

Notice of Meeting and Agenda Leadership Board

Date	Time	Venue
Wednesday, 04 December 2024	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 Audrey Doig: Councillor Gillian Graham: Councillor Neill Graham: Councillor Anne Hannigan: Councillor Alec Leishman: Councillor Marie McGurk: Councillor Iain McMillan: Councillor Emma Rodden: Councillor John Shaw: Councillor Andy Steel:

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

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.

Webcasting of Meeting

This meeting will be filmed for live or subsequent broadcast via the Council's internet site – at the start of the meeting the Convener will confirm if all or part of the meeting is being filmed. To find the webcast please navigate to

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

Apologies

Apologies from members.

Declarations of Interest 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 13 September 2024 | 5 - 18 |
| | 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 | 19 - 22 |
| | Minute of meeting of the Fairer Renfrewshire Sub-committee held on 13 November 2024 | |
| 3 | Fairer Renfrewshire Update | 23 - 38 |
| | Report by Chief Executive | |
| 4 | Council Plan 2022/27 - Six-monthly Progress Update | 39 - 96 |
| | Report by Chief Executive | |
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| | Report by Chief Executive | |
| 6 | Census 2022 - Summary | 127 - 164 |
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| 8 | Place Marketing – Review of Paisley Brand | 169 - 268 |
| | Report by Chief Executive | |

9	Future Paisley Cultural Regeneration Programme - Evaluation Report	269 - 408
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Report by Chief Executive

Please note that Appendix 2 to the report is a digital file and can be accessed via the following link:-

<https://www.renfrewshire.gov.uk/future-paisley-evaluation>

10	Artificial Pitches - £800,000 Budget Allocation	409 - 416
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Report by Director of Environment, Housing and Infrastructure Services



To: Leadership Board

On: 4 December 2024

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

Heading: Revenue and Capital Budget Monitoring as at 13 September 2024

1. Summary

- 1.1. At the close of reporting Period 6 on 13 September 2024, the projected revenue outturn at 31 March 2025 for those services reporting to the Leadership Board was an overspend position of £6.672m (5.3%) against the revised budget for the year. The projected overspend position relates to Adult Services and is tracking within the planned budgeted overspend of £7.516m set by the IJB as part of the 2024/25 budget.
- 1.2. The projected capital outturn at 13 September 2024 for projects reporting to the Leadership Board is a break-even position against the revised budget for the year.
- 1.3. This is summarised in the tables below and further analysis is provided in the Appendices.

	Revised Annual Budget £000	Projected Outturn £000	Budget Variance (Adv)/Fav £000	Budget Variance %
Revenue				
Adult Services	106,460	113,160	(6,700)	(6.3%)
Chief Executive's Service	20,119	20,091	28	0.1%
Total	126,579	133,251	(6,672)	(5.3%)
Capital	30,699	30,699	0	0%

2. Recommendations

2.1. Members are requested to:

- a) Note the projected Revenue outturn overspend position of £6.672m;
 - b) Note the projected Capital outturn break-even position;
 - c) Note the budget adjustments detailed at section 6.4 and 7.3; and
 - d) Approve the budget adjustments proposed at section 6.3.
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3. Revenue Budget Projection – overspend of £6.672m by 31 March 2025

- 3.1. The tables in Appendix 1 present the projected year-end position for all services reporting to this board, by both subjective analysis (what the budget is spent on) and objective analysis (which division is spending the budget). Significant variances affecting the projected position are analysed further below.
 - 3.2. It should be noted that the projected outturn position reported here is based on the latest information available, which is subject to change during the financial year. The impact of any change on this projection will be updated at each board cycle until the close of reporting Period 10. Budget holders are obliged to seek mitigating action to minimise significant budget variances.
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4. Objective Analysis – Significant Variances

4.1. Adult Services - £6.700m overspend

The overspend is mainly due to external care at home packages for Older People. This results from increased acuity of patients discharged from hospital, with more complex needs, meaning more intensive Care at Home packages are required to support people to remain in their own homes. In addition, there is a projected overspend within aids and adaptations and carer's respite, reflective of demand for these services. In setting the 2024/25 budget, the IJB planned for Adult Services to overspend by £7.516m, which would be funded in year by a draw from available reserves. The projected year end position is therefore tracking within this planned service overspend and will result in a lower draw on reserves than previously anticipated.

4.2. Chief Executive's Services - £0.028m underspend

There are no significant variances to report for those divisions of the Chief Executives Service reporting to this Policy Board.

5. Subjective Analysis – Significant Variances

5.1. Employee Costs - £0.537m underspend

This forecast underspend predominantly arises within Adult Services (£0.504m) due to the ongoing recruitment challenges and retention issues across all service areas due to the limited availability of the required skills mix. This projection does not take into account the cost associated with the back pay in relation to care at home staff regrade, which is still to be fully agreed.

5.2. Premises Related - £0.065m overspend

This forecast overspend, mainly in Adult Services (£0.064m) relates to increased cleaning costs and repairs, including the purchase of track hoists.

5.3. Transport Related - £0.289m underspend

This forecast underspend, mainly within Adult Services (£0.288m) relates to Older People Day Care operating at a reduced capacity and changes in day centre provision within Renfrewshire Learning Disability Service.

5.4. Supplies and Services - £0.152m overspend

This position mainly results from a £0.105m projected overspend within Adult Services due to the inflationary increases in the provision of community meals and the demand for aids and adaptations.

5.5. Third Party Payments - £7.248m overspend

This forecast overspend relates fully to Adult Services and is mainly due to external care at home packages. This results from increased acuity of patients discharged from hospital, with more complex needs, meaning more intensive Care at Home packages are required to support people to remain in their own homes. Further overspends are forecast within adult supported living packages and carer's respite, reflective of client needs and demand for these services. The position is further impacted by anticipated inflationary increases as a result of the adult supported living framework renewal in November 2024.

5.6. Transfer Payments - £0.092m overspend

This forecast overspend mainly arises within Adult Services (£0.116m) due to a projected increase to the provision for bad debts, based on current outstanding debt levels.

5.7. Income - £0.056m over-recovery

Adult Services is currently reporting an expected £0.037m over-recovery on income from community alarms due to an increase in the number of service

users; this offsets community alarm contractual increases. The projected over-recovery also relates to new charging orders registered so far during 2024/25, and funds received to date.

6. Revenue Budget Virements

- 6.1. Under the Council's financial regulations, Directors and their nominated officers, in consultation with the Director of Finance and Resources, have certain delegated authority to transfer sums between subjective budget headings within a service division to enable budget management throughout the financial year. This is known as budget virement.
- 6.2. Transfers between divisions of the same service / department in excess of £100,000, and transfers between services / departments must be authorised by the respective service Director and the Director of Finance and Resources for submission to the relevant policy board for approval.
- 6.3. Budget holders are obliged to seek mitigating action to minimise significant budget variances. The Board is therefore asked to approve the following virements, which are not currently applied to the budget:

Revenue Budget Adjustments			
Objective Heading	Subjective Heading	Amount (£m)	Reason
Adult Services	Third Party Payments Transport	0.189 (0.189)	Budget realignment in relation to day centre activity

- 6.4. The following budget adjustments reflect the realignment of funds within Adult Services and are therefore for noting only:

Revenue Budget Adjustments			
Objective Heading	Subjective Heading	Amount (£m)	Reason
Adult Services	Transfer Payments	17.927	Budget realignment of care at home and adult supported living package budgets across the Self Directed Support options
	Third Party Payments	(17.927)	

7. Capital Budget Projection - break even position by 31 March 2025

- 7.1. The Capital Investment Programme 2024/25 to 2028/29 was approved by the Council on 29 February 2024. The Leadership Board approved capital spend for 2024/25 was £32.448m.

- 7.2. The in-year Capital budget is forecast to break-even by 31 March 2025, however, this will be monitored as the projects progress. Further details of the programme can be found in the Capital Monitoring report at Appendix 2.
- 7.3. Budget adjustments totalling £1.749m since Period 3 have taken place between years to reflect revised programming of some capital projects. The revised capital spend for 2024/25 is £30.699m, and details of these adjustments are as follows:

Capital Budget Adjustments		
Project	Amount (£m)	Reason
AMIDS: South	(1.749)	Reprofiled into 2025/26 to reflect updated cashflow profiles for the project.
Total	(1.749)	

Implications of the Report

1. Financial

The projected budget outturn position for the Leadership Revenue budget is an overspend of £6.672m (5.3%) at 31 March 2025. Income and expenditure will continue to be monitored closely for the rest of the financial year and as far as possible, steps will be taken by services to mitigate any overspend.

The projected outturn position for the Leadership Capital budget is break-even, after the adjustments outlined at section 7.

2. HR & Organisational Development

None directly arising from this report.

3. Community/Council Planning

Community Plan	
Our Renfrewshire is thriving	The Council's revenue and capital spend ensures that its facilities are fit for purpose and safe for the community, to maximise accessibility.
Our Renfrewshire is well	
Our Renfrewshire is fair	
Our Renfrewshire is safe	
Council Plan	
Reshaping our place, our economy and our future	The Council's revenue and capital spend ensures that its facilities are fit for

Council Plan	
Building strong, safe and resilient communities	purpose and safe for the community, to maximise accessibility.
Tackling inequality, ensuring opportunities for all	
Creating a sustainable Renfrewshire for all to enjoy	Ongoing revenue and capital budget monitoring is a tool to enable good financial management so that the Council has resources now and in the future for continued service delivery.
Working together to improve outcomes	

4. Legal

There are no direct implications arising from the recommendations in this report.

5. Property/Assets

The capital expenditure noted in this report will result in new assets (City Deal), regeneration (GAIA and AMIDS) and refurbishment and improvement of leisure and culture assets.

6. Information Technology

While ICT assets and revenue costs are included within these reported budgets, there are no direct implications arising from the recommendations in this report.

7. Equality & Human Rights

While certain areas of spend may impact on particular groups, any such impact would be assessed prior to the spend being incurred, therefore there are no direct implications arising from the recommendations in this report.

8. Health & Safety

The capital expenditure noted in this report will result in lifecycle maintenance improvements to existing properties and replacement of ICT assets, which may in some cases rectify health and safety issues.

9. Procurement

While Procurement is a key consideration prior to the Council incurring any revenue or capital spend, there are no direct implications arising from the recommendations in this report.

10. Risk

The potential risk that the Council will overspend its approved budgets for the year will be managed at a Council-wide level by the Chief Executive and Directors.

11. Privacy Impact

There are no direct implications arising from the recommendations in this report

12. Cosla Policy Position

There are no direct implications arising from the recommendations in this report.

13. Children's Rights

There are no direct implications arising from the recommendations in this report.

14. Climate Change

The Council aims to reduce its carbon and other emissions to net zero by 2030, however there are no direct implications arising from the recommendations in this report.

List of Background Papers

Revenue Budget and Council Tax 2024/25, Council, 29 February 2024.

2024-25 Delegated Health and Social Care Budget, Renfrewshire Integration Joint Board, 22 March 2024

Non-Housing Capital Investment Programme, Prudential Framework and Treasury Management Strategy, and Capital Strategy 2024/25 – 2028/29, Council, 29 February 2024.

Authors: Revenue - Valerie Howie, Finance Business Partner / Alison Burns, Corporate Finance Manager
Capital – Geoff Borland, Finance Manager

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2024/25
1 April 2024 to 13 September 2024

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	106,460	0	106,460	113,160	(6,700)	(6.3%)	(6,095)	(605)
Chief Executive's Service	19,632	487	20,119	20,091	28	0.1%	26	2
NET EXPENDITURE	126,092	487	126,579	133,251	(6,672)	(5.3%)	(6,069)	(603)

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	41,814	(150)	41,664	41,127	537	1.3%	604	(67)
Premises Related	787	54	841	906	(65)	(7.7%)	(52)	(13)
Transport Related	814	0	814	525	289	35.5%	230	59
Supplies and Services	18,484	(120)	18,364	18,516	(152)	(0.8%)	(84)	(68)
Third Party Payments	86,684	(18,255)	68,429	75,677	(7,248)	(10.6%)	(6,842)	(406)
Transfer Payments	7,723	18,623	26,346	26,438	(92)	(0.3%)	(35)	(57)
Support Services	78	28	106	103	3	2.8%	5	(2)
Depreciation and Impairment Losses	0	0	0	0	0	0.0%	0	0
GROSS EXPENDITURE	156,384	180	156,564	163,292	(6,728)	(4.3%)	(6,174)	(554)
Income	(30,292)	307	(29,985)	(30,041)	56	0.2%	105	(49)
NET EXPENDITURE	126,092	487	126,579	133,251	(6,672)	(5.3%)	(6,069)	(603)

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2024/25
1 April 2024 to 13 September 2024

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	69,143	(9,743)	59,400	63,939	(4,539)	(7.6%)	(4,418)	(121)
Physical or Sensory Difficulties	7,714	6,633	14,347	14,917	(570)	(4.0%)	(906)	336
Learning Difficulties	25,480	1,480	26,960	27,861	(901)	(3.3%)	(538)	(363)
Mental Health Needs	3,486	1,613	5,099	5,847	(748)	(14.7%)	(296)	(452)
Addiction Services	637	17	654	596	58	8.9%	63	(5)
NET EXPENDITURE	106,460	0	106,460	113,160	(6,700)	(6.3%)	(6,095)	(605)

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	38,173	(166)	38,007	37,503	504	1.3%	580	(76)
Premises Related	404	54	458	522	(64)	(14.0%)	(51)	(13)
Transport Related	813	0	813	525	288	35.4%	229	59
Supplies and Services	3,762	(122)	3,640	3,745	(105)	(2.9%)	(34)	(71)
Third Party Payments	86,684	(18,255)	68,429	75,677	(7,248)	(10.6%)	(6,842)	(406)
Transfer Payments	6,221	18,160	24,381	24,497	(116)	(0.5%)	(59)	(57)
Support Services	74	0	74	70	4	5.4%	5	(1)
GROSS EXPENDITURE	136,131	(329)	135,802	142,539	(6,737)	(5.0%)	(6,172)	(565)
Income	(29,671)	329	(29,342)	(29,379)	37	0.1%	77	(40)
NET EXPENDITURE	106,460	0	106,460	113,160	(6,700)	(6.3%)	(6,095)	(605)

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2024/25
1 April 2024 to 13 September 2024

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	268	0	268	266	2	0.7%	2	0
Policy and Commissioning	3,143	562	3,705	3,696	9	0.2%	6	3
Marketing and Communications	2,811	(100)	2,711	2,694	17	0.6%	19	(2)
City Deal & Infrastructure	0	29	29	29	0	0.0%	0	0
Leisure Services (incl Renfrewshire Leisure)	13,410	(4)	13,406	13,406	0	0.0%	(1)	1
NET EXPENDITURE	19,632	487	20,119	20,091	28	0.1%	26	2

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	3,641	16	3,657	3,624	33	0.9%	24	9
Premises Related	383	0	383	384	(1)	(0.3%)	(1)	0
Transport Related	1	0	1	0	1	100.0%	1	0
Supplies and Services	14,722	2	14,724	14,771	(47)	(0.3%)	(50)	3
Third Party Payments	0	0	0	0	0	0.0%	0	0
Transfer Payments	1,502	463	1,965	1,941	24	1.2%	24	0
Support Services	4	28	32	33	(1)	(3.1%)	0	(1)
Depreciation and Impairment Losses	0	0	0	0	0	0.0%	0	0
GROSS EXPENDITURE	20,253	509	20,762	20,753	9	0.0%	(2)	11
Income	(621)	(22)	(643)	(662)	19	3.0%	28	(9)
NET EXPENDITURE	19,632	487	20,119	20,091	28	0.1%	26	2

RENFREWSHIRE COUNCIL
CAPITAL INVESTMENT STRATEGY - NON-HOUSING SERVICES
1st April to 13th September 2024
POLICY BOARD: LEADERSHIP

Project Title	Prior Years Expenditure to 31/03/2024 £000	Current Year 2024-25						Full Programme - All years			
		Budget at P3 2024-25 £000	Budget Adjustments since previous £000	Revised Budget 2024-25 £000	Projected Outturn 2024-25 £000	Budget Variance (Adverse) or Favourable		Total Approved Budget to 31-Mar-29 £000	Projected Outturn to 31-Mar-29 £000	Budget Variance (Adverse) or Favourable	
LEISURE SERVICES											
Artificial Pitches Fund	0	800	0	800	800	0	0%	800	800	0	0%
Community Halls Refurbishment	24,920	832	0	832	832	0	0%	25,751	25,751	0	0%
Linwood Running Track at On-X	4	350	0	350	350	0	0%	354	354	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	24,924	2,982	0	2,982	2,982	0	0%	27,905	27,905	0	0%
CHIEF EXECUTIVES											
City Deal Projects											
Glasgow Airport Investment Area	40,849	2,215	0	2,215	2,215	0	0%	43,064	43,064	0	0%
Clyde Waterfront & Renfrew Riverside	98,513	19,261	0	19,261	19,261	0	0%	117,824	117,824	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	3,808	126	0	126	126	0	0%	3,933	3,933	0	0%
AMIDS: District Heating Network	6,783	311	0	311	311	0	0%	7,093	7,093	0	0%
AMIDS: South	5,432	4,162	(1,749)	2,413	2,413	0	0%	43,098	43,098	0	0%
Total Chief Executives	158,319	29,466	(1,749)	27,717	27,717	0	0%	360,395	360,395	0	0%
TOTAL LEADERSHIP BOARD	183,243	32,448	(1,749)	30,699	30,699	0	0%	388,300	388,300	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, 13 November 2024	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 Andy Steel

Chair

Councillor Jacqueline Cameron, Convener, presided.

In Attendance

L McIntyre, Head of Policy & Partnerships, A Morrison, Head of Economy & Development Services, A Armstrong-Walter, Strategic Partnership & Inequalities Manager and D Dunn, Social Renewal Lead Officer (all Chief Executive's); K Nightingale, Alcohol Death Prevention Lead Officer, C Durnie, Drug Death Prevention Lead Officer and K Reynolds, Alcohol and Drug Recovery Service Manager (all Health & Social Care Partnership).and C MacDonald, Senior Committee Services Officer and E Gray, Senior Committee Services Officer (both Finance & Resources).

Transparency Statement

Councillor Clark declared a connection to Item 2 - Cost of Living Dashboard by reason that his son was employed by Active Communities. However, he indicated that he had applied the objective test and did not consider he had an interest to declare and intimated that it was his intention to remain in the meeting and to take part in any discussion or voting thereon.

Declarations of Interest

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

Webcasting of Meeting

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

1(a) 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.

Since the last meeting of the Sub-committee on 4 September 2024, there had been a number of changes in economic factors and these were highlighted within the report. It was also noted that a number of changes which had been announced in the UK Government's Budget on 30 October 2024 would affect households.

DECIDED: That the report be noted.

1(b) Cost of Living Data Dashboard

There was submitted a report by the Chief Executive relative to an overview of key indicators and their movement from the last period, supported by additional information and graphs showing further analysis and longer-term trends.

DECIDED: That the report be noted.

2 Fairer Renfrewshire Programme Update

There was submitted a report by the Chief Executive relative to an overview of key indicators and their movement from the last period, supported by additional information and graphs showing further analysis and longer-term trends.

DECIDED: That the report be noted.

3 Summer of Fun 2024 Evaluation

There was submitted a report by the Chief Executive which provided an overview of the evaluation report that had been produced on the 2024 Summer of Fun programme. Appendix 1 provided information on all projects funded through the community grants programme and the full evaluation report was attached as Appendix 2.

The report noted that findings from the evaluation would be considered as part of the development of the Fairer Renfrewshire programme for 2025/26.

DECIDED: That the report be noted.

4 **Alcohol and Drug Death Prevention**

A presentation was given by the Alcohol Death Prevention Lead Officer, the Drug Death Prevention Lead Officer and the Alcohol and Drug Recovery Service Manager, Health & Social Care Partnership relative to alcohol and drug death prevention within Renfrewshire.

DECIDED: That the presentation be noted.



To: Leadership Board

On: 4 December 2024

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.
- 1.2 This paper provides:
- A summary of the key issues reported to the Fairer Renfrewshire sub-committee on 13 November 2024 including the cost of living and programme updates.
 - An overview of priorities over the next 3 month period, as set out in Section 6.
 - An update for Elected Members on work that is being undertaken to commission a support service for people with a head injury in Renfrewshire as set out in Section 7 of the report.
- 1.3 Work is being progressed over the Autumn period as planned to review programme delivery to date, and to bring forward priorities for consideration by elected members for the next year of the 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 locally.

- Approve the allocation of £50,000 of Fairer Renfrewshire funding, as grant funding to Active Communities to support the continuation of community development activity in Gallowhill following the publication of the Community Needs Assessment referred to in Section 5.
 - Note the update in relation to the commissioning of a support service for people with a head injury and their family.
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3. Background

3.1 The Fairer Renfrewshire Programme has continued to develop and evolve over the last 18 months, 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. Officers are progressing a stock take of the current programme, with a view to bringing back further recommendations to board on the 25/26 programme in early 2025.

4 Update from the Fairer Renfrewshire sub-committee

4.1 At its meeting on 13 November, the sub-committee considered:

- The most recent programme update including information on recent statistics and research in relation to the cost-of-living crisis, including the cost of living dashboard developed locally
- The initial evaluation report for the 2024 Summer of Fun Programme in Renfrewshire.
- Progress updates in relation to the community needs assessment work in Gallowhill, pension credit take up campaigns and various other service developments.
- A presentation from HSCP officers in relation to drug and alcohol related harm in Renfrewshire.

4.2 Officers gather information from a variety of sources at both a local and national level to inform discussion at the sub-committee. As highlighted above a cost of living dashboard is presented and a detailed cost of living paper is also provided which gathers together all of the local and national information. Further key statistics and information is provided in table 1 below.

4.3 A number of changes which will affect households were also announced in the UK Government's Budget on 30 October 2024. The sub-committee also considered initial information collated by officers at both a national and local level where available.

Table 1

<p>Key national statistics</p> <ul style="list-style-type: none"> • The rate of inflation stood at 1.7% for September 2024, having reduced from 2.2% in August, and is now slightly below the 2% target set. This has since risen to 2.3% in October. • The inflation rate for food, however, has increased slightly from 1.5% to 1.8%, the first increase since March 2023. • On 7th November 2024, the Bank of England cut the interest rate to 4.75%. This is the second cut in the base rate this year after the reduction from 5.25% to 5% in August. • The Energy Price Cap, originally introduced by Ofgem in January 2019 to set limits on the underlying rates charged by energy suppliers, is now set at £1,738 from the 1 January until 31 March. This is an increase of over 10% compared to the cap set between 1 July to 30 September 2024 (£1,568).
<p>Cost of living research (national)</p> <p>The latest insights into the cost of living from the Office of National Statistics for the period 7 August to 1 September 2024 found:</p> <ul style="list-style-type: none"> • 25% of adults said they had had to borrow more money or use more credit in the last month compared to a year ago. • 49% reported that costs of living had increased compared with one month ago, while 49% said it had stayed the same. This has decreased gradually since October 2022 when 80% of adults reported an increase, and from the last reported figure of 51% in June 2024. • For those who reported an increase, costs of food shopping at 93%, (the same as June) fuel at 46% (a slight decrease on June figures) and energy bills at 50% (a 3% increase) were the most commonly reported reasons. • 4 in 10 people are spending less on food and essentials and 58% are spending less on non-essentials according to the survey.
<p>Employment and income</p> <ul style="list-style-type: none"> • According to the ONS, the Claimant Count, which is taken from JobcentrePlus administration systems, for those claiming unemployment-related benefits in Renfrewshire has increased very slightly in September to 3.2% from 3.1% as it was in June 2024. This currently equates to 3,670 people aged between 16 and 64. • Around 28,000 people aged 16 to 64 years in Renfrewshire were "economically inactive" in the year ending June 2024. This is an increase based on the previous reported figure of 26,200 in the year ending March 2024. Of those who are economically inactive, 88.4% are not looking for employment.

- As part of the budget announcement, changes have been made to the levels of Minimum Wage. Legal minimum wage for over-21s is to rise from £11.44 to £12.21 per hour from April 25. The rate for 18 to 20-year-olds to go up from £8.60 to £10, as part of a long-term plan to move towards a single adult rate.

Debt

- Figures from Renfrewshire Citizens Advice Bureau show that of the 1446 clients seen this quarter, 455 were working either full time or part time. The numbers of those working who are accessing the service has risen steadily over the last year.
- Advice Works are not seeing the same progressive rise, however and after in the previously reported two quarters an increase in employed clients with over 200 being seen in Q4 of 23/24 and 191 in Q1 of 24/25, Q2 24/25 showed a reduction again to 184.
- The number of new debt cases for Advice Works in Q2 was 153, down from 186 the previous quarter and debt managed was £391,745 down from £677,064. These trends will be monitored over time, with further information captured around debt and changes in client type.

Benefits

- Rises in state pension are calculated differently, so in April will be uprated by 4.1%, as this increase is determined by the 'triple lock' where the state pension goes up each year by either 2.5%, inflation, or earnings growth - whichever is the highest figure. The new full state pension is set to rise by £460 a year from April 2025.
- The 1.7% inflation figure, which was confirmed at the Budget on 30 October, means that the standard allowance of Universal Credit, for a single person aged under 25, will go up by £5.30 a month to about £317. For a couple aged over 25, the rise will be £10.50 to £628 a month.

Food costs / insecurity

- In Renfrewshire 1,322 Foodbank Vouchers were in Quarter 2, in comparison with 1,295 issued in the same quarter the previous year, an increase of 2%. The vouchers covered 1740 adults and 844 children this year, which was an increase in total number receiving assistance compared to the same quarter last year (1591 adults and 704 children).
- The inflation rate for food, however, has increased slightly from 1.5% to 1.9%, this is down from a recent high of 19.2% in March 2023

Housing

- According to the ONS, private rental prices in Renfrewshire rose to an average of £756 in September 2024, an increase of £7 per month on the last reported figure in June 24 and an annual increase of 7.7% from £702 in September 2023.

5. Fairer Renfrewshire Programme Update

- 5.1 Since the last update to Leadership Board in September 2024, a range of activities have continued to be progressed by officers and partners. A summary is provided in the sections below.

Winter Connections

- 5.2 At Leadership Board in May 2024, it was agreed that £75,000 of funding be allocated from the Fairer Renfrewshire programme to provide small grants to local organisations to support a Winter Connections programme in partnership with local organisations. The programme aims to encourage people to connect and participate in activities in warm and welcoming spaces across communities in Renfrewshire.
- 5.3 The funding will support local community and voluntary organisations with the additional costs of making venues, activities and sessions open as part of the programme, such as equipment, food, energy costs, and rent.
- 5.4 Funded activities must fit the criteria of Winter Connections and be:
- 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
- 5.5 The fund opened to applications on 23 September and was quickly over-subscribed. The fund was closed on 11 October to general applications. Appendix 1 provides an overview of all projects funded to date through the programme.
- 5.6 As with previous years, the Winter Connections programme is published on the Council website, at www.renfrewshire.gov.uk/winter-connections. Information about the programme will be made available to elected members and promoted through a range of communication channels.

Summer of Fun

- 5.7 As part of the Council's budget which was approved in February 2024, £100,000 was allocated through the Fairer Renfrewshire programme to support the development of a summer holiday programme for children and young people, with a focus on providing support and healthy food over the holiday period to low-income families.
- 5.8 It was agreed that £50,000 of the funding would be allocated to the provision of summer camps and £50,000 would be allocated to the Summer of Fun Community Programme piloted in 2023. The Fairer Renfrewshire Lived Experience Panel played a key role in directing how this funding could be used.

- 5.9 At its meeting on 13th November, the sub-committee considered an evaluation report which provided an overview of the programme, and set out key findings to be addressed as part of any potential planned future activities. This included launching grant funding streams as early as possible, and working to develop processes to ensure that all places at the holiday camps co-ordinated by the CLD service, were able to be fully utilised. There was strong evidence contained within the report that Programme strongly targeted and offered support to children from child poverty priority groups.
- 5.10 Findings from the evaluation will be considered as part of the development of the Fairer Renfrewshire programme for 2025/26.

School and Family Advice Provision

- 5.11 With the new school year having started in August, work has been ongoing with colleagues in Advice Works and Education as well as Renfrewshire Citizens Advice Bureau (RCAB) to boost numbers using the School Support Service across Secondary and ASN schools provided by RCAB and the Family Advice Service for families of Primary and ELCC schools provided by Advice Works.
- 5.12 Engagement with Education Managers has continued and all head teachers have been sent information about the services. A public campaign is also planned. RCAB post information about the schools they will be visiting each week on their own social media to promote their service and engagement will continue throughout the year to ensure relevant school and nursery staff, including pastoral staff are aware of the services and can signpost or refer parents who may benefit from advice around money and benefits.
- 5.13 This quarter the Family Advice service has seen 80 parents or carers, bringing the total for the year so far to 183. Of these 167 have fitted into at least one Child Poverty Priority Group. Client Financial gain at present is £45,925.
- 5.14 Between August 16th and October 17th, 2024, the School Support Service assisted 38 clients. The most popular advice areas were benefits and housing. For this period the School Support service recorded financial gains for clients totalling £15,779.

Winter Clothing Grant

- 5.15 As part of the budget agreed by Council in February 2024, it was agreed that a Winter Clothing Grant of £50 be paid for each child eligible for School Clothing Grant in Winter 2024, with £300,000 of funding allocated from Fairer Renfrewshire for this purpose.
- 5.16 The payment was made directly to parents' bank account week commencing 28th October 2024. The payment was made for 5,076 children, with a final total funding allocation of £253,800.
- 5.17 The payment had been trailed through social media posts from September, ensuring the maximum number of parents were aware, and applied for School Clothing Grant to allow them to receive this payment.

Community Needs Assessment in Gallowhill

- 5.18 As previously reported to the sub-committee, late in 2023, Renfrewshire HSCP was successful in a funding bid to NHSGGC Public Health to carry out a Community Needs Assessment (CNA) in Gallowhill, recognising the concerning increase in Child Poverty rates in the Gallowhill and Renfrew South Ward. The CNA, being carried out by Active Communities, commenced at the start of July 2024 using the Place Standard Tool and 250 responses had been received to mid-October.
- 5.19 As previously reported to elected members, an application was made to the Scottish Government Child Poverty Accelerator Fund to support the testing of new place-based approaches to child poverty in Renfrewshire, which would be informed by the CNA currently taking place. This joint bid with Renfrewshire HSCP, NHSGGC and Active Communities, with Renfrewshire Council being the lead partner was unfortunately unsuccessful.
- 5.20 Analysis shows Gallowhill has a high density of lone parents, households with a disabled adult or child and larger families (3 or more children). Recent census data and anecdotal evidence indicates that ethnicity and migration may also be an important factor in the increased rates. This initial analysis will be augmented by the CNA and we expect that this will provide critical community insights, to support targeted work in the area.
- 5.21 Council officers continue to work with partners to co-ordinate a programme of activities and supports in the Gallowhill area throughout the CNA process. Home-Start have introduced a Family Outreach Group to support families in the area, funded through the Whole Family Wellbeing Fund. In addition, Winter Connections funding has been allocated towards groups in the area and Renfrewshire Affordable Credit Alliance organised a community breakfast on 8 November as their annual Talk Money Week Event which was featured on the BBC's Morning Live programme.
- 5.22 In conjunction with services and partners such as Advice Works, Invest In Renfrewshire, Digital Champions, Social Security Scotland, St Mirren and Skoobmobile, residents were invited to have free breakfast and activities and find out about available supports, including Pension Credit and Scottish benefits. As part of the events, residents were also encouraged to complete a Community Needs Assessment survey with Active Communities to ensure a range of voices were heard.
- 5.23 The Community Needs Assessment is due to be concluded in the New Year, and this work will inform the development of any further approach. Following the unsuccessful bid, it is recommended that funding is earmarked from the Fairer Renfrewshire programme to secure the continuation of community development support within the area. This would provide capacity to support the development and implementation of actions emerging from the community needs assessment, and continue to improve and expand community led activity and infrastructure in the area.

- 5.24 It is recommended that £50,000 of funding is allocated to secure the continuation and development this work over the next 18 months, with the potential to extend the current support being provided by Active Communities to be explored by the Head of Policy and Partnerships through the provision of grant funding to this organisation. Wider work will also be undertaken to develop a place-based approach based on the learning from the CNA.

Pension credit

- 5.25 As previously reported to board, work has been underway to encourage older people who may be entitled to Pension Credit to apply for the benefit, as part of ongoing campaign activity, but also in response to national changes to winter fuel payments.
- 5.26 The DWP are planning to directly contact 120,000 pensioner households by letter from 1 November 2024, who have been identified from Housing Benefit data as potentially eligible for, but not claiming Pension Credit. Each household will be invited to apply for Pension Credit before 21 December, which is the last date for making a successful backdated claim and still receive a WFP.
- 5.27 Work has been ongoing locally too to encourage application to Pension Credit. While awaiting further detail on this payment, Advice Works and Renfrewshire Citizens Advice Bureau (RCAB), along with Corporate Communications, delivered a Pension Credit take up campaign, with specific appointments for older adults being offered during a benefit take-up week to ensure as many of those eligible in Renfrewshire who have not yet claimed this benefit do so.
- 5.28 A round table meeting was held on 2 October 2024 to discuss options for the Council and partners to promote Pension Credit take-up locally. Attendees included several Council Officers from assorted services including Corporate Communications, HSCP, RCAB, Engage Renfrewshire and ROAR. Work is ongoing to develop a Council targeted letter campaign using Housing Benefit and/or Council Tax Reduction data and investigate the possibility of organising a text campaign using GP surgery patient records. Scheduling of this work will take cognisance of the resources and capability of Advice Works and RCAB.
- 5.29 It was also noted during the meeting, that successful engagement with those aged 66 or over may also require face-to-face discussions from trusted partners in community locations throughout Renfrewshire, encouraging conversations about money and the benefits of getting a free benefit check. Attendees agreed to work in partnership, with those offering a client facing service undertaking to speak to their clients about Pension Credit.
- 5.30 Council Officers have undertaken a communications campaign promoting Pension Credit take-up via social media posts, press releases and internal communications. Flyers and posters have also been designed targeting both those that are aged 66 or over, and those that know someone of pension age, encouraging calling either Advice Works or RCAB for a benefit check. The draft wording and layout of the posters and flyers was amended following feedback received from attendees and stakeholders during a community Cost of Living Event held at Southend Action Centre on 8 October. The feedback was especially welcomed from those who attended who do

not speak English as a first language, and from those that come from, or assist those, from an ethnic minority.

- 5.31 The flyers and posters will be distributed to multiple locations across the area including libraries, health centres, sheltered housing complexes, GP surgeries, community centres, third sector organisations and shops. Pop-up events are also being arranged to generate face-to face discussions in the community.
- 5.32 Initial figures from Advice Works have been encouraging with 284 adults over 65 coming forward for a benefit check in the period 1 August to 15 October, compared to 197 in the previous period. Although many of those coming forward have been found not to be entitled to Pension credit, a benefit check has identified other supports, with applications made in particular for adult disability benefits.
- 5.33 Work has also been undertaken by officers to identify approximately 2,000 adults aged 66 and over who are in receipt of Council Tax Reduction, but not in receipt of Pension Credit. Direct letters have been sent over a four week period throughout November 2024 to these households, encouraging people to advice services for a benefit check. While there is no guarantee that these households will be eligible for pension credit, it is likely that a number will be eligible.

Lived Experience Panel

- 5.34 Elected Members have been given a number of updates relating to work of the Fairer Renfrewshire Panel. Early September saw the Panel Event with Panel members, elected members and council officers in attendance along with HSCP and Engage Renfrewshire. A report and evaluation of the panel event was reported in full to the Fairer Renfrewshire Sub-Committee in November.
- 5.35 In October, the panel took part in the Events Strategy consultation and a walkabout of the Halloween site took place on 24 October. The Panel have also started a piece of work commissioned by Renfrewshire HSCP, around the findings of their most recent Health and Wellbeing Survey, feeding back on the findings and helping identify priorities from the results.

Digizones

- 5.36 Work has been ongoing to establish DigiZones across Renfrewshire as places where individuals who may be digitally excluded could come to get online, access a digital device or receive digital skills support. Digizones have been developed through the Citizens Voice Forum which seeks to co-design digital inclusion solutions by taking a person-centred and place-based approach and by working with organisations involved in delivering digital inclusion as well as those impacted by digital exclusion.
- 5.37 The DigiZone early implementer phase launched on 16 October, during Get Online Week with all Renfrewshire Libraries becoming DigiZones as well as a number of Community Learning and Development/Youth Services locations and one 3rd sector partner – Active Communities. Details of venues are here www.renfrewshire.gov.uk/digizones

5.38 Learning from this phase will be used to help shape and inform future rollout and the DigiZone sub-group of Citizens Voice will continue to oversee and promote this initiative.

6. Current priorities

6.1 As highlighted to Board in September, the Fairer Renfrewshire Programme is now at capacity as officers have worked with partners to respond to emerging developments and to support existing programmes of work. There are several areas of activity that are being prioritised during Autumn/Winter 2024:

- Scoping and development of the Advancing equalities programme previously approved by Board
- Delivery of the Winter Connections Programme
- Benefit take up campaigns including Pension Credit
- Developing options to respond to the potential findings of the Community Impact Assessment in Gallowhill

7. Support for people with a head injury and their families in Renfrewshire

7.1 At the Leadership Board on 19 June 2024, elected members agreed to allocate £300,000 from the Fairer Renfrewshire programme to fund the development of a support service for people with a head injury and their families for a three year period. This followed the closure of the former Renfrewshire Head Injuries Service on 6 June 2024.

7.2 On 19 September 2024, an update on the development of the new support service was provided to Leadership Board as part of a wider paper relating to the Fairer Renfrewshire programme. At that time elected members were also advised that a judicial review petition from the Court of Session in relation to the service closure had subsequently been withdrawn.

