£0.00
PACE Theatre Company	New Pathways - PACE Organisational Development 2024	Paisley	£20,000.00	£0.00
Paisley Opera	Organisational capacity building	Paisley	£19,976.00	£17,979.00
Refractive Scotland CIC	Refractive Increasing Network Reach	Paisley	£20,000.00	£20,000.00
RIG Arts	Seedhill Arts Co-ordinator and Assistant (Evolve Seedhill)	Seedhill, Paisley / Inverclyde	£18,448.80	£0.00
right2dance	right2dance	Paisley	£19,665.00	£0.00
ReMode Renfrewshire CIC	ReMode Enterprise Development	Paisley	£12,755.51	£0.00
Sculpture House Collective	Sculpture House Pilot Year Evaluation Report and Business Plan	Ferguslie Park, Paisley	£9,500.00	£9,500.00
Soundplay Projects	Soundplay Projects Operations Manager	The organisation is registered with OSCR in Paisley but based in a studio in Uddingston, South Lanarkshire	£20,000.00	£0.00
The STAR Project	Expand and Develop	North Paisley	£10,800.00	£10,800.00
StudioFV	In House Strategic Development for Expansive Community Learning	Paisley	£17,810.00	£0.00
TOTAL			£265,333.73	£94,359.42

APPENDIX 2 – CHEF ROUND 13

CONFIRMED CHEF AWARDS

Applicant	Project Title	Location	Key Development Areas	Amount Requested	Amount Recommended
Andrew Moir	Paisley International Tango Festival 2024	Paisley	Opportunities for young people; Cultural diversity and bringing communities together; Protected characteristics	£7,881.00	£7,881.00
Diane Thornton	Gaggle	Riverbrae School, Linwood	Opportunities for young people; Protected characteristics	£9,875.00	£9,875.00
Erskine Arts	Erskine Arts Live	Erskine and surrounding area	Opportunities for young people	£9,500.00	£9,500.00
Historical Adventures Ltd	BSL Storytelling	Renfrewshire - locations to be confirmed	Opportunities for young people; Cultural diversity and bringing communities together; Protected characteristics	£19,986.50	£19,986.50
Johnstone Band	Brass Festival 2024	Johnstone, Linwood and Renfrewshire-wide	Opportunities for young people	£9,575.00	£9,575.00
Kairos Women+	Skills Café	Paisley	Opportunities for young people; Cultural diversity and bringing communities together; Protected characteristics	£9,941.00	£9,941.00

Live Music Now Scotland	Music to Lift More Spirits	Paisley (North Paisley, Foxbar, Raiston), Johnstone, Houston and Renfrew	Opportunities for young people; Protected characteristics	£9,940.00	£9,940.00
Lochwinnoch Primary School Parent Council	Lochwinnoch Primary Community School Play	Lochwinnoch	Opportunities for young people; Cultural diversity and bringing communities together; Protected characteristics	£12,995.00	£12,995.00
Outspoken Arts Scotland Limited	The Teardrop Explodes - A Massive Paisley Pattern Project	Paisley	Opportunities for young people; Cultural diversity and bringing communities together; Protected characteristics	£18,825.00	£18,825.00
Pace Youth Theatre	The Anything Place	Paisley	Opportunities for young people	£20,000	£20,000
Paisley Opera	Orpheus In The Underworld	Renfrewshire (specific location tbc)	Opportunities for young people	£20,000.00	£20,000.00
Peter Gilchrist	Scottish Food History Symposium	Paisley	Cultural diversity and bringing communities together	£8,061	£8,061
Project Ability	Renfrewshire's Dyers	Renfrewshire-wide	Opportunities for young people; Cultural diversity and bringing communities together; Protected characteristics	£9,970.80	£8,892.00
Refractive Scotland	Smiley Revealed	Paisley	Opportunities for young people; Cultural diversity and bringing communities together; Protected characteristics	£12,000.00	£10,000.00

Richard Muirhead	Paisley Takeover 2024 (Year 6)	Paisley	Opportunities for young people; Cultural diversity and bringing communities together; Protected characteristics	£7,465.00	£7,465.00
RIG Arts	Seedhill Kids Workshop	Paisley	Opportunities for young people; Cultural diversity and bringing communities together; Protected characteristics	£17,241.00	£12,000.00
Sound Play Projects	Soundplay Sensory Sessions	Paisley	Opportunities for young people; Protected characteristics	£10,000.00	£10,000.00
School of African Cultures	Afro-Ttire Paisley	Paisley	Cultural diversity and bringing communities together; Protected characteristics	£19,750.00	£16,604.80
Sculpture House Collective	Sculpture in Schools	Ferguslie, Paisley	Opportunities for young people; Cultural diversity and bringing communities together	£16,856.00	£16,856.00
Tawyna Selene Renelle	Creative Writing & Skills Programme	Paisley	Opportunities for young people; Cultural diversity and bringing communities together; Protected characteristics	£10,275.00	£10,275.00
The Soundsystem Project	The Soundsystem Project - Paisley	Johnstone, Linwood and Renfrewshire-wide	Opportunities for young people; Cultural diversity and bringing communities together	£9,650.00	£9,650.00
Waterbaby SCIO	Milldale Dance and Circus Skills	Ferguslie, Paisley	Protected characteristics	£5,685.00	£5,685.00