7.3 The report noted that:

- Work had commenced on the process by which the service will be commissioned.
- Further market testing had been undertaken over the summer period through the publication of a PIN notice
- Work had been undertaken to commission an independent organisation to undertake further consultation with potential users of the service and their families. This was noted as a vital part of the process as it will ensure that their views guide the specification of any new contract specification which is tendered. It was anticipated at that stage that this consultation process would be completed by the end of September 2024/early October 2024, subject to the availability of the organisation identified.
- A tender process would then commence, with recommendations for award being brought before the Finance, Resources and Customer Service policy board. Officers had initially targeted the November 2024 policy board cycle, however it was noted that this was dependent on the timing and completion of the consultation process and wider procurement processes.

- 7.4 Following the Leadership Board significant progress has been made in terms of taking forward the consultation exercise:
- An external consultant was formally appointed to lead an independent consultation process with potential service users and their families. This has informed the service specification for the newly commissioned service.
 - The initial consultation process is now complete and involved a range of F2F sessions and focus groups, and also a provision of a survey for written responses. Although this stage of the consultation is complete, we intend to offer further opportunities for engagement with any new provider as part of the establishment of the service itself. We also intend to build into the contract specification the requirement to regularly engage with service users and to flexibly develop and provide the service in response to feedback.
- 7.5 Unfortunately for legal reasons it has not been possible to access contact details for service users that previously accessed the service provided with Quarriers. We have used intermediaries to get information to previous and potential new service users. This includes through the Sunshine Club, Carers Centre, community link workers, local voluntary and community organisations.
- 7.6 The formal tendering process has now commenced and in line with the Council's standing orders relating to contracts, any recommendations relating to the contract will require to be approved by the Finance, Resources and Customer Services Policy Board. Work is being undertaken presently to minimise any delays to the procurement process.
- 7.7 As mentioned above, it has not been possible to gain information in relation to previous users of the Head Injuries Service. We hope that through the consultation exercise we will be able to share information with those attending on local supports that are available to service users and families, whilst the service is put into place. We intend to collate information that can be shared on local resources, organisations and support services.
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Implications of the Report

1. **Financial** – no specific recommendations.
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 key activities undertaken as part of the Fairer Renfrewshire programme, and as such there continues to be a high level of equalities and human rights consideration across this programme – the activities detailed in this report are targeted specifically

at advancing equality of opportunity for a number of groups across the Renfrewshire area. An equality impact assessment has been developed as part of the commissioning process for the head injury service, and will continue to be developed and updated as the service progresses to implementation.

8. **Health and Safety** - none
9. **Procurement** – none
10. **Risk** – none
11. **Privacy Impact** – none
12. **Climate risk** – none
13. **Children's rights** - the articles within UNCRC underpin the work that is being progressed in Renfrewshire through the Fairer Renfrewshire programme, particularly in relation to rights in relation to aspects such as life, survival and development, food, clothing and a safe home and supporting the best interests of the child and their families. Child poverty and family wellbeing are key local partnership priorities.
14. **COSLA Policy Position** – 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 approved
Erskine Arts	Erskine	£2,000	Soup Sessions	£2,000
Rays of Hope	Elderslie	£2,000	Hope Project	£2,000
Renfrew YMCA SCIO	Renfrew	£2,000	Connect and Chat	£2,000
Twist and Hit Cheerleaders	Paisley	£2,000	Winter Youth Club	£2,000
Brick Lane Music Academy	Paisley	£2,000	Soup and a Jam	£2,000
Friends of Howwood Park	Howwood	£2,000	The Tuesday Club	£2,000
Just Dive In CIC	Paisley	£2,000	Winter Warmth and Wellbeing: Crafting, Floating, and Swimming for Older Adults	£2,000
Johnstone Castle Learning Centre	Johnstone	£2,000	Johnstone Castle Learning Centre	£2,000
Linwood Community Council	Linwood	£2,000	Winter Connections	£1,000
KLAS Care CIC	Linwood	£1,680	Family Connections	£1,680
Renfrewshire Rainbow Buddies	Shortroods	£2,000	Shortroods Youth Club	£2,000
Home-Start Renfrewshire & Inverclyde	Paisley	£2,000	The Warm Place with Home Start	£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
The Tannahill Centre	Paisley Ferguslie Park	£2,000	Breakfast at the Tanny	£2,000
Scottish Afro Caribbean Arts Association	Paisley Gallowhill	£2,000	Winter Unity	£2,000
Renfrewshire Effort to Empower Minorities (REEM)	Paisley	£2,000	The Get Together Project	£2,000
The Thursday Club	Paisley Glenburn	£2,000	Winter Warmer Project -	£2,000
Howwood Community Council	Howwood	£2,000	Winter Warmers	£2,000
Foxbar Elderly Forum	Foxbar	£2,000	Foxbar Elderly Forum	£2,000
Lochwinnoch Community Development Trust	Lochwinnoch	£1,000	Wellness Workshops	£1,000
Lochwinnoch Dodge Ball Club and Drop In	Lochwinnoch	£2,000	Youth Drop In Sessions	£2,000
Johnstone Dementia Friendly Group	Johnstone	£2,000	Still Here	£2,000
Kairos Women+	Paisley	£2,000	Community Soup	£2,000
Paisley North Church of Scotland	Ferguslie	£2,000	Wednesday Drop in Group	£1,000
Paisley YMCA	Paisley	£2,000	Cosy Crafts @ The Y	£2,000

Ralston Primary OSC	Paisley	£2,000	Winter Drama Club and Show	£2,000
Renfrew Trinity Church	Renfrew	£1,150	Lite Bites @ Renfrew Trinity	£1,150
CREATE Paisley	Paisley, Linwood and Johnstone	£1,870	CREATE Winter Drop In for Young People	£1,870
Shopmobility Renfrewshire	Paisley	£2,000	Mobility Crafters	£1,490
Dates-n-Mates	Paisley	£1,470	Dates-n-Mates	£1,470
Jubilee House	Paisley	£2,000	Winter Activities Group	£2,000
Loud n Proud	Paisley	£2,000	The Tuesday Club	£1,000
Houston Community Council	Houston	£1,047	Senior Citizens Film Shows	£1,047
Pachedu	Paisley	£1,950	Pachedu Young Visioners	£1,950
Preshal Trust	Paisley	£1,980	Preshal Paisley - Heat up and eat up	£1,980
School of African Cultures	Paisley	£2,000	Tosakana	£1,340
The Bungalow	Paisley	£2,000	The Bungalow Club	£1,000
Inchinnan Development Trust	Inchinnan	£878	Inchinnan Connects through Winter Craft Sessions	£878

Applications not recommended for approval

Organisation	Area	Name	Funding Requested	Decision
Finding Your Feet	Paisley	Physical Wellbeing Programme	£2,000	No funding award – does not meet criteria as no scheduled activity.
Genki Judo Club	Linwood	Winter Warm Up Together	£1,660	No funding award – very specific project with less additionality than other Linwood projects.
Golf in Society	Paisley	Golf in Society	£1,850	No funding award – would support a very limited number of people and take place outside. Referred to other funding sources.
Howwood Community Council	Howwood	Sewing and Craft Group	£1,500	No funding award – funding had already been approved for 2 projects in Howwood, one overlapping in time with this activity. Both other funded activities would support more people. Referred to another funding source.
Lochwinnoch Community Development Trust	Lochwinnoch	Monday Matters	£1,000	No funding award – 2 projects already funded in Lochwinnoch meeting different demographics (young and adult). Activity would take place in licensed premises.
Open Aye CIC	Paisley	Mindful Winter Photo Project	£2,000	No funding award – project mainly taking place outdoors and for a small number of attendees.



To: Leadership Board

On: 4 December 2024

Report by: Chief Executive

Heading: Council Plan 2022/27 – six monthly 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. In order to best reflect the current context, a refreshed plan was approved by Leadership Board in June 2024, with an updated performance framework.
- 1.2 The Council Plan sits alongside a refreshed Community Plan. This covers the longer period of 2017 to 2027, but was revised in 2022 to consider how to respond to and recover from the unique challenges over the last few years. The Community and Council Plans work in harmony, aligning the framework for improving community outcomes with the priorities for the Council.
- 1.3 The 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 underpins 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 Boards.

- 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. This update report covers the 37 high level actions and 35 performance and data indicators in the Council Plan.
- 1.6 This report provides an update on progress made in the six months since the refreshed Council Plan was approved in June 2024. 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 since June 2024; and
 - note that progress reports will continue to be presented to the Leadership Board every 6 months.

3. Background

- 3.1 Our Council Plan 2022-2027 was refreshed in mid 2024, reflecting that priorities may have changed since the original draft which still reflected the immediate recovery from the pandemic. Much of the context – financial challenges for the public sector, the cost of living crisis – remains the same and we have streamlined our priorities to reflect a closer focus on particular areas.
- 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. Updates on our Best Value arrangements are regularly reported to Board and there is also a dedicated page on the Council's website with copies of relevant reports, such as the annual thematic audits of Leadership in 2022/23 and Workforce Innovation in 2023/24. The Council will also undergo a Best Value Audit in early 2025.

4. Progress of delivery of the Council Plan during 2024

- 4.1 As outlined in Section 1, our Council Plan was refreshed in June 2024 and this is the first update on progress on the streamlined plan. It provides an overview of recent achievements, progress with actions, and gives information on any areas of action where progress has been delayed.

Strategic Outcome 1: Place

- 4.2 The Council continues to deliver major infrastructure projects across the area, significantly investing in local communities. For example, the Council is currently in Year 3 of our 10-year, £100m housing regeneration and renewal programme. Various phases of demolition are being progressed following the purchase of non-council owned properties in particular blocks, which are now vacant.
- 4.3 Work also continues on Renfrewshire's learning estate - a comprehensive and refreshed approach to strategically planning for the learning estate as a whole was approved by the Education and Children's Services Policy Board in August 2024. In terms of current projects, the new Paisley Grammar School Community Campus remains on track to be completed by summer 2026, and design work on Thorn Primary is at an early stage and consultation is scheduled to take place with the school community.
- 4.4 The Regeneration team continue to support work on our town centres. Erskine town centre's strategy is currently being reviewed and work is underway to develop proposals for its public spaces and greenspaces. Further feasibility work will be commissioned for Johnstone, Linwood and Renfrew. New initiatives such as the Historic Buildings in Villages grant scheme have proven popular and it was over-subscribed in its first year. A new round of the Retail Improvement Scheme is underway, a grant scheme to support repairs, improvements, upgrading, or restoration to the front of shops, businesses, or commercial premises in Renfrewshire.

- 4.5 The Council is currently developing Travel Renfrewshire 2035, our new Transport Strategy for the area, aligned to the regional and national programmes, and has appointed a technical consultant to support this work. There is a programme of stakeholder engagement to inform the strategy development and this was launched in May 2024. A draft strategy will be available in 2025. This strategy also aligns closely with our Plan for Net Zero, which has a specific sustainable transport theme.
- 4.6 Membership of our Local Partnerships has been refreshed and inductions have taken place for community representatives. During the summer, Local Partnerships held workshops to update their local priorities and these will now inform the work of the Local Partnerships moving forward. A new Local Partnerships Development Officer has been appointed and will have a key role in supporting the development of partnerships going forward.
- 4.7 Work has been progressed to develop a new Connected Communities function within the Chief Executive's Service, transforming how we support, collaborate and engage with our communities. The first phase of this, which will bring together staff from the existing Community Learning and Development and Partnership and Inequalities teams, is well underway after a programme of engagement and consultation over the summer months.

Strategic Outcome 2: Economy

- 4.8 Community Wealth Building is a key strand of our work to support local economic growth and in June the Council held Renfrewshire's Economy Conference. It drew attendees from across the public, private and third sectors. Following this, the Anchor Supply Chain event in October 2024 was the latest in a series of events targeting local businesses and offering support and guidance on tendering for public contracts. The event was supported by key partners – the NHS, University of the West of Scotland and Scotland Excel.
- 4.9 Employability services are supporting hundreds of Renfrewshire residents to gain skills and qualifications and move into employment. This year we have already welcomed over 300 new service users and continue to support 400 who joined us in 2023/24. There is good progression through the service into sustained paid employment. The Council also creates apprenticeships and traineeships and has taken on 27 new trainees so far this year.
- 4.10 In relation to the Advanced Manufacturing Innovation District Scotland, known as AMIDS, the joint venture continues to work well, and work on the Tech Terrace development is progressing, with the first occupier expected by early 2026. The innovative fifth generation district heating system in AMIDS was

recently recognised at the COSLA Awards, winning the Scottish Government's Delivering Excellence Award.

- 4.11 City Region funding has invested in improved connectivity between AMIDS and the wider region, including the new Renfrew Bridge. In the summer the first test of the bridge was completed. Further testing is underway ahead of its opening later this year. The bridge connects the communities of Renfrew and Yoker and is the first opening and closing road bridge across the river Clyde.

Strategic Outcome 3: Fair

- 4.12 The Fairer Renfrewshire programme continues to deliver a range of supports and interventions aimed at tackling poverty and inequality. The School Support service is in place in all of our secondary schools, and the Family Support service can provide advice and support to families with younger children. Our Winter Connections programme is now in its third year, providing opportunities for communities to come together and enjoy a variety of activities with some food and drink. Our Summer of Fun programme also had another successful year and the insight of our Lived Experience Panel helped shape our plans.
- 4.13 Work continues on a place-based approach to tackling child poverty and the current focus area is Gallowhill. A community needs assessment is being carried out and a range of public and third sector agencies are committed to partnership working to tackle the issue.
- 4.14 A recent focus of Trauma Informed and Responsive Renfrewshire programme has been on the development of a Level 1 online training resource, and on refreshing the membership of the steering group. In order to build a wider network of staff able to deliver training, colleagues are being supported to apply for national 'train the trainer' events. In Housing, almost 100 staff have completed trauma training in 2024 and are embedding it in practice.
- 4.15 The recent census releases have provided a significantly updated picture of Renfrewshire's communities – work is well underway to analyse this data, with a detailed presentation shared with the full Chief Officers Team in September. Other bespoke presentations have been shared on request and following the final census release on health and wellbeing in October, a full pack of data, by electoral ward will be produced.

Strategic Outcome 4: Green

- 4.16 The Council is working with our partners in Glasgow City Region to develop a strategy and investment model for future electric vehicle (EV) charging provision. A procurement process is underway with the contract expected to be awarded by the end of the year.
- 4.17 Our Plan for Net Zero is being progressed. Climate considerations are already built into our procurement processes and the current area of focus is on 'heat and fleet'. The Council has developed an initial carbon budget, with interim organisational targets to 2030-31. Identifying emissions by service area will be key in improving our understanding of how our emissions relate to the services we provide and the reductions we need to aim for in order to adapt to delivering the same high quality local services in a way that is fit for a resilient, net zero future.

Strategic Outcome 5: Living Our Values

- 4.18 The Council is committed to developing a new Engagement Policy to support authentic and consistent approaches to engaging with our residents and providing opportunities for them to contribute to decision-making. Documentation, including a toolkit and checklist, are being developed to support best practice in relation to external consultation and engagement.
- 4.19 Supporting the wellbeing of employees is an ongoing area of focus. Our RenTalk series for staff has recently featured a session on menopause and one on men's health issues. Additional training for our mental health first aiders is planned for the end of the year and will focus on specific mental health conditions. Good progress is being made in the implementation of the new Equality, Diversity and Inclusion Plan, and an updated report was presented to the Finance, Resources and Customer Services Policy Board in November 2024.
- 4.20 In terms of our ongoing commitment to continuous improvement and delivering Best Value, a corporate improvement plan has been developed by the Corporate Management Team following a programme of corporate self-assessment activity. The next phase of self-assessment is being developed and will reflect work recently undertaken, such as the development of staff forums and the staff survey.
- 4.21 Linked to this, throughout 2023/24 all local authorities were subject to an external audit on workforce planning and innovation as part of the national Best Value thematic programme. Auditors were positive about the work being undertaken by Renfrewshire Council in this regard, and workforce planning

activity will continue to be monitored and reported through our service improvement planning processes.

Cross-cutting theme: Improving outcomes for children and families

- 4.22 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.
- 4.23 As part of an ongoing national programme of inspections, the Care Commission notified Renfrewshire Council earlier this year that a joint inspection on services provided by the Renfrewshire Children's Services Partnership to children and young people at risk of harm. Renfrewshire's Inspection report was published on the Care Inspectorate website on 22 October. The report is extremely positive and the grade of 'Very Good' has been awarded. An evaluation of Very Good applies to performance that demonstrates major strengths in supporting positive outcomes for people. There are very few areas for improvement and those that do exist will have minimal adverse impact on people's experiences and outcomes.
- 4.24 Renfrewshire's Promise Keeper Network continues to grow and there has been a strong communication plan to promote the network across Renfrewshire Children's Services Partnership and Community Planning Partners and there has been publicity and marketing produced promoting the Promise Keeper Network, the Promise i-learn module and The Promise itself. This work has been very well received with positive engagement feedback. There is strong linkage and alignment with the work on The Promise and the Whole Family Wellbeing programmes.

5. Performance Indicators

- 5.1 The Council Plan performance framework has 34 indicators, of which 20 have targets; the remainder provide contextual information. Of the twenty indicators with targets, 9 are meeting or exceeding the target, 5 are narrowly missing the target, and 7 are behind target.

5.2 Areas of strong performance include:

- Supporting people dealing with homelessness, with our targets continuing to be exceeded for work in this area despite growing demands locally. The growing demand reflects the national picture with growing pressure on housing and homelessness service across Scotland;
- Our employability services continue to perform well, with 268 people sustained in paid employment for at least six months after accessing support;
- Our focus on keeping looked after children in community, rather than residential, settings. The most up to date figures at a national level show Renfrewshire performing above the national average in this regard;
- Our communications and marketing performance information shows a strong reach on positive stories about Renfrewshire;
- Affordable housing completions within Renfrewshire highlights 196 more units were completed in 2023/24;
- Previously an area where we were missing the target, we have had a focus on increasing the uptake of free school meals. Performance has improved following enhanced activity in the schools, specifically targeting primary 5, where we have previously seen a low uptake. Menus are being changed regularly in line with survey feedback from teacher, parents, children and catering staff and taster sessions are also run in schools with particularly low uptake;
- Our complaints handling, where we continue to resolve issues for customer at the frontline wherever possible.

5.3 We are narrowly missing our annual targets in the following areas:

- Overall attainment for school leavers – attainment continues to be a core focus for the Council with work undertaken to analyze attainment data. Targeted support is in place in our learning establishments to improve outcomes for all children and young people;
- The number of new business start-ups being supported narrowly missed target last year but saw a but a significant increase from the year before;
- CO2 emissions from the public vehicle fleet again slightly missed target - 'heat and fleet' are key areas of focus for the delivery of the Council's Plan for Net Zero;
- The number of potholes repaired within the target timescale.

5.4 Areas for further improvement and development in the remainder of 2024/25 are:

- Continuing to focus on the poverty-related attainment gap, as noted above, targeted support is in place across learning establishments to improve outcomes for all children and young people;

- Progressing work to ensure all Council housing stock complies with the Scottish Housing Quality Standards – this indicator is impacted by requirements on smoke detectors and fire alarms and delays to planned works following the pandemic;
- Managing staff absence levels, which remain high, through our improved processes and increased support for staff;
- Increasing our procurement spend with local suppliers, whilst recognizing the challenges of how this measure is calculated, and our duty to comply with procurement rules. Further analysis on this indicator has shown that while local suppliers accounted for 19.3% of the Council's total spend, a further 46% of our spend was with businesses located in bordering local authorities, therefore 64% of the council's total spend of approx. £252.3m is spent within Renfrewshire and our neighbouring council areas.

6. Focus for the next 6 months

6.1 As noted above, the Council Plan was refreshed in summer 2024 in order to hone our priorities further— recognising the challenges that our communities continue to face and identifying the areas where we as a Council can help to make the biggest difference.

6.2 Our areas of specific focus for the next 6 months include:

- Building on the significant savings already achieved, continue to develop options and deliver savings to support the Council's ongoing financial sustainability;
- Linked to this, further develop the Council's transformation portfolio, ensuring appropriate resources are in place to support the key priority projects which will support the delivery of the Council Plan;
- Deliver Fairer Renfrewshire priorities, including work on child Poverty, the place-based project in Gallowhil and our Winter Connections programme;
- Further develop our Connected Communities approach, establishing new and innovative ways to work with our communities, with a focus on completing phase 1 to roll out a new structure as the enabling work to this wider transformational project;
- Continue to deliver our £100m housing-led regeneration programme as this moves towards the middle phases of the programme, with a focus on rehousing and on the purchase of private homes, alongside ongoing engagement with communities;
- Continue to progress our City Deal projects including maximizing the opportunities within AMIDS, and Renfrewshire's connectivity with the new Renfrew Bridge opening later this year;

- Finalise works on the new, transformed and world-class Paisley Museum, ready for reopening in 2025;
- Progress our strategic learning estate planning following the approval of our new approach earlier this year;
- Implement the next phase of actions needed to continue to target Net Zero by 2030;
- Develop and implement a new Engagement Policy to support council services deliver a consistent, authentic approach to engagement and consultation and to encourage residents to shape decision making;
- Further develop our workforce planning and innovation, following our positive thematic audit, ensuring monitoring and reporting is well embedded in service planning processes across all services; and
- Continue to roll out self-assessment and continuous improvement activity, linked to our ongoing external scrutiny regime, including our Best Value Audit in 2025.

6.3 In addition to the above priority areas, on 18 November 2024, the Care Inspectorate, His Majesty's Inspectorate of Constabulary in Scotland and Healthcare Improvement Scotland wrote to Renfrewshire Council and Renfrewshire HSCP to inform that under section 115 of part 8 of the Public Services Reform (Scotland) Act 2010, that they will undertake a joint adult support and protection inspection in the Renfrewshire partnership area. This is a follow-up of the inspection that was interrupted by the COVID-19 pandemic and will therefore be proportionate and will take place over three phases. This will be a core focus of activity for the Council and HSCP over the following timescales. Phase 1, which will take place during December 2024 will include professional discussion, staff survey and pre-inspection case file return. Phase 2, which will take place during January 2025 will include uploading evidence, position statement and case files which will be followed by on-site activity including focus groups and file reading. Phase 3 will take place during February and March 2025 and will include feedback from inspectors, factual accuracy check and final publication of the report. Thereafter, a further update will be provided to Leadership Board.

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 2024/25.
 4. **Legal** - none
 5. **Property/Assets** – the report provides an update on actions relating to property owned by the Council.
 6. **Information Technology** – the report provides update on actions relating to IT provision.
 7. **Equality and Human Rights** - The Recommendations contained within this report have not been assessed in relation to their impact on equalities and human rights because the report provides an update on progress with current actions and is for noting only. Impact assessments will be carried out by relevant services in relation to actions which require them.
 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. **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.
 13. **Children’s Rights** – the Council Plan includes a number of actions targeted at improving outcomes for children and young people. The Council is committed to complying with UNCRC and this will be reflected in our activity.
 14. **COSLA Policy Position** – none
-

Appendices: Six-month update report December 2024

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Council Plan

Six monthly progress update
December 2024

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



Welcome to the six month update on our Council Plan

As Chief Executive of Renfrewshire Council, I'm delighted to welcome you to the latest 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. As part of our commitment to continuous improvement, we refreshed the plan in June 2024 to reflect current priorities.

In this latest update, there are spotlights on our Housing Regeneration and Renewal work, our Economy Conference and the ongoing success of our partnership approach to digital inclusion. We celebrate another successful Summer of Fun programme and the launch of Winter Connections, our award-winning District Heating Network and the strength of our communities who continue to support Team Up to Clean Up. We also reflect on our commitment to staff wellbeing.

Detailed updates on all of our activity in delivering the Council Plan can be found later in this update, along with information on how we are performing against key indicators.

Local government continues to face real financial challenges, and I am proud of what we continue to achieve together even in difficult times.



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 2024, 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](#).

HOLDING SLIDE FOR THE OVERALL PICTURE HERE

Place: Working together to enhance wellbeing across communities

Spotlight: Housing Regeneration and Renewal

Positive progress is being made across all areas of Renfrewshire's £100m Housing Regeneration and Renewal Programme. This involves rehousing people and also purchasing privately owned homes to allow the regeneration to progress. Phases of demolition are also being taken forward as blocks become fully owned by the Council and vacant. This extensive programme sits alongside the Council's ongoing investment in Council homes, with £41m allocated over this year for improvements such as new kitchens and bathrooms and energy efficient heating systems.



Homelessness

Housing continues to be a focus at a national and a local level, and we have reduced the use of B&Bs as temporary accommodation to support people who have found themselves homeless. The average length of time it takes the Council to complete our homeless duty has not risen despite the increase in homeless applications. We have also invested in wraparound support initiatives such as My Life Ahead, which supports people who use alcohol or drugs to sustain settled housing.

Renfrew Bridge

In the summer the first test of the Renfrew Bridge was completed. Further testing is to be completed ahead of its opening. The bridge connects the communities of Renfrew and Yoker and is the first opening and closing road bridge across the river Clyde. It is part of the Council's City Region projects.



Economy: building an inclusive, green and resilient economy

Spotlight: Local economy events

A series of cross-sector events have been held over the past six months including the Renfrewshire Economy Conference in June. This event brought together key stakeholders from across the public, private and third sectors and had a focus on Community Wealth Building. Community Wealth Building is where organisations, such as the Council, can maximise the opportunities to benefit our local communities through the products and services we buy. The discussions from the conference will help us to strengthen our work with partners to deliver this.

An Anchor Supply Chain event was held in October, alongside our partners from NHS Greater Glasgow and Clyde, The University of the West of Scotland and Scotland Excel. The event aimed to encourage Renfrewshire's local market to tender for public contracts. This helps to support the local economy and feeds into our Community Wealth Building vision.



Employment opportunities for young people

We have a focus on supporting our young people with their next steps into employment and deliver work placement programmes in schools. Employers continue to offer a range of opportunities such as site visits, training and long-term work placements for young people in the senior phase. 'My Futures Pathways' provision now includes an additional class group supporting Flexible Learning Resource pupils. A Principal Teacher has been appointed to support partnership working with West College Scotland and to enhance future pathways provision with a particular focus on our care experienced young people.

Fair: nurturing bright, happy and healthy futures for all

Spotlight: Digital inclusion

Renfrewshire Council's work on digital inclusion is sector-leading. As part of the DigiRen network, we have created Digizones where people can access devices, connectivity and skills training. This helps to ensure everyone can access the opportunities available online regardless of their circumstances or experience with using digital. We have rolled out full fibre broadband which now covers almost all of Renfrewshire. Our RenSafe Online programme works with local public and third sector organisations to promote online safety.

A national audit report by Audit Scotland on Tackling Digital Exclusion recently highlighted Renfrewshire's approach as best practice. A case study highlighted the £40m private investment secured to deliver the full fibre coverage, the innovative and inclusive work of the DigiRen network, and the Citizen Voice forum which supports the co-design of digital inclusion solutions.



Winter Connections

Our Winter Connections programme is about to enter its third year. The 2023/24 programme distributed £85,000 in small grants (up to £2000) to local organisations to support them to provide activities in warm and welcoming spaces across Renfrewshire. The programme helps people feel less isolated, learn new skills, take part in creative activities and have fun. It also helps tackle food poverty in a dignified way. The 2024/25 programme launched in November and activities will continue through to March 2025.

For more information, please visit our [Winter Connections](#) site

Green: leading Renfrewshire to Net Zero



Spotlight: Renfrewshire's District Heating Network

Renfrewshire is home to the Advanced Manufacturing Innovation District Scotland, known as AMIDS. As part of this development a fifth-generation renewable energy network has been built. This network converts treated water into low temperature heat, which is boosted with low carbon technology to provide heating and hot water to the District. This is the first of its kind in Scotland and the first in the UK supplying a mixed-used development. It is also the first low temperature loop in the UK connecting to a wastewater treatment works – a sustainable system which really supports the circular economy, turning waste into heat. This innovative project was recently recognised at the COSLA Awards winning the Scottish Government's Delivering Excellence Award.

Team Up to Clean Up

Litter is recognised by the World Wildlife Federation (WWF) as having a negative impact on climate change due to marine plastic pollution greenhouse gas emissions created through the breakdown of litter and litter choking out plant life. Team Up To Clean Up continues to generate significant community contributions, with 6400 members on the Facebook page.



Living our Values: making a difference together

Spotlight: Workforce Wellbeing

We have a strong focus on supporting employee wellbeing, with a suite of updated policies and supports in place to help our employees to balance work and life and know where to get help when they need it.

Recently, we have offered RenTalk sessions on men's health and wellbeing and on menopause support.

We have a range of colleagues across services who are Mental Health First Aiders, trained to support their colleagues who may be struggling and need someone to listen with care and in confidence.

Ongoing training is provided to our Mental Health First Aiders, including on specific conditions before the end of the year.

Officers are also working with the RCA Trust to provide specialist training and support on gambling addiction.

The Council's recent Best Value thematic focus on workforce innovation highlighted a number of areas of good practice, including our approach to supporting health and wellbeing.

Our wellbeing

Taking care of our physical
and mental health



Trauma Informed and Responsive Renfrewshire – Housing Services Training

Teams from Housing Services have completed Level 1 (Trauma informed) and Level 2 (Trauma Skilled) Training with almost 100 staff participating in 2024 so far.

Trauma informed approaches already aligned closely with the ethos and values of the teams, but the additional training has highlighted opportunities to build on existing good practice, not only in terms of working with service users but also in supporting colleagues.

Improving Outcomes for Children and Families

Spotlight on: Inspection into the services provided to children and young people at risk of harm and their families

In October, the Care Inspectorate gave a Very Good grade in its joint inspection on services provided by the Renfrewshire Children's Services Partnership, made up of Renfrewshire Council's Children's Services, Renfrewshire Health and Social Care Partnership, Police Scotland, Scottish Children's Reporter Association, Children's Hearing System, and third sector organisations. A group of young people were involved in the inspection, helping to assess Renfrewshire's services and the support they provide children, young people and families.

Among many other strengths, the inspection report highlighted how services listened to children, young people and families, ensuring their voices were heard at every stage and making them feel confident their views mattered.

The close working relationships between organisations, the strength of leadership, and the multi-agency approach taken were stated to have resulted in early intervention for children, young people and families.

The positive and nurturing relationships staff have with families was confirmed as a key strength, as well as the collaborative culture between staff, managers and leaders.

Keeping The Promise

The Annual Promise Keeper Conference takes place on 5 December, which will bring together our network of Promise Keepers, to hear about ongoing work and share best practice.

The annual Christmas Present Drive has also recently launched, supported by Youth Services. This aims to help make the festive holidays a little bit less daunting and more uplifting for care experienced young people living in Renfrewshire








Actions and indicators

Full list


December 2024

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




Place

What we will do	Due Date	Status	Progress update
Progress Renfrewshire's Housing-led Regeneration and Renewal programme	31 Mar 2027		Positive progress is being made across all areas where the agreed timeline shows works scheduled in year 3 of this 10-year programme. As reported to the Communities and Housing Board in August 2024, the acquisition and rehousing strategy is performing as planned and various phases of demolition are being taken forward as blocks become fully council owned and vacant. We have reduced the use of B&B and ensured the average length of time to complete duty has not risen despite the increase in homeless applications (in line with national trends.) Wraparound support initiatives continue to be provided, including MyLA (MyLife Ahead) which supports those with alcohol/drug issues to sustain settled housing.
Support our citizens to access affordable cross-tenure homes that are digitally enabled and meet community needs	31 Mar 2025		<p>As part of our Local Housing Strategy, Renfrewshire's local housing need and demand assessment 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. Linked to this, 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. Work is progressing to prepare the SHIP for 2025/2030, and this draft was approved by the Communities and Housing Policy Board in August 2024.</p> <p>Work continues on the development of a Business Case for Smart Social Assets across Renfrewshire. Due diligence is being undertaken to verify assumptions around recurring costs and potential savings. The Council is also investigating potential funding opportunities to support any one-off investment costs.</p>
Design a new Connected Communities service model for the Council, transforming how we support, collaborate and engage with our communities	31 Dec 2025		<p>Work has been progressed to develop a new Connected Communities function within the Chief Executive's Service which will bring together staff from the existing Community Learning and Development and Partnership and Inequalities teams.</p> <p>Phase one of this work which focuses on the enabling internal restructure is progressing well and a more detailed update on the new structure will be provided by the end of the calendar year.</p>










Place

What we will do	Due Date	Status	Progress update
Deliver the ambitions in our long-term place visions for our key settlements and town centres	31 Mar 2026		<p>The Regeneration Team will be looking to refresh our town centre strategies to reflect changes that have taken place in a post pandemic environment. These strategies will align with the guidance and principles outlined in NPF4. The team has been outlining potential regeneration priorities and projects, including developing a new Vision for Johnstone which looks to improve the town centre, enhance public spaces, and support local businesses to create a more vibrant and sustainable community.</p> <p>Another commission for Erskine is currently in progress to develop proposals to make public spaces and greenspaces more appealing as part of a review of the Centre Strategy for Erskine and short, medium and long-term actions have been identified. Going forward the team will look commission further feasibility work in Johnstone, focussed specifically on the two civic squares, re-imagining of the town hall and the development of a heritage trail. Feasibility studies to develop proposals in Renfrew and Linwood will also be commissioned. Finally, a wayfinding strategy for Paisley will also be developed.</p> <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. Completed regeneration projects include the refurbishment of the Town Hall and Arts Centre and the creation of a new Culture and Learning Hub on the High Street. The other major project is the restoration of the Paisley Museum which is due to be completed next year. The publication of the Paisley Vision document acts 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, has recently been renovated, securing its long-term status.</p> <p>Overall, the team will continue to bring forward regeneration proposals across our town centres.</p>







Place

What we will do	Due Date	Status	Progress update
Deliver Renfrewshire's strategic capital investment programmes, including cultural, infrastructure, housing and school estate, and maximise the long-term benefits for our communities	31 Mar 2025		<p>The General Services capital budget was approved on 29th February 2024, including £147.8m for delivery in 2024/25. Since then, projects have been reprofiled to other financial years and the revised budget is currently £107.2m (Period 6). To date, £30.2m has been spent, representing 28% of the revised budget.</p> <p>Paisley Grammar School Community Campus construction is on track to be completed by summer 2026. Thorn Primary School is at the early stages of design, with consultation set to take place with the school community.</p>
Develop Travel Renfrewshire 2035, our Transport Strategy, supported by revised Active Travel and Public Transport Strategies and aligned to the regional and national travel strategies	31 Mar 2027		<p>A draft strategy is being produced, informed by a far-reaching data gathering engagement exercise. This included online surveys, stakeholder workshops and pop-up engagement sessions at supermarkets and direct in person workshops with community organisations. We specifically engaged with group representing people with disabilities and those who are particularly affected by the cost of living crisis. The draft strategy will be issued for further consultation.</p>
Deliver the next phase of Local Partnerships development, through our new Local Plans, Local Priorities and Local Voices programme	31 Mar 2025		<p>A membership refresh has been carried out across all Local Partnerships, with a number of new Community Representatives appointed. An induction was carried out for new and existing community representatives, which is being developed into an information pack for all Local Partnership members. In June, Local Partnerships held their special meetings to agree funding applications following the approval of updated guidance. Over the summer, Local Partnerships held workshop sessions to refresh their Local Priorities. The Local Partnership Development Officer started in post in October 2024 and will play a key role in delivering the development programme moving forward.</p>



Place

Indicator	Current Status	Short term trend	Long term trend	2022/23		2023/24		2024/25 Q1		2024/25 Q2		Explanation of performance
				Value	Target	Value	Target	Value	Target	Value	Target	
Opportunities to see or hear something positive about Paisley and Renfrewshire				204,638,668	240,000,000	268,082,849	240,000,000	62,965,340	37,500,000	101,030,408	37,500,000	Q2 marketing activity focused on promoting summer events in addition to content on cultural venues and wider and things to do in Renfrewshire. Media highlights include Sma' Shot Day, Anya Gallaccio exhibition, Opening of Paisley Arts Centre, Paisley Central Library shortlisted for awards, Doors Open Day and Paisley Halloween Festival Launch.
Amount of vacant and derelict land (hectares)				248	Data only	*	Data only	Not measured for quarters				<p>The vacant and derelict land survey is undertaken each year and reflects the position at a point in time. The total amount of vacant and derelict land continues to reduce across Renfrewshire with a 6 hectare reduction since last year.</p> <p>*The latest audit is ongoing and data is not yet available.</p>
Percentage of Council housing stock which meets the Scottish Housing Quality Standard				68.31%	100%	68.55%	100%	Not measured for quarters				<p>The Annual figure is the final figure to be returned to the Scottish Housing regulator as part of our ARC return. Our pass rate is still materially affected by EICR & Smoke Detector fails and by EESSH fails. A contract has recently started to enforce EICRS/Smoke detector installs and we expect the position to improve as a result, for next year's compliance rate.</p>




Place

Indicator	Current Status	Short term trend	Long term trend	2022/23		2023/24		2024/25 Q1		2024/25 Q2		Explanation of performance
				Value	Target	Value	Target	Value	Target	Value	Target	
Affordable housing completions				369	200	196	159	Not measured for quarters				The affordable housing completion figure is based on SHIP completions rather than housing land audit completions, and has therefore been updated to 196 rather than the previously recorded 158.
Percentage pothole repairs completed within timescales				95%	80%	94%	95%	Not measured for quarters				The 2023/24 % of potholes repaired was 94% falling just short of the 95% target. The service recently changed the Roads Inspector model, moving away from having carriageway inspectors, footway inspectors, statutory inspectors and capital inspectors. We now have a bank of inspectors that cover all disciplines within their set area. It has taken time to get everyone trained up, and for a while, some of the inspectors that hadn't covered carriageways before, were raising emergency lines for potholes that weren't an emergency.


Economy

What we will do	Due Date	Status	Progress update
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. A new web page has been created which signposts the area’s main investment locations. (https://www.renfrewshire.gov.uk/article/13818/Renfrewshire-investment-prospectus) Future works includes looking at developing a dedicated investment page on the Invest Renfrewshire webpage. Moreover, a dedicated website to drive investment at AMIDS has been launched.
Monitor the benefits of City Deal Projects, including Glasgow Airport Investment Area, Clyde Waterfront and Renfrew Riverside and City Region wide employment programmes	31 Mar 2025		Monitoring of benefits reported through the City Region Programme Management Office is ongoing.




Economy

What we will do	Due Date	Status	Progress update
Fully participate in the AMIDS joint venture	31 Jul 2024		AMIDS joint venture fully established and operational, Council is fully participating. This action is now noted as complete.
Complete the Tech Terrace development and attract the first large occupier	31 Mar 2026		This is an AMIDS joint venture obligation and the Council is fully participating to support this.
Develop a Community Wealth Building Plan for Renfrewshire	31 Mar 2025		<p>The Renfrewshire Economy Conference was held in June 2024 with attendance from key stakeholders across Renfrewshire’s public, private and third sectors. Community Wealth Building featured as part of the key economic themes and agendas with a keynote presentations on CWB and the Wellbeing Economy by the Council’s Economic Development Manager and a CWB stakeholder engagement workshop delivered by the Council’s CWB Coordinator. Feedback from the workshop will be used to inform next steps in progressing the CWB agenda across Renfrewshire through building a partnership approach.</p> <p>Renfrewshire’s Anchor Supply Chain event delivered by Renfrewshire Council’s economic development department in partnership with the council’s procurement team alongside anchor procurement partners from NHS Greater Glasgow and Clyde, University of the West of Scotland and Scotland Excel was held in October 2024. The aim of the event was to develop the local supply chain in Renfrewshire to respond to procurement opportunities available in the public sector. The event highlighted public sector opportunities suitable for local SME's and focused on how local SME’s can develop their procurement capability as a supplier. Businesses were encouraged to register on PCS and to develop their understanding of public procurement and the opportunities that bidding for public sector contracts can unlock. Procurement leads alongside business support organisations provided information and guidance on requirements for bidding and support available for local businesses.</p>










Economy

What we will do	Due Date	Status	Progress update
Continue to support local employment through the delivery of targeted support through the Council's employability programme	31 Mar 2027		Our employability programmes support hundreds of people each year to access skills development and progress towards qualifications and/or employment. Our service has welcomed 347 new clients in the second quarter of 2024/25 on top of 400 people who started accessing support during 2023/24. Almost 300 people have been supported to gain qualifications this year so far, and more than 250 have been supported into paid employment.
Continue to progress core actions to support local and regional economic growth.	31 Mar 2027		A range of actions undertaken by the Council are supporting economic growth. The AMIDS development is expanding with the addition of Tech Terrace likely to be completed by 2026. Procurement and Economic Development work closely on community wealth building and on supporting local businesses to become suppliers to the public sector. Our employability work helps hundreds of people each year with skills development that supports them into work. As a Council, we are also committed to this and set ourselves a target in relation to traineeships.










Economy


Indicator	Current Status	Short term trend	Long term trend	2021/22		2022/23		2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	
Percentage of council procurement spend spent on local enterprises				18.87%	23%	19.3%	23%	*	23%	<p>In the period 2022-2023 Renfrewshire Council recorded direct spend of £45,925,656.61 with businesses based locally. This accounted for 19.3% of the Council's total spend. A further 46% of our spend was with businesses located in bordering local authorities (Glasgow, Inverclyde, North Ayrshire, East Renfrewshire and West Dunbartonshire), therefore 64% of the council's total spend of approx. £252.3m is spent within Renfrewshire and our neighbouring council areas.</p> <p>Increasing direct spend with local businesses is a key element of Community Wealth Building and we are working to identify ways in which we can support local businesses with tendering for council contracts. The update to our Standing Orders Relating to Contracts in June 2023 included increasing the threshold for the use of Quick Quote for Works contracts up to £500k with a requirement that where possible, a minimum of 75% local businesses should be invited to quote. We have held a number of events for local suppliers to provide advice and support on tendering for public contracts. The most recent event was engagement with local sub-contractors in relation to the Paisley Grammar Community Campus and Bishopton Dargavel Satellite Facility.</p> <p>*The figure for 2023/24 is expected to be published before the end of the year. This is an annual indicator.</p>



Economy



Indicator	Current Status	Short term trend	Long term trend	2022/23		2023/24		2024/25 Q1		2024/25 Q2		Explanation of performance
				Value	Target	Value	Target	Value	Target	Value	Target	
Gross Value Added (GVA) per capita				£23,757.92	Data only	*	Data only	Not measured for quarters				In terms of performance, this has increased year on year. It is hoped that this trend will continue as new developments, such as AMIDS, further drive economic growth in key sectors. *Data for 2023/24 will be available in early 2025.
Number of people supported, sustained in work at 6 Months through Renfrewshire Council Employability Programme (INVEST)				340	180	268	180	Not measured for quarters				Of those moving into work 268 have responded to say they are still in employment. The actual number may be higher than this, not all people respond / are in contact.
Number of new business start-ups in Renfrewshire with Business Gateway support				206	320	305	320	81	80	68	80	During 23/24, 305 new businesses have started trading with the support of Business Gateway. This is slightly below the target set but a significant increase from the year before. The team work with and support considerably more businesses over the year but don't have control over when they start to trade.

Economy




Indicator	Current Status	Short term trend	Long term trend	2022/23		2023/24		2024/25 Q1		2024/25 Q2		Explanation of performance
				Value	Target	Value	Target	Value	Target	Value	Target	
Renfrewshire Claimant Count				3,755	Data only	3,590	Data only	3670	Data only	3670	Data only	This measure is a snapshot and as of September 2024 there were 3670 people in Renfrewshire claiming unemployment-related benefits. The number had been reducing but has recently increased.
Percentage of Renfrewshire population working age (16-64)				64.3%	Data only	63.9%	Data only	Not measured for quarters				This figure has remained relatively stable but is beginning to decline, in line with national trends and an ageing population.
Percentage of Renfrewshire population working age (16–64) who are economically inactive				25.9%	Data only	22.4%	Data only	24.6%	Data only	*	Data only	This figure is measured for calendar years, and in June 2024, 24.6% of the Renfrewshire working age population was economically inactive. This is above the national average of 22.7% *Q2 data has not yet been published

What we will do	Due Date	Status	Progress update
Deliver the Fairer Renfrewshire programme, working with partners to support Renfrewshire residents through the cost-of-living crisis	31 Mar 2027		<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.</p> <p>There are four key emerging themes which are shared across all elements of the programme, under which key projects are being funded:</p> <ul style="list-style-type: none">· Improving financial security· Advancing equality of opportunity· Building community capacity and resilience· Listening to lived experience <p>The new School Support service is now in place across all Renfrewshire secondary schools. This service, provided by Renfrewshire Citizens Advice Bureau (RCAB), embeds advice workers in schools, and referrals can be received by pupils over 16, parents/carers, and school staff.</p> <p>Advice Works is providing a Family Support service to families with younger children, which can be accessed by telephone or online.</p> <p>Both services provide support to maximise family income and both also receive referrals under the new school meal debt processes, which prioritises supporting families.</p> <p>Winter Connections ran for a 2nd year in Winter 23/24, providing opportunities for communities to come together and take part in free activities and including food. This has contributed to wellbeing over the winter.</p> <p>The Fairer Renfrewshire Panel has provided insight in a number of areas including holiday provision in Renfrewshire, with the Panel contributing to the plans for our ‘Summer of Fun’, both for summer 23 and 24, the Council’s new School Meal Debt processes, digital exclusion employability, especially parental employability.</p>


What we will do	Due Date	Status	Progress update
Develop mechanisms for supporting individuals with lived experience of poverty to influence policy in this area	31 Mar 2024		<p>The Fairer Renfrewshire panel, facilitated by STAR Project, 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 has provided insight in a number of areas. The initial discussion was around holiday provision in Renfrewshire, with the Panel contributing to the plans for our ‘Summer of Fun’, providing feedback on what is useful for low-income families, eg, provision of food in all settings, provision for siblings, local provision so there are no transport costs and provision for older teenagers.</p> <p>The Panel has also fed into the Council’s new School Meal Debt processes, which now include earlier referral to available supports. They have met the Digital Strategy Delivery Manager to discuss digital exclusion and have provided feedback and ideas to our Climate Emergency Lead Officer around Renfrewshire’s Net Zero Delivery Plan.</p> <p>Discussions with the panel around employability, especially parental employability have been used to inform events, and target work.</p> <p>As part of the Council Tax Debt Pilot, the panel were consulted with, to help those engaged in the Pilot to understand barriers to accessing support, such as advice, and to review correspondence associated with collection of Council Tax as well as potential for enhancing collection processes in general.</p> <p>The Panel has met with the Convenor and Depute of the Fairer Renfrewshire Sub-Committee and we also intend to bring the Panel together with the full Sub-Committee and Fairer Renfrewshire Officers Group to discuss Panel priorities and their future plans.</p>
Developing new and radical approaches to tackling child poverty in Renfrewshire (CF)	31 Mar 2025		<p>Work continues to develop place-based models to tackle child poverty. A Community Needs Assessment is currently being carried out and will inform the next phase.</p>










What we will do	Due Date	Status	Progress update
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)	31 Mar 2025		<p>Renfrewshire's Childrens Services response to the implementation of The Promise continues to progress against several priority areas identified in the Promise Plan 21-24. This activity is being closely monitored via the Renfrewshire Promise Mapping Tool. Considerable effort has been made to support Promise Scotland's work around Plan 24-30 and the implications for Renfrewshire's Promise Plans and direction as we move forward. Closer working relations have been forged with Promise Scotland Representatives around all aspect of The Promise in particular around supporting greater understanding and awareness of Promise Plan 24-30 and around the role the wider corporate parents to Keep The Promise. We will continue to feedback to Promise Scotland on the 24-30 Plan.</p> <p>There are a couple of high profile Keep The Promise Fund Projects entering their second year and both, in Education, are on track and are progressing well. Early Planning and consideration has begun around any potential future funding for Promise related projects and where the focus/priorities should be. Renfrewshire's Promise Keeper Network continues to grow and there has been a strong communications plan to promote the network across the RCSP and Community Planning Partners and there has been publicity and marketing produced promoting the Promise Keeper Network, the Promise i-learn module and The Promise itself. This work has been very well received with positive engagement feedback.</p> <p>There is strong linkage and alignment with the work on The Promise and the Whole Family Wellbeing programmes with senior officers involved in both oversight/steering groups ensuring the appropriate cross working.</p>
Build local capacity for transformational whole systems change and to scale up and drive the delivery of holistic whole family support services (CF)	31 Mar 2025		<p>The Whole Family Wellbeing Service continues to make significant progress, the restructure of the service is now complete with positive evaluations from key stakeholders. The FORT referral system is now live. The family launch took place in November 2024.</p>







Fair

What we will do	Due Date	Status	Progress update
Develop the Trauma Informed and Responsive Renfrewshire Programme	31 Mar 2025		Recent focus has been on the development of a Level 1 Trauma Informed resource for iLearn. This is nearing completion and will be launched before the end of the year. The course is designed to be suitable for all staff. The steering group membership is being refreshed to ensure appropriate representation from across services. Colleagues are being signposted to training opportunities.
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		Portfolio plans are in place for this session and have been developed through robust self-evaluation and engagement with key stakeholders. Plans are reflective of service priorities and include our work to support schools in closing the poverty related attainment gap and raising attainment for all, inclusion and supporting whole family wellbeing. Impact will be reported throughout the session.
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		Work is ongoing to merge Ren10 platforms with the FORT system so there is one request for assistance. This work will be prioritised as FORT becomes live. In terms of impact, Ren10 approaches and interventions are supporting children and young people's mental health and wellbeing. We are seeing improvements in health and wellbeing measures following the Health & Wellbeing Census and this is due to the range of support available through Ren10.

Fair

What we will do	Due Date	Status	Progress update
Deliver strategic and operational responses to migration and asylum, supporting individuals and families into settled accommodation (CF)	31 Mar 2026		<p>The recent census releases have provided a significantly updated picture of Renfrewshire's communities – work is well underway to analyse this data, with a detailed presentation shared with the full Chief Officers Team at the away day in September.</p> <p>Other bespoke presentations have been shared on request and following the final census release on health and wellbeing in October, a full pack of data by electoral ward will be produced.</p>



Indicator	Current Status	Short term trend	Long term trend	2022/23		2023/24		2024/25 Q1		2024/25 Q2		Explanation of performance
				Value	Target	Value	Target	Value	Target	Value	Target	
Percentage of children living in poverty (after housing costs)				24%	Data only	*	Data only	Not measured for quarters				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 2022/23 was 24%, compared to 23.3% in 2021/22. Renfrewshire had the second-lowest rate amongst its family group for this indicator, while the Scottish average was 21.8%. *2023/24 data has not yet been published
Proportion of people earning less than the real living wage				12.5%	Data only	*	Data only	Not measured for quarters				This is a considerable improvement on previous years; the figure for 2021/22 was 19.8%. *2023/24 data has not yet been published
Percentage uptake of free school meals in primary schools				53.4%	52%	52.5%	60%	53.4%	60%	61.0%	60%	Menus are being changed regularly in line with survey feedback from teacher, parents, children and catering staff, with a new menu in June 2024. Taster sessions being run in schools with particularly low uptake. Also working with Head Teachers looking at ways to improving the dining experience, staggered lunches being considered, this will allow longer for children to eat. In Q3 of 23/24 3 kitchens changed from import to cooking kitchens, so that increased the uptake too.

Indicator	Current Status	Short term trend	Long term trend	2022/23		2023/24		2024/25 Q1		2024/25 Q2		Explanation of performance
				Value	Target	Value	Target	Value	Target	Value	Target	
Number of children in receipt of school clothing grants				6104	Data only	5860	Data only	Not measured for quarters				<p>The number of FSM/CG applications in 2023/24 fell by approximately 12% compared to 2022/23, with the number of children being awarded a Clothing Grant in 2023/24 falling by 4% compared to 2022/23.</p> <p>Whilst it cannot be definitively determined why there has been a reduction in the number of children being awarded a Clothing Grant, it appears that the primary reason is due to parental income exceeding the Clothing Grant eligibility thresholds for earned income within tax credits or Universal Credit.</p> <p>We would suggest that this could be a combination of three reasons: natural and managed migration from tax credits/legacy benefits to Universal Credit where earned income thresholds are less generous, higher pay settlements as a consequence of inflationary rate pressures increasing wages, and/or parents taking on additional working hours to help alleviate cost of living pressures.</p>
Average time from household presenting themselves as homeless to completion of duty (number of weeks)				21.74	24	21.23	26	23.09	26	*	26	<p>Given the record high number of homeless applications during 2023/24 and the number of homeless applicants still staying in temporary accommodation ('live' cases), it is anticipated that this figure is likely to increase in the long run. A strong focus will continue to be required on social housing lets to those who are homeless.</p> <p>*Q2 data is not yet available</p>













Green

What we will do	Due Date	Status	Progress update
Develop costed, targeted interventions and actions to support our net zero journey within the Council and working in partnership with key stakeholders (CF)	31 Mar 2026		Priority projects have been identified to support our net zero journey within the Council and working in partnership with key stakeholders , with a focus on reducing emissions from “heat and fleet”. These projects will form part of our costed delivery plans.
Development of Low Emissions / Electrification Strategy	31 Mar 2026		To support the delivery of a regional approach to Public Electric Vehicle Charging, a regional procurement exercise has been undertaken with the contract likely to be awarded to a commercial partner in December 2024.
Develop a Strategic Property Review of Council operational, non-operational and surplus assets	31 Mar 2026		Work continues to review and understand all buildings across the Renfrewshire Council property portfolio. A matrix has been used to identify which buildings remain as core, which are surplus, and which properties should be reviewed further. Renfrewshire Council need to reduce the number of buildings within the portfolio. An update report will be taken to the Infrastructure, Land and Environment Policy Board at the first opportunity.
Develop a funding strategy to support the resourcing of actions to deliver net zero	31 Mar 2026		Priority projects have been identified to support our net zero journey within the Council and working in partnership with key stakeholders , with a focus on reducing emissions from “heat and fleet”. These projects will form part of our costed delivery plans.




Green

What we will do	Due Date	Status	Progress update
Establish a carbon budget for Renfrewshire Council	31 Dec 2025		The Council has developed an initial carbon budget, with interim organisational targets to 2030-31. Identifying emissions by service area will be key in improving our understanding of how our emissions relate to the services we provide and the reductions we need to aim for in order to adapt to delivering the same high quality local services in a way that is fit for a resilient, net zero future.
Review opportunities within the Council's infrastructure pipeline projects to align with the skills transition and green skills development for local people	31 Dec 2025		<p>This action was new in 23-24 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. As this work is ongoing, the due date has been extended by one year, to 31 December 2025.</p> <p>West College Scotland was recently awarded up to £100k from the Business Challenge Fund to allow local businesses to train staff in net zero / sustainability for free to contribute to this agenda. The programme will run financial year 24-25</p>

Delivering the Council Plan – Green

Indicator	Current Status	Short term trend	Long term trend	2022/23		2023/24		2024/25 Q1		2024/25 Q2		Explanation of performance
				Value	Target	Value	Target	Value	Target	Value	Target	
CO2 Emissions area wide per capita				4.4	Data only	*	Data only	Not measured for quarters				This indicator is part of the Local Government Benchmarking Framework and there is a considerable lag in data being provided. * Data for 2023/24 is not yet available but more recent data relating to the Council's emissions can be found in our annual Public Bodies Climate Change Duties Reporting – here .
CO2 Emissions area wide: emissions within scope of LA per capita				3.8	Data only	*	Data only	Not measured for quarters				This indicator is part of the Local Government Benchmarking Framework and there is a considerable lag in data being provided. * Data for 2023/24 is not yet available but more recent data relating to the Council's emissions can be found in our annual Public Bodies Climate Change Duties Reporting – here .
Amount of CO2 emitted by the public vehicle fleet				3267	3000	3118	3000	792.35	750	900.07	750	The total for the first 6 months of the year is 1,692.42 tonnes of CO2e. If this trend continues, whilst comparatively small, the emissions would be slightly over target of 3,000 tonnes of CO2e.
Amount of CO2 emitted from public space lighting				1138	1500	1,216	1,100	Not measured for quarters				Emissions levels are anticipated to level out year on year as the LED programme is substantially complete


Delivering the Council Plan – Green

Indicator	Current Status	Short term trend	Long term trend	2022/23		2023/24		2024/25 Q1		2024/25 Q2		Explanation of performance	
				Value	Target	Value	Target	Value	Target	Value	Target		
Amount of CO2 emitted from Council buildings	NEW INDICATOR												This is a new indicator introduced in 2024 - baseline data is being collected and this will be reported from 2025/26.
Percentage of household waste Recycled (Calendar year data)				53.7%	50%	*	50%	*	50%	*	50%	*This data has not yet been made available and we are awaiting feedback from SEPA. This has been an area of strong performance in recent years.	



Living our Values

What we will do	Due Date	Status	Progress update
Implement the next phase of transformation through the actions arising from the Council's financial sustainability and improvement workstreams	31 Mar 2027		The aim of this action is that the Council is able to maintain a balanced budget by 31 March 2027 within the context of a challenging financial environment. This has so far been achieved for the first of the three financial years in scope. Of the savings targets set in 24/25, including residual balances from 23/24, 85% has been achieved so far.
Deliver self-assessment activity across the organisation in line with revised best value audit methodology	31 Mar 2026		Following the successful delivery of the Corporate Self-Assessment programme, a corporate improvement plan has been developed by CMT to support the Council's approach to best value and continuous improvement. The next phase of self-assessment is currently being developed - this will align closely with reflective work already undertaken, such as through the staff survey and the development of the new staff forums
Continue to develop our approaches and activities in relation to Equality, Diversity and Inclusion, responding to the needs and views of our workforce	31 Mar 2027		Good progress continues to be made with implementing year 1 priorities of the new Equality, Diversity and Inclusion Plan. A full and positive update on progress was presented to the Finance, Resources and Customer Services Policy Board 21 November 2024 as part of the Council's People Strategy Progress update.
Develop new approaches to consultation and engagement with our communities, underpinned by our values.	31 Mar 2025		The Council is committed to developing a new Engagement Policy to support authentic and consistent approaches to engaging with our residents and providing opportunities for them to contribute to decision-making. Documentation, including a toolkit and checklist, are being developed to support best practice in relation to external consultation and engagement.




Living our Values

What we will do	Due Date	Status	Progress update
Lead implementation of the council brand, ensuring council communications are responsive, informed, inclusive and accessible (CF)	31 Mar 2025		<p>The aim of the council brand is to continually reinforce the council’s values, explain who we are and what we do, and help people to recognise (and access) the services that are provided by the council. The following has been completed in Q3:</p> <p>Progress on the creative development of the visual identity, including colour palette, typography, layout and mark. The new brand will be more accessible, sustainable and economical.</p> <p>An audit of the ‘as is’ visual identity and peer comparison have been completed. An application, function and service audit are in progress.</p> <p>Future focus will include work being undertaken on graphic devices, icons, motion, film, photography and social media.</p> <p>Qualitative audience research has been completed with residents, businesses and tenants to help understand perceptions of the council and how we can improve communication and engagement. Further work will be completed in Q4 to develop an audience segmentation model which will inform the new council marketing and communications strategy.</p>
Deliver a refreshed approach to workforce planning and workforce innovation, with a focus on recruitment and retention; learning and development; and career pathways.	31 Mar 2027		<p>Over the summer of 2024, the Accounts Commission, as part of its best value work, appointed an external auditor to assess how the Council was responding to workforce planning challenges, in particular around workforce innovation. The report produced by the auditors was very positive and was presented to the Council’s Audit, Risk & Security Board in September 2024. Actions to continuously improve in this area are taken forward by the Council's Workforce Planning Group and will continue to be reported through Service Improvement Plans across all Council services.</p>




Delivering the Council Plan – Living our Values

What we will do	Due Date	Status	Progress update
Embed our Wellbeing Strategy, meeting the current and future needs of our workforce	31 Mar 2025		<p>Training for colleagues who are already mental health first aiders on how to support colleagues with specific types of mental health conditions has been developed and is scheduled to be rolled out before December 2024.</p> <p>To support World Menopause Day and Menopause Awareness month (October 2024), information and training was provided to managers and colleagues strengthening the support provisions already available across the Council. Additionally, a RenTalk training session for all colleagues took place on 22 October 2024 to continue raising awareness of menopause. Council officers are currently working in collaboration with RCA Trust to provide colleagues with specialist support, training and advice on gambling addiction. On 4 September 2024, a RenTalk interactive session was delivered providing a holistic approach to men’s general health and wellbeing. Areas discussed included sleep and stress management, the importance of attending medical screenings, key flag symptoms of serious conditions to look out for and basic information relating to Cognitive Behavioural Therapy (CBT).</p>
Drive improved attendance and reduced absence across the organisation	31 Mar 2025		<p>The Council’s new managing absence policy was launched earlier this year with digital training provided to managers on the key changes of the policy, along with training on how to record absences in the Council’s ERP Business World system. Additional guidance and a new training programme for all colleagues is anticipated to be launched before the end of the year.</p>




Living Our Values

Indicator	Current Status	Short term trend	Long term trend	2022/23		2023/24		2024/25 Q1		2024/25 Q2		Explanation of performance
				Value	Target	Value	Target	Value	Target	Value	Target	
Average number of work days lost through sickness absence per employee				13.57	9.9	13.01	9.9	3.27	2.1	2.81	2.1	<p>The continued strategic and operational drive within the Council, focussing on short- and long-term absence interventions, has led to a decrease in sickness absence overall. The new Managing Absence policy places a focus on early intervention and regular communication and includes enhanced support provisions for employees to enable them to remain at work or support them to return to work, all supported by the Council's fair, inclusive and consistent processes. The New Health, Safety and Wellbeing Plan was approved by elected members in February 2024. This Plan identifies two particular themes – physical and mental – which continue to impact significantly on sickness absence levels. Informed by our absence data, we have increased interventions, providing psychological and musculo-skeletal support by targeting known hotspot areas within services and have provided more bespoke support such as: increasing the number of trained Mental Health first aiders to 91; enhanced Occupational Health supports such as physiotherapy and CBT, Advice Works and Employee Benefits/Savings, with greater focus on frontline colleagues. Council data suggests that sickness absences continue to be impacted due to lengthier NHS treatment waiting times. Working in collaboration with service representatives, People & OD will, as part of a planned review, evaluate and realign the Council and service sickness absence targets during 2024/25.</p>




Living Our Values

Indicator	Current Status	Short term trend	Long term trend	2021/22		2022/23		2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	
Percentage of posts of the highest 5% of earners among employees (excl. Teachers) who are women				58.15%	Data only	56.84%	Data only	57.59%	Data only	<p>Total number of employees = 6,406 Total number of employees in top 5% = 323 (per guidance value 320 has been increased to 323 due to numbers on the salary point) Total number of women in top 5% = 186 (57.59%)</p> <p>This indicator is helping to measure and monitor the percentage of women in senior posts in the Council. The increase in this indicator from 56.84% in 2022/23 to 57.59% in 2023/24 has arisen due to turnover activity within the Council.</p> <p>We will continue to monitor this indicator as part of our equality monitoring processes to ensure that our recruitment, training, development, and retention processes treat everyone in an equal and consistent basis. We also now provide senior officers with frequent statistics inclusive of attrition & retention to help create awareness of where potential challenges may exist whilst offering a range of interventions.</p> <p>Due to a number of external factors out with the council's control it is difficult to predict future impact, however, based on the council's trends and interventions over recent years it is anticipated that we will continue to make improvements via recruitment and retention training and provision of statistical information.</p> <p>This is an annual indicator.</p>







Living Our Values

Indicator	Current Status	Short term trend	Long term trend	2021/22		2022/23		2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	
Percentage gender pay gap between average hourly rate of pay for male and female employees				2.29	Data only	0.48	Data only	0.44	Data only	<p>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) = £20.33 Average hourly rate of pay (Female) = £20.24 Gender Pay Gap % = 0.44%</p> <p>The Council's pay gap of 0.44% was calculated as at 31st March 2024 and highlights the pay gaps between male and female employees. The pay gaps were calculated using the difference between male and female's average hourly rate which excludes overtime.</p> <p>Whilst recruitment and turnover will have a continuous impact on the gender pay gap due to external factors out with the council's control, the revised pay & grading model and service reviews together have reduced the gap.</p> <p>As with the previous indicator, due to a number of external factors out with the council's control it is difficult to predict future impact, however, based on the council's trends and interventions over recent years it is anticipated that we will continue to make improvements.</p> <p>This is an annual indicator.</p>







Living Our Values

Indicator	Current Status	Short term trend	Long term trend	2022/23		2023/24		2024/25 Q1		2024/25 Q2		Explanation of performance
				Value	Target	Value	Target	Value	Target	Value	Target	
Complaints closed at Frontline Resolution as a percentage of all complaints				89.2%	85%	82.8%	85%	95.4%	85%	95%	85%	In Q2, 2928 complaints were received and 2781 were dealt with at the frontline. This is an increase on previous years. Complex complaints will continue to be dealt with as investigations to allow sufficient time to consider all factors.







Living Our Values

Indicator	Current Status	Short term trend	Long term trend	2022/23		2023/24		2024/25 Q1		2024/25 Q2		Explanation of performance
				Value	Target	Value	Target	Value	Target	Value	Target	
Percentage of FOI requests completed within timescale				93.6%	90%	89.9%	90%	92%	90%	91%	90%	91% FOI requests due in Q2 were completed on time. 407 requests were received with 369 completed within timescale.
Percentage of LGBF indicators performing in the top 2 quartiles				56%	Previously data only	*	56%	Not measured for quarters				<p>The Council produces an annual report, presented to the Audit, Risk and Scrutiny Board, which details performance relative to other Councils. LGBF data is also scrutinised by the Corporate Management Team who identify areas for further consideration and monitoring. As data is released and updated throughout the year, percentages reflect the position at the point of reporting to elected members.</p> <p>*A figure for 2023/24 will be available in early 2025 in line with the release of this information from the Improvement Service. This has previously been a 'data only' indicator but targets have been introduced for 2023/24 onward.</p>




Improving Outcomes for Children and Families

Indicator	Current Status	Short term trend	Long term trend	2021/22		2022/23		2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	
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	*	10	<p>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.</p> <p>*Data for the 2023/24 school term will be available in December 2024.</p>
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	*	9	<p>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.</p> <p>*Data for the 2023/24 school term will be available in December 2024.</p>

Improving Outcomes for Children and Families

Indicator	Current Status	Short term trend	Long term trend	2021/22		2022/23		2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	
Average total tariff score of leavers living in SIMD 30% most deprived areas				745	770	681	700	*	700	It is not possible to make a like for like comparison to previous years within this measure due to the cancellation of exam diets in 2020 and 2021. Renfrewshire's data follows national trends with an increase during this period which is now returning to post-pandemic levels. Renfrewshire is consistently ahead of the national figure in this measure but remains marginally below the virtual comparator. The latest data is marginally below 2018/19 leavers cohort, which was 674. Targets for this measure were set before the pandemic. *Data for the 2023/24 leavers cohort will be available in Spring 2025.
Average total tariff score of all school leavers in Renfrewshire				984	959	933	960	*	965	It is not possible to make a like for like comparison to previous years within this measure due to the cancellation of exam diets in 2020 and 2021. Renfrewshire's data follows national trends with an increase during this period which is now returning to post-pandemic levels. Renfrewshire is consistently ahead of the national figure in this measure but remains marginally below the virtual comparator. The latest data is marginally ahead of 2018/19 leavers cohort, which was 923. Targets for this measure were set before the pandemic. *Data for the 2023/24 leavers cohort will be available in Spring 2025.

Improving Outcomes for Children and Families

Indicator	Current Status	Short term trend	Long term trend	2022/23		2023/24		2024/25 Q1		2024/25 Q2		Explanation of performance
				Value	Target	Value	Target	Value	Target	Value	Target	
Proportion of children being looked after in the community				91.7%	89.9%	90.9%	89.9%	90.2%	89.9%	90.8%	89.9%	<p>The percentage of children looked after in the community has increased by 0.4pp compared with Q3 of 2023/24, and has remained between 90% and 91% throughout the past 12 months. The majority of children looked after in Renfrewshire 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> <p>Please note, this indicator is also reported annually and the figure is derived from the Local Government Benchmarking Framework indicator CHN9 'Proportion of children being looked after in the community'. The last data published for this indicator is for 2021/22; the percentage children looked after in Renfrewshire living with families in the community was 91.4%, above the Scotland average of 89.8%.</p>

Council Plan

Six monthly progress update
December 2024

For more information, please contact:
policycefar@renfrewshire.gov.uk

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



To: Leadership Board

On: 4th December 2024

Report by: Chief Executive

Heading: OneRen - Six Monthly Monitoring Report

1. Summary

- 1.1 On 1st May 2024, the Leadership Board approved OneRen's annual business plan priorities. As noted at that time, progress in terms of implementing the business plan and in relation to One Ren performance overall, is monitored on a quarterly basis by the Head of Policy and Partnerships, who acts as the Council's appointed monitoring officer for One Ren, and through six-monthly progress update reports to the Leadership Board.
 - 1.2 This report provides a summary of progress achieved over the last 6 months, including performance information provided by One Ren in relation to the first two quarters of the current financial year 2024/25. It also provides a summary of the context in which the organisation is currently operating.
 - 1.3 A more detailed overview of activity is provided within Appendix 1 to this report
-

2. Recommendations

- 2.1 It is recommended that the Leadership Board:
 - Notes the update on performance provided within this report, with additional information on activities delivered provided by One Ren at Appendix 1.
-

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 culture, leisure and sport services within Renfrewshire.
- 3.2 One of the terms in the Services Agreement is for the development of an annual Business Plan. OneRen's Business Plan for 2024/25 was approved by the

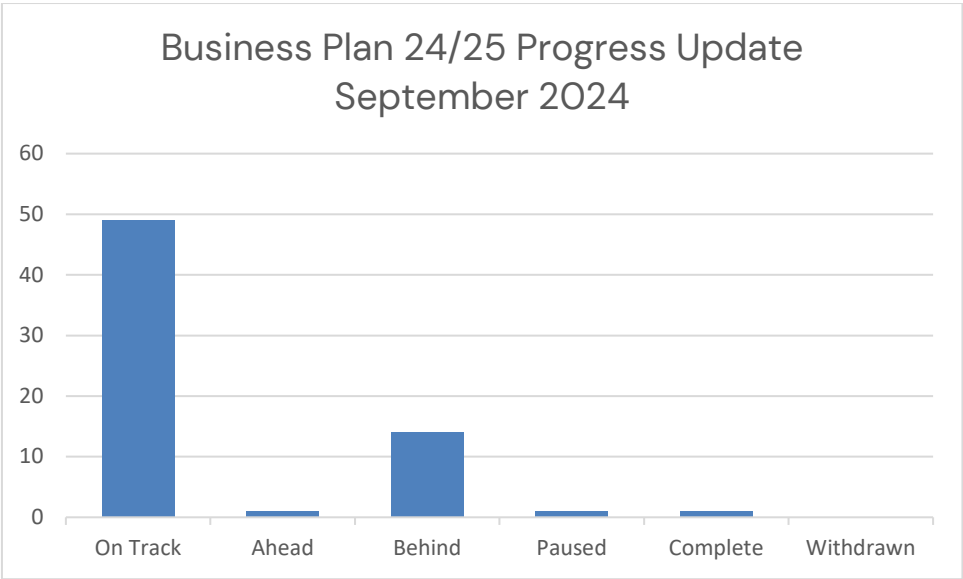
Leadership Board in May 2024. OneRen's Business Plan is closely aligned to the strategic priorities set out in the Council's Plan and the Community Partnership Plan to support the regional priorities as set out by its main stakeholders.

- 3.3 OneRen is also required to provide quarterly monitoring reports submitted to the Council via the Monitoring Officer to provide a review of OneRen's financial, operational and customer related performance each quarter, and to demonstrate how the services delivered by OneRen contribute to Council Plan and Community Planning Partnership priorities.
- 3.4 In preparing the business plan for 2024-25, OneRen has recognised the challenging economic environment in which the public sector is operating and identified a range of activities to achieve its vision of ensuring that "everyone locally is 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 culture, leisure and sporting opportunities that meet local needs and improve life chances across the population and is framed around four strategic objectives: 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 May 2024, the plan acknowledged key influential factors, particularly the economic environment in terms of managing inflationary cost pressures, extended post pandemic income recovery period and the impact of the cost-of-living crisis on local communities, customers and employees; as well as new opportunities presented by the reopening of some of Renfrewshire's major cultural venues – Paisley Town Hall, Paisley Central Library and Paisley Arts Centre.
- 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 continue to add an estimated £1million of additional expenditure for the charity alongside rising supply costs and pay pressures. These costs are being actively managed by OneRen to maintain a break-even financial position.
- 3.7 In 2024/25, the charity's Business Plan set out the following areas of focus:
 - Support Renfrewshire's priorities for children and young people.
 - Ongoing organisational development, supported by enhanced data.
 - Increase participation opportunities through an integrated approach to programming.
 - Strengthen communications framework and brand profiles.
 - Strengthen income generation to ensure service running costs are covered.
 - Provide quality visitor experience and consistent audience profiles.

- 3.8 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.

4. Six-month Progress Report

- 4.1 Based on assessment of monitoring information provided, OneRen is making progress against its business plan objectives for 2024/25, despite the financial challenges stemming from cost-of-living increases and pressure on disposable income within local communities.
- 4.2 This year, OneRen’s Business Plan listed 58 high level activities to deliver against its strategic objectives. Each of these have an action plan that the functional directors are working collaboratively to deliver, with identified leads and performance indicators. All leads have provided updates against progress for the first 6 months and this is represented in the chart below:



- 4.3 Progress is largely positive with 74% of indicators assessed by One Ren at this time as being on track. Those behind target will continue to be discussed as part of the overall monitoring process, and relate to factors such to absence / capacity, or complexity relating to major infrastructure developments.
- 4.4 OneRen’s financial position to end of September is broadly in line with budget, before recognition of the impact of the national pay award. One Ren have confirmed that their financial strategy for 2024/25 aims to increase usable reserves to comply with external audit recommendations. Expenditure controls and vacancy management processes remain in operation to manage the charity’s financial position and financial risks. Leisure membership numbers and income have increased in the post pandemic period but are slightly behind target at the mid-point of the year. Marketing campaigns and promotional activities in the autumn/winter period aim to increase income over the remainder of the year, as One Ren moves towards what it considers to be its traditionally busier season.