UNSUCCESSFUL CHEF APPLICANTS

Applicant	Project Title	Location	Amount Requested
Braw Talent	Home	Areas to be confirmed in Renfrewshire, such as Ferguslie Park, Johnstone, Paisley Southeast or North.	£9,800.00
Community Circus Paisley	A New Home	Ferguslie Park, Paisley	£20,000.00
Create Paisley	Mystery Role Playing Event	Renfrewshire-wide	£9,650.00
Creative Renfrewshire	Gathering Voice	Renfrewshire-wide	£18,732.00
David Gillanders	The Makers	Renfrewshire - locations to be determined	£8,400.00
Denise Macdonald	Creating Connection Part II	Renfrewshire – specific locations not stated	£6,500.00
Evelyn Laurie	Robert Tannahill's Big Birthday Bash	Paisley	£3,600.00
Indie	Intermedia Workshop Programme	Paisley and Johnstone	£20,000.00
Kickin On	Unit 23 workshops and Doon' the village festival	Linwood	£9,490.00
Lochwinnoch Community Development Trust	Heritage Horizons: Exploring the Past, Painting the Future	Lochwinnoch	£7,585.00
Loud n Proud	Sma Shot Movie Editing	Paisley	£9,500.00
Paisley Philharmonic Choir	Music Support Grant	Paisley	£2,000.00
Paisley Sinfonia	Paisley Sinfonia	Paisley and Johnstone	£2,000.00
Restoration and Creation	Workshops for Various Groups	Paisley	£20,000.00
right2dance	Creative Connections	Paisley	£12,100.00
Robert Myles	Knight Club	Renfrew	£20,000.00
Shaper Caper	Small Town Boys	Paisley East	£20,000.00
Stravaig Theatre	Abstract & Reverie	Renfrewshire-wide	£6,641.96



To: Leadership Board

On: 6 December 2023

Report by: Chief Executive

Heading: Renfrewshire's Tourism Today: Tourism Plan 2024 - 2027

1. Summary

- 1.1 The purpose of this report is to present Renfrewshire's Tourism Today: Tourism Plan 2024 - 2027. Developed in consultation with national and local partners within the tourism and hospitality sectors, the plan sets out a range of themes and priorities to support the growth of the visitor economy across Renfrewshire over the next three years.
- 1.2 A copy of the Tourism Plan can be found in Appendix 1 of this report.

2. Recommendations

- 2.1 It is recommended that the Board:
- (i) Approves the Tourism Plan as a basis to support the growth of the tourism sector across Renfrewshire over the next three years;
 - (ii) Notes the proposed creation of a Tourism Leadership Group comprised of stakeholders and operators working in the tourist sector, to oversee and drive delivery of actions identified within the plan.

3. Background

- 3.1 The Renfrewshire Visitor Plan 2018-2021 was approved by the Leadership Board in December 2017, with annual progress reports provided to the Board updating members on activity and progress against strategy targets. A final update report, summarising outcomes on completion of the plan cycle, was noted by the Board of 20 December 2020. This report also set out impacts of the Covid pandemic on the tourist sector and the opportunity to refresh the approach to Renfrewshire's offer in this context.

4. Renfrewshire Tourism Plan

- 4.1 The new Tourism Plan has been developed with key stakeholders from the tourism and hospitality sectors across Renfrewshire, considering post pandemic opportunities to refocus the area's tourism offer and role in the economy. The plan seeks to:-
- Grow the value of tourism in Renfrewshire;
 - Continue to build Renfrewshire's reputation as a tourist destination and visibility to attract visitors;
 - Continue to drive a high quality visitor experience which enhances the benefits of tourism and contributes strongly to the Renfrewshire economy;
 - Prioritise actions which build on Renfrewshire's tourism offer over the next three years.
- 4.2 In particular, the plan reflects on recent and ongoing investment in cultural infrastructure, such as Paisley Museum and Paisley Town Hall, a vibrant cultural and event programme and outdoor active pursuits within rural villages and Country Parks as key to heightening profile of Renfrewshire's tourist offer and driving increased footfall.
- 4.3 Business Pointer, who were previously appointed in 2022 to undertake a review of the current position of Renfrewshire's tourism economy, were commissioned to produce the plan.

Consultation and Engagement

- 4.4 Development of the Tourism Plan was informed by a series of consultation events and workshops with stakeholders from the tourism and hospitality sectors which sought to consider the current position within Renfrewshire and to support the development of a refreshed proposition for the future. This included:-
- Stage one, a review of the current position and proposition of the region, a workshop with the Renfrewshire Economic Leadership Panel and two officer workshops for those teams with a role in delivery of activities contributing to tourism and the visitor economy.
 - Stage two, an online survey to the wider tourism industry and two tourism industry workshops, hosted in Paisley and Johnstone, leading to the identification of key themes and priorities.
 - Stage three, an officer workshop and in-depth interviews with internal and external stakeholders across Renfrewshire based on the draft plan.