4.5 The attached report at Appendix 1 provides a summary of key highlights for members in terms of overall activity. This includes:

- 18,000 performance tickets were sold April-September 2024. This compares with 4000 tickets sold during the same period in 2023
- Paisley Town Hall average income per event up by 98% over 2018
- Paisley Book Festival ticket sales up by 38% on previous year
- 2,948 children attending Summer Reading Challenge events
- +100 teachers attending development sessions in creative and cultural learning.
- 100,000 attendances at OneRen sport and leisure events April-September 2024
- 1,000 more people signed up for Paisley 3k and 5k than 2023
- 22% year on year increase in swimming lessons for under 5s
- 333 volunteers delivering 33% of Active Schools sessions
- 561 Health and Wellbeing referrals funded by NHSGGC
- 45% increase in Vitality classes attendance

4.6 OneRen 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.

4.7 The main culture, leisure and sport performance indicators for OneRen are summarised in the table below:

Performance indicator	Q1 & 2 2021/22	Q1 & 2 2022/23	Q1 & 2 2023/24	Q1 & 2 2024/25	Change from 23/24 to 24/25
Number of attendances at indoor sports and leisure facilities excluding pools	187,338	345,763	372,756	445,221	19.44%
Number of online attendances (digital fitness classes) in leisure services	3,886	1,375	286	0	-100.00%
Number of attendances at pools	68,441	199,847	208,866	172,776	-17.28%
Number of attendances at outdoor facilities	58,258	75,903	79,932	89,788	12.33%

Performance indicator	Q1 & 2 2021/22	Q1 & 2 2022/23	Q1 & 2 2023/24	Q1 & 2 2024/25	Change from 23/24 to 24/25
Number of people engaged with Sport Services (online and offline)	36,656	21,302	23,962	28,850	20.40%
Number of people engaged in Health and Wellbeing service	11,356	4,156	6,108	7,791	27.55%
Number of RENTV views	34,505	1,893	359	0	-
Number of YouTube views				527	-
Number of visits to museums – digital and social stats	506,412	227,143	358,377	210,800**	excluding X/ Twitter stats in 2024/25, due to changes in their data analytics.
Number of visits and engagements with libraries (includes digital)	1,438,185	1,167,637	1,173,326	1,202,547	2.49%
Number of books and e-book issues	119,460	199,283	251,857	293,329	16.47%
Total activity and engagement	2,464,497	2,244,302	2,475,829	2,525,840	2% before Twitter/X stats

Explanation for the performance trends:

- 4.8 The trends show a continual post pandemic increase in attendances at indoor sports and leisure facilities as more people come back to enjoy our leisure services, programmes and sporting events.
- Demand for online fitness classes reduced, once people were allowed to attend classes in person. To reflect the changes in customer preference, online digital fitness classes are no longer offered.
 - The number of attendances at pools reduced in the first half of 2024/25 and reflects challenges in retaining instructors for the learn to swim programme. Training was held over the summer period to improve our agility to recruit and develop our own cohort of instructors to improve delivery of the programme for the remainder of the year.
 - Outdoor services continue to show increases in attendances year on year. The data for the first half of 2024/25 reflects an increase in outdoor pitch usage and the launch of the three refurbished tennis courts in July.
 - The number of people engaging with Sport Services has increased by 20.40%, as we continue to encourage all forms of sport and physical activity. The team have undertaken a sector leading study over several years to understand sport activity preferences and reasons for participation in sport as well as to remove any perceived barriers.
 - Health and Wellbeing engagement has seen a 28% increase. Vitality classes remain very popular, and we offer other activities including healthy walks to support recovery, fitness and social connection.
 - RENTV is no longer being used to share video content in OneRen as OneRen now has a new YouTube channel. Future trends will report on YouTube stats instead of RENTV.
 - Although library engagement is reported here to have increased only by 2.49%, when we look at physical attendance only, physical book issues have increased by 8.1% to 64,783 in Q1 in comparison to 60,011 for Q1 in 2023/23. A drop in digital engagement has brought down the overall figure. The increase in attendance at libraries can mainly be attributed to the reopening of Paisley Central Library and the number of events being facilitated in our libraries. This increased engagement has also resulted in more book issues, an increase of 16.47% in comparison to the previous year.
- 4.9 Over the last few years, OneRen's operating model has adapted and shifted to meet the changing needs of Renfrewshire Over communities in this post pandemic period. This makes typical comparisons of annual performance indicators difficult from 2021/22 onwards. In addition, over the last year, three key cultural venues have reopened and been successfully launched which is reflected in the positive trends reported in this report.
- 4.10 OneRen's performance in 2024/25 to date shows an increased trend for physical attendance in 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.

- 4.11 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 the new displays and public programme for Paisley Museum.
- 4.12 Overall, online engagement has changed how OneRen delivers services and understand customer preferences. Demand patterns have changed over the last few years and trends will continue to be considered and built into future business plan priorities.
-

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* – One Ren recruits and trains volunteers and creates a pathway into employment;
 - *Our Renfrewshire is well* – One Ren's cultural, leisure and sport services and programmes help to maintain positive physical and mental health and well-being;
 - *Our Renfrewshire is fair* – One Ren's 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* – One Ren's services and activities are accessible to all our citizens;
 - *Creating a sustainable Renfrewshire for all to enjoy* – One Ren's programmes build sustainability through volunteer and community development;
 - *Working together to improve outcomes* – partnership working to deliver shared outcomes remains a key priority in One Ren's 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. **Children's Rights** –not applicable.
 - 13. **Climate Risk** – not applicable.
 - 14. **COSLA Policy position** - none
-

List of Background Papers

- (a) OneRen Key Highlights April to September 2024
-

Author: Laura McIntyre, Head of Policy and Partnerships,
Telephone: 0141 487 0242

Key Highlights April–Sept 2024

ONE
REN

Overview

OneRen is the local charitable organisation providing culture, leisure and sporting opportunities to help people enjoy active and healthy lives across Renfrewshire and beyond. This report provides an overview of OneRen’s key highlights during the first six months of 2024/25.

We are passionate about the part we play in improving life-long physical and mental health in every one of our communities. Our charity provides a range of affordable, accessible and ambitious services that are open to all to improve personal, social and economic outcomes.

Our goal is to improve the people’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.

We work across communities and audiences, listening to their needs and working with them to co-produce services and deliver positive outcomes. Our services cover arts, museums, sport and fitness, events, libraries and archives – designed to support cultural participation, physical activity, learning, volunteering and employability pathways. We offer health and wellbeing services and access to resources that build both individual and community wealth and strength, creating a more equitable and fairer Renfrewshire.



Culture.

Headline Achievements

- 18,000 performance tickets were sold in April to September 2024
This compares with 4,000 tickets sold during the same period in 2023
- Paisley Town Hall average income per event up by 98% on 2018
- Paisley Book Festival ticket sales up by 38% on previous year
- Paisley Museum now internationally recognized award winner
- 2,948 children attending summer reading challenge events
- +100 teachers attending development sessions in creative and cultural learning

Performance Programme

OneRen has focused on the development of relationships with key leaders in the arts and cultural sector, to deliver a diverse programme of activity, across genres, with the aim of engaging local audiences and attracting visitors to Renfrewshire. This has culminated in attracting internationally renowned artists and performers to Paisley Town Hall such as **Paolo Nutini, John Bishop** and **Frankie Boyle**, along with the development of recurring event brands such as **Edinburgh Fringe Previews** and **Live at the Town Hall**.

The **Festivals Programme** continues to be an important strand of programming, linking OneRen's portfolio of venues and animating Paisley Town Centre with carefully curated events and experiences. In April 2024, **Paisley Book Festival** returned to its home in OneRen venues, delivering over 40 literary events on a **Pay What You Can** tiered pricing model, as well as curating the festival's first **free family day**, ensuring accessibility remains at the heart of the festival. Our successful schools programme went from strength to strength, delivering the majority of experiences in Paisley Town Hall, allowing the opportunity for young people in Renfrewshire to directly engage with cultural venues.

The reopening of **Paisley Arts Centre** in late spring, allowed a further opportunity for OneRen to curate new strands of cultural programming for audiences. The opening weeks included a performance from **Superfan**, commissioned by a leader in **Scottish children's theatre, Imagine**, as well as touring fund recipient, When Mountains Meet. Music performances were delivered from contemporary Scottish artist, **Rachel Sermanni** and hot off the back of a performance at Glastonbury, **Frankie Morrow**. Paisley Arts Centre continues to go from strength to strength, with **comedy shows from UK acts** and challenging theatre such as Catafalque and Love the Sinner. The commitment of this venue to the development of the arts sector can be seen in the high-quality

Summer Sessions for young people, heavily subsidised by OneRen and delivered by local professional organisations such as **Sculpture House Collective, H2B and right2ance**, as well as sector focused networking evenings and rehearsal space in our purpose built dance studio.

18,000 performance tickets were sold in April to September 2024. This compares with 4,000 tickets sold during the same period in 2023. Performances and attendances by individual paying customers are the main driver of footfall for Paisley Town Hall and Paisley Arts Centre. A strong spring / summer performance was complemented by the release of our first full season brochure for autumn / winter which can be accessed [here](#).

Paisley Town Hall has been open for a year and now welcomes performance hire as the largest percentage of business. Average **income per event has increased by 98%** in comparison to 2018. Continuing to work with nationally recognised promoters and production companies has begun to position Paisley Town Hall and Paisley Arts Centre as go to venues within the central belt, with Paisley Arts Centre the ideal venue to support the delivery of **new work in Scotland** via the Touring Fund.

Performances cover a variety of genres and the public programme has remained diverse, appealing to a range of audiences, both local and visitors to Renfrewshire, and is also complemented by funded community events, for example **Johnstone Town Hall tea dances, vinyl club, craft & chat club**. Johnstone Town Hall continues to support theatre performance from a range of loyal local theatre groups and OneRen has also attracted the well-known Play, Pie, and a Pint production to sell-out shows.

Since the reopening of cultural venues, post pandemic, we have noticed a continuing change in terms of how customers engage with our venues along with a decreased appetite from promoters and production companies to take risks on shows and events. Tweedie Hall, for example, has seen an increase in use from the local community for small events, gatherings and private hires but a decrease in performances due to location and historically lower ticket sales.

Paisley Arts Centre's reopening has enabled a **partnership between OneRen and Blend Coffee** to operate a café for the community four days per week, for a one year period. The community response has been incredibly positive and local suppliers are being championed. After Christmas we will review the offer based on spending patterns, customer experiences and consider any alterations to the operating model.

Paisley Book Festival

Our **most successful edition of the Paisley Book Festival**, the 2024 Paisley Book Festival took place from 25 to 28 April, coming back to its home in OneRen cultural venues, namely Paisley Town Hall and Paisley Central Library.

OneRen introduced a **Pay What You Can tiered pricing model** in 2023 to increase accessibility for communities to high quality arts and performance activity. This model has continued to be applied to Paisley Book Festival events and OneRen's Winter Programme. Over 25% of visitors to Paisley Book Festival opted for these tickets. The model does not require proof to opt for concession rates, customers can 'Pay What You Can, no questions asked'.

- 42 events took place as part of the public programme
- A free family day took place in Paisley Town Hall on Saturday 27 April
- The schools' programme was further developed with authors to ensure the majority of school events were delivered on site in Paisley Town Hall, offering young people an opportunity to engage directly with cultural venues
- A strategic decision to operate the festival at the same time as Paisley Food and Drink Festival was taken to pro-actively animate Paisley town centre and share audiences
- The successful Pay What You Can model, for the majority of events, was continued with the focus on accessibility expanded to include the Free Family Day
- 2,133 tickets were sold in 2024, a 38% increase on 2023 sales
- Ticket income was £14,122, a 23% increase
- 508 tickets were sold at tier 1 and 2 of Pay What You Can
- 38 school events took place in Paisley Town Hall attended by 1,497 pupils from 23 primary schools and 11 secondary schools.

A short film of the Book Festival can be accessed [here](#).

The festival has previously enjoyed a contribution towards its cost from Future Paisley. With the last such contribution provided for the 2024 festival, OneRen has successfully sought grant funding from Creative Scotland towards the 2025 and 2026 festival editions.

Cultural programme developments

Robert Tannahill's 250th Anniversary

In June, OneRen delivered events to celebrate the **250th anniversary of Paisley's 'weaver's poet' Robert Tannahill**.

Robert Tannahill wrote some of the most evocative poetry and song in Scotland's history. The 'weaver poet' lost his life in tragic circumstances, by apparent suicide, but his name lives on and a range of activities, including new work by **Renfrewshire Makar Shaun Moore**, celebrated his incredible legacy of music, verse and highlight the ongoing need to provide support for men's mental health today. Other events explored Robert Tannahill's commitment to multiculturalism in Scotland and the poet's unique body of anti-sectarian, abolitionist and anti-war songs and poems.

The anniversary provided an opportunity to highlight **new research** on Tannahill's health, made possible through the Paisley Museum Reimagined project **in collaboration with the University of Glasgow's** Dr. Moira Hansen, who previously worked on a research project re-examining the mental health of Robert Burns. The research provides evidence that Tannahill was more mentally robust than he has often given credit for, and ultimately could have been suffering from a physical health condition that manifested with severe neurological symptoms in his final days and hours. In short, as much as it remains possible that he intentionally took his own life, based on what we know today about physical and mental health conditions and the links between them, it is equally possible that he may have suffered death by accidental drowning.

St Mirren's 150th Anniversary

In June 2024 Renfrewshire Council supported a motion that called upon OneRen, with the support of the Council, to produce an exhibition to celebrate the 150th anniversary of **St Mirren Football Club** in 2027. OneRen's social history curator has undertaken initial research into material held by the club and the civic collections. There is potential to re-define the significance of St Mirren FC with new and existing audiences and celebrate its ongoing successes as a prestigious Scottish Premier League football club.

The story of St Mirren FC is itself the story of young people overcoming challenges to achieve something enduring and meaningful. There are many positive analogies with the Club's past that may be drawn upon to engage young people, for example, with St Mirren's history as a source of ongoing inspiration, aligning with the ethos the club already aspires to in its partnership with Kibble.

Art Boss Young Producers

Over the past six months, with OneRen's arts team **Art Boss young producers** have actively participated in numerous workshops and events, collaborating with local partners and professional artists. During these sessions, the young participants have also been diligently working toward their **Bronze and Silver Arts Awards**. Particular highlights include:

- Arts summer programme – including songwriting and performing workshops & DJ Workshops with DJ Wheelman
- Four creative workshops with Sculpture House to produce a collaborative work
- Partnering with RC Events Team for Halloween Arts Workshops / Participating in Parade
- Cultural Theatre Trips at The Kings, Paisley Arts Centre and Paisley Abbey.

Future plans include working with professional filmmaker Gary Hewitt on filmmaking, screenwriting and editing workshops. The group will concentrate on completing Arts Award booklets in December and into January 2025 they will be working with the **National Theatre of Scotland 'Caring Scotland' project** – to raise the profile, celebrate the achievements and foster empowerment of the care experienced community.

Cultural Champions

The Creative and Cultural Learning CLPL programme gives **nursery and primary teachers in Renfrewshire** the opportunity to take part in professional learning sessions in a variety of expressive arts and creative subjects to help deliver children's cultural entitlement and facilitate access to a range of creative opportunities. Delivered by local creative practitioners and organisations including **Sculpture House Collective and right2dance**, the sessions explore practical techniques that can be taken back to the classroom. Over 100 teachers have attended the sessions in the period April to September 2024, which have received positive feedback, with many requiring a waitlist due to popular demand.

Paisley Museum

During April and May 2024, we hosted special briefings on Paisley Museum, **a world-class museum with community at its core**, Scotland's biggest cultural heritage project, for the Council's Economy and Regeneration Board, the National Lottery Heritage Fund (Scotland) and the UK Museums Association. The briefing for the Economy & Regeneration Board members was hosted at Paisley Town Hall, followed by a site visit, and insights from industry experts.

Gordon Morrison, CEO, Association of Cultural Enterprises, reflected the **UK wide interest in Paisley's economic development through culture** and the importance of the museum in building secondary spend in the wider economy through domestic and international visitation, while Mark O'Neill, former Head of Glasgow Museums, provided insights from research on the socio-economic case for renewal through culture and the **benefits to population health**. Both contributors applauded the ambition of the Council's investment as part of a longer-term plan for Renfrewshire.

AL_A's principal architect Amanda Levete MBE placed the Council's plans and vision for the museum on a global stage, endorsed through the Museum's first award, being **internationally recognised for its design** in delivering to Cultural Regeneration.

Aileen Strachan, Content Delivery Manager for the project showcased the scale and impact of the life-changing work that has been going on while the museum has been closed and how **people from across local and international communities** are supporting the design of displays and programmes.

Cultural Awards

International Award for Cultural Regeneration

Paisley Museum's redesign has been recognised as internationally award-winning. Our Architect AL_A won the Cultural Regeneration category at the AR Future Projects 2024 Awards this spring, organised by the global architecture magazine The Architectural Review. The museum was on a shortlist of 13 projects including the Prado Museum in Madrid, the Shanghai Opera House and the Bilbao Fine Arts Museum.

Smiley Charity Film Award, Paisley Museum

One of the museum's digital productions, The Guild film, which is a co-produced stop motion animation with Kairos Women+ Group, won Bronze in the People's Choice category at the Smiley Charity Film Awards earlier this year. The film, about the suffragette Molly Mercer and the Scottish Cooperative Women's Guild, was created with Media Co-op. The Guild film was also entered into the Paisley HB film Festival 2-6 October 2024, giving the group an opportunity to view the film in front of a public audience.

Paisley Central Library Awards

As well as numerous awards for its design, Paisley Central Library continues to be recognised for the impact it is having on local people. During the judges visit for the Herald Property Awards best regeneration category, a member of the public joined the conversation, describing the library as 'a game changer', highlighting that as a single parent, it provided a no-cost facility they can use throughout the holidays.

School Library Service and Library Children's Services

Paisley Book Festival Schools Programme

This year the schools programme ran from Monday 22 April to Friday 25 April, with 38 events taking place in libraries, schools and Paisley Town Hall. **35 schools participated with a total of 1,497 pupils** between the ages of five and 14yrs. 56 teachers participated with 15 authors and artists supporting the programme, and sensory storytelling sessions accompanied by music delivered from pupils of **Riverbrae School**.

The festival experience has helped to strengthen links between all schools (primary, secondary and ASN), the libraries and wider OneRen services, through curating a programme of activity that is providing positive cultural experiences for free.

- **Pupil Feedback:**

"It was a brilliant event and should happen every year and for every year group."

- **Teacher Feedback:**

"Pupils were able to engage with a professional author in an exciting and engaging environment. Pupils left feeling 'that could be me up there one day'."

- **Author Feedback:**

"It was wonderful to participate in Paisley Book Festival. I felt incredibly welcomed and looked after by the team. It felt like a festival which truly had libraries and local communities at its heart, and in particular I appreciate how significantly the festival engaged local schools, ensuring that Paisley's young people have access to, and benefit from, all the festival has to offer."

In addition to Paisley Book Festival events, author visits took place in school libraries as well as visits to the Edinburgh Book Festival for Johnstone High pupils.

Bookbug Week

Bookbug Week took place in May and the theme this year was Bookbug Says Hello, celebrating all the **different languages spoken by families** across Scotland. Special Bookbug Week events took place in all our libraries, supported by the children's Libraries team.

- **Parent / Carer Feedback:**

"Had a great time at the special Bookbug Week session and party.
Always love coming to Bookbug."

We distributed Bookbug bags to health centres and early years establishments to support early book sharing within families, supported by Bookbug sessions designed to develop language, literacy, social and emotional skills, giving families time to talk, sing & play together:

- 313 Bookbug Toddler Bags distributed (ages 13-15 months)
- 414 Bookbug Baby Bags distributed (ages three-five weeks)
- 1,102 Bookbug Explorer Bags distributed (age three years)
- 67 Tactile Books distributed for children who need additional support.
- Marvellous Makers Summer Reading Challenge

The theme for this year's **Summer Reading Challenge** was all about creativity. We had a special launch event with award winning children's author Lindsay Littleton at Paisley Central Library. Library staff got creative in generating ideas for **fun free activities for families** over the summer. We had free sessions from the Dogs Trust which were popular and Animal Man Mini Zoo sessions funded by **Fairer Renfrewshire's Summer of Fun** programme.

- 1,535 children participated in the Summer Reading Challenge
- 741 children read 6 books or more
- 175 new library members joined to take part in the Challenge
- 249 activities and events took place in libraries over the summer
- Children attending summer activities / events: 2,948
- Adults attending summer activities / events: 1,353

This year the prize to the school with the highest completion rate went to St Fillan's Primary School, with 17% of all their pupils completing the Challenge. The "best improver" school prize went to Barsail Primary.

School Library Service

The school library service in the 11 secondary schools delivers schools-based learning, literacy and digital skills development, contributing to health literacy, social and mental wellbeing and providing a safe, trusted space for children and young people to be nurtured. In August the **Renfrewshire School Library Service Annual Report 2023/24** was published which covered the 23/24 school term ending in June, highlighting many standout moments and can be accessed [here](#).

Between April and September 2024, School Library Service activity included:

Libraries LYT Up Lives Project: engaging with senior pupils by inviting authors Graeme Armstrong, Alan Bissett and Brian Conaghan who have written about harm reduction and gang culture. This is a partnership project with Glasgow School Libraries and funded by the School Library Improvement Fund.

Janet Coats Memorial Prize event: 67 entries were received from Renfrewshire pupils to this poetry prize and shortlisted poets from St Benedict's, Castlehead, and Gryffe High attended a special event during Paisley Book Festival, at Paisley Town Hall. They all received certificates and their poems published, with the overall winner from St Benedict's High receiving a £50 prize and £200 for books for their school library.

In August, all new **S1 pupils were issued with a library card** they can use in their school and any public library, providing access to online library resources including e-books, e-magazines, e-audiobooks and digital study aids.

Supported visits to Waterstones bookshop in Glasgow gave pupils the opportunity to select new book stock for their school library. School librarians report that some pupils attending these visits have never been to Glasgow. Gryffe High also organised bookshop visits to Wee Ginger Cat Bookshop in Bridge of Weir.

Training took place for senior pupils on becoming **Dolly Parton Imagination Library** volunteers so that they can visit nurseries and read stories to the children there. **Reading Buddies** sessions with S2/3 pupils were also delivered to support them to read to primary children.

Visits for senior pupils with the school librarian took place to **University of Glasgow and University of Strathclyde libraries** to provide access to study resources and act as a transition between school and university, building on research skills work delivered by school librarians. In August, **St Andrew's Academy started Research Hub** – a project supported by the Scottish Library Improvement Fund. Research Hub is a designated space and time for senior pupils during which they receive support from the school librarian covering topics of bibliography and referencing, databases, plagiarism and research skills to help with writing their dissertations and folios.

To support activities for Empathy Day, including **Empathy Day Conference**, students from Renfrew High School, Paisley Grammar and St. Andrews Academy met at the new Paisley Central Library. They talked about their favourite books and how reading has helped them become more empathetic people and improved their mental health. Students from different schools exchanged artwork and got to explore the new library and take out books. Further event-led reading promotions connected with **National Poetry Day, Dyslexia Awareness Week, LGBT Book of the Month**.

St Andrew's Academy Librarians worked with Art Department to deliver **Children Book Unit** – a large scale project where S1 pupils work towards creating a book for children, including writing the text and designing a book based on school charter and values. This ended with a school assembly during which judges from MILL Magazine announced the winning book.

Skoobmobile children and families service

The **Skoobmobile** service for children and families has been travelling across Renfrewshire promoting family learning, play and sharing stories and books, providing literacy and digital skills development opportunities. It contributes to **Whole Family Wellbeing and Fairer Renfrewshire** objectives.

- “The Skoob is my favourite place and I love to read books”
Skoobmobile visitor 6 July.

From April to September, sessions took place in schools and pre-5 establishments across Renfrewshire and the Skoob team actively promoted the Summer Reading Challenge before the school holidays. Transition visits were also held at Inchinnan and West Primaries, highlighting the benefits of the library card to aid their studies in high school. The outreach service also delivered: **Baby sensory sessions** for Whole Family Wellbeing provision in Gallowhill; Bookbug sessions for **Tots to Teens** group in Gallowhill and Inchinnan Parish Church parent, carers / toddler group; and Star Project play sessions and teddy bears picnic, working with groups in **Home Link and Home Start**.

Spring and summer holiday outreach included supporting ON-X summer camps and summer playschemes at Mary Russell and Riverbrae Schools, as well as visiting communities in Houston, Howwood, Shortroods, the Marshes and Gallowhill. The team also attended **community events across Renfrewshire** including Barshaw Gala Day, Sma’ Shot Day, St Peter’s Primary Family Fun Day, Glenburn ELCC Wellbeing Day, Dolly Parton Day at East Fulton Nursery, St Charles Primary Parent’s Morning.

Community Libraries

Renfrewshire’s Community Libraries teams have continued to tackle social exclusion and support families by providing **665 Bookbug sessions** during the first few months of the year, incorporating 14,710 attendees.

In addition to this, we have organised and delivered over **1,000 physical events** incorporating author visits, activity clubs, Dungeons and Dragons groups for teenagers, quizzes, knitting groups as well as leading Renfrewshire in the main celebration of the life of Paisley poet Robert Tannahill on his 250th birthday in June of this year. In the first half of this year, we have seen **15,718 visits associated with these events**, facilitating our local community to spend quality time together.

We have stimulated local creativity with **164 Book/Writers group sessions** attracting 1,032 visits from patrons within all our facilities.

Our community libraries received a **Green Libraries Scotland Grant Fund** from the Chartered Institute of Library and Information Professionals in Scotland (CILIPS), enabling us to proudly launch our ‘Green Pages: Library workshops for a greener world’. The initiative aimed to promote environmental sustainability and raise awareness about the **circular economy principles** with activities such as basic bicycle maintenance, sewing skills, and repurposing textiles, and crafting seed bombs to enhance biodiversity.

Our **Home Delivery Service** has supported inclusion through 311 visits to households inhabited by the elderly, people who find leaving their own home challenging, as well as families with pre-school or school age children.

We have **worked in partnership** with groups such as a breast-feeding support group that meets weekly in Johnstone Library, a domestic abuse support service called Ask Crystal in Paisley Central Library, monthly hearing aid clinics in our libraries in the Erskine, Johnstone and Renfrew areas of Renfrewshire, and a wellbeing café that runs weekly in Renfrew Library.

We look to support people and their economic wellbeing by continuing to provide all services for free, thus consolidating our position within Renfrewshire as a safe, non-judgemental place for all. This is enhanced by our **partnership with Citizens Advice** to provide weekly clinics in Johnstone and Renfrew Libraries, a fortnightly **Job Club** in Paisley Central Library as well as a **Home Education Support** group in Lochwinnoch Library.

Our library teams worked with the Council and Citizens Advice to deliver the **Multiply Money Management Engagement Project**, with games relating to budgeting for adults (mainly where people were experiencing numeracy challenges) during July and August in Paisley Central, Glenburn, Johnstone, Linwood and Renfrew Libraries.

An often-missed aspect of the vital services offered by Renfrewshire Libraries is the number of instances of **general computer and digital support** offered by our front-line staff on a day-to-day basis. Between April to September, our venues catered for 9,397 sessions of computer access, with a further 8,967 instances of WiFi interaction. Separately, our staff directly interacted with people over 9,000 times in this period, supporting them to pay bills, apply for jobs, send e-mails, and gain confidence using digital devices. We are, in many instances, the **go-to service** when people are overwhelmed by society's move to digitisation.

A further team of **Volunteer Digital Champions** provide 1-2-1 support sessions in five of our library branches, (Johnstone, Foxbar, Renfrew, Linwood and Paisley Central) which we are hoping to expand as demand increases. Basic digital skills drop-in sessions run in Johnstone and Paisley Central Libraries with over 261 engagements and 290 volunteer hours.

Our libraries' teams have also launched other projects to help tackle inequalities supporting low income and under-resourced families, including **Chromebook Lending Service** (supported by the Connecting Scotland Device Lending Libraries Fund). We have 12 Chromebooks and 12 MiFi devices (with data) for loan as part of the Digital Champions project. Library members aged 18 and over can request to borrow a Chromebook (and MiFi device if required) for a three-month loan period, if they meet our lending criteria. The service **launched in August 2024** and all 12 Chromebooks are currently on loan.

OneRen's libraries are also working with the Good Things Foundation National Databank project to **distribute free SIMs and mobile data** to local people experiencing data poverty. Recipients are supported by a Digital Champion to activate their SIM, with further one-to-one digital skills support available if required.

Renfrewshire Museums Service

Renfrewshire Museums Service has been selected as **one of four Scottish institutions** to pilot a new, free learning source with schools called **Marseum**, designed to help young people develop transferable skills, while learning about museums and galleries. Developed by Museums Galleries Scotland, in collaboration with Daydream Believers, it is designed to support their strategic **Workforce for the Future Project**.

Working with **Castlehead School of Creativity**, staff from the museums service Creative Learning Team engaged 120 S2 pupils, challenging them to create plans for their own exhibitions and displays for a future museum. The work was showcased at Castlehead's Creativity week in May 2024, and teaching staff there are now planning to embed the resource in their Broad General Education Curriculum.

On 7 September, the Secret Collection and Renfrewshire Heritage Centre participated in the annual **Doors Open Day festival**. Throughout the day over 200 people attended across both sites, with many visitors coming from outside the region. The event offered visitors the chance for a behind the scenes view of the work underway at the Secret Collection to support the Paisley Museum redevelopment, including a glimpse at newly conserved works, the preparations for packing and moving, and some highlights from the many stories and displays currently being prepared.

We have been **user testing prototypes** as part of making the new Paisley Museum. This summer, we carried out digital interactives testing with members of the public at **Paisley Central Library** and at the **Art Department**. A similar session is planned with the **Disability Resource Centre**. We also continued our relationship with **Renfrewshire Visual Impairment Forum** by consulting them about audio interpretation for an art display.

As part of co-designing the Introductory Gallery, we are working on an **interactive display that will feature short films about culture and life in Renfrewshire**. Since April, we have interviewed over 60 people of different ages and backgrounds who live and work in Renfrewshire, with key themes of community and care coming to the fore. We also held pop-up photo sessions at the Piazza to capture images of local people for use in a large-scale projection show within the Introductory Gallery.

The museums service team has also been connecting with the **Renfrewshire Climate Action Network** to understand how the museum can play a role in valuable cross-community dialogues regarding the climate crisis and wider environmental issues. We also shared co-produced content developed over this period for this year's national **Black History Month programme** and **Paisley's own HB film festival**.

Building on the success of our work during the co-creation of our Learning Programme, staff from **Renfrewshire Museums Service have secured funding** of £9,800 from the Eridge Trust to work with schools on new approaches to developing visual literacy in the classroom, promoting the development of Higher Order thinking skills and providing tools to support wider **achievement and attainment**.

OneRen has been working with Children North East (CNE) since autumn 2023 to support **Poverty Proofing** methods for the new Paisley Museum, based on over **125 qualitative community consultation interviews** and which will provide wider learning for OneRen as a whole. A poverty proofed activity/ service is one that does not identify, exclude, treat differently or make assumptions about those children whose household income or resources are lower than others. The main deliverables have been training and audience research involving a mixed team including those making financial and communication decisions.



Leisure And Sport.

Headline Achievements

- 100,000 attendances at OneRen sport and leisure events
- 1,000 more people signed up for Paisley 3k and 5k than last year
- 22% year on year increase in swimming lessons for under 5s
- 333 volunteers delivering 33% of Active Schools sessions
- 561 Health and Wellbeing referrals funded by NHSGGC
- 45% increase in Vitality classes attendance

Outdoor Sport

KGV Football Finals Days: over the weekend of the 1 and 2 June, the Paisley and Johnstone District Football League held its annual weekend cup final festival at KGV playing fields in Renfrew. The weekend saw 1,440 young players compete in 36 cup finals in front of **more than 12,000 spectators**, whilst a further 270 younger children played in non-competitive season finale small-sided games on the 3G pitch. Surrounded by this festival of football, **Renfrew Cricket Club enjoyed record crowds** as they played a league match alongside the footballers.

Over the first six-months of the year, **total spectator attendances have been 78,070** across Ferguslie SC, KGV Renfrew, Ralston SC and Seedhill SC. This figure does not include sports club attendances.

Due to the success of the Scottish Athletics Celtic Nations Cross Country event at KGV Renfrew earlier in the year, Scottish Athletics recommended Renfrewshire to **Scottish Disability Sport** who have now booked St James' **for their national cross-country event** in March 2025. **St James' playing fields upgrades** continue, with expected handover in late November 2024. This will see eight new changing rooms around a courtyard to service four natural grass pitches.

At **Ferguslie Sports Centre**, work continues on the refurbishment of the facility with the reconfiguration of changing areas, a new toilet block, and new heating system. Completion is expected in November 2024. The OneRen team based at Ferguslie have also managed to upgrade the dance studio with support from donations, which is now getting booked out on a regular basis.

The **new tennis courts** at Robertson Park, Brodie Park and Johnstone opened in July 2024. To

support the launch and to coincide with Wimbledon, free access was provided over the summer period. Later bookings are as follows: Robertson Park (469), Brodie Park (423) and Johnstone (548) and we anticipate more engagement when the season restarts next spring.

Record-breaking Paisley 10k and 3k road races

More than 4,500 people took part in the Paisley 10k and 3k Fun Run, an increase of 1,000 on last year's numbers and **a new record** for the popular event organised by OneRen and supported by Renfrewshire Council and Kilbarchan Amateur Athletics Club. Whilst 76% of participants live within 20 miles of Paisley, many travelled from across the UK to take part. **Aged from one to 81, people of all ability and experience** were cheered on by thousands of supporters who lined the streets of Paisley, as participants enjoyed good weather as well as taking in the town's famous landmarks. Spectators took advantage of key vantage points, local coffee shops opened for the morning and there was impromptu entertainment along the route, making for a fantastic community spirit. We were grateful to enjoy the company of **two former Olympians and local heroes**, Kieron Achara – also a OneRen Board member – and Derek Hawkins, as official race starters for the 10k and 3k respectively. A short film of the event can be accessed [here](#).

Derek, who won the race in 2012, said: "The **Paisley 10k is one of the biggest in Scotland** and it's great to see record numbers out racing at various levels."

Indoor Leisure

In addition to providing the regular programme for gym, swim and group exercise, between April and September, Leisure venues also hosted **50 indoor events** enjoyed by 23618 spectators and 11666 participants contributing to income and sports tourism.

Under five swim initiative – Renfrewshire Council's funded initiative to encourage infant swimming by providing free access for parents/carers to swimming pools across Renfrewshire. Between the period of April to September 2024 – we have experienced a 22% increase in participation compared to the same period in 2023.

Developing employment pathways – As a local employer, OneRen continues to create new employment pathways for the local aspiring workforce and help nurture new talent through pathways of training and employment. During the period April to September, we have onboarded 30 new employees and sessional workers within leisure. For 60% of the overall new intake, OneRen is their first employment. Of the new contracted staff, 55% have progressed from sessional work. Eight of the new employees will be trained to attain SVQ level 8 Pool Lifeguard / First Aid at Work qualification.

We have initiated a **new partnership with the Swimming Teachers' Association**, which will upskill a number of our existing team to become a trainer/examiner to deliver Pool Lifeguard / First Aid at

Work and Swim Teacher qualifications. This will help mitigate gaps in our swim instructor workforce and enable OneRen to offer course spaces to other organisations.

Sports Development

Sports Pathway for Athletes with a Disability. We liaise with several partners to provide a comprehensive sports pathway for athletes with a disability. Our pathway links sporting activities in Renfrewshire schools to opportunities at club and National Governing Body level. This year, for example, OneRen has launched a fortnightly Disability Water Polo Community Club at the Lagoon in Paisley after a successful pilot. Sports and Health Services also support and promote our local hub clubs in the community. Clubs with disability specific activity include:

- Strathgryffe Tennis Club
- UKTC Twist & Hit
- CheerRenfrew
- Shitokai Karate

The **Renfrewshire School of Sport Education (RSSE)** programme is an annual coach education programme which runs for 22 weeks from September each year. The programme targets aspiring sports coaches in S5 or S6 from across all high schools and ASN schools within Renfrewshire and can be adapted to support the needs of individuals. The 23/24 programme collaborated with eight sporting governing bodies including Scottish Handball, Scottish Disability Sport, Scottish Volleyball, the Scottish Football Association, Scottish Badminton, Basketball Scotland, Scottish Sport Futures and British Dodgeball.

With the support of these partners the pupils gained entry level qualifications across a wide variety of sports. Using the skills and knowledge gained by these awards, the combined participants completed over 3,400 hours of voluntary coaching hours within schools and the wider Active Schools programme. In June 2024, 54 pupils graduated at Tweedie Town Hall. In August, a further 63 pupils were recruited into the 24/25 cohort.

Many of our inactive young people are dealing with **multiple barriers to participation and general wellbeing**. The only way to address the barriers is to work collectively with other partners so that the layers can be addressed simultaneously. This year, we have benefited from additional funding to work with the **Whole Family Wellbeing** team to support families more effectively and efficiently through a programme called **Upscaling Active Schools**.

The Upscaling Active Schools programme provides a more targeted approach towards those groups who experience barriers to sport. **Equality, Diversity and Inclusion** is the key driving force of this project. Some of the targeted areas include more opportunities for **care experienced young people, families on low incomes** and participants within the **LGBTQ+ community**. Targeted work has also been undertaken to support participants from **ethnic minority groups** and **young people with a disability**.

It has also provided us with more opportunities to share what OneRen can offer to families that need additional support to access services. From library services to craft sessions, to fitness

classes to walking groups to GP referral sessions. Many **families have benefited from the joined-up approach** which speaks to the development of the integrated service delivery approach being championed across OneRen.

In 2024, OneRen has been awarded a **sportscotland grant** to invest in our local community sport hub clubs to develop and to maintain their members and volunteers. Each of the four sport hubs have an allocation of £1,250 each to support local clubs and sport. Currently, we have 68 affiliated and non-affiliated Hub Clubs across Renfrewshire. Sports representation includes athletics, basketball, bowls, badminton, cricket, football, golf, gymnastics, hockey, judo, karate, rugby, swimming, sailing, taekwondo, tennis, walking and weightlifting.

OneRen's **Bikeability** programme has continued delivery with 20 primary schools completing a block of Level 2 on-road training. This **represents the highest delivery figure** in terms of total schools of any local authority **in the West of Scotland** region and represents 40% of all of Renfrewshire schools that have delivered this course to either P6 or P7 children. A further 13 schools have delivered Bikeability Level 1 playground training to either P5 or P6 children in preparation for delivery of Level 2 in the second half of 2024. OneRen's work on the Bikeability scheme was praised in Cycling Scotland's annual report.

Renfrewshire Aspiring Athletes Support Programme (RAASP) helps talented Renfrewshire athletes with access to OneRen training facilities, potential funding, and partner benefits. We currently **have 50 athletes in receipt of a current RAASP card**. Approximately 28 athletes have a Tier 1 card, and 22 Athletes have a tier 2 card. This is made up of 14 female and 36 male athletes representing **24 sports**. Grants are available for RAASP card holders and this year we have **44 Athletes who have been successful** with their application for funding, and to date we have distributed £31,248 to these Athletes. The remaining balance of funding is expected to be spent by March 2025.

Health & Wellbeing Service

Live Active is a referral scheme focusing on delivering health behaviour change support for inactive people with or at risk from long term conditions. From April to September we received 533 referrals, via a health professional within NHS GGC. Additionally, a new **Health & Wellbeing Referral Support Assistant** role, funded by NHS GGC, carries out initial triage consultations to make sure clients are referred to the most suitable range of activities that would support their health and wellbeing, making a significant difference to client benefits. From April to September, the assistant has triaged **561 Live Active referrals**. This is slightly more than the number of referrals noted above due to a backlog prior to the introduction of this new role in April.

OneRen offers free weekly led **Health Walks** delivered by staff or volunteers which last for 30–60 minutes. Additionally, longer **Themed Walks** discover and explore Renfrewshire's rich heritage and key cultural venues. From April 2024, we have delivered 147 walks (21 of which were themed), resulting in 969 attendances. With NHS GGC funding, we have managed to expand our walking offer further with the introduction of an **indoor Functional Walking Class**. This is to bridge the gap for those who don't have the ability or confidence to walk outdoors. Since starting in the summer, we have delivered 14 classes for 127 attendances.

Our **Vitality exercise classes** are specifically designed for people living with medical conditions or for those who have a fear of falling / find their strength and balance is impacting their daily life. There are four levels of class, ranging from chair-based up to a moderate intensity circuit. Instructors are required to have a higher level of qualifications for Vitality class delivery. OneRen has 11 classes available across Renfrewshire. Between April and September there have been **5,930 attendances, a 45% increase** from the same period in 23/24.

Our free, weekly **Gentle Movement Class** is delivered by volunteers and is suitable for those with cancer or other long-term conditions. It is based on the practice of Qigong and involves combinations of slow deliberate movements, focusing on breathing and meditations. Gentle Movement has supported 205 attendances from April to September.

In partnership with **Sporting Memories**, we deliver a free weekly class in Renfrew, using the power of remembering and talking about sport – along with physical activity – to tackle loneliness, depression and dementia. The session attracts a variety of local people and has seen 267 attendances over the 15 classes that have taken place during April to September.

Our **Social Prescribing Coordinator** receives **Health and Wellbeing referrals** and supports a range of people, many of whom are vulnerable, to improve or better self-manage their health and wellbeing by accessing a range of activities. From April to September, we have supported over 150 referred individuals through this scheme, which enables people to access a wider range of services without the need for a clinical referral, often those who feel lonely and isolated or who have mental health issues.

Since April, 199 Live Active clients have taken out an **Active Life Membership**. It should be noted that these individuals are often people who wouldn't usually have the knowledge, skills, or confidence to access services without support.

Active Schools

In August 2024, Scotland's Active Schools initiative celebrated its 20th anniversary. The programme increases levels of participation and improves sport and physical activity opportunities across Renfrewshire. This year, we have focused on developing staff skillsets by participating in **trauma informed training** in partnership with Renfrewshire's trauma informed programme lead. Training has also been delivered to all Active School core staff on the following subjects:

- Healthy Minds NHSGCC
- What's the Harm – Self Harm (60mins)
- What's The Harm Full Day – Self Harm
- Mentors in Violence Prevention
- Child Exploitation Online Prevention Training
- Who Cares Scotland
- Development Coordination Disorder
- LGBTQ+

Active Schools continues to provide evidence-led extra-curricular and community club programmes using our **pupil activity survey**. The survey has been issued to every pupil annually since 2018, with this year's 2024/25 survey achieving over 9,000 returns, equating to 36.8% of the pupil population.

Active Schools continues to be supported by a strong network of volunteers. Currently, **333 volunteers deliver 80% of opportunities** across Renfrewshire. Since April to date, there has been 1,498 hours of volunteer delivery recorded.

We have successfully coordinated and delivered **holiday camps for spring and summer 2024**. The camps provided multi-sport activities, outdoor activities, football, dance and gymnastics supported by Active Schools. The camps had over 5,000 attendances between the two school holidays.

In August 2024, Kirklandneuk Primary School won the **Who Cares Scotland Award for Positive Partnerships** category for their work with OneRen's Active Schools Team. As part of The Promise, the aim of the programme was to encourage care experienced pupils to take part in physical activity and enhance their overall wellbeing. Feedback was overwhelmingly positive, resulting in other schools looking to offer a similar programme.

Care Experienced pupils from seven local primary schools attended four weekly sports events delivered in **partnership with West College Scotland** students in May. Due to the success of this pilot, three sporting events planned for December to April will be inviting all care experienced pupils from all of Renfrewshire's Primary Schools to attend.

In partnership with children's services, social work and the family wellbeing team, children and parents are being invited to take part in **Family Clubs** based around a sport and physical activity session provided by OneRen at a local establishment as well as receiving a small snack. These clubs have been taking place in Gallowhill, Renfrew, Johnstone Glenburn and Foxbar, with **a total of 86 families attending**.

This year the Active Schools team have achieved the **LGBTQ+ Bronze Charter Mark**. The work includes delivering positive change in areas such as policy, visibility, marketing, facilities, and training. Our commitment to training has resulted in over 50 staff completing the online LGBTQ+ training, which includes **all Active Schools Coordinators, Health, and Wellbeing Assistants and 75% of coaches** who are working in the extra curriculum programme. Similar to the poverty proofing audit, the intention is to consider how this can be adopted across OneRen.



Development Activities.

Fundraising

Over £300k of **secured external funding** (that is not Renfrewshire Council or Future Paisley) is currently in place and supporting a range of OneRen cultural programmes throughout 2024. We have a prospective funding pipeline of £400k of new funds being applied for during 2024/2025. To date, of the applications made so far, £55k has been awarded and £63k declined.

Catering

OneRen continues to work with local suppliers as part of our commitment to catering waste reduction. It includes a suite of **local catering suppliers** appointed to work in partnership with OneRen at Paisley Town Hall. A sole provider has been appointed at Paisley Arts Centre and also at leisure sites the Lagoon and On-X. These arrangements are working well as the **local knowledge of the customer base** is critical to developing the right offer in each venue.

Tourism and travel trade

OneRen is a member of the Renfrewshire Tourism Leadership group and the Renfrewshire Tourism Network Forum. Through this network, we have been awarded £30,000 to develop a collective heritage package (with Paisley Abbey and Coats Memorial) to cross-promote the combined offer to local and national tourism markets.

A key focus is the work with partners and stakeholders to shape how we best promote and advertise Paisley as a key destination from which the wider Renfrewshire region can benefit. We have been working closely with **Renfrewshire Chamber of Commerce, UWS, Renfrewshire Tourism Network, Visit Scotland and Paisley First** to build and develop the Paisley profile as well as Glasgow Convention Bureau colleagues to support the development of travel trade requirements.

Energy Reduction

The OneRen **Energy Savings Challenge** set out to achieve a reduction of 5% across the winter months, with a £200 prize for the venue team which achieved the greatest reduction, year-on-year. A campaign was launched providing hints and tips on how to save energy both at work and within our homes. The venue which saved the most over the period was Renfrew Library, which saw a reduction of 17% in their energy usage.

Keeping the Promise

OneRen takes our role as a corporate parent seriously and actively promotes the principles of Keeping the Promise. In this period we have almost doubled the network of OneRen Promise Keepers to 13, with more colleagues scheduled to become Promise Keepers in 2025 including members of OneRen's Board of Directors who have shown a keen interest.

Employability, Pathways and Volunteering

OneRen continues to support the Renfrewshire **Local Employability Partnership** (LEP) and at the LEP Conference. OneRen staff showcased career roles and services across the organisation. OneRen continues to be a significant employer in Renfrewshire and positively contributes to the higher-than-average employment rates, between April and September we recruited 98 posts with a candidate attraction rate of 1,783.

We have been proactively networking with partners, colleges, schools and universities to support **skills development** and **employability pathways**. We have successfully conducted five placements during the first part of the year and one of the students from Action for Children is now in full time employment with OneRen's indoor leisure team.

Our **volunteering programmes** engage with a number of OneRen events or projects such as The Paisley Book Festival, Active Schools, Digital Champions, Paisley Museum, Health & Wellbeing, the 10K and 3k road races where an army of volunteers dedicate their time to support OneRen and the wider community.

UWS Strategic Partnership

Following the signing of OneRen's **strategic partnership with the University of the West of Scotland**. In September 2024 staff from museums, arts and libraries attended the **Freshers Week Fayre at UWS Paisley Campus** to provide information on OneRen activities and services. There were opportunities to feed into the development of the Museum's new Introductory Gallery and public programme and to sign up to the library services. Over 40 students signed up for OneRen library cards.

Partnership work is now being planned for 2025 including:

- Collaboration on Equality, Diversity and Inclusion work
- Joint activities as part of Glasgow Science Festival
- Joint activities as part of OneRen 10K
- UWS student involvement in developing the visitor experience for the reopening of the Museum





To: Leadership Board

On: 4 December 2024

Report by: Chief Executive

Heading: Census 2022 - Summary

1. Summary

- 1.1 Scotland's census data was captured in March 2022, with the official Census Day of Sunday 20 March. Over the past year, data has been published by the National Records of Scotland (NRS) in a rolling programme of thematic releases, with the final theme on health and wellbeing published in October 2024.
- 1.2 Appended to this report is a high-level summary of the data which will be of interest to Members at a Renfrewshire level. Further work has been undertaken to analyse this data and this will be made available at a ward level for Members.
- 1.3 The census data provides a significant update in our understanding of the demography of Renfrewshire, particularly in relation to changing population patterns and the diversity of our communities. For example, local intelligence has highlighted that some of Renfrewshire's communities are increasingly diverse, and this census data has helped to enhance our understanding of this and will help to inform both service level and strategic programmes of work such as Fairer Renfrewshire.
-

2. Recommendations

- 2.1 It is recommended that Members:
- note the update on the census results for Renfrewshire and the planned briefings at a ward level which will be made available to Elected Members.
-

3. Background

- 3.1 The UK census takes place every ten years, the previous census was in 2011. In Scotland, due to the Covid-19 Pandemic, the Census Day was moved from 2021 to 2022.
- 3.2 High level information about the census, such as Scotland's population, was published in 2023, but throughout 2024, local information across the key themes within the census has been released as part of a rolling programme. This has allowed officers to consider the data, present it in easy-to-read charts, and provide some key messages. Charts covering the main areas of interest are appended to this report.
- 3.3 Census data is released at a number of geographies. Throughout this report and the appendix, the geographies referred to are intermediate zones - these are small area geographies which are used in the production of official statistics in Scotland. This allows for easier comparisons across data sets at a local level.
- 3.4 The census response rate in Renfrewshire was **87.6%**, which is slightly lower than the national response rate of **89.8%**. There is a dedicated website, www.scotlandscensus.gov.uk, where detailed information is available about the census methodology, including information about the statistical quality assurances undertaken and the modelling used to produce total population estimates from the census responses.

4. Population change

- 4.1 Renfrewshire's population has increased significantly since the 2011 census, rising from 174,908 to 183,874. This represents a 5.1% increase on 2011, which is well above the national increase of 2.7%. It is worth noting that the national population growth has slowed down, at 2.7% between 2011 and 2022, compared to the 4.6% growth between 2001 and 2011.
- 4.2 For Renfrewshire, this increase makes us the 9th largest local authority area by population. Although our population has increased, the percentage split between male and female has remained the same – 49% male and 51% female, which is also reflective of the national picture.

5. Demography and households

- 5.1 Again, in line with the national picture, Renfrewshire has an increasingly ageing population, with a declining younger population. The increase can be seen from the age of 50 and above, year on year, most notably between ages 55 to 59. In terms of declining younger population - ages 0 through to 24 have shown a decreased population in 2022 compared to 2011, except for age 10 to 14 which has remained fairly static. The most significant decrease can be seen in age 0 to 4.
- 5.2 The potential impact of the ageing population can be seen across other data within the census, as explored below, including the decreasing population in

some areas, the increased numbers of households, including single-person households, and also the above average percentage of Renfrewshire's population who are retired.

- 5.3 Renfrewshire's long-term increased population trend is not as a result of an increased birth rate. This is known as natural change, with the number of births minus the number of deaths. For Renfrewshire this rate is negative, i.e. the number of deaths is higher than the number of births. Instead, our long-term increased population is driven by net inward migration – this means people moving into Renfrewshire from other parts of Scotland.
- 5.4 Within Renfrewshire there are varied movements across communities and these can be seen in more detail within the appendix. The top five areas of increased population in Renfrewshire are Renfrewshire Rural North (which includes the Dargavel development), Renfrew North (which includes the Renfrew Riverside development), Paisley North, Paisley Central and Paisley East. The top five areas of decreased population in Renfrewshire are Erskine Central, Paisley Gallowhill and Hillington, Erskine East and Inchinnan, Renfrew East, and Johnstone South West.
- 5.5 Some of these patterns may be driven by the ageing population noted above, with people choosing to stay in their communities into their old age after their families have grown up and moved into other homes. We can also assume from considering these areas geographically that a key driver of increased population is the location of new housing developments. This can present at an extremely localised geographical level – for example, Houston North intermediate zone shows an increased population whereas Houston South shows a decreased population.
- 5.6 The data also shows significant spikes in net migration into Renfrewshire, particularly from 2012/13 onwards and again, these are likely to align with housing availability resulting from new developments.
- 5.7 Alongside the increased population in Renfrewshire, there is an increasing number of households, year on year. This trend is accompanied by a decrease in the average household size – this was 2.27 in 2001 and is now 2.10. Renfrewshire has a higher proportion of one person households compared to the national average – in Renfrewshire 39% of households are single people compared with 37% at a Scottish level. Again, an ageing population may be reflected in this higher proportion of single person households.
- 5.8 In terms of housing tenure, Renfrewshire has a higher than the national average percentage of homeowners – with 66.7% in Renfrewshire compared with 63.2%. According to the Office of National Statistics, the average house price in Renfrewshire in August 2024 was £166,000, compared with £200,000 average price at a Scottish level. This reflects historical data showing Renfrewshire consistently having lower than average house prices.

- 5.9 In terms of the religious background and sexuality of Renfrewshire's citizens, the data closely mirrors the national data trends in these areas – with decreasing religious beliefs and increased diversity of sexuality. There are no particular patterns or insights to highlight which present as unique to Renfrewshire.

6. Ethnic group and national identity

- 6.1 As noted above, the data on ethnic background and national identity has been helpful to update our understanding of Renfrewshire's communities and the data shows a changing picture, and also a particularly localised picture.
- 6.2 There has been a decrease in the number of people identifying as 'White: White Scottish' since 2011 in Renfrewshire. The biggest increase is seen in people identifying as 'White: Other White British' and also as 'Asian, Asian Scottish or Asian British'. There is also an increase in 'White: White Polish' and 'Other White', and increases can also be seen in the 'African', 'Caribbean or Black' and 'Mixed or Multiple ethnicity' groups.
- 6.3 The data for Renfrewshire's communities indicates a varied picture with some intermediate zones showing very little change in the percentage of people identifying as white, such as in Kilbarchan, Bishopton and Erskine West. Equally, areas such as Paisley Central, Paisley North West and Renfrew North show the biggest changes in ethnic diversity.
- 6.4 Further data is available at an intermediate zone level which shows the proportions of different ethnic backgrounds within these communities. For example, within Paisley Central and Paisley North West there are significant communities of people from both African and Asian backgrounds, whereas in Renfrew North the key driver of the diversity is from people with an Asian background.
- 6.5 For an organisation like Renfrewshire Council there is an interest in understanding what languages are spoken within our communities to ensure our services and communications can reflect this. There was a question in the census about the main language spoken at home, however given the wide range of languages, respondents were required to write in the answer rather than selecting from a choice of languages. Further data on languages spoken at a local level has not been released.
- 6.6 At a national level, the census showed that 98.6% of people in Scotland aged 3 and over spoke English (and 92.6% of people aged 3 and over *only* spoke English at home). The most commonly spoken languages at home other than English and Scots were Polish, Urdu, Punjabi languages, Chinese languages and French.

7. Economic activity and travel to work

- 7.1 Renfrewshire has a slightly higher percentage of the population who are economically active at 58.2% compared to 56.89% for Scotland. Renfrewshire also has a slightly higher rate of economically active full-time students at 4.2%

compared to 3.97% for Scotland. This position is also reflected in other population data noted in section 9 below.

- 7.2 Within the section of Renfrewshire's population who are economically inactive, a slightly different picture to the rest of Scotland can be seen. Firstly, Renfrewshire has a higher proportion of people who are retired, at 62.13% compared to 59.57% for Scotland. This also reflects the data describing Renfrewshire's ageing population. In addition, Renfrewshire also has a higher percentage of our economically inactive population who are long term sick or disabled at 14.67% compared to 13.27% for Scotland. This type of data helps to support our understanding of our communities and service users and also to plan for future service provision. It also links to the recently released data on health and wellbeing which is summarised in section 8 below.
- 7.3 The census also contains data about people's travelling to work patterns. This shows that Renfrewshire has a slightly lower rate of people mainly working from home at 30.77% compared to 31.60% for Scotland. This is a significant change from the 2011 census, where Renfrewshire had 8.43% of people reporting as working mainly from home. Clearly, this has been impacted by the Covid-19 pandemic and the resultant shift in ways of working and hybrid opportunities within organisations.
- 7.4 Renfrewshire has slightly different patterns of commuting to the Scottish average, but this will likely be driven by Renfrewshire's proximity to the city of Glasgow. In particular the percentage of journeys between 5km and 10km and 10km to 20km likely reflects the journey distances from across Renfrewshire's settlements to central Glasgow.

8. Health and wellbeing

- 8.1 The most recently published census data relates to health and wellbeing. This data shows that 77.8% of Renfrewshire's population self-report their general health as being good or very good. At the other end of the scale 7.6% of our residents self-report general health that is bad or very bad. This compares with 6.9% for Scotland.
- 8.2 Within our population around 40,000 people reported that they are living with a long-term illness, disease or condition. 21,000 people reported a mental health condition. 19,000 people have a physical disability and 13,000 are deaf or partially hearing impaired. Around 5,000 people are blind or have partially impaired vision and around 1,000 have full or part loss of their voice or difficulty speaking. This pattern mirrors the national picture.
- 8.3 More localised health and wellbeing data has been made available and analysis has highlighted the intermediate zones within Renfrewshire where people self-report bad or very bad general health above the Renfrewshire average of 7.6%. The highest levels of self-reported poor health are Johnstone North West, Linwood South, Paisley Gallowhill and Hillington, Paisley Ferguslie and Paisley South East.

- 8.4 Census data also measures the percentage of Renfrewshire's population, aged 3 and over who provide unpaid care. This shows that around 12,800 people in Renfrewshire provide between 1 and 19 hours of unpaid care a week, 2,300 between 20 and 34 hours a week and the same amount between 35 and 49 hours. Around 5,300 residents provide 50 or more hours of unpaid care.
- 8.5 The data shows Renfrewshire to be around average within the Glasgow City Region, with a total of 12.7% of our overall population aged 3 and over providing unpaid care. This is above the national rate of 11.9% for Scotland.
- 8.6 The Census data can now be used in conjunction with the very detailed health and wellbeing survey data that is available through surveys undertaken across NHS Greater Glasgow and Clyde, which community planning partners are currently considering their response to.

9. Mid-year population estimates

- 9.1 Since the publication of the census data, National Records of Scotland have published their usual mid-year estimates. This information was released in September 2024 and reflects the 2023 mid-year position. This shows Renfrewshire's population has increased again, above the national rate of growth, and takes the population to 186,540. Renfrewshire remains the 9th largest local authority area by population.
- 9.2 Alongside this headline figure, further data shows that the short-term driver of Renfrewshire's population growth is again migration, but the largest contributor is international net migration, that is people moving to Renfrewshire from outside of the UK. Inward migration from both Scotland and the rest of the UK also had a positive impact on Renfrewshire's population, but as noted above, the natural change (births minus deaths) remains negative.
- 9.3 Linked to the economic activity outlined in section 7, the recent update shows that Renfrewshire's working age population makes up 65.3% of our overall population, which places us at the higher end of the local authority areas, behind only the city authorities and North Lanarkshire in the overall Scottish position.

10. Summary and next steps

- 10.1 The data in the census helps to update our understanding of the communities we serve. It paints a positive picture of a growing population for Renfrewshire, with an above average proportion of working age people. It also shows that Renfrewshire has an ageing population, with a decreasing younger population, which, if the trajectory continues, may then impact the working age percentage in future years. The health findings combined with the ageing population also has implications for our communities and how we deliver services in the future.

- 10.2 Population patterns vary across communities, with some areas showing significant expansion, most often linked to new housing development, and other areas showing static or declining populations. It is also clear that without the impact of migration, both inward and international, Renfrewshire's population would look quite different as our natural population change continues to negatively impact our population.
- 10.3 Diversity also varies across communities, both in terms of the numbers of people who identify as white and the patterns of settlement of people from different ethnic backgrounds. This tells us is that broad brushstroke headlines don't apply equally across Renfrewshire and understanding local context is important.
- 10.4 Work will continue to understand the data within the census, what this means for Renfrewshire, the comparisons to the national and regional picture and to share this across services and other stakeholders. As noted in section 1, work has also been undertaken to segment census data at a ward level and this will be provided to Members via the provision of a data visualisation tool, with the opportunity for ward profile presentations if helpful.
- 10.5 The Census data will also be considered at both a service and strategic level, with work being undertaken to discuss this data with Council officers and with wider community planning partners.

Implications of the Report

1. Financial – none.
2. HR & Organisational Development – none.
3. Community/Council Planning – both the Council and Community Plan were developed following a Strategic Impact Assessment which examined local demographic data from a range of sources. The data within the census, as outlined in the report, will help to inform future iterations and also the delivery of these Plans in ways that best respond to local needs.
4. Legal - none
5. Property/Assets – none
6. Information Technology - none
7. Equality and Human Rights – there are no negative impacts on equality groups or potential for infringement of individuals' human rights arising from the recommendations contained in the report, as the report summarises data and is for noting only. However, the data within the census will be useful to support the Council to better understand the demography of our communities and to support the development of impact assessments based on up-to-date local data.

8. Health and Safety - none
9. Procurement – none
10. Risk – none
11. Privacy Impact – none
12. Climate Risk – none
13. Children’s Rights – none
14. COSLA Policy Position – none

Author, covering report: Pauline Moss, Strategy, Policy and Insight Manager
Author, appendix: Danny McAllion, Data Analytics and Research Manager

Renfrewshire in 2024

Census update - appendix



Renfrewshire
Council

Population change



Renfrewshire
Council

Population in Renfrewshire

High level population estimate released in September 2023:

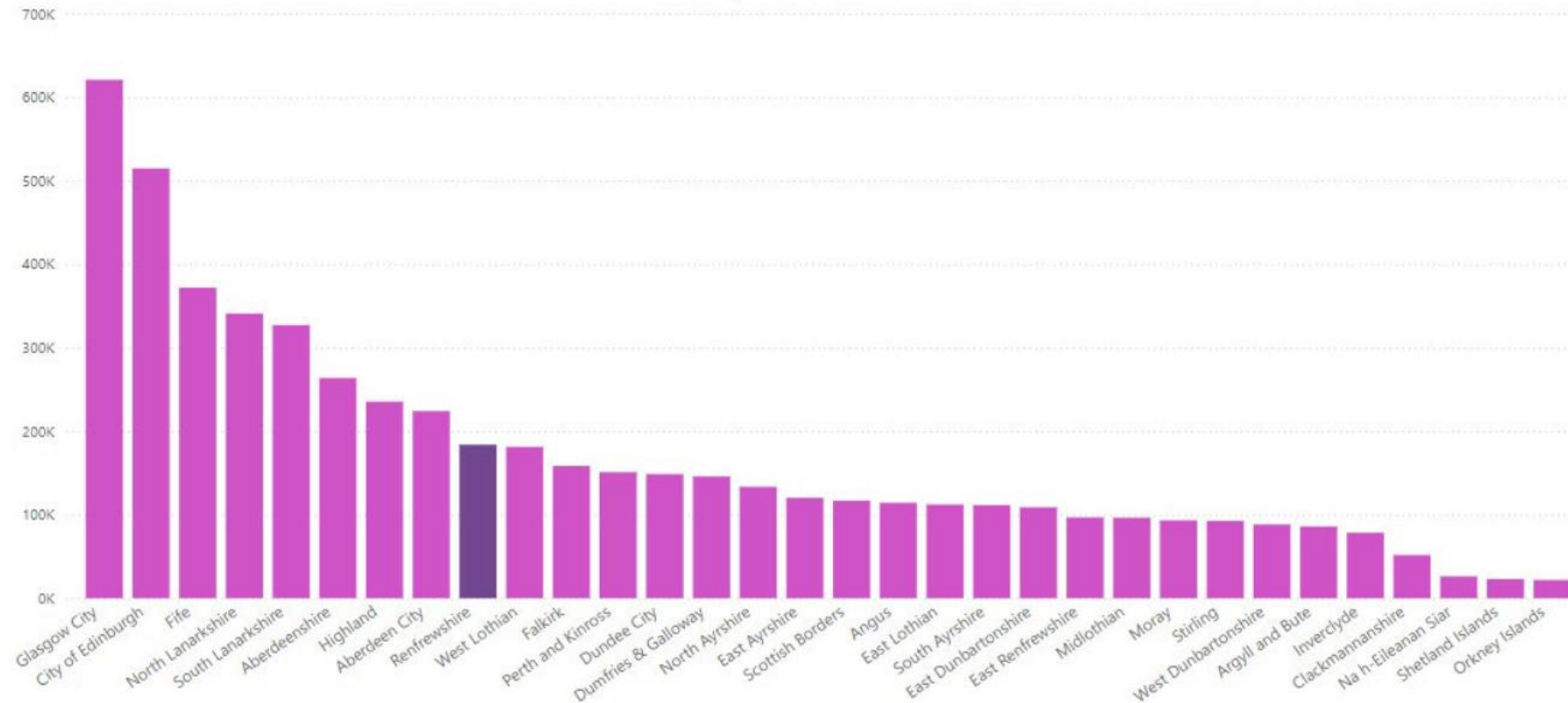
2011 Year	174908 Population
2022 Year	183874 Population

5.1% increase on 2011 (compared to national increase of 2.7%).

National increase smaller than the 4.6% growth between 2001 and 2011.

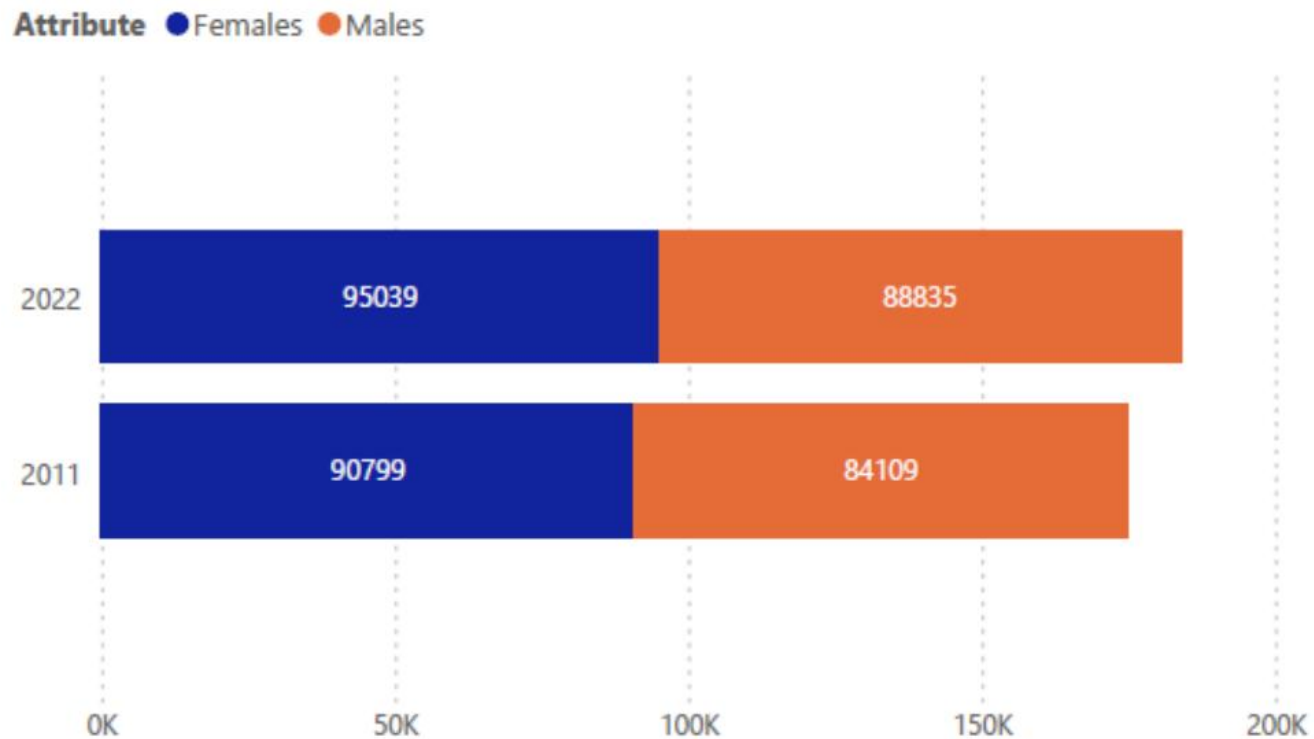
Population in Renfrewshire

Renfrewshire now the 9th largest LA by population:



Renfrewshire population – male/female split

Male/Female split remains the same (49%/51%)



Demography and households



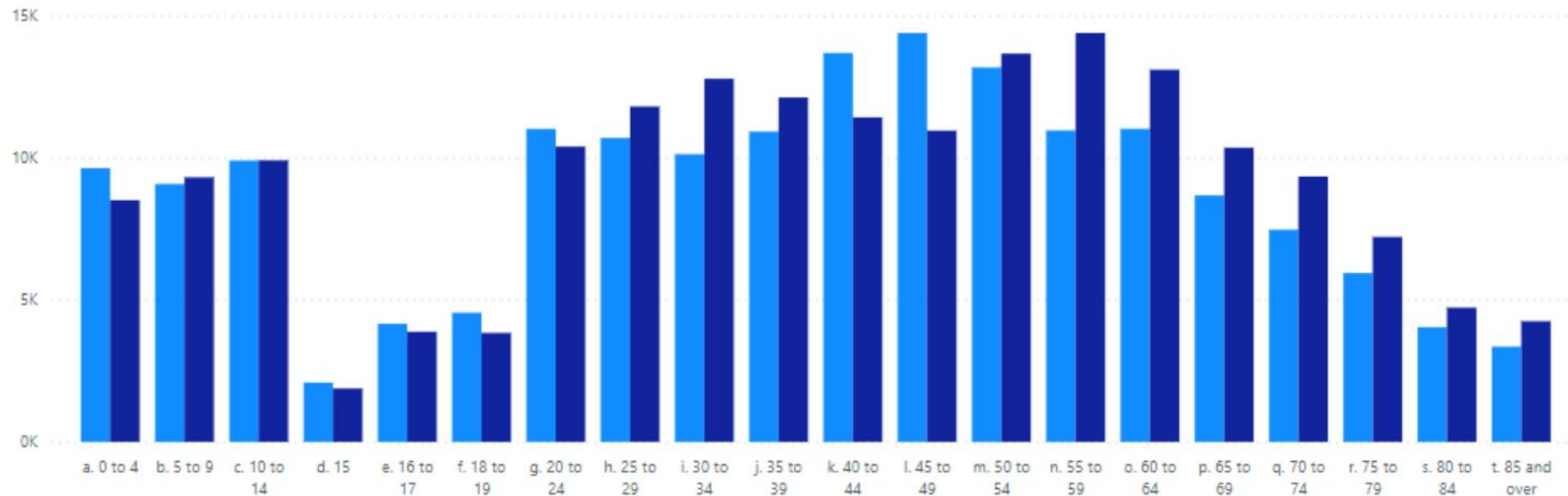
Renfrewshire
Council

Demography

Shift towards older age groups – younger population declining:

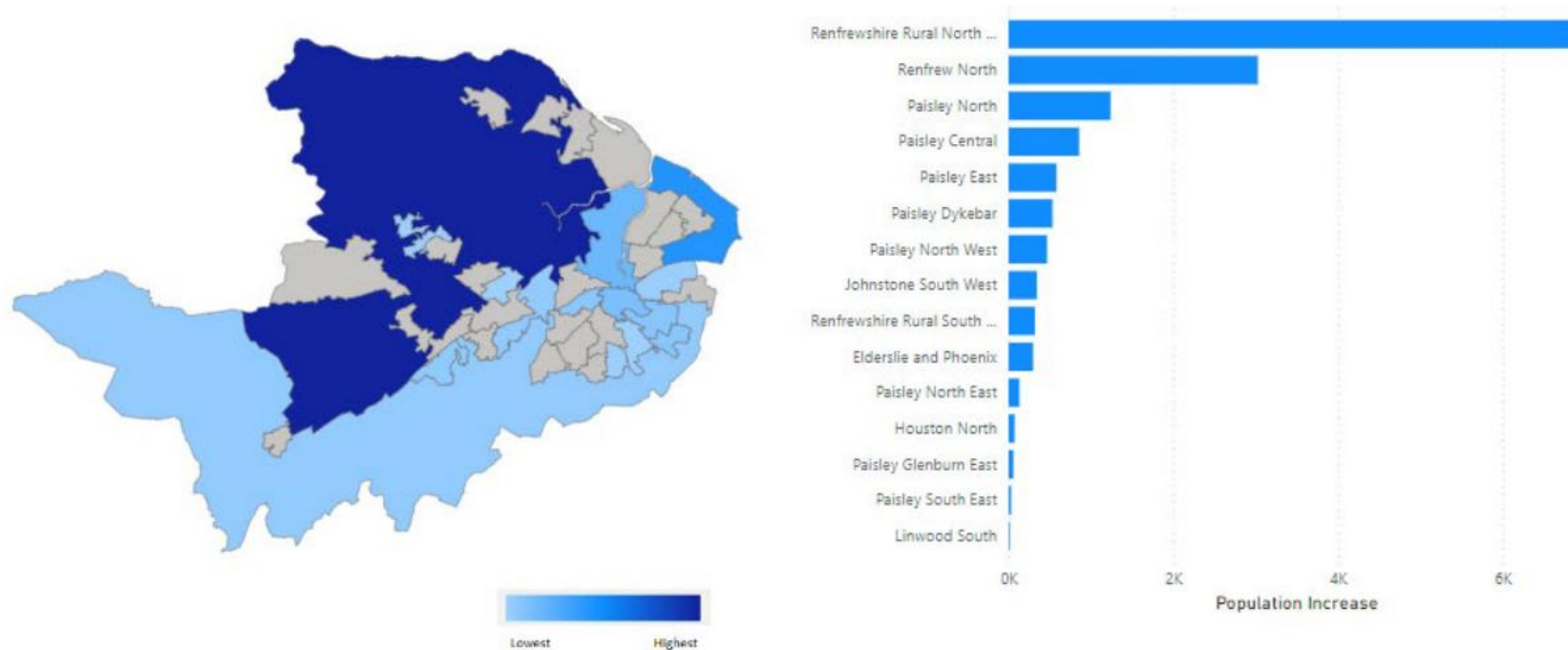
Population by Age group and Year

Year ● 2011 ● 2022



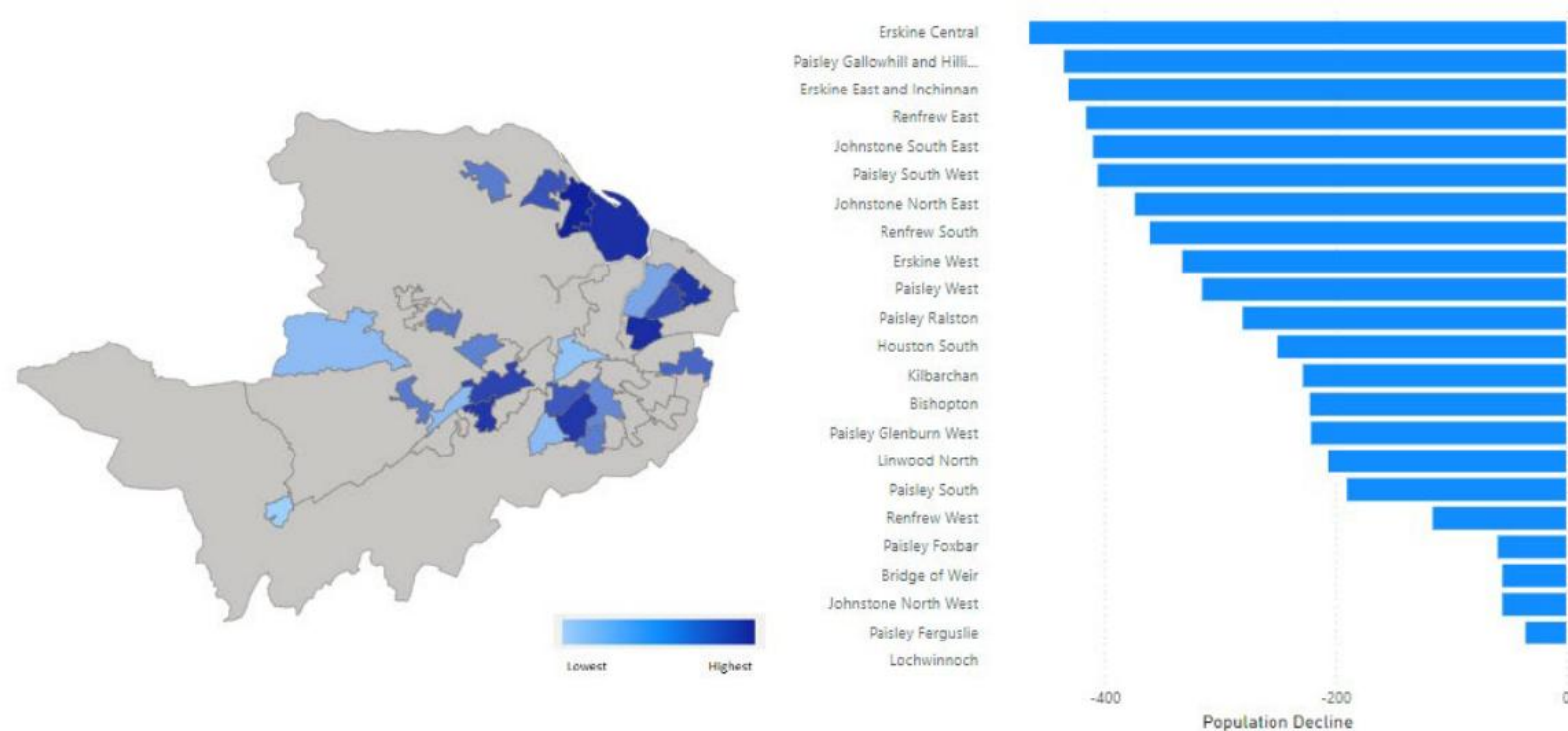
Demography and migration

Population increase on 2011 by Area:



Demography and migration

Population decline on 2011 by Area:



Demography and migration

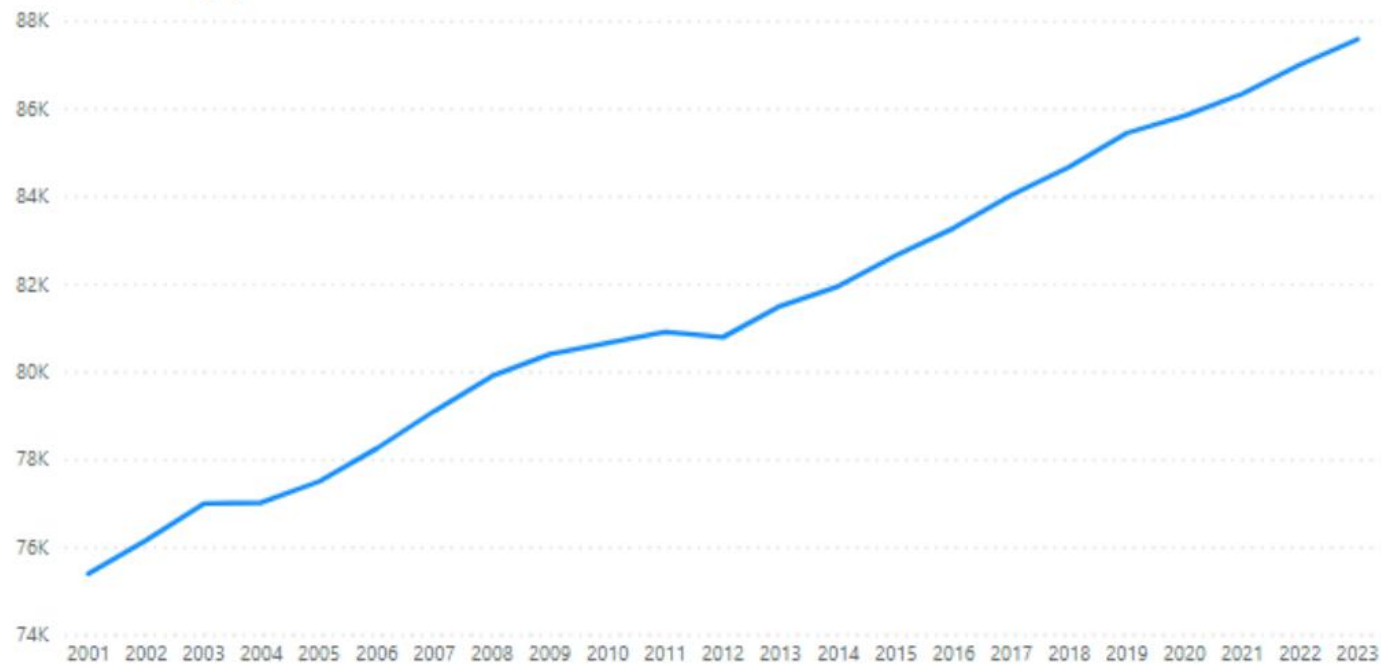
Net migration by year - Renfrewshire



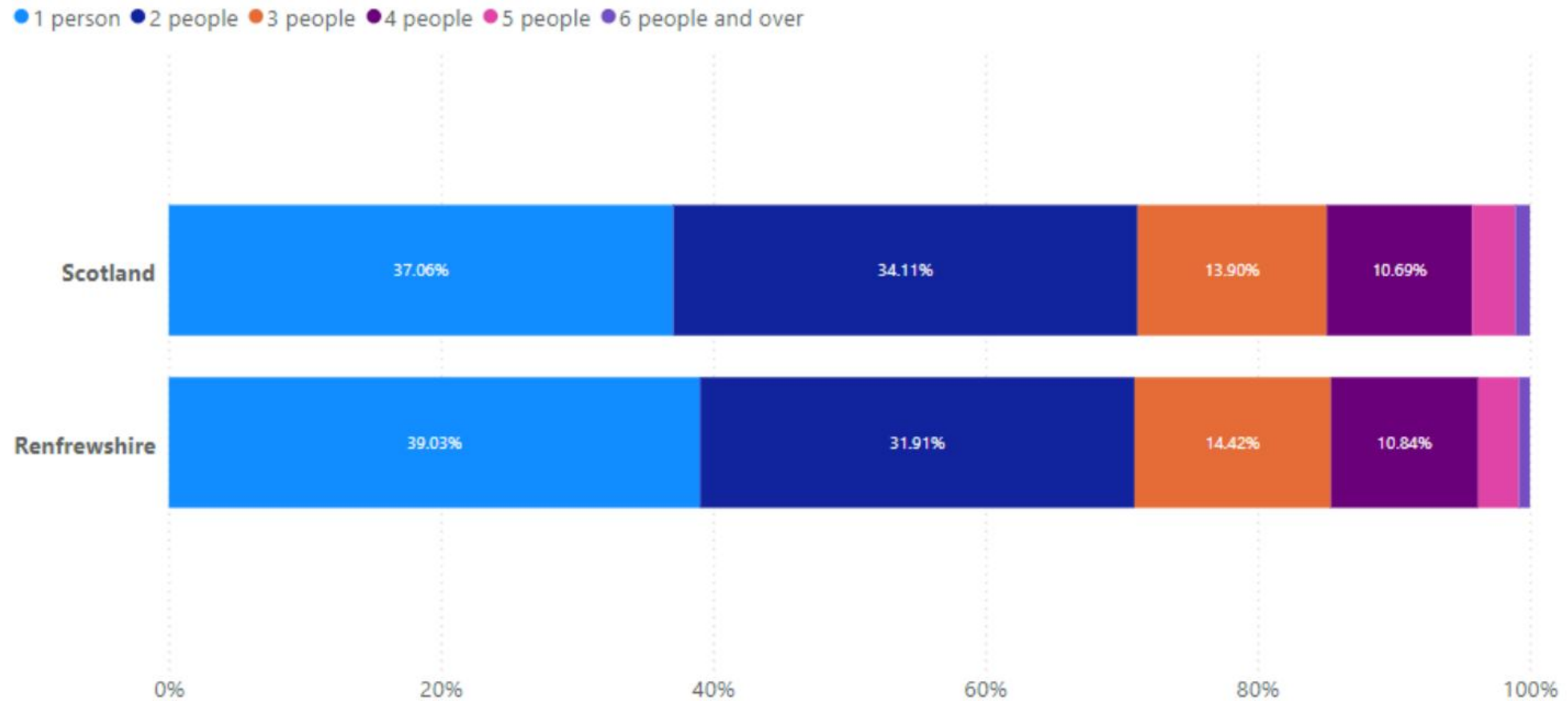
Demography and migration

Steady increase in the numbers of households in Renfrewshire – accompanied by a decrease in average household size. 2.27 in 2001 now 2.10

Households by year - Renfrewshire

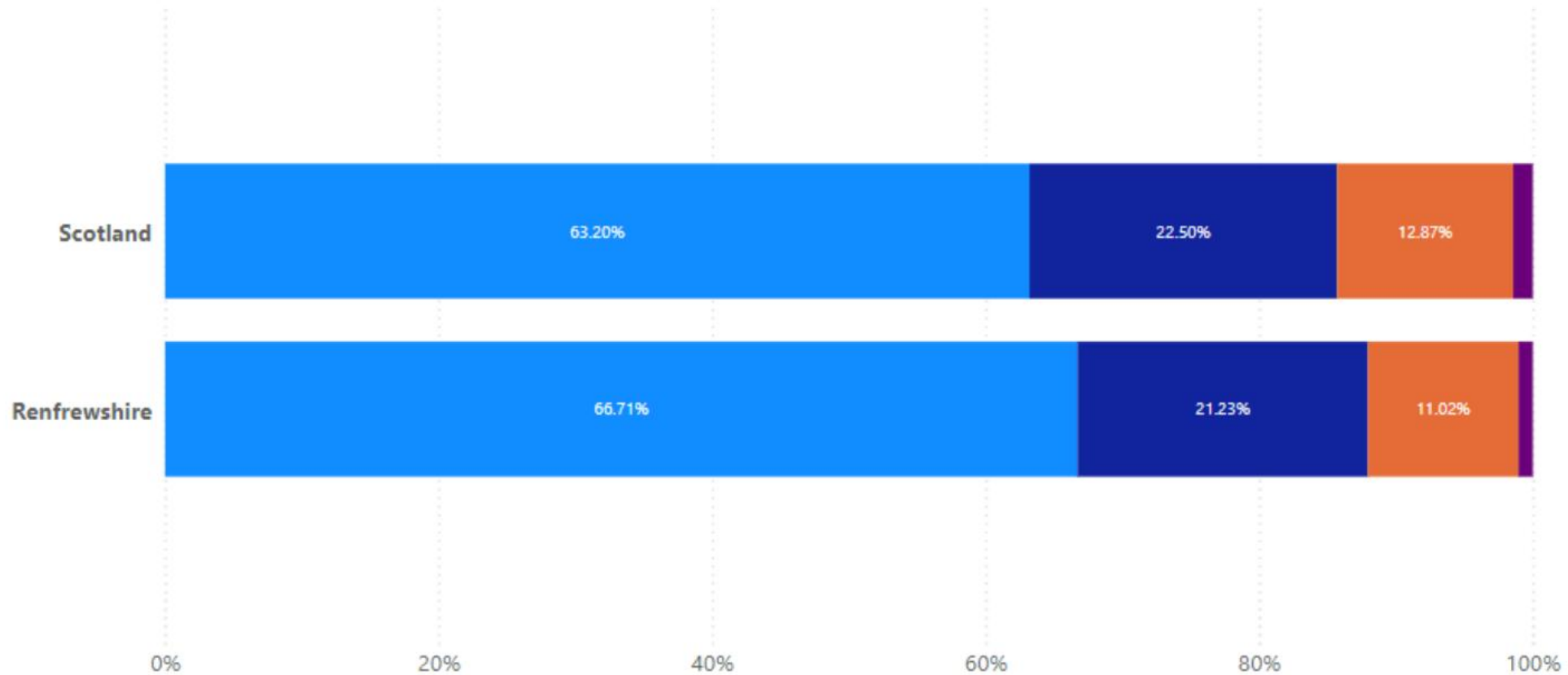


Household size



Housing tenure

Owned Social Rented Private rented Lives Rent Free



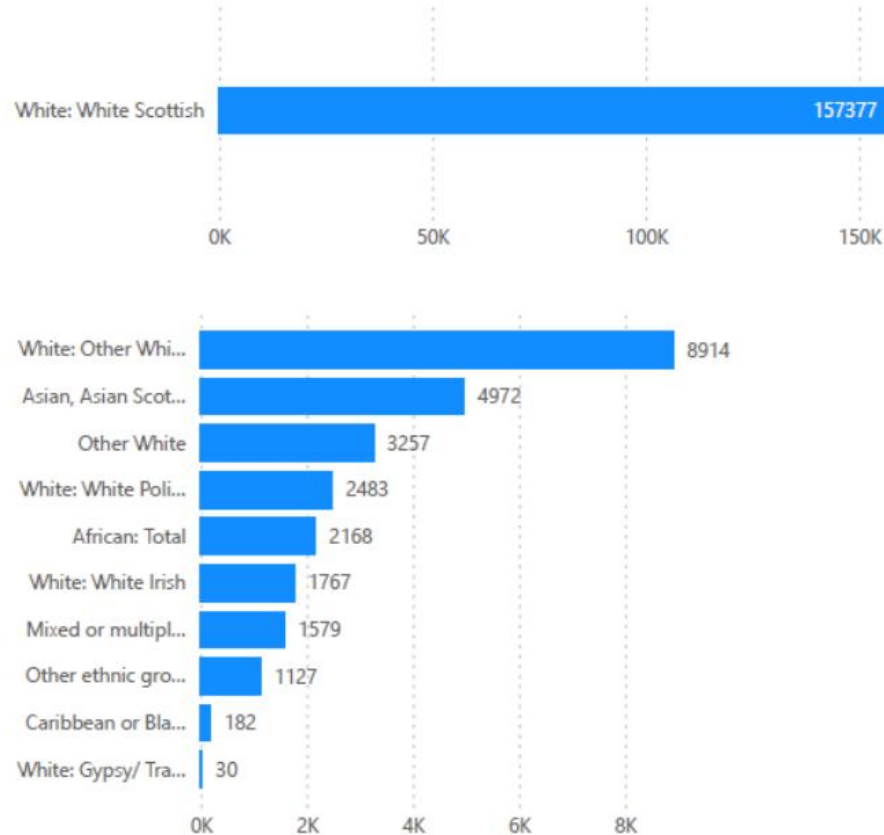
Ethnic group and national identity



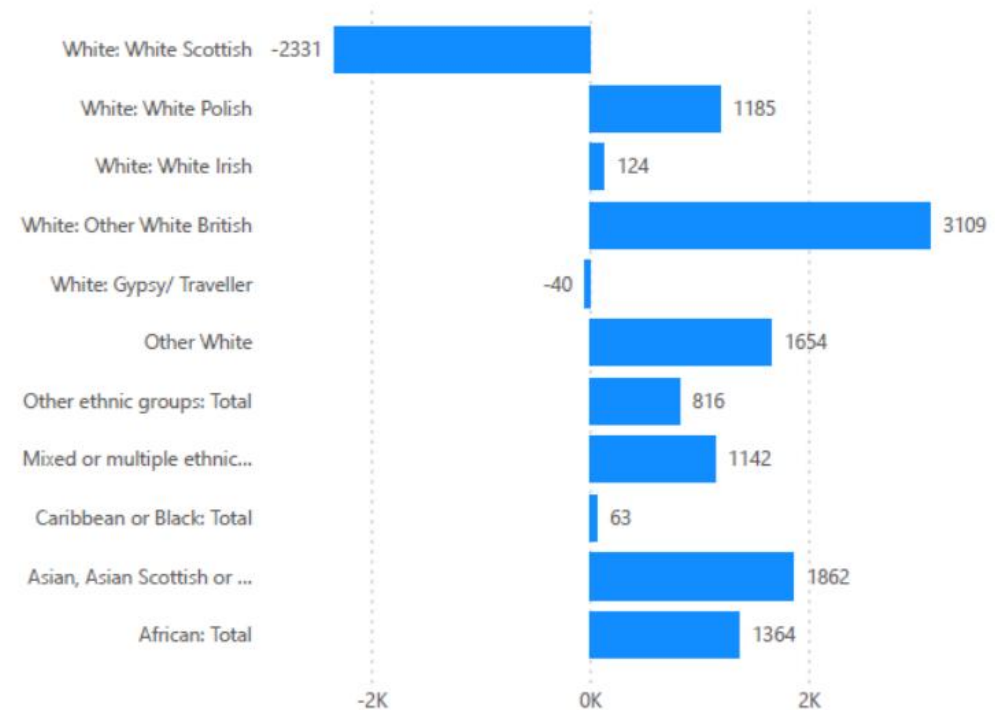
Renfrewshire
Council

Ethnic group, national identity, language and religion

Ethnic Group 2022



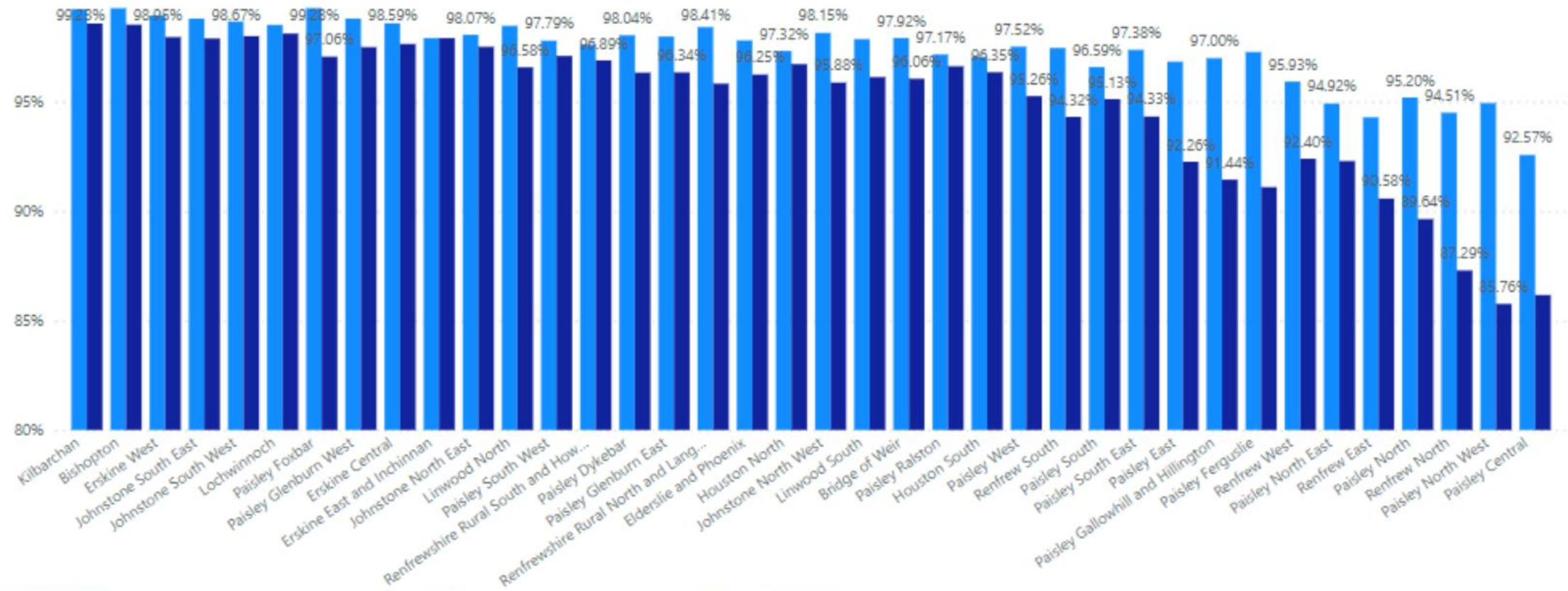
Change on 2011



Ethnic group, national identity, language and religion

Identifying as White

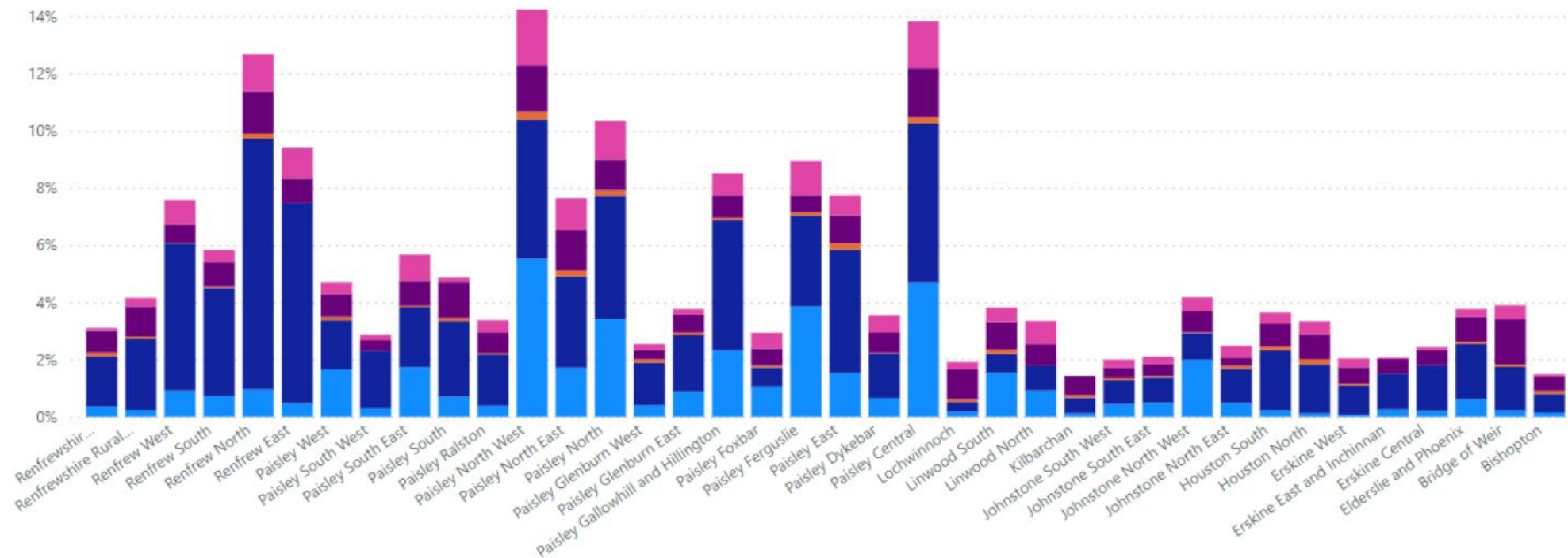
Year ● 2011 ● 2022



Ethnic group, national identity, language and religion

2022

Attribute ● African: Total ● Asian, Asian Scottish or Asian British: Total ● Caribbean or Black: Total ● Mixed or multiple ethnic group ● Other ethnic groups: Total

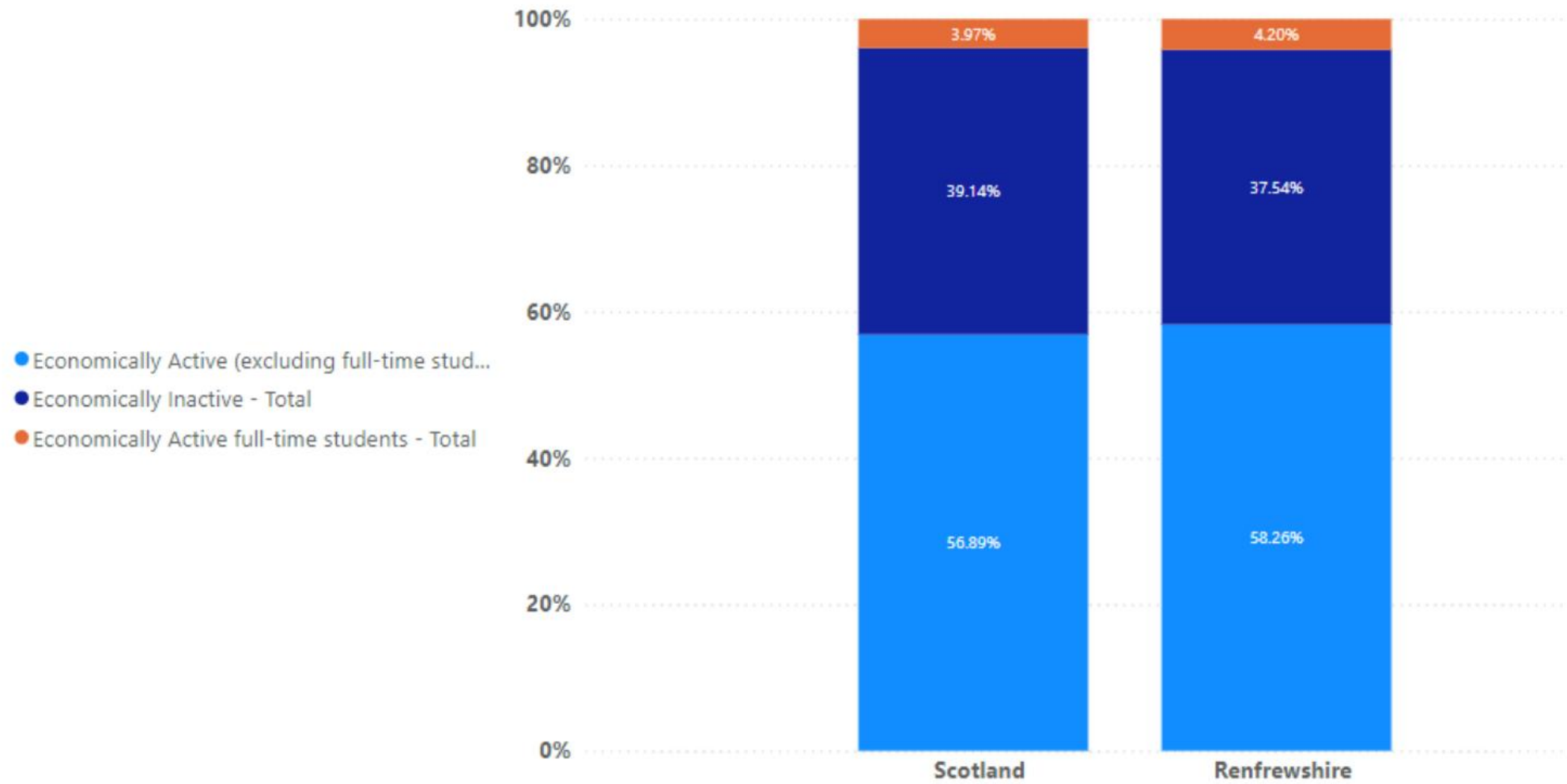


Economic activity and travel to work

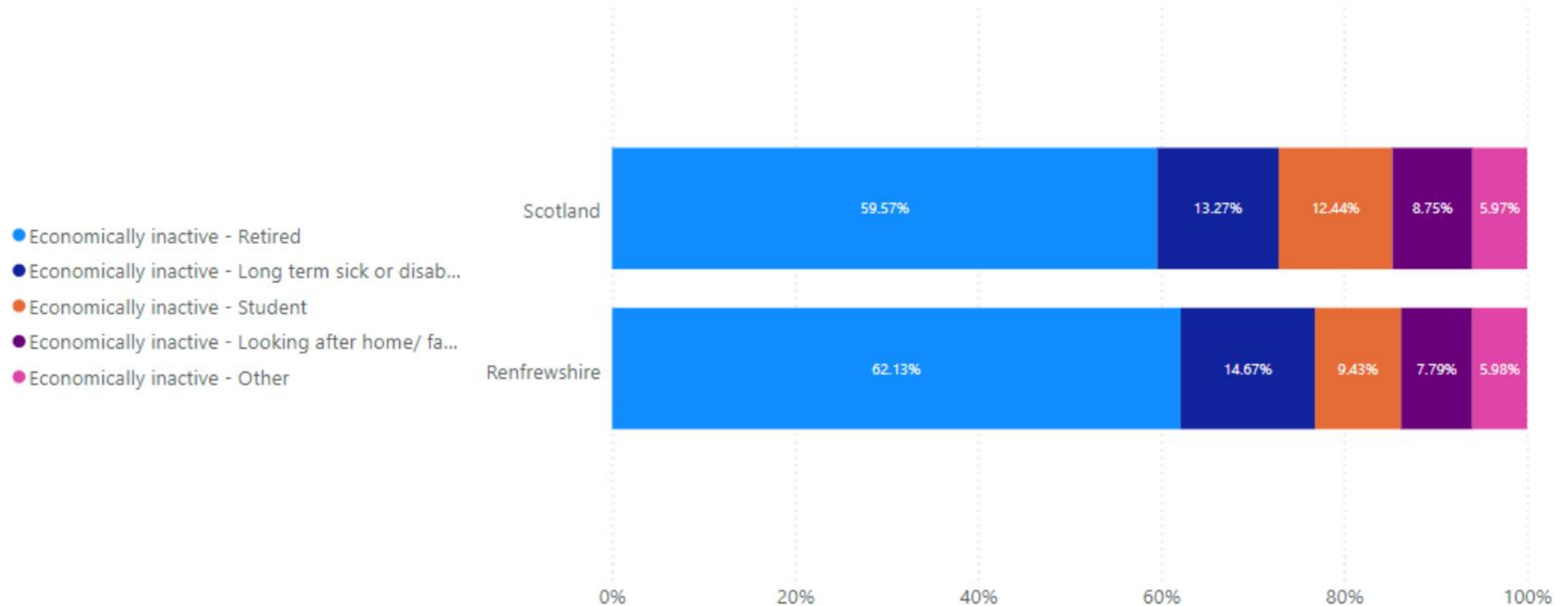


Renfrewshire
Council

Economic activity – 16+

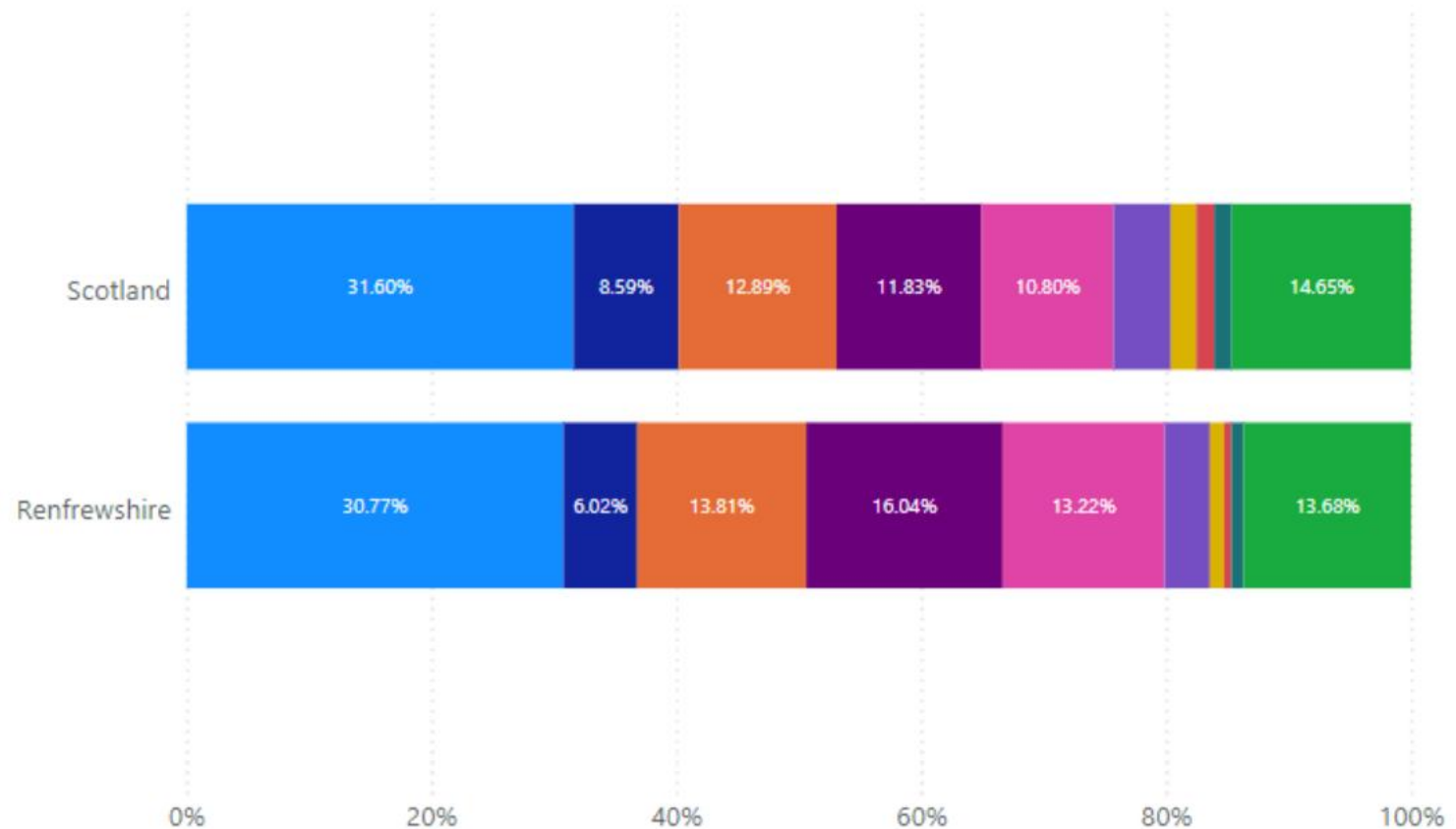


Economic inactivity breakdown – 16+



Travel to work

- Mainly work from home
- Less than 2km
- 2km to less than 5km
- 5km to less than 10km
- 10km to less than 20km
- 20km to less than 30km
- 30km to less than 40km
- 40km to less than 60km
- 60km and over
- No fixed place of work or working outside the ...