Key Priorities and Themes

- 4.5 Consultation outcomes supported the identification of four key priorities as the basis for action and investment to support the tourist and visitor economy in Renfrewshire over the next three years.

These are:-

(i) Tourism Industry Collaboration

The focus of this priority is to support more effective partnership working between the public, private and third sectors to support tourism across Renfrewshire, with a particular focus on a stronger private sector lead. The key action underpinning this priority is the formation of a new Tourism Leadership group to drive greater collaboration.

(ii) Paisley

This priority seeks to build on the strengths of Paisley, both as a destination and a gateway to wider Renfrewshire, in particular capitalising on the major investment in cultural infrastructure within the town. Key actions under this priority include enhanced marketing of assets, both for events and as a basis for business tourism supporting greater footfall.

(iii) Rural Renfrewshire

Actions around this priority seek to grow opportunities around outdoor activities which maximise Renfrewshire's significant natural and heritage assets. Key actions under this priority include supporting enhancements at Castle Semple Country Park and to the tourism offer of Renfrewshire's rural villages, based on both their natural and built heritage.

(iv) Business Tourism

This priority seeks to grow the business tourism market in Renfrewshire by supporting greater opportunities for conferences, events, academic and corporate meetings to take place within the area. Key actions within this priority include further work to identify the scale of this opportunity, marketing of venues to support conferences and events, as well as stronger collaboration with the Glasgow Convention Bureau and professional conference organisers.

- 4.6 A series of cross-cutting key themes which underpin the plan and are relevant to the priorities for future action and investment were also produced. These focus on:-

- **Product and Skills Development** – Ensuring that new products and experiences are being developed and supported to enhance and refresh the destination offer within Renfrewshire;

- **Visitor Marketing and the Quality of Visitor Experiences** – To continue to market and promote Renfrewshire, building upon several years of brand investment.
- **The Environment and Sustainability** - Utilising Renfrewshire’s ‘green assets’ such as local parks, nature reserves and larger assets such as Glenniffer Braes and Castle Semple Country Parks and Clyde Muirshiel Regional Park, to respond to visitors’ desire for more tourist opportunities which are nature focussed and support the journey to net zero.
- **Infrastructure and Development** - Development of an enhanced active travel provision which links key tourism destinations and visitor activities;
- **Events** - Supporting the attraction of new events to the area which help to drive additional visitor numbers, building on Renfrewshire’s already successful events programme.

5. Next Steps

- 5.1 The key driver for the plan as a next step is the formation of a new Tourism Leadership Group. This industry-led group will recognise the opportunities, lead on change and confirm the actions required to deliver priorities identified in the plan. The first meeting will take place in Q1 of 2024.
- 5.2 Delivery and the performance of the Plan will be considered by the Leadership group and reported to the Board on a regular basis. Measurement will take place across a range of outcomes, monitored using the STEAM (Scottish Tourism Economic Activity Monitor) model, which is used by many local authorities.

Implications of the Report

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

8. **Health & Safety** - None.
 9. **Procurement** – None.
 10. **Risk** – None.
 11. **Privacy Impact** – None.
 12. **COSLA Policy Position** – Not Applicable.
 13. **Climate Risk** – Not Applicable.
-

Appendices

- (a) Renfrewshire's Tourism Today – Tourism Plan 2024 – 2027.
-

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RENFREWSHIRE'S TOURISM TODAY



TOURISM PLAN • 2024-2027



INTRODUCTION

Tourism and hospitality's importance to Renfrewshire lies in over 6,000 jobs and 400 businesses in the area, with a value of £120m p.a.

The product is diverse with an extensive cultural and heritage offer, urban and rural experiences, vast areas of green spaces for outdoor activities and wide-ranging accommodation all appealing to a broad demographic. 3.5m people are within 1½ hours drive time.

The Tourism Plan is for everyone in tourism and hospitality, not just the public sector. Successful destinations can only succeed if stakeholders are fully immersed in planning and taking action – in marketing, product development and communication.

Post COVID, there is a chance to recalibrate the area's tourism offer, as well as strengthen tourism's role in stimulating the economy. Crucially, in Paisley, continuing investment in Paisley's cultural infrastructure - including Paisley Museum, the Town Hall and the Learning and Cultural Hub, as well as Paisley Abbey – together with the hosting of successful events and an energetic cultural programme, are changing perceptions of the area and offer new opportunities for heightening profile and footfall.

The rural villages and country parks, including Castle Semple, demonstrated their appeal during COVID and the quality of the rural and active outdoors visitor experience can be substantially built upon too.

OUR VISION

A new mindset and bold new approach to tourism, putting our communities, our people, our visitors, our businesses, and our environment at the heart of everything we do.

TOURISM TODAY



6,000

RENFREWSHIRE JOBS



£120M

INDUSTRY VALUE
PER YEAR



+400

RENFREWSHIRE
BUSINESSES



+1M

EST. VISITS TO
ATTRACTIONS



9M

GLASGOW AIRPORT
PASSENGERS



19M

BRAEHEAD AND
XSITE CUSTOMERS



3.5M

PEOPLE WITHIN 1.5 HRS
DRIVE - RENFREWSHIRE'S
MARKET

TOURISM TOMORROW EMBRACING THE GROWTH OPPORTUNITY

Development of the Tourism Plan

Following surveys and workshops, this Tourism Plan for Renfrewshire identifies the objectives and priorities to build the destination, capitalise on considerable investment to date, build our reputation and sustain and grow the industry and businesses in it over the next three years.

Tourism Plan Objectives:

- To grow the value of tourism in Renfrewshire
- To build Renfrewshire's reputation and visibility to attract visitors
- To enhance the benefits of tourism by delivering the very best for our visitors, our businesses, our people, our communities and our environment
- To prioritise actions for the private sector and tourism trade and the public sector to further build Renfrewshire's tourism offer

Why Now?

- Capital investment of £113m in Paisley's cultural infrastructure is nearing completion
- New investment in Castle Semple and Muirshiel Country Parks is now planned
- The impact of investment in destination marketing, with the visitor website - paisley.is with over 1.2m unique users - a one-stop-shop for visitor information as well as funded visitor campaigns and PR generating 1.2bn opportunities to see and hear something positive about visiting Renfrewshire.
- The importance of "greening" tourism in the drive to net zero emissions
- Greater engagement with industry players in the design and promotion of the tourism offer is needed

- Proximity to Glasgow Airport and Braehead and the importance of capitalising on Glasgow City Region, and 3½ million people living within a 1.5 hours' drivetime
- Increasing local and community tourism – encouraging residents to be visitors in their own area
- Build on the national tourism strategy – Scotland Outlook 2030 – with its priorities of building on the quality of people, places, businesses and experiences, with sustainability and industry collaboration and leadership at its heart



TOURISM PLAN PRIORITIES

The following sets out the priorities for Renfrewshire’s visitor economy in the period 2024-2027.

1. Tourism Industry Collaboration

AIM: To get public, private and third sectors working together to support tourism, with private operators taking a stronger lead across the area

PROJECTS	OUTCOMES
Tourism Leadership Group	Recruitment and establishment of Tourism Leadership Group
Collaborative Marketing	Establish stronger basis for collaboration, with private sector developing a stronger lead over time
Capital project developments	Creating business opportunities and engagement arising from new cultural investment and capital projects across the region

2. Paisley

AIM: Build on the strengths of Paisley both as a destination and the gateway to Renfrewshire and capitalise on the £113m investment in the town centre

PROJECTS	OUTCOMES
Promotion of key cultural assets including e.g. the Museum, Abbey, Coats, Re-Marks	Marketing programme results in visibility and enhanced footfall/ visitation
Events at Paisley Town Hall	Events programme successfully attracts visitors/ participants to Town Hall conferences and meetings
Improved public realm and wayfinding	Enhanced welcome to Paisley for visitors

3. Rural Renfrewshire

AIM: Growing opportunities around outdoor activities, the natural environment and historic villages

PROJECTS	OUTCOMES
Castle Semple and Lochwinnoch	Enhance facilities to make Castle Semple and surrounds a truly regional asset
Supporting Villages’ tourism offer	Increased capacity to attract and accommodate visitors
Active travel development	Increased infrastructure and quality of the area’s rural active travel network

4. Business Tourism

AIM: To grow this sector by addressing opportunities for conferences, events, academic and corporate meetings

PROJECTS	OUTCOMES
Renfrewshire business tourism assets and performance	Defining the scale of opportunity from business tourism for Renfrewshire
Business events programme	Increased use of Paisley Town Hall and Museum to generate footfall and revenue and encourage hotels and other venues to host events
Glasgow Convention Bureau	Stronger collaboration with Glasgow Convention Bureau
Professional Conference Organisers	Ensure PCOs regularly include Renfrewshire venues for events they are organising
Tourism Ambassadors	Recruit Ambassadors to help mentor potential new venues

CROSS-CUTTING THEMES

Underpinning the priorities above are cross-cutting themes that impact across the Plan:-

- **Product and Skills Development**

Making sure new products and experiences are being developed and supported to keep the destination offer fresh and exceeding visitor expectations

- **Visitor Marketing and the Quality of Visitor Experiences**

To continue to market and promote the destination building on 5 years of brand investment

- **The Environment and Sustainability**

Utilising the area's green assets, responding to visitors' concerns about the environment, and supporting the journey to net zero

- **Infrastructure and Transport**

Supporting development around active travel provision linking key tourism destinations

- **Events**

Building on Renfrewshire's successful events programme to attract new events and festivals to the area to drive additional visitor numbers and highlight further opportunities for events to support regeneration of communities



Paul Fraser
MD, Ingliston Estate
and Country Club



As one of the largest hospitality operators in Renfrewshire, we operate a multi-faceted business that capitalises on our location close to the airport and Glasgow – delivering over 200 live events annually, filling our 32 bedrooms and 14 lodges consistently. Equestrian lovers, business delegates and our new five star motorhome park are testimony to us thriving on innovation and development. We welcome the tourism plan to support future collaboration and innovation across the industry and wish it well

James Mackie
MD, Barnhill Farm Shop



Barnhill Farm is a testament to introducing visitors to products that are predominantly “made in Renfrewshire, by people from Renfrewshire”. By rearing our own cattle, sheep and pigs, we are able to showcase our slow reared heritage breeds, with our own butcher counter. We bake our own bread and cakes, create in-house gelatos made with local milk, roast our own coffee, squeeze our own orange juice and much more. We’ve been overwhelmed by the number of visitors we attract from outwith Renfrewshire, who have found us on social media or been recommended.