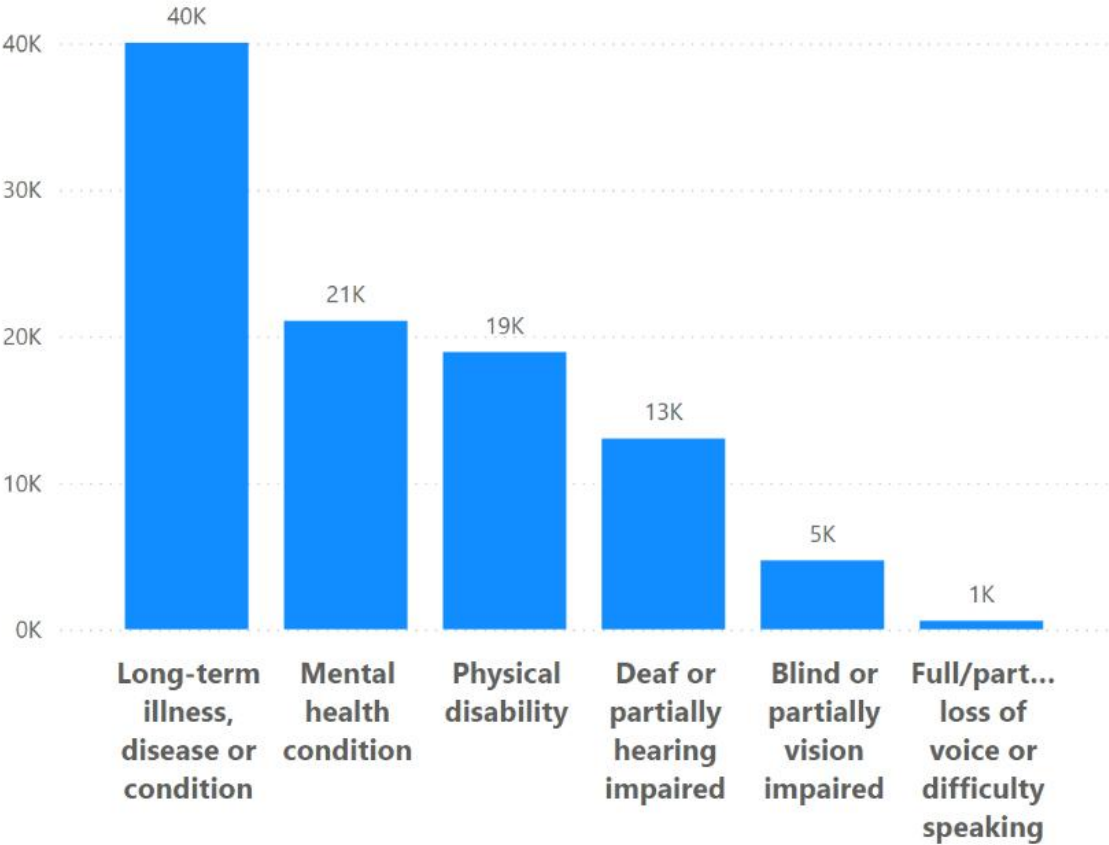
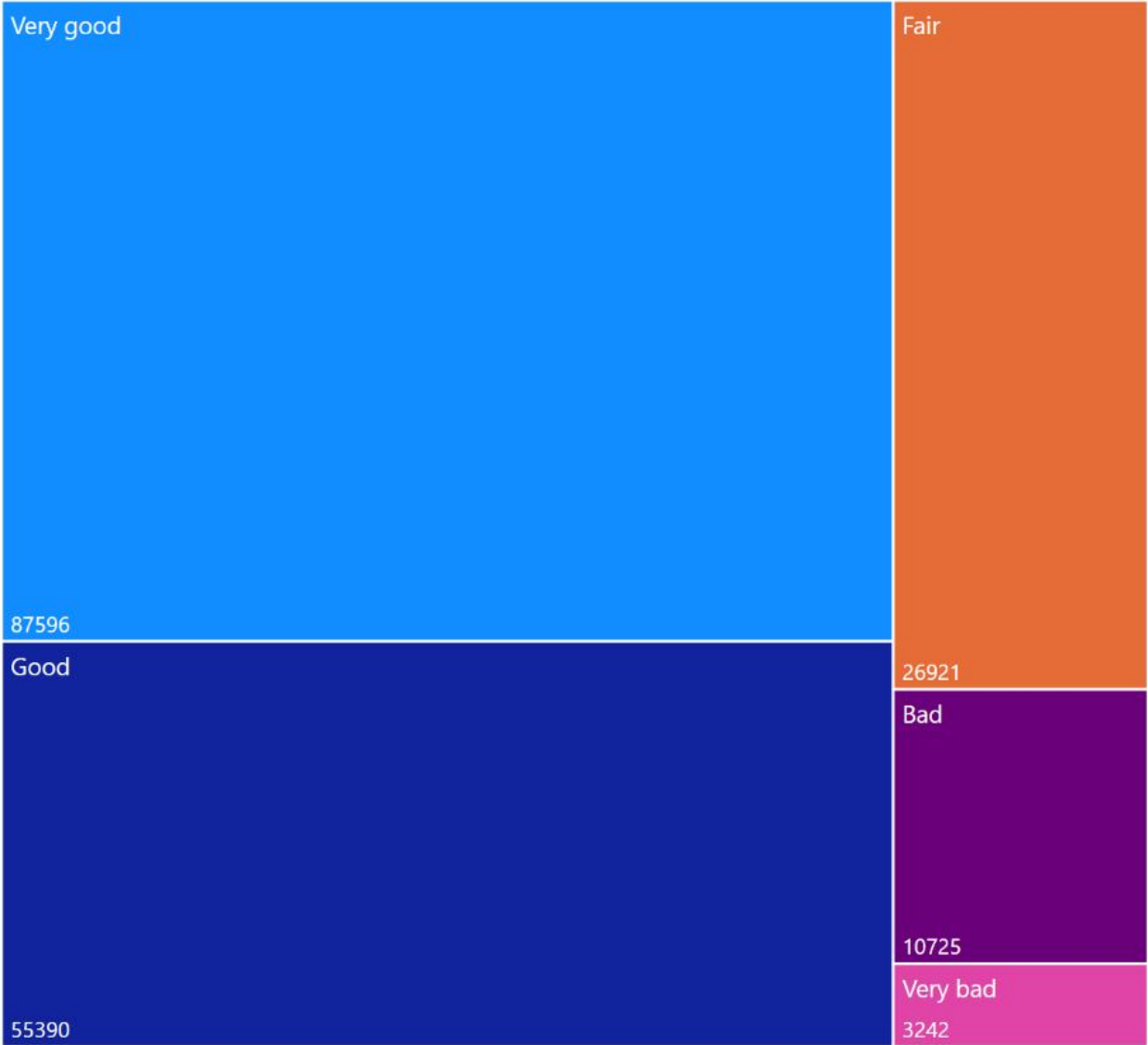


Health and wellbeing update



Renfrewshire
Council

General health



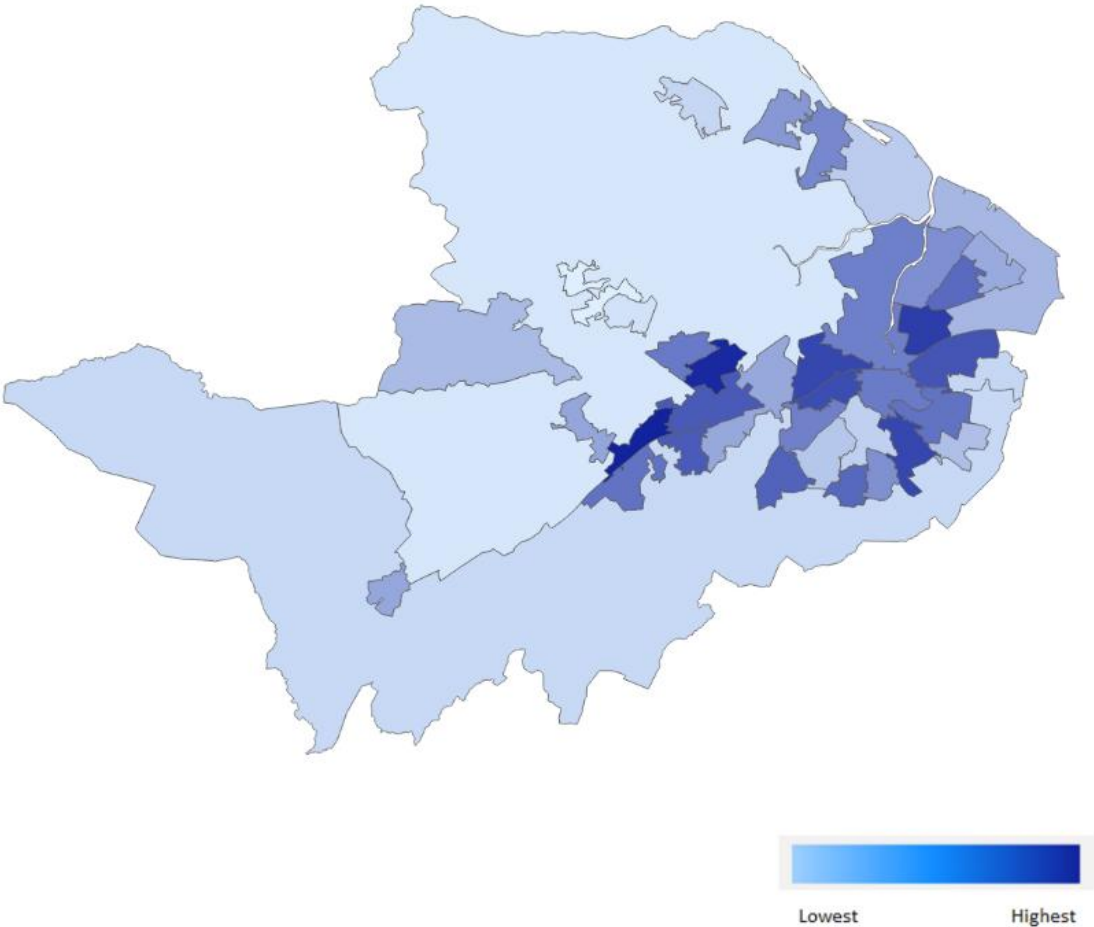
77.8%

% Good or Very good

7.6%

% Bad or Very bad

Renfrewshire Census 2022 - Population reporting bad or very bad general health



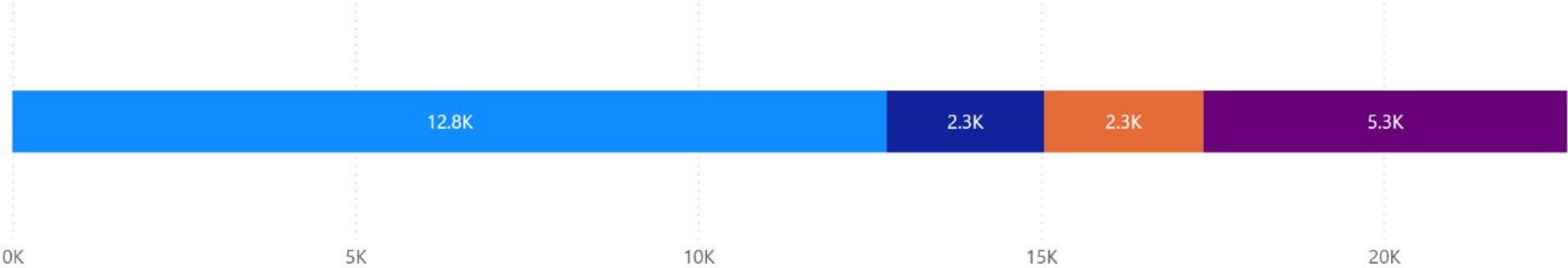
Areas with % above the Renfrewshire average (7.6%)

IZ	% Bad or Very bad
Johnstone North West	12.7%
Linwood South	12.4%
Paisley Gallowhill and Hillington	11.4%
Paisley Ferguslie	11.0%
Paisley South East	11.0%
Paisley North West	10.7%
Paisley North East	10.3%
Johnstone North East	10.1%
Johnstone South East	10.1%
Paisley Foxbar	9.7%
Paisley Glenburn West	9.5%
Renfrew South	9.4%
Paisley East	9.0%
Johnstone South West	8.9%
Linwood North	8.6%
Paisley Central	8.6%
Paisley North	8.3%
Paisley West	8.3%
Erskine Central	8.0%

Renfrewshire Census 2022 - Population (3+) providing unpaid care

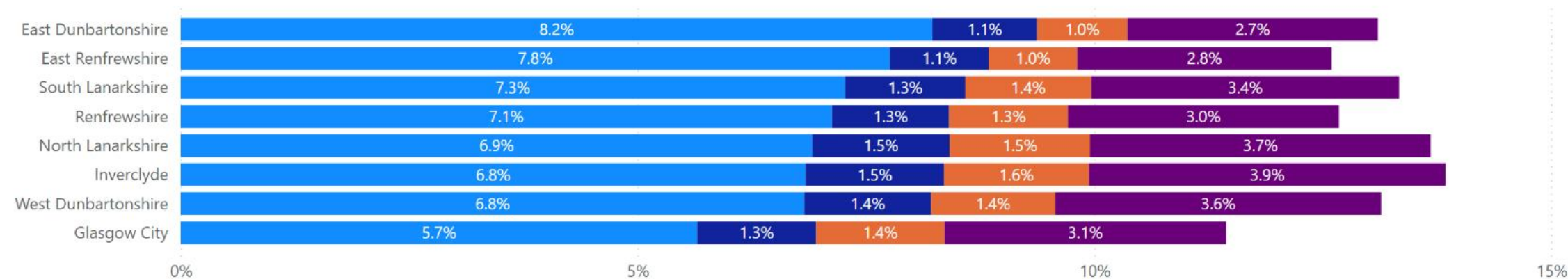
Renfrewshire - Population 3+ providing unpaid care

● 1 to 19 hours a week
 ● 20 to 34 hours a week
 ● 35 to 49 hours a week
 ● 50 or more hours a week



Glasgow City Region - % Population 3+ providing unpaid care

● 1 to 19 hours a week
 ● 20 to 34 hours a week
 ● 35 to 49 hours a week
 ● 50 or more hours a week



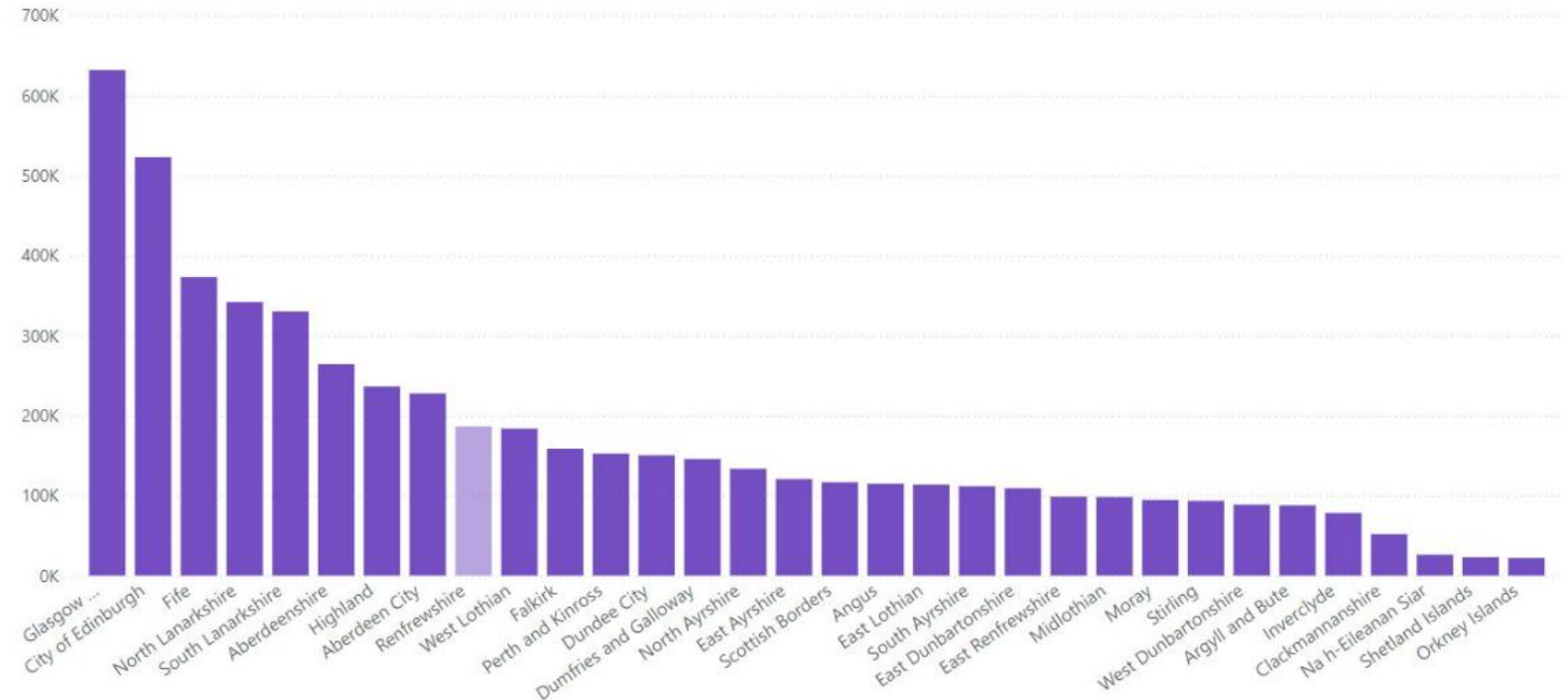
Mid year population estimates



Renfrewshire
Council

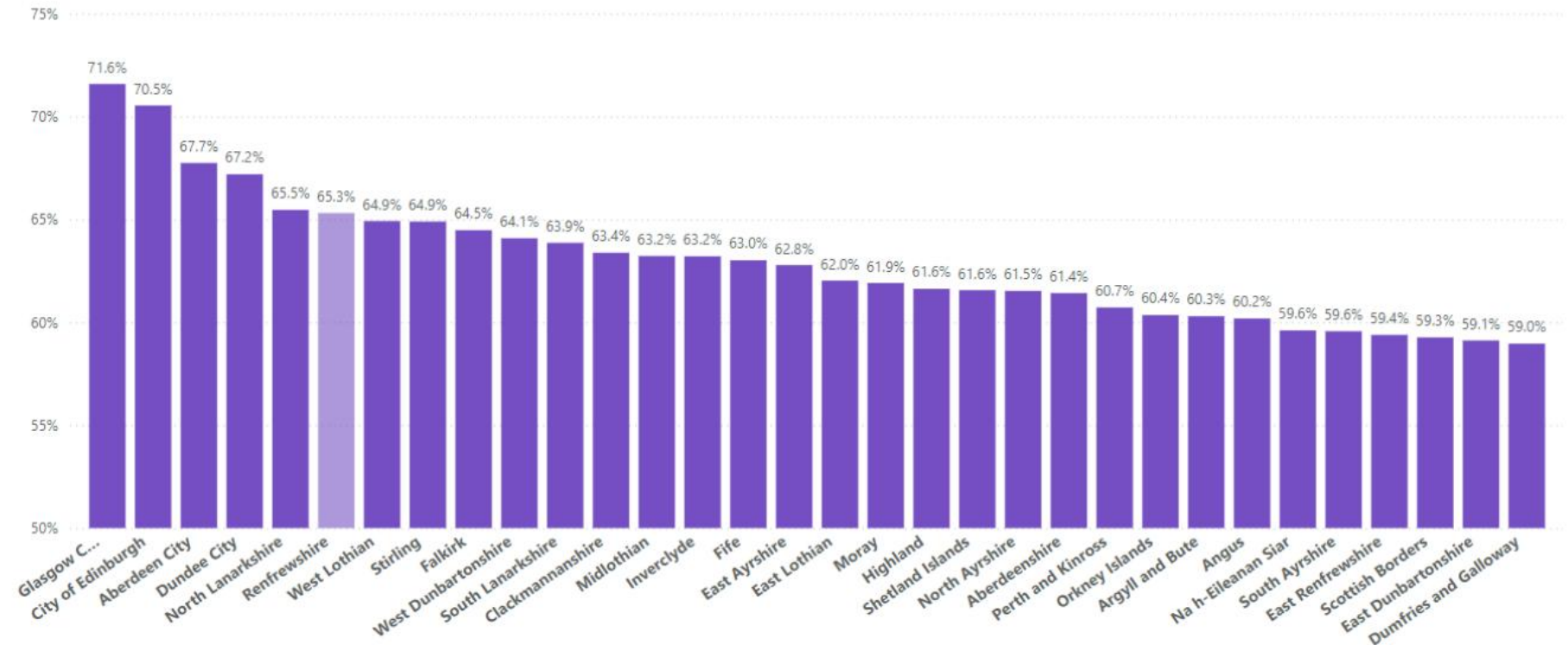
More recent population projection

- The 2023 mid-year estimate for population in Renfrewshire was released this month by the National Records of Scotland.
- Our population has increased again and now stands at 186,540, an increase of 2,170 (1.2%) on 2022 and above the national rate of growth.



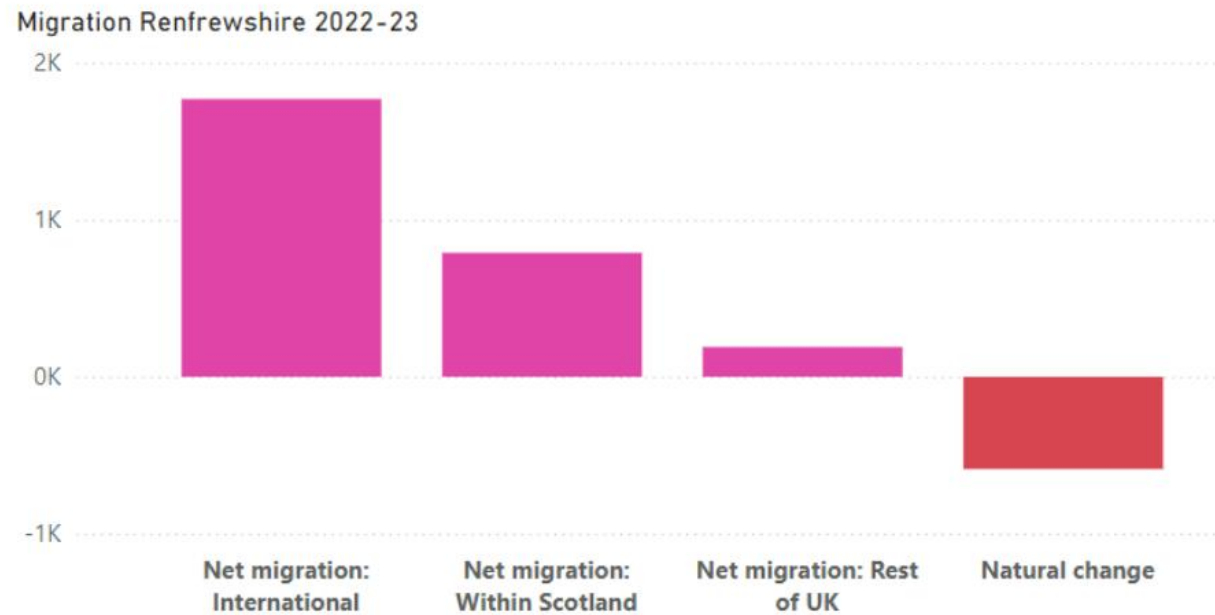
More recent population projections

- In terms of population composition, Renfrewshire's **working age population** as a % of the total is at the higher end on the LA areas, outwith the city authorities.



More recent population projections

- Details of migration patterns over the last year have also been released. Our rate of natural change (births minus deaths) remains negative but **international net migration** has overtaken net migration within Scotland as the main driver of population change.



Renfrewshire in 2024 Census update – appendix

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To: Leadership Board

On: 4 December 2024

Report by: Chief Executive

Heading: Paisley First Renewal Ballot

1. Summary

- 1.1 Paisley First was registered as the Business Improvement District for Paisley Town Centre in January 2015 following the outcome of a successful ballot of town centre businesses on 13 November 2014.
- 12 BIDs have a legislative basis under the Planning (Scotland) Act 2006. After operating for a 5-year term, another successful ballot must take place for the BID to continue operating. Under the legislation, it is for the Local Authority to conduct the ballot on behalf of the BID. At its meeting of 14 June 2024, the Leadership Board agreed that the Council should support the conduct of this ballot. At its meeting of 20 September, the Board agreed that the Council would abstain in the ballot. It further agreed that subject to a successful ballot outcome, authority would be delegated to the Chief Executive to put in place the necessary arrangements for the collection of the BID levy, and for finalising of the terms of the operating agreement.

2. Recommendations

- 21 That the Board notes the result of the renewal ballot for the Paisley First Business Improvement District and that Paisley First were successful in getting approval for a third term as the business improvement district for Paisley Town Centre and that work is ongoing to conclude the required operating agreement between Paisley First and the Council.
- 22 That the Board agrees that the Head of Marketing & Communications will replace the Head of Economy and Development as the Renfrewshire Council nominated Director on the Board of Paisley First with effect from January 2025.

3. Background

- 3.1 Paisley First was registered as the Business Improvement District for Paisley Town Centre in January 2015 following the outcome of a successful ballot of town centre businesses on 13 November 2014. BIDs have a legislative basis under the Planning (Scotland) Act 2006.
- 3.2 The Paisley First Board of Directors is made up of local business owners, and there are currently 10 Board Members, including one position for Renfrewshire Council. This position is currently held by the Head of Economy and Development.
- 3.3 After operating for a 5-year term, another successful ballot must take place for the BID to continue operating. Under the legislation, it is for the Local Authority to conduct the ballot on behalf of the BID. At its meeting of 14 June 2024, the Leadership Board agreed that the Council should support the conduct of this ballot, and that a further report should be brought to this meeting of the Leadership Board setting out the details of the BID Proposal and officers' recommendations on how the Council's votes in the ballot could be cast.
- 3.4 Following that decision, the Council commissioned the ballot and Civic Election Services Ltd (formerly Electoral Reform Services) were appointed to conduct the ballot on our behalf. Ballot papers were issued to all levy payers by 12 September with the ballot closing on 24 October 2024.
- 3.5 The ballot outcome was announced on 28 October 2024. The total number of votes (excluding rejected ballot papers {6}) was 260 out of a total number of eligible premises of 673. The return rate (turnout) in respect of those eligible to vote is (37.24%). The return rate (turnout) in respect of rateable values is 51.77%. Of the votes cast, 201 (77.3%) votes were in favour of Paisley First continuing and 59 (22.7%) were not in favour. The rateable values of the relevant properties in respect of which the votes were cast: an aggregate rateable value of £5,152,800 voted in favour, with an aggregate rateable value of £926,400 against. The ballot therefore met all four tests set out in the legislation and was declared in favour of renewal of Paisley First for the 5 years commencing in January 2025.
- 3.6 Following the announcement of the ballot result, officers have been working with Paisley First to revise the operating agreement for the next term including the arrangements for collection of the bid levy which is the responsibility of Renfrewshire Council on behalf of Paisley First. Delegated authority was given to the Chief executive by the Board in September 2024 to put in place necessary arrangements for the collection of the BID levy and for finalising the terms of the operating agreement.
- 3.7 Renfrewshire Council is currently represented on the Board of Directors for Paisley First by the Head of Economy and Development. It is proposed that

the Head of Marketing & Communications will replace the Head of Economy and Development as the Renfrewshire Council nominated Director on the Board of Paisley First with effect from January 2025.

Implications of the Report

1. **Financial** – The financial implications to the Council of the ballot being successful were reported to Board in September 2024. There are no further implications arising from this report.
2. **HR & Organisational Development** – The collection of the BID levy is the responsibility of Renfrewshire Council. Systems and arrangements for collection are already established.
3. **Community/Council Planning** –
 - Our Renfrewshire is thriving – the activities of Paisley First contribute to the animation and activity within Paisley Town Centre.
 - Our Renfrewshire is safe – Paisley First work with Renfrewshire Council and the Community Safety Partnership.
 - Working together to improve outcomes – Paisley First work closely with the Council and partners on a range of issues and provide events and activities which are complementary to the Council's activities.
4. **Legal** – Paisley First is established as a Business Improvement District under the Planning (Scotland) Act 2006. The requirement for a renewal ballot after the 5 year term and the requirements for Renfrewshire Council as the local authority are established in the legislation.
5. **Property/Assets** – n/a
6. **Information Technology** – n/a
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 as the report sets out the ballot result and confirms the appointment of the Council's nominee on the Board of Directors of Paisley First.
8. **Health & Safety** – n/a.
9. **Procurement** – Renfrewshire Council have appointed the Civica to

conduct the ballot on behalf of Paisley First.

10. **Risk** – There is a risk that the ballot will fail to achieve the required level of support from levy payers.
11. **Privacy Impact** – n/a
12. **COSLA Policy Position** –n/a.
13. **Children’s Rights** – n/a as the report seeks to confirm how the Council will cast it’s votes in the upcoming ballot on the proposed renewal of the Paisley BID.
14. **Climate Risk** – n/a

List of Background Papers

Background Paper 1 – “Paisley First” Proposed Business Improvement District (BID) paper to Economy & Jobs Policy Board 28 January 2015.

Paisley First Renewal Ballot Reports to Leadership Board 14 June 2024 and 20 September 2024

Author – Mark Conaghan – Head of Corporate Governance



To: Leadership Board

On: 4 December 2024

Report by: Chief Executive

Heading: Place Marketing – review of Paisley Brand

1. Summary

- 1.1 This report provides members with the findings of an independent evaluation of **Paisley**, the brand developed by Renfrewshire Council in response to *Paisley: The Untold Story* and launched in March 2018. The brand was a critical element of Paisley's UK City of Culture bid and fulfilled a commitment, led by the council, to change perceptions of Paisley and significantly increase visitor numbers in the lead up to, during and after a UK City of Culture year.
- 1.2 The development of a town brand and publicity strategy were also deemed crucial tools to re-position Paisley more positively in the eyes of the media and to encourage visits to the town during the closure of its main cultural venues, helping to build new audiences and confidence in the town's offer, ahead of venues reopening.
- 1.3 The brand was to be combined with a new council event (and event bidding) strategy, to encourage people to think differently about the town and to sample Paisley in different ways. Brand activity has been led by the council's marketing and design team.
- 1.4 Since launch, and with a budget of £460,852 over the past six years, **Paisley** has generated more than 1.5 billion opportunities to see and hear (OTSH) positive things about Renfrewshire and delivered annual visitor campaigns across Scotland, supported by VisitScotland.
- 1.5 **Paisley** was part funded by Future Paisley until April 2024, enabling place marketing activity, visitor campaigns and visitor materials which have contributed to the programme's step change – *Radically change Paisley's image and reputation in Scotland, the UK and Internationally.*

- 1.6 As part of the final evaluation of Future Paisley and in response to Elected Member feedback regarding the positioning of Renfrewshire in future place marketing, an evaluation and separate independent review of brand activity and impact were undertaken.
 - 1.7 The evaluation of brand and campaign performance over a five-year period was completed and verified by the Centre of Culture Sport and Events as part of the evaluation of Future Paisley and was reported to the Future Paisley Partnership Board in December 2023. Additionally, an independent evaluation by Mypraxis LLP was commissioned in early 2024 to review the impact of the place marketing activity, provide the opportunity for Elected Member feedback and test stakeholder perceptions. This review provided evidence to consider more fully the impact of Paisley and its contribution to changing perceptions of the town and to what extent its original objectives have been achieved. The evaluation and review also considered the end of Future Paisley funding and the impact of this on campaign delivery.
 - 1.8 The evaluation and independent review are included in Appendices 1 and 2. These have informed recommendations for how the Council might approach the marketing of Renfrewshire as a place to live, work and visit in future while supporting the Council Plan's priority to position Renfrewshire as a destination of choice, through visitor and investor marketing and major events and building on cultural infrastructure investment.
-

2. Recommendations

- 2.1 Members are asked to agree that based on the evaluation and review findings, officers from marketing and communications will work with council colleagues and partners to explore six areas of activity and how this might be delivered in future:
 1. To provide a Renfrewshire perspective, redevelop the *Visit* channel of Paisley.is to create **visitrenfrewshire** – a website to provide traditional visitor information on accommodation and attractions and information on getting to (and around) Renfrewshire. Marketing and Communications will lead work with Economy and Development to develop a plan for this transition. Due to the end of Future Paisley funding, management of the visitor site will require resource to be identified and future visitor campaigns will be required to be fully funded and resourced.
 2. To provide specific focus on investor marketing, review and redesign the **InvestRenfrewshire** website, managed by Economy and Development, to become the single online resource for information required by prospective investors and business relocators and the main call to action for inward investment marketing. Invest content currently contained within Paisley will be integrated with **InvestRenfrewshire**. The design of **InvestRenfrewshire** will align with the look and feel of Paisley.
 3. Through Marketing and Communications, continue the drive to change perceptions of Paisley and support the culmination of a programme of significant regeneration and cultural investment, using Paisley as a campaigning tool within the council's portfolio, to promote specific Paisley campaigns that have national profile.

4. Through Marketing and Communications and with place partners, establish a formal Renfrewshire marketing group which will have the remit to explore joint marketing opportunities and increase collaboration with place partners in Renfrewshire. This will create opportunities to identify funding for future campaigns and will provide access to new audience channels.
 5. Through the Economy and Development service and with place partners, scope a new data 'dashboard' which will provide insight and intelligence across culture, tourism and leisure in Renfrewshire to supplement marketing information and provide data to help support business growth/product development as well as monitoring performance of the Tourism Action Plan.
 6. Through the Events Service, undertake engagement on the council's future events strategy to enable the development of a sustainable events programme that continues to contribute to Renfrewshire's visitor offer.
-

3. Background

- 3.1 Launched in 2018, Paisley was created as a response to *Paisley: The Untold Story* which promised a town brand and publicity strategy for Paisley and was an action in Paisley's bid to be UK City of Culture in 2021. It has played an important role in helping the council achieve its council plan objectives by positioning Renfrewshire as a destination of choice.
- 3.2 The brand was created with people in Paisley and Renfrewshire to help transform the image of the town and to share a new story, fuelled by new investment and cultural regeneration. It was an important tool to transform perceptions of Paisley by challenging outdated perceptions, changing the national media narrative and telling people compelling stories about the town to encourage them to visit and relocate.
- 3.3 The development of the brand involved 10 months of research, interviews with area stakeholders, including tourism businesses, VisitScotland and Glasgow International Airport, and the activation of a digital conversation 'What's our Story' – a far-reaching engagement campaign. Conversations took place with communities and place leaders across Renfrewshire and drew on their expertise and experience. The brand campaign was driven locally by the Paisley Daily Express and by media across the UK to maximise awareness and coverage. Over a thousand people contributed ideas, stories, images, videos, music and poems and the campaign reached hundreds of thousands on social media. The research findings confirmed overwhelming support from key stakeholders, partners, and local people to lead with Paisley as the recognised brand, given its profile and location as a main transport hub. This approach was endorsed by VisitScotland, and permission was granted by the national agency to enable the Council to undertake visitor marketing. This signalled a partnership with VisitScotland which has lasted for 6 years.
- 3.4 www.paisley.is provides a comprehensive online resource with information on living, working and visiting Paisley and Renfrewshire. The website provides place inspiration

and comprehensive information for visitors and local people such as itineraries, walking routes, blog posts, event listings, maps, historical information, family days out ideas and microadventures. It has received more than 2.6 million views to date. Social media has played an important role in reaching new audiences and encouraging them to find out more about Paisley and Renfrewshire. This was achieved by creating weekly content that resonates with a variety of local and external audiences, developing local advocates through Instagram, sharing news about major events and place developments, and using paid-for social media campaigns to support always-on place messaging. The marketing of the council's major events has been an important driver of traffic to the website.

- 3.5 While the original ambition was to develop place marketing more broadly, there was early emphasis on attracting visitors and maintaining visitor interest in Paisley and wider Renfrewshire during the closure of the town's main attractions. VisitScotland audiences were adopted and matched to Renfrewshire's visitor product and these propositions were used to plan annual campaign activity. Campaigns were delivered both regionally and nationally, showcasing the brand and hero photography on high-impact sites across central Scotland. Marketing materials were developed to enable Paisley and Renfrewshire's offer to be promoted across Scotland for the first time.
- 3.6 A publicity strategy was developed and has driven PR partnerships, close working with international journalists and influencers and media familiarisation trips to local events and attractions. This approach has successfully generated more than 1.5 billion positive opportunities to see and hear (OTSH) about Paisley in the media, building on an annual OTSH figure of 15 million in 2015. The brand supports major events and has supported the Royal National Mòd, Paisley Food & Drink Festival and the award-winning Paisley Halloween Festival.
- 3.7 Several new visitor products were developed under the brand including the growth of events such as Paisley Halloween Festival and Paisley Food and Drink Festival, new cultural programming and a series of tours and trails that capitalised on Paisley's built environment. Paisley has consistently promoted a different perspective of Paisley to an external audience and simultaneously raised the profile of the wider region in the eyes of local people, ensuring Renfrewshire residents are aware of the variety of attractions and activities on their doorstep. Brand campaigns in 2021-22, funded by VisitScotland targeted residents through the pandemic and helped to drive strong tourism recovery. The impact is evidenced through independent visitor research from the Moffat Centre's Visitor Attraction Monitor, which reported an increase in visits to Paisley attractions of 237.6% in 2022, year-to-date compared to August 2021 and an increase in visits of 6.7% in August alone, compared with the previous year. STP hotel occupancy data highlighted an increase in hotel occupancy from 59% in July 21 to 91% in July 22 (further detail can be found on page 42 and 43 of Appendix 1).
- 3.8 High-level performance of Paisley activity has been reported through the Council Plan, the Marketing and Communications service plan and through the evaluation of Future Paisley. The key statistics provided below pulls together the key performance metrics of the activity since its launch in March 2018. This includes social media, PR and website activity across the six years from 2018 – 2024.

Activity	Cumulative 6-year total
PR/Media coverage – Positive opportunities to see and hear	1.5bn (1,487,597,516)
Social media reach and impressions	17.7m (17,718,378)
Social media engagement	1.2m (1,221,291)
Website – page views	2.6m (2,625,991)
Website – Unique page views	2m (1,939,118)
Website – users	1.4m (1,420,339)

A detailed breakdown of marketing activity and performance information from each year can be found in Appendix 1.

3.9 The completion of the evaluation in 2023 highlighted some operational challenges facing ongoing delivery of Paisley activity, which would need to be addressed if activity was to continue:

- Renfrewshire/Paisley – the perception from some stakeholders that the brand Paisley inherently excluded the wider offer available across Renfrewshire.
- Limited resource – previous savings and the end of Future Paisley funding leading to a reduction in marketing activity.
- Limited buy-in from local place partners to use and support the brand, viewing Paisley as a council brand.
- The need to consider how to develop the brand to reach an investor/relocator audience, as well as visitors.
- The requirement to align to the tourism action plan more closely.

4. Evaluation and Review

4.0 To build on the evaluation of marketing data and to provide additional insight and recommendations, an independent review of Paisley was conducted by Mypraxis LLP in March 2024. The scope of the commission included recommendations for brand development and a future model to help drive visitor marketing. The project scope also included an appraisal of Paisley, given the operating challenges set out above, testing the brand model with key stakeholders to establish if Paisley continued to resonate, the identification of gaps, strengths, weaknesses, and opportunities for improvement and a brand audit.

4.1 The project methodology included:

- Research/preparation – a thorough review of all relevant research, KPI data and policies and other sources of statistical information to build a picture of what the branding work had achieved and what impact it has had on the visitor economy.
- Consultation – This included 35 face-to-face interviews with Renfrewshire's political, economic, educational, cultural and industry leaders to draw on their expertise and experience to understand the impact of Paisley and to help shape the future of the brand. All elected members were invited to complete an online questionnaire with 14 councillors taking part in the survey. In addition to this, 32 stakeholders and partners completed an online questionnaire to ensure appropriate representation locally, regionally and nationally.
- Analysis – this included SWOT analysis, review of qualitative and quantitative research and assessment of the branding work to date.

4.2 Following the review, several conclusions and recommendations were drawn and presented to the council team, summarised below. This has informed future actions set out in this report:

- The Paisley brand has unquestionably contributed significantly to the improved image and perception of Paisley/Renfrewshire.
- Paisley most significant strength is as a campaigning brand.
- The Paisley brand enjoys a good level of support for those based in Paisley but lacks support from some people in Renfrewshire who don't live or work in the town.
- The brand landscape in Renfrewshire might be confusing to the consumer with lots of organisations operating in the same space and with several sources of What's On information, all differing in quality. Whilst this is the situation in all cities and regions, there is an opportunity to consolidate in future.
- The Paisley website was developed to reach different audiences but has suffered from having to be 'all things to all people'. The Paisley brand should not be diluted by doubling up as the inward investment brand for Renfrewshire.
- The chance should be taken to better align between the new tourism strategy and the future development of visitor marketing.
- The promotion of Paisley as a brand is not yet embedded into the fabric of Renfrewshire and has depended on bespoke marketing campaigns with modest budgets. Sustained investment would be needed to address this.

- There could be significant benefits to move away from the council being seen as the main driver of visitor marketing, and to find new ways to collaborate with partners to promote Renfrewshire.
 - From marketing data to sales data, the emphasis needs now to change. There is solid evidence that Paisley has achieved significant reach, but economic development data now needs to be the focus.
- 4.3 The recommendations outlined in the Review are intended to be flexible and delivered over time, acknowledging the reduction in resource, and recognising the strong foundations already set. The intention is to progress place marketing from ambition and delivery to long-term performance. Appendix 2 provides the completed Review and its findings.
- 4.4 The evaluation and review of the brand recognises that most place brands require ten years to become established and to determine success or otherwise, Paisley has had just six years to demonstrate impact and is now at the end of its funding. The evaluation of activity and independent review provide compelling evidence that the original objective – to develop a town brand and publicity strategy to change negative perceptions of Paisley, has been delivered, but that this work should continue to realise sustainable image change. The way in which Paisley is reported on a national stage has been transformed through its cultural regeneration, events strategy and programming and the significant work undertaken to engage the media, individual journalists, influencers, and wider peers. The town is regularly positioned as ‘a place to watch’ for other towns and cities embarking on regeneration and this should be maintained.
- 4.5 A further brand objective was to build confidence in Paisley as a destination and help develop new audiences ahead of the reopening of new venues. There is evidence to show that Paisley visitor campaigns and event marketing have positioned Paisley positively and front of mind for visitors and as a result, the town has been able to maintain visitor numbers, despite several main attractions being closed. This has created a strong platform on which marketing and programming of new venues, including Paisley Museum, can take place, but to ensure the maximum benefit, commitment to continue to invest in those areas will be required.
- 4.6 Given the success of the brand in achieving its main objectives, and to ensure a sustainable approach to visitor marketing and tourism development, pivoting to **visitrenfrewshire** could be a positive future step and will align to the council’s agreed tourism action plan and the establishment of a new tourism leadership group and a tourism industry network. Both will be investigated further by Economy and Development. Ongoing success will require new resource to be identified, diversification and improved partnerships, building on the strong foundations and campaigning delivered by Paisley, which remains an important lever for image change for the town.