Caroline Warburton,
Destination
Development Director
VisitScotland



With many visitors looking for destinations where they can escape, reset and connect with nature, Castle Semple Country Park is a key asset in Renfrewshire’s tourism offer. On the doorstep of Scotland’s biggest city, the park is an important resource for locals and visitors, with access to country and coastal walks, wildlife and woodlands, cycle paths and water sports, as well as offering environmental education and being a Scottish Cycling Disability Hub. VisitScotland will continue to work with Renfrewshire Council, RSPB Scotland and other partners on the support and development required to ensure that the park successfully provides a responsible and inclusive experience for every visitor and sets an example for other parks in the region.

Dr Victoria Hollows
Chief Executive, OneRen



The once-in-a-generation investment made by Renfrewshire Council and partners in Paisley’s key cultural assets will unveil the rich vibrancy of the region’s history, while making an ambitious statement about the future. The curtain is up on the big stage that is the iconic Paisley Town Hall and we’re opening a new chapter with a fabulous new central library. Paisley Arts Centre will follow and in 2024, we will open the doors on the refurbished Paisley Museum.

Paisley will be to Glasgow, what Brooklyn is to Manhattan – a home to vibrant arts, culture and events that everyone will want to experience.

MEASUREMENT

The tourism plan aims to enable growth across the tourism sector, in line with Renfrewshire's Economic Strategy and the National Strategy Tourism Outlook 2030.

Measurement will take place across a range of outcomes, including:

- Increasing visits, both day trips and overnight stays
- Increasing spend
- Increasing jobs
- Economic impact to the region

This will be monitored using the STEAM (Scottish Tourism Economic Activity Monitor) model, which is used by many local authorities.

NEXT STEPS TOURISM LEADERSHIP GROUP

We have to do things differently if we want Renfrewshire to build its reputation and appeal.

We have to acknowledge proximity to Glasgow and West Central Scotland. We need to find practical ways to collaborate, innovate, learn from each other, market the destination and nurture new businesses entering the sector.

We're looking to recruit like-minded people involved in tourism and hospitality who want to make things happen to form the tourism leadership group.

This industry-led group will recognise the opportunities, lead on change and as the key starting point will determine the actions to deliver the priorities in this plan.

Get in touch to help us grow tourism in Renfrewshire.



RENFREWSHIRE'S TOURISM TODAY

TOURISM PLAN • 2024 - 2027

GET INVOLVED!

For further information on how you can get involved in Renfrewshire projects, contact:
regenerationandplace@renfrewshire.gov.uk



Renfrewshire
Council



To: Leadership Board

On: 6th December 2023

Report by: Chief Executive

Heading: OneRen - Six Monthly Monitoring Report

1. Summary

- 1.1 On 26th April 2023, the Leadership Board approved OneRen's annual business plan priorities and the arrangements in place to monitor the delivery of the plan. Core aspects of the monitoring arrangements for OneRen are the quarterly monitoring meetings with OneRen chaired by the Head of Policy and Partnerships and the six-monthly progress reports submitted to the Leadership Board.
- 1.2 The Head of Policy and Partnerships is the Council officer nominated to monitor OneRen and along with the Head of Finance is also an observer at OneRen's Board meetings.
- 1.3 This report aims to provide the Leadership Board with an update on the performance of OneRen for the first two quarters of the current financial year 2023/24. It provides a summary of the context in which the organisation is operating. It highlights the ways in which OneRen has been progressing the activities outlined in the current business plan.
- 1.4 OneRen is making progress against its business plan objectives for 2023/24 despite the challenges of inflationary cost pressures and the cost-of-living impact for local communities. This report builds on the success of 2022/2023, where total OneRen customer engagements, including digital, increased from 2.9 million in 2021/22 to 3.9 million in the last financial year – with in-person attendances increasing from 1 million to just over 1.56 million visits over the same period.

- 1.5 Section six of this report contains a table with the national performance indicator data for cultural and leisure services and includes indicators on digital engagement.
-

2. Recommendations

- 2.1 It is recommended that the Leadership Board:
- Notes the progress being made by OneRen in the delivery of its Business Plan for 2023/24.
-

3. Background

- 3.1 The Services Agreement with OneRen forms the basis of the funding arrangement with the charity and sets out the terms for OneRen to deliver cultural, leisure and sport services within Renfrewshire. This specification:
- relates to the management of the cultural, leisure and sports services and facilities operated by OneRen within the council area; and
 - sets out expected standards, specifications, procedures and other requirements to be followed by OneRen in the provision of cultural, leisure and sport services.
- 3.2 One of the terms in the Services Agreement is for the development of an annual Business Plan. OneRen's Business Plan for 2023/24 was approved by the Leadership Board in April 2023. OneRen's Business Plan is closely aligned to the strategic priorities set out in the Council's Plan and the Community Partnership Plan. In this way, OneRen ensures that it supports the regional priorities as set out by its major stakeholders.
- 3.3 The quarterly monitoring reports submitted to the Council via the Monitoring Officer provide a review of OneRen's financial, operational and customer related performance, thereby demonstrating how the services delivered by OneRen contributes to Council Plan priorities. Its performance information is reviewed whilst taking account of the post-pandemic and cost of living context within which the charity is operating. It is acknowledged the post-pandemic recovery period includes factors which continue to impact on the charity's operating model, including OneRen's support of the region's mass vaccination programme.
- 3.4 In preparing the business plan for 2023-2024, OneRen recognises the challenging economic environment in which the public sector is operating and identifies the activities and actions that will be undertaken

to achieve its vision: everyone locally living lives that are healthy, happy and fulfilled. It is based on the charity's mission to improve the community's health and wellbeing by working in partnership to design and deliver a range of life-enhancing and accessible cultural, leisure and sporting opportunities that meet local needs and improve life chances across the population, and is framed around the four strategic objectives for: a healthy community; a sustainable local economy; a great place to live, play and visit; a high performing, sustainable charity.

- 3.5 When the business plan was approved in April 2023, it recognised key influential factors, particularly the economic environment in terms of managing significant inflationary cost pressures, extended post pandemic income recovery period and the impact of the cost-of-living crisis on our local communities, customers and employees; the major investment being made in Renfrewshire's cultural venues - Paisley Town Hall, Paisley Learning and Cultural Hub and Paisley Art Centre due to re-open in 2023/24 and Paisley Museum in the following financial year.
- 3.6 Balancing increased community need with inflationary and budget pressures faced by all public sector organisations remains OneRen's primary task. Exceptional energy costs added an estimated £1million of additional expenditure for the charity alongside rising supply costs and pay pressures. These costs are being actively managed by OneRen. OneRen also continues to support the Council and NHS in delivering the region's ongoing mass vaccination programme through the provision of venues and staff.
- 3.7 In 2023/24, the charity's Business Plan set out the following areas of focus:
- Building health and wellbeing programmes across culture, leisure and sport services through effective pathways between programmes and services, creating a core social prescribing offer, focusing on the most socially isolated and inactive, in collaboration with partners.
 - Progressing the transformation programme by reviewing current operating models and organisational design to ensure culture, sport and leisure services play a meaningful, pivotal, yet sustainable, role supporting the health and wellbeing of local communities through the delivery of the strategic objectives.
 - Continually working to ensure delivery for Renfrewshire by looking for ways in which we can transform outcomes by being open to delivering services in new ways.
 - Continuing to transform the charity's business model to be sustainable and high-performing by building on the initiative, drive and professional development of staff, and in partnership with the Council and other stakeholders, action the key recommendations from previous review work undertaken.

- Effectively partnering with the Council on the cultural infrastructure programme and Future Paisley, enhancing Renfrewshire's key attractions and cultural programme for local residents whilst placing them on a national and international stage to encourage direct and indirect benefit to communities through the provision of ambitious new services and related inward investment.

4. Six-month Progress Report

- 4.1 OneRen continues to provide much-valued services right across Renfrewshire, all designed to ensure that everyone living locally can enjoy lives that are healthy, happy, and fulfilled. OneRen teams are engaged in activities to improve the physical and mental health of the people of Renfrewshire and beyond.
- 4.2 This report builds on key achievements during 2022/2023, where total OneRen customer engagements, including digital, increased from 2.9 million in 2021/22 to 3.9 million in the last financial year – with in-person attendances increasing from 1 million to just over 1.56 million visits over the same period.
- 4.3 At the mid-year review point, despite the challenges of inflationary cost pressures and cost of living pressures, OneRen continues to make progress against its business plan objectives for 2023/24.
- 4.4 The charity is reporting a small deficit of £226, after adjustment for restricted funds. Expenditure controls and vacancy management processes remain in operation to manage the financial position. However, operating conditions remain difficult, with economic conditions expected to remain challenging for the remainder of the year.
- 4.5 Leisure memberships have grown since restrictions lifted and are now around 86% of pre-pandemic levels. OneRen is focusing on membership retention and on developing the membership offer, reviewing membership packages and targeting marketing activities to increase income over the remainder of the year.
- 4.6 The leisure cafes are behind financial targets and OneRen is looking to balance this position with income from new vending options.
- 4.7 A gap in qualified swimming instructors impacted on swim lesson income in quarter one. Attracting and retaining swimming instructors has been challenging this year and training sessions took place in quarter two to increase the number of instructors available to deliver the swim programme in the peak autumn/winter period.