- 4.7 The reopening of Paisley Museum presents an opportunity for collaboration and a marketing opportunity for the wider region and tourism partners. With that in mind, the intention would be to develop the actions outlined in the report, to align with that timeline.
-

Implications of the Report

1. **Financial** – None
 2. **HR & Organisational Development** – None
 3. **Community/Council Planning** – Reshaping our place, our economy and our future – The Recommendations provided within the report set out options to deliver against the Council Plan and continue to position Renfrewshire is a great place to grow up, it's a place of opportunity for those that live and work here, and it's a brilliant place for a day out.
 4. **Legal** – None
 5. **Property/Assets** - None
 6. **Information Technology** – None. The technical resource required to support visitrenfrewshire is already in place through a previous procurement exercise that was supported by ICT.
 7. **Equality & Human Rights** – An EQIA is not required at this stage.
 8. **Health & Safety** – None
 9. **Procurement** – None
 10. **Risk** – None
 11. **Privacy Impact** – None
 12. **Climate Risk** – Not applicable
 13. **Children's Rights** – Not applicable
 14. **Cosla Policy Position** – Not applicable
-

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Paisley

Marketing Report

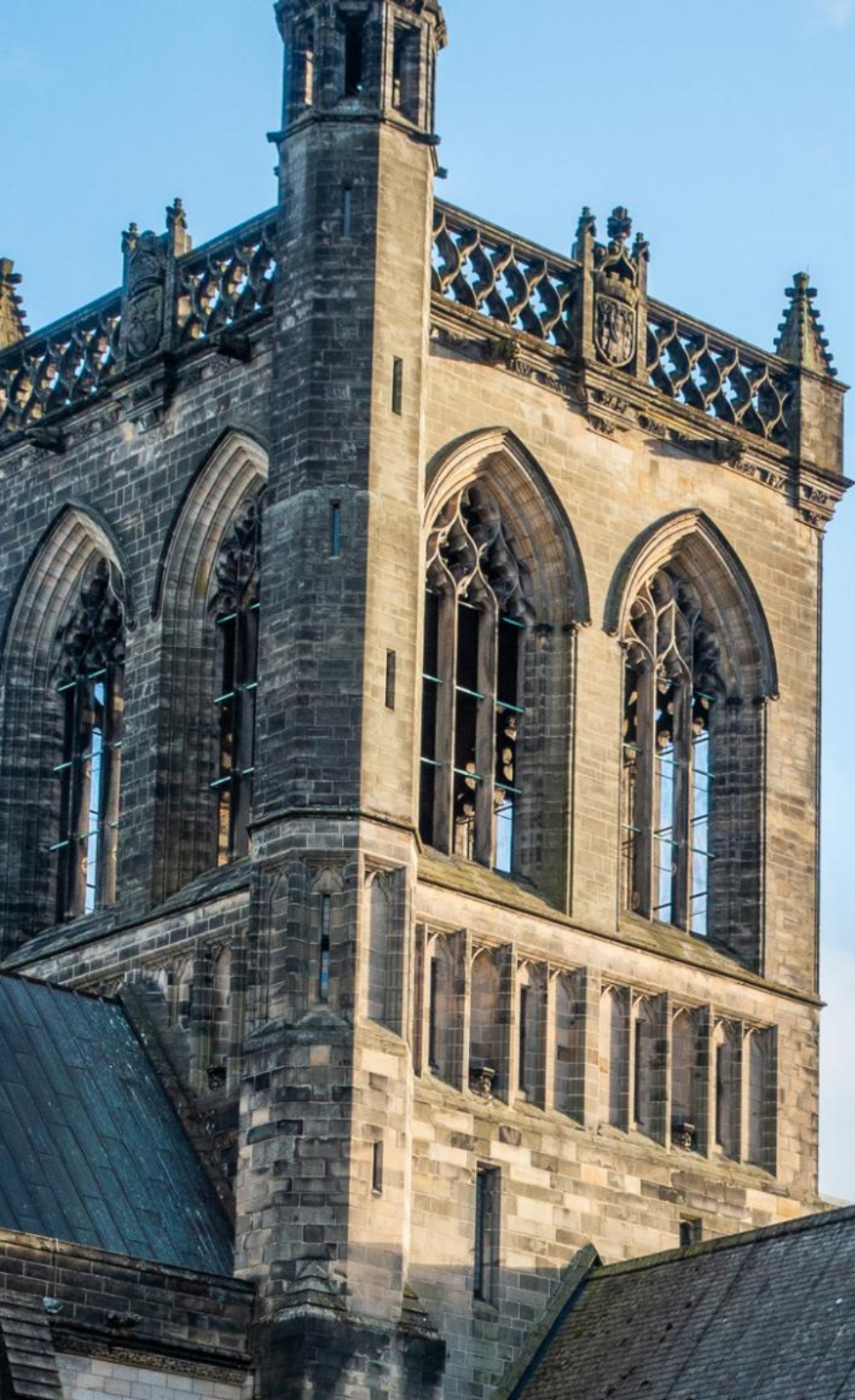
→ 2018–24





Join us for a look-back at Paisley marketing activity undertaken as part of the evaluation of Future Paisley and supported by the Centre for Culture, Sport and Events.

This report shows the journey we have been on to positively change Paisley's image and reputation in Scotland, the UK and Internationally.



//

There is probably no more unjustly neglected town in these islands; there is nowhere of comparable size—77,000 people—that has such a rich architectural, industrial and social history and that once mattered so much to the world.

→ Ian Jack
The Guardian 2015

Summary

Launched in 2018, Paisley was created as a response to Paisley: The Untold Story which promised a town brand and publicity strategy for Paisley and was an action in Paisley's bid to be UK City of Culture in 2021.

It plays an important role in helping the council achieve its council plan objectives by positioning Renfrewshire as a destination of choice.

The brand was created with people in Paisley and Renfrewshire, to help transform the image of the town and to share a new story, fuelled by new investment and cultural regeneration.

We wanted to challenge outdated perceptions, change the national media narrative and tell people compelling stories about our place to encourage them to come and see us.

Paisley sought to create a digital heartbeat for the area, drive place marketing, harness support from key partners, promote events, and reveal untold stories to both a regional and national audience.

We've been sharing a new story through Paisley for more than six years. And we've done this in lots of different ways.

Our website—www.paisley.is—has been a valuable source of visitor inspiration since its inception. Home to itineraries, walking routes, blog posts, event listings, maps, historical information, family days out ideas and microadventures, it has received more than 2.6 million views to date.

We've nurtured successful social media channels by creating content that resonates with our audiences. We've got to know local advocates through Instagram, shared our major events news on Facebook and used paid-for social media ads to support our always-on destination messaging.

We've activated campaigns both regionally and nationally, showcasing our brand and hero photography on trains, taxis and billboards.

We've worked with PR partners, international journalists and influencers, facilitated familiarisation trips to our attractions and successfully generated more than **1.5bn positive opportunities to see and hear** about Paisley and Renfrewshire in the media.

We've been there at all of our major events. We've supported the Royal National Mòd, Paisley Food & Drink Festival and the award-winning Paisley Halloween Festival.

And lastly, we've not done any of this alone. This work has been supported by national agencies and key stakeholders.

Follow our journey over the years by watching our brand story.





Each year we've captured the high-level performance of Paisley activity and reported progress through our service plan and through the evaluation of Future Paisley.

We've pulled together the key performance metrics of the activity since its launch in March 2018.

This includes social media, PR and website activity across the six years from 2018-2024.

See page 45 for activity breakdowns per year.





Six-year performance at-a-glance

Activity	Cumulative 6-year total
PR/Media coverage—positive opportunities to see and hear	1.5bn (1,487,597,516)
Social media reach and impressions	17.7m (17,718,378)
Social media engagement	1.2m (1,221,291)
Website—page views	2.6m (2,625,991)
Website—unique page views	2m (1,939,118)
Website—users	1.4m (1,420,339)

Background

Paisley was launched in March 2018 to change perceptions of Paisley through storytelling and to position the town as the visitor gateway to wider Renfrewshire.

It responded to a requirement for a marketing strategy for the town and to establish a new brand identity, deliver a 'What's On in Paisley' function, build visitor events and encourage people to discover Renfrewshire.

The brand was developed following ten months of research, interviews with area stakeholders, including business leaders, Scottish Enterprise, VisitScotland and Glasgow International Airport, and the activation of a digital conversation 'What's our Story'—a far-reaching community engagement campaign.

Conversations took place with communities and leaders across Renfrewshire and drew on their expertise and experience.

The engagement was driven locally by the Paisley Daily Express and by media across the UK to maximise awareness and coverage.

Over a thousand people contributed ideas, stories, images, videos, music and poems and the campaign reached hundreds of thousands on social media.

The finalised brand Paisley was endorsed by VisitScotland, and permission was granted to enable the Council to undertake visitor marketing.

This signalled a partnership with VisitScotland which has lasted more than six years.

The research findings outlined overwhelming support from key stakeholders, partners, and local people for a Paisley brand, given its profile and location as a hub for Renfrewshire and the rest of Scotland.



It is fantastic to see Paisley's tourism transformation continue with the launch of this new brand and website.

The town is home to popular attractions, such as Paisley Abbey, Paisley Museum, Coats Observatory and the Sma' Shot Cottages; a rich and fascinating creative history and a packed programme of exciting events.

The 2021 UK City of Culture bid was an important part of the journey to raise global awareness of Paisley's internationally significant heritage.

The new Paisley website continues this effort, sharing Paisley's story with visitors old and new. Tourism is a vital part of the local economy, creating jobs and sustaining communities.

→ Malcolm Roughead
VisitScotland Chief Executive
2018

Strategic alignment

Marketing and brand activity has been funded since 2018 through the Future Paisley programme, with the programme and funding coming to an end in April 2024.

This activity has contributed to several strategic outcomes:

- Paisley: The Untold Story (2014)
- Renfrewshire's Visitor Strategy 2017 to 2021
- Renfrewshire Council Plan (2017 to 2022)
—Reshaping our place, our economy and our future.
- Renfrewshire Council Plan (2022 to 2027)
—Place: working together to enhance wellbeing across communities.
- Future Paisley Step Change 1—Radically change Paisley's image and reputation, and three Strategic Outcomes:
 - 1. Increased civic pride
 - 2. Paisley positioned as a destination of choice
 - 3. More people visit Renfrewshire attractions and events

Why develop a brand for Paisley?

Development of Paisley was a response to *Paisley: The Untold story* and a critical element of Paisley's UK City of Culture 2021 bid.

It fulfilled a commitment, led by the Council, to change perceptions of Paisley and significantly increase visitor numbers in the lead up to and during a UK City of Culture year.

It was deemed an important tool to re-position Paisley in the eyes of the media and to encourage visits to the town during the closure of its main cultural venues, building new audiences and confidence in the town's offer ahead of venues reopening.

The brand was to be combined with a new event (and event bidding) strategy, to encourage people to think differently about the town and to sample Paisley in different ways.

Several new products were developed—major outdoor events such as Paisley Halloween Festival and Paisley Food & Drink Festival, new cultural programming and a series of tours and trails that capitalised on Paisley's built environment.

Paisley has consistently promoted a different perspective of Paisley and raised the profile of the wider region for visitors. Campaigns targeted local people during the pandemic and encouraged residents to take advantage of the attractions and activities on their doorstep.



Investment in Paisley

Paisley activity was funded by an assigned Council budget and Future Paisley funding.

The total budget investment in Paisley since 2018 is £460,852. This includes £124,300 Future Paisley funding and a funding award of £56,000 from VisitScotland in 21/22.

In-house marketing and design team

The planning, development and implementation of Paisley activity has been delivered by the Council's in-house marketing and design team.

This portfolio of work has been subsumed alongside corporate marketing and design activity, with temporary uplift to two existing, junior posts to enable increased focus on media engagement and digital content.

Visitor marketing

As work continued to engage national media and influencers to change the narrative about Paisley, we also turned our attention to encouraging more visitors to rediscover wider Renfrewshire.

Our key aims were to:

- Raise the profile of Paisley and Renfrewshire as a place to visit—showcasing attractions, things to do and places of outstanding beauty.
- Position Paisley and Renfrewshire as a destination of choice for day-visitors—conveying the ease of visiting the region and the diversity of days out on offer.

The launch of the area's first ever visitor guide through www.paisley.is provides a one-stop-shop for visitor information and covers all of Renfrewshire.

Positioning Paisley as a gateway to towns and villages across the region, we promote outdoor pursuits and leisure attractions, cultural and heritage attractions and events.

All towns and villages are promoted, with trip inspiration, itineraries and recommendations from local people.

Since 2018, there has been a consistent approach for visitor marketing which has focussed on four areas:

- Brand activation—seasonal visitor campaigns, production of marketing materials and visitor guides, promotion of the council's major events programme, development of audience segments, visitor propositions, brand management and insights for campaign planning.
- Transforming perceptions of Paisley—high-impact media campaigns promoting Paisley and Renfrewshire in press, and broadcast media, and facilitating media familiarisation trips.
- Management of digital channels—www.paisley.is and dedicated social channels, including content creation and paid-for social media.
- Working with partners—VisitScotland, EventScotland and Renfrewshire Chamber of Commerce.

Understanding our audiences

Understanding our audiences and developing visitor propositions have been critical to the delivery of successful marketing campaigns. Primary target audiences were people who lived outwith Renfrewshire.

VisitScotland audiences (Natural Advocates, Engaged Sightseers, Food Loving Culturalists and Adventure Seekers) and ones developed in-house (Family Favourites and Local Advocates) have been adopted and matched to Renfrewshire's visitor product to allow the development of our visitor propositions.

This was also underpinned by work to understand shifts in consumer behaviour following the pandemic. We have gained a much greater understanding of our audiences, what motivates them and the best way to target and inspire them to visit.

VisitScotland Audiences

Who are they?

Engaged Sightseers

Engaged sightseers are generally over 55 years old, without kids at home. They are either retired or reaching retirement.

They are above average holiday takers, are open to new places in the UK and like to seek out an authentic experience. They are open to trying new things, within acceptable limits. They like to stay in 3 to 4 star hotels, B&Bs and guest houses.

Food Loving Culturalists

Food loving culturalists are typically between 25-54 years old, in full time employment and are the most affluent of all the segments. Competition is fierce, so proximity to Glasgow is a key part of the proposition.

They seek a relaxing holiday where they can enjoy good food and drink and cultural activities. They want an exclusive experience and will only stay in 4 to 5 star hotels, B&Bs.

Adventure Seekers

Adventure seekers want an active holiday where they can enjoy both outdoor and cultural activities. They are typically under 35 years old and are the most likely to have children.

They are thrill seekers and would participate in marathons and extreme races. They also enjoy walking and cultural activities. Destinations that are accessible are important to them.

They are more likely than other groups to camp.

On holiday they like...

Touring and sightseeing. Historical places and monuments. Scenery nature and wildlife. Short walks—not 'active' sports. Parks and gardens. Museums and galleries.

Food and drink experiences. Historical places and castles. Museums and galleries. Special exhibitions. Events and openings.

Adventure sports. Walking, hill climbing or cycling. Historical places and castles. Film locations. Extreme sporting events.

Why Renfrewshire?



- Landscape and scenery
- History and culture
- New things to discover





- Luxury hotels and spas
- Fascinating history and culture
- Must-see events

- Outdoor offer
- Attractions for kids
- Must-see events

Natural Advocates	Curious Travellers	Family Favourites	Local Advocates
<p>The majority of natural advocates fall into the 35–54 age bracket, are in full time employment and either have children or grandchildren, and a dog.</p> <p>A trip to Scotland is the main holiday of the year for natural advocates unlike the other groups.</p> <p>They enjoy being cut off from the world in wide open spaces and avoid rigid itineraries.</p>	<p>Curious travellers are aged between 25–44 years old and in full time employment. They have a passion for travel and have cultural hobbies and interests. They also enjoy the outdoors by rambling and short walks.</p> <p>They are interested in Paisley due to its proximity to Glasgow and are likely to have visited similar cities. They will stay in a variety of accommodation including a mix of rural and city.</p>	<p>The majority in this group visit Renfrewshire to attend an event. They often go out as a family and enjoy the cinema, live music, eating out and pantomimes.</p> <p>Most are aged 25–44 years and all have children under 15. The decision makers or information gathers are mainly female (70%). Aspiring Homemakers and Family Basics in Mosaic profiling.</p>	<p>Local advocates live in Renfrewshire, span across all age brackets, may be single or in a relationship or have children. They fall under one of two categories:</p> <ol style="list-style-type: none"> 1. Residents who enjoy exploring their home town and willing to experience new adventures. 2. Locals who have friends and family visiting and who are looking for something to do to entertain them.
<p>Rural and remote locations. Scenery and landscapes. Walking, nature and wildlife. Historical monuments. Peace and quiet. Dog-friendly hotels, pubs etc .</p>	<p>To pack a lot in. Get off the beaten track. Hiking, rambling or short walks. Try new things. History and culture. Authentic and unique experiences.</p>	<p>To visit children’s attractions. Free things to do. Go to the cinema. Attend Paisley Town Centre events—Paisley Halloween Festival, Doors Open Day, Sma’ Shot Day, Food and Drink (30% family programming).</p>	<p>Spending time with friends and family. Photography. Architecture. Being outdoors in nature.</p>
<ul style="list-style-type: none"> → Gateway to Loch Lomond and the Trossachs National Park, and the NC500 → Outdoor offer → History and culture 	<ul style="list-style-type: none"> → Unexplored city/town close to Glasgow → History and culture → Must-see events 	<ul style="list-style-type: none"> → Event offer/day out for kids → Family friendly facilities (parking, toilets, affordable food and drink) → Free events 	<ul style="list-style-type: none"> → Photographic landscapes /Instagram locations → Discovering new local places → Events: Food & Drink Festival, Doors Open Days and Paisley Halloween Festival

Campaign Planning —Visitor Propositions

	History and Heritage	Easy Outdoor
Strength of offer		
Proposition overview focusing on what is available, our assets and our partners across the area.	<p>Walkable history is strong, but limited in Paisley—Paisley Museum/ Secret Collection currently closed. Sma' Shot Cottages, Threadmill Museum and Heritage Centre.</p> <p>There is a stronger offer outside Paisley, which overlaps strongly with Easy Outdoor.</p>	<p>Strong offer. RSPB Lochwinnoch, Castle Semple, Finlaystone, Clyde Muirshiel Regional Park, Gleniffer Braes, Clyde Walkway, Town Centre Trails (Architects/Mural/ Radicals/Music), Komoot Walks, Dog friendly pubs.</p>
Target audiences	<ul style="list-style-type: none"> → Natural Advocates → Engaged Sightseers → Local Advocates 	<ul style="list-style-type: none"> → Natural Advocates → Engaged Sightseers → Local Advocates
Notes	<p>History and Heritage—on pause until Paisley Museum reopens.</p>	<p>Double outdoor offer 1a Easy Outdoors 1b Microadventures</p>

Microadventures	Luxury golf/spa/food	Location/Gateway	Family Days Out
			
<p>Everything from Easy Outdoor, plus; XSite Braehead adventures, national cycle networks, Paisley 10k, Pedal in the Park. Windy hill, dark skies, trail running. Accessible genuine wilderness.</p>	<p>Spas: Bowfield, Gleddoch, Mar Hall. Food: Ingliston, award-winning cafés, Coach House, Elderslie Butchers, Café 77.</p> <p>Golf: Mar Hall, award-winning Gleddoch, plus local courses with great reputations. Close to a big city. Links are heavily reliant on industry relationship.</p>	<p>This offer is directly about the location of Renfrewshire, rather than specific attractions.</p> <p>We paint a picture of our place and position it as a gateway location to nearby attractions (Loch Lomond and the Trossachs National Park, Glasgow City).</p>	<p>Our events. Seasonal offerings like fruit and pumpkin picking. Parks, RSPB Lochwinnoch, Castle Semple, Finlaystone, Clyde Muirshiel Regional Park, Gleniffer Braes, Paisley First Town Centre Trails, family friendly walks. Accessible adventures. Barnhill Farm, Adventure Planet, Pandamonium, swimming.</p>
<p>→ Adventure Seekers</p> <p>→ Local Advocates</p>	<p>→ Food Loving Culturalists</p> <p>→ Local Advocates</p>	<p>→ Natural Advocates</p> <p>→ Engaged Sightseers</p> <p>→ Food Loving Culturalists</p> <p>→ Local Advocates</p>	<p>→ Family Favourites</p> <p>→ Local Advocates</p>
<p>Double outdoor offer</p> <p>1a Easy Outdoors</p> <p>1b Microadventures</p>	<p>Luxury offer</p>	<p>A secondary theme that sits alongside all other propositions.</p>	<p>Family offer</p>



Be a tourist in your town—

Lochwinnoch

Lochwinnoch is a village with a vibrant cultural scene located on the banks of Castle Sempole Loch and the River Calder and is home to fantastic scenery, cycle routes and outdoor attractions.



Creating a recognisable brand identity

The introduction of Paisley enabled the development and launch of a new range of brand assets and marketing materials to promote the area.

This includes the creation and production of consumer visitor guides, maps, itineraries, films and assets to support promotional activity and showcase Renfrewshire as a great place to visit.

In addition to this, there has been ongoing development of the Paisley brand assets by the in-house design team including the creation of brand guidelines, production of a toolkit and commissioning of hero and location photography.

This careful brand management has built a strong, recognisable brand identity through the consistent application of logo, typography, colour, photography and tone of voice across all touchpoints.

We've tested the awareness of Paisley at visitor events since 2018. The table below shows awareness has steadily increased since launch.

Event	2018	2019	2021	2022	2023
Paisley Food & Drink Festival	24%	66%		76%	70%
Sma' Shot Day	28%	45%		55%	50%
The Spree	49%	53%	66%	56%	
Paisley Halloween Festival	43%	72%	65%	67%	57%
Paisley's Christmas	52%	55%		69%	56%
Average	39%	58%	66%	65%	61%

Limitations to budget restricted ongoing investment in permanent Paisley signage locally.

A future area of development would be to test the awareness of the brand with local people specifically.

This would require significant investment but would provide insight into how effectively the brand has resonated with local people.

→ Source: official event evaluation commissions (various suppliers) 2018–2023.
2020/21 event programme paused due to pandemic. The last year of The Spree was 2022



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...As soon as we pulled up in the car, the kids were saying wow, this is amazing...

We've really enjoyed it all, took so many pictures, the kids have had a great time.

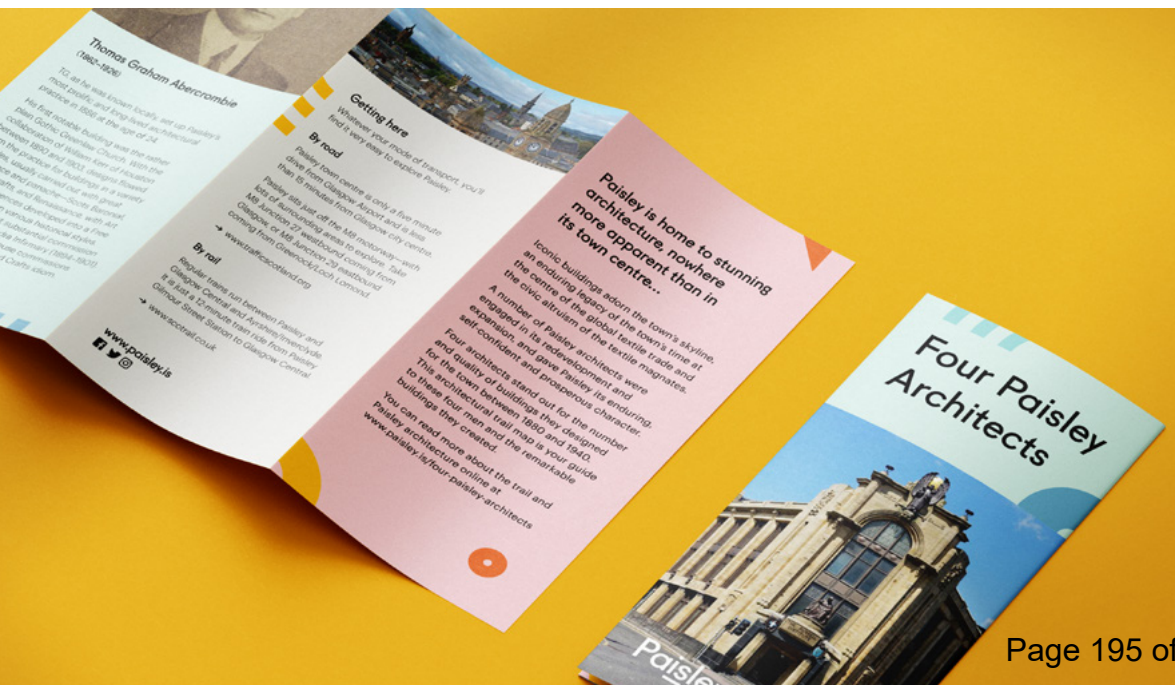
→ Family Favourites at Paisley Halloween Festival

Putting Paisley and Renfrewshire on the map

The creation of marketing materials enabled Paisley and Renfrewshire's visitor offer to be showcased on a national scale for the first time.

Brochures and leaflets were distributed in leisure and visitor attractions across Scotland. Paisley and Renfrewshire were back on the map with a presence in the Glasgow VisitScotland i-centres and advertising features in visitor focused publications such as This is Glasgow and Landmark Press hotel bedroom books.

Local distribution focused on event promotion and our collection of trails.



Annual seasonal visitor campaigns

Seasonal visitor campaigns have been planned and delivered by the Council's in-house marketing and design team.

You can see an outline of the campaigns implemented in our year-on-year overview from page 45.

Spotlight on

Summer campaign School's out. Picnic packed. Let's go.

A Renfrewshire-wide visitor campaign, funded by Future Paisley, was launched in June 2022 to promote Renfrewshire's outdoor attractions through the summer. The consumer campaign was developed in-house to highlight must-visit places and hidden gems in Renfrewshire, linked to refreshed web content. Partners and industry also received a toolkit on how to get involved and support the campaign.

Marketing objectives

- Raise awareness of product propositions across Renfrewshire
- Easy Outdoor
- Microadventures
- Family Days Out
- Increase web visits to Paisley
- Encourage engagement on our social media channels
- Encourage support with industry and partners

Audiences

- Natural advocates
- Engaged sightseers
- Adventure seekers
- Local advocates
- Family favourites



Strategy

- Activate a campaign focused on Family Days Out, Easy Outdoor and Microadventures, to coincide with summer holidays and better weather June to September.

Target geographical areas

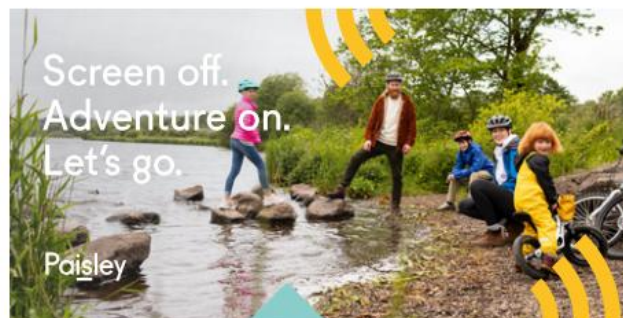
- 1-2 hour geotarget—digital activity
- 30-45 mins—out-of-home (surrounding Renfrewshire and rail network)

Timing

- 27 June—30 September 2022

Campaign development in-house

- Audience and visitor offer development
- Development of campaign creative and campaign lines
- Photography commission and production
- Marketing planning and implementation



Thanks for visiting
Castle Semple
Country Park today.

See where your next day
out might take you at
www.paisley.is

Paid-for media

Outdoor

- Airport 48 sheet, 18–31 July
- Transvision screens at Glasgow Central, 23 June–27 Sept
- Glasgow Subway Underground carriage cards, 18 July–14 August
- Scotrail passenger panels, 25 July–21 August
- Glasgow Subway 18 July–14 August
- Inlink screens, Glasgow Argyle St, Gordon St, Every Tuesday from 28 June–27 Sept

Print

- Best of Scotland, 17 July and 18 Sept
- Scots Mag, August and Sept
- The List, June
- Renfrewshire Chamber Magazine
- Mill Magazine

Digital

- The List, July
- What's On Network, July and August
- Google PPC, July to September
- InVibes and Native ads, 4 July–21 Aug
- Glasgow Live Native article, 4 July–30 Sept
- YouTube, July/August/September

Radio

- Clyde 1, 4–17 July

Digital content

- Content refresh on www.paisley.is
- Proposition landing pages created:
- Easy Outdoor
- Family Days Out
- Microadventures
- New pages promoted via organic/paid social and Google pay-per-click (PPC) advertising
- Creation of blogs
- Refresh of content on What's On
- User-generated content

Paisley social

- Editorial calendar developed to promote new pages on www.paisley.is
- Paid-for social ads in addition to organic content—specifically promoting the key propositions and targeting our visitor audiences
- 'Be a tourist in your own town'—call out for things to do/places to visit/ explore on social media —highlighting Renfrewshire-wide activities—owned and local community groups
- Visit Scotland promotion of Paisley Calling film

Print

- Refresh of Walking Trail around Paisley and Renfrewshire
- Poster campaign around Renfrewshire and Glasgow

Stakeholders and partners

VisitScotland

- Destination funding (£56K)—Paisley Calling campaign activated in December until end of September to promote Paisley Town Centre and the Paisley Calling film.
- Endorsed by VisitScotland team and shared with industry team

Local media and community

- Paisley.org—sponsored posts
- Mill Magazine partnership special edition/sponsored content /feature development
- Facebook community groups
- Digital toolkit on www.paisley.is and sent to stakeholders, partners, industry and elected members

Visitor data

- Campaign evaluation was informed by the Moffat Centre's Visitor Attraction Monitor (August 2022) which showed an increase in visits to Renfrewshire attractions of 1.8% compared to August 2021, with a Scotpulse survey commission reporting 46% of adults in West/Central of Scotland stating they are likely to visit Renfrewshire in the coming year, with families with children and 35–44 year-olds most likely to visit.

Campaign results

5.1 million

paid-for OTSH summer campaign messaging

57,000 website

page views (campaign pages and blogs)

+120% increase in views of Visit section compared to 2019 and Homepage **+61%** compared to 2019

→ Facebook

- Reach (organic): 37,485
- Reach (paid): 39,917
- Engagements: 1,063

→ Twitter

- Impressions: 13,395
- Engagements: 659

→ Instagram

- Reach: 6,408
- Engagements: 340

→ Council Facebook

- Reach: 14,172
- Engagements: 148

Totals:

111,377

Reach/Impressions

2,210

Engagements across channels



//

...I'm looking for the history, the culture, the scenery, walking, hiking, looking at old buildings..."

→ Family Favourites



Developing new products

In addition to visitor marketing, we've also supported the development of new products:

- Supported by Digital Tourism Scotland, we developed and launched the 'Wallace Begins' trail—a self-guided driving tour, promoted in partnership with VisitScotland and linking the Wallace Monument in Elderslie to the National Monument in Stirling and Dumbarton Castle.
- Collaboration with international fashion house Hermès in 2019 which produced a 'Paisley from Paisley' scarf and jewellery collection. This was sold worldwide and generated significant media coverage for Paisley Museum.
- Other visitor products include Abbey Drain VR tour, Paisley First Mural Trail collaboration and three new town trails, supported by external funding: Four Architects Tour, Paisley's Music History Tour and Paisley Radicals: Catalysts for Change walking tour.



Wallace Begins



Paisley's Music History
Audio Walking Trail



Four Paisley Architects
Walking Trail



Paisley Radicals: Catalysts
for Change Walking Trail



Spotlight on Wallace Begins Trail

Raising awareness of
Renfrewshire's links with
Scotland's national hero ahead
of the 25th anniversary of
Braveheart in 2020.

paisley.is/visit/wallace-begins

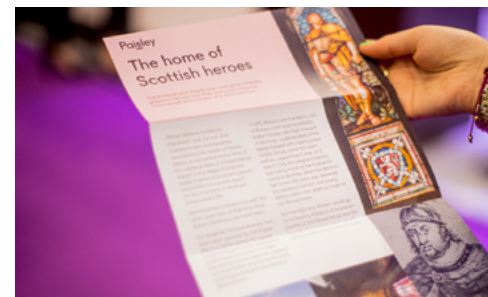
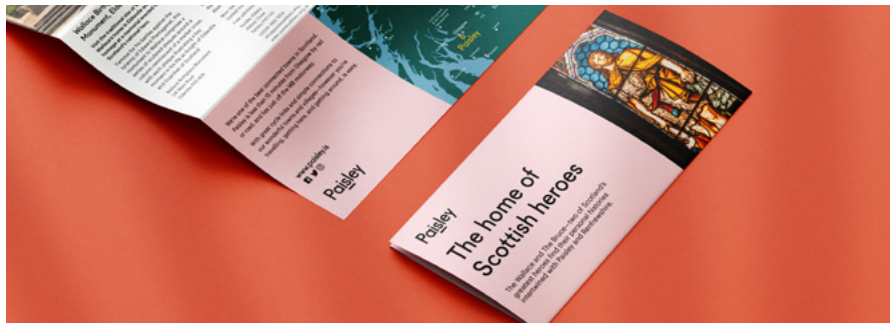
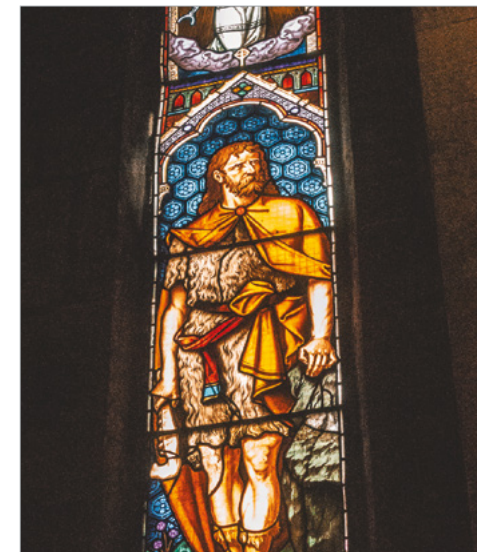
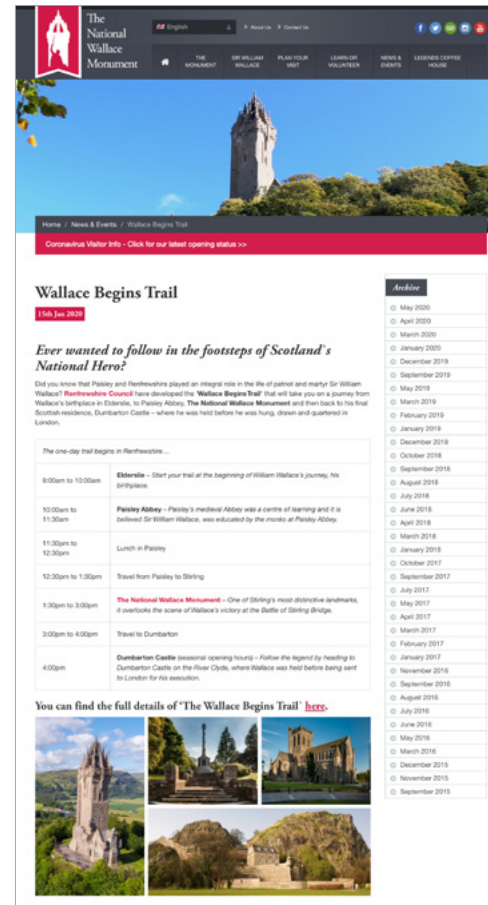
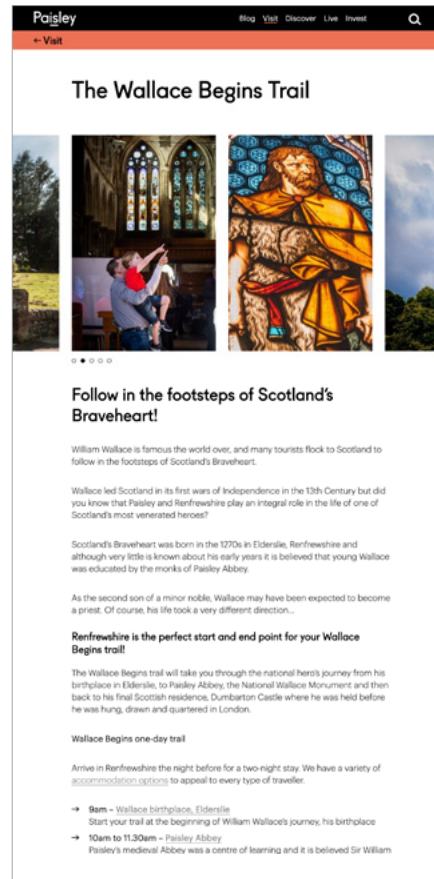
Launched 11 September 2019

As at 26 February 2020

14,307 total page views
10,426 total users

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

- Artwork images, clockwise from right:
- Paisley Wallace Begins Trail web page,
- The National Wallace Monument trail page, 'The home of Scottish heroes' leaflet.

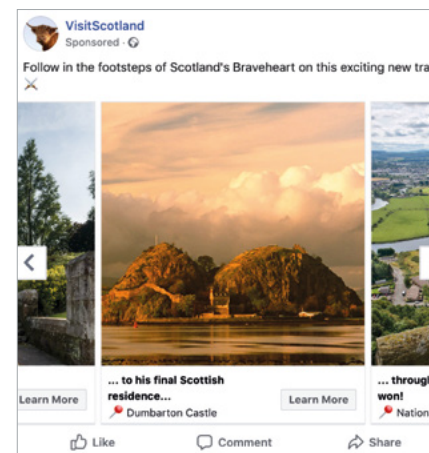
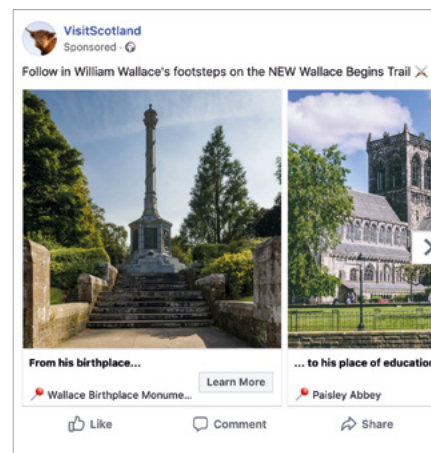