- 4.8 Outdoor sports activities, particularly pitch hires, are performing better than initially expected and this additional income is helping to offset under-recoveries in income in other services. Community hall let income has increased from last year but remains in a net deficit position.
- 4.9 With the cost-of-living crisis, regular review and discussion of outstanding customer balances takes place with the Council team which manages this service on the charity's behalf. Proactive measures are also taken directly by OneRen, in terms of contract arrangements and regular discussion with key partners to monitor payment of invoices.

5. Key achievements

5.1 Health and wellbeing targeted programmes

- 5.1.1 **Health & Wellbeing Hub** - The development of a Health & Wellbeing Hub within the Lagoon has been initiated. This reflects the need some of our partners have identified to improve access to their services and where OneRen believe there is a robust fit with its strategic objectives. It continues to build effective referral routes to its health and wellbeing service and promote all opportunities for social prescribing through culture, leisure, or sport, in collaboration with partners.
- 5.1.2 Within the pilot phase OneRen has been exploring options to develop more ways to access physical activity services for those with no previous experience; and to provide a tailored range of health and wellbeing programmes for older people, people with a disability and identified excluded groups with health improvement needs.
- 5.1.3 OneRen's health and wellbeing team are helping to shape the future model of the Live Active Referral scheme across NHSGGC. With increases in referrals across the board area, particularly following the pandemic, it was recognised a change to the 12-month physical activity programme was required. The team has been instrumental in the delivery of a more client-centred pilot which is hoped will be as equally positive for staff as it is for those referred. This builds on the success of 2022/23, where OneRen Vitality classes saw 5,699 attendances – up from 4,332 the previous year.
- 5.1.4 **Wellbeing in the park** - Over 450 people attended the event which coincided with Mental Health Awareness Week, aimed to promote self-management and empowerment, with health and wellbeing resources available from various partner organisations. On the day there were activities by Active Schools, health walks, face painting, silent discos and guest acts.

5.1.5 **Bothy Projects (Arts Team)** - On October 9th OneRen in partnership with CIRCLE Recovery Hub celebrated the official opening of Turner's Bothy (A room of our own). This exciting multipurpose space is an arts and crafts activities break-out space for people in recovery at CIRCLE. The whole project was co-designed by CIRCLE service users and volunteers in conjunction with artists Meadhbh Corrigan and Rosa Gally. The theme of the project funded by Renfrewshire HSCP and Future Paisley was to create an outdoor space for recovery.

5.2 Sport and Leisure

5.2.1 **Paisley 10k** - Almost 3,500 people took part in this year's Paisley 10k and Fun Run, a new record for the popular event. The Paisley 10k is Scotland's third largest road race. The 10k attracted 2,143 participants with 1,302 signed up for the fun run: a total of 3,445 runners, an increase of 1,000 on last year's numbers.

5.2.2 This year's event, sponsored by Kilbarchan Amateur Athletics Club, took place on Sunday 20th August. The 10K Road Race is suitable for runners of all levels from novices to experienced club and international runners. For families, friends and youngsters, there is the shorter Fun Run that takes in some of Paisley Town Centre's most famous landmarks.

5.2.3 **Activity Camps** - Our Spring and Summer activity camps recorded more than 6,000 attendances of children and young people enjoying a range of physical activities. These included multi-activity classes at Park Mains High School and the On-X leisure centre including fun activities such as basketball, dodgeball, athletics and rounders, as well as dedicated football, dance and movement and outdoor sessions, which included kayaking, rock climbing and scrambling. There were also a number of ASN sessions across both camps.

5.2.4 OneRen have been working with St Mirren Charity Foundation at Ferguslie for their summer football camps which have been running every week day throughout the summer. This complemented OneRen's own summer camp programme that saw more than 4,000 attendances throughout the programme across multi-sport, football, disability, dance & movement and outdoor activities.

5.2.5 OneRen outdoor pitches also played host to Renfrewshire Council's refugee football tournament in July, welcoming new citizens to Scotland through the power of sport. OneRen teams also supported the delivery of the Mòd Shinty and Football tournaments at KGV Renfrew in October.

5.2.6 **Learn to Swim** - OneRen's leisure team have helped 1,739 children in Primary 6 to learn to swim over the last few months. The programme was delivered for 51 schools, with lessons taking place on weekday mornings in two-hour sessions. Funding from Renfrewshire Council has also been made available to support under-5s swimming. From 1 September, one parent or guardian can access the pool free of charge when accompanying each under-5-year-old during Renfrewshire school term time.

5.3 Cultural Infrastructure and Programme

5.3.1 **Newly refurbished Paisley Town Hall** - Working with our partners, the 'new' town hall re-opened successfully in recent weeks with many planned performances by acts like Belle and Sebastian and Omo sold out within hours of going on sale. Paisley Opera delivered two opening performances of Macbeth in early October.

5.3.2 **Royal National Mòd** - Scotland's premier celebration of Gaelic language and culture, the Mòd returned to Paisley in 2023. This is the second time Paisley has hosted the Mòd building on the success of the 2013 festival, which at the time was one of the best attended in the event's history. The festival ran from 13 - 21 October 2023 and featured a range of competitive disciplines including: Gaelic song, poetry, literature, drama, instrumental, Highland dancing and sport. 19 events were held and 4,832 tickets were sold throughout the week.

5.3.3 **Paisley Central Library** - OneRen teams have been supporting the conclusion of works and transfer of the central library to the Paisley Learning and Cultural Hub now located on the High Street in a former, empty retail unit. The temporary library which was based in a portacabin within the Lagoon car park closed on 22 September to allow the staff to make the move to their new home in the High Street. Across four floors, the facility will create one of Scotland's best public libraries.

6. **Performance Monitoring**

6.1 OneRen currently reports on approximately 70 operational performance indicators to meet the terms of the services agreement; five of which are reported nationally on behalf of the Council through the Local Government Benchmarking Framework.

6.2 Performance reports are presented quarterly to OneRen's Board and provided to the Council's monitoring officer to report on business plan progress. OneRen also participates in the Chief Executive's six-monthly performance review process to ensure that elected members can monitor the progress of business plan priorities.

6.3 The main cultural and leisure performance indicators for OneRen are summarised in the table below:

Performance indicator	Q1 & 2 2020/21	Q1 & 2 2021/22	Q1 & 2 2022/23	Q1 & 2 2023/24	Change from 22/23 – 23-24
Number of attendances at indoor sports and leisure facilities excluding pools	20,097	187,338	345,763	372,756	7.8%
Number of online attendances (digital fitness classes) in leisure services	6,842	3,886	1,375	286	-79.2%
Number of attendances at pools	6,101	68,441	199,847	208,866	4.5%
Number of attendances at outdoor facilities	10,130	58,258	75,903	79,932	5.3%
Number of people engaged with Sport Services (online and offline)	66,052	36,656	21,302	23,962	12.5%
Number of people engaged in Health and Wellbeing service	6,433	11,356	4,156	6,108	47.0%
Number of RENTV views	16,935	34,505	1,893	359	-81.0%
Number of visits to museums –	582,542	506,412	227,143	358,377	57.8%

digital & social stats					
Number of visits and engagements with libraries (includes digital)	229,333	1,438,185	1,167,637	1,173,326	0.5%
Number of books and e-book issues	41,372	119,460	199,283	251,857	26.4%
Total activity and engagement	985,837	2,464,497	2,244,302	2,475,829	10.3%

6.4 Statistics

- RENTV is no longer being used to share video content as OneRen now has a new YouTube channel. Going forwards it will share statistics from its YouTube channel instead of RENTV.
- Although library engagement is reported here to have increased only by 0.5%, when we look at physical attendance only, there's been an increase of 69% from Q1 and 2 2022-23 to Q1 and 2 23-24. A drop in digital engagement has brought down the figure.
- The increase in attendance at libraries can be partially attributed to the increased number of events being facilitated, which has increased by 71%
- This increased engagement has resulted in more book issues, an increase of 33% for e-book issues and 21% for physical book issues.
- The outdoor facilities team have been working hard to bring new business in to the sector, which has resulted in an increase in usage across our football pitches.
- As time progresses, online fitness classes are becoming less popular again as people are able to attend in person instead.
- The increase in indoor leisure attendances excluding pools is mainly driven by an increase in group exercise class attendances which has increased by 30% between the two periods. The sales team have been working on ensuring fitness class timetable meets demand for customers, any classes which have low attendance levels are swapped or moved to increase attendance. This increase in attendance has occurred with no increase in number of classes available.
- Health and wellbeing engagement has seen 47% increase, Vitality classes are currently very popular and we now offer more health walks since recruiting two new walking coaches. In Q1 and 2 22-23 we delivered 44 walks, this year we delivered 139 walks in the first two quarters. Bringing walking attendance from 454 to 1005.

- 6.5 Performance Context:
- 6.5.1 Over the last two years, OneRen’s operating model has adapted and shifted due to the pandemic, to meet the changing needs of Renfrewshire communities and this makes typical comparisons of annual performance indicators difficult from 20/21 onwards.
- 6.5.2 OneRen’s performance in 2023/24 reflects a greater focus on increasing physical attendance at its venues. The financial strategy recognises that the charity is not operating at identical capacity to pre-pandemic levels and this is reflected in some of the performance data reported.
- 6.5.3 The blending of digital and in-person services is also variable, with some service areas continuing to return to in-person attendance with a clear off-set against digital engagement, for example in leisure. For other service areas such as libraries, both forms of engagement remain strong. Changing work priorities continue to have an impact on OneRen’s performance data in some areas, for example, less digital engagement from the museums service as the service spends more time working on developing the new displays for Paisley Museum Reimagined.
- 6.5.4 Online engagement has changed how the service understands the delivery of services and this trend is expected to continue. The trends will continue to be considered and built into future business plan priorities.
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Implications of the Report

1. **Financial** – as detailed in the report.
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** – not applicable

5. **Property/Assets** – not applicable

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 Risk** – not applicable.

List of Background Papers

(a) n/a

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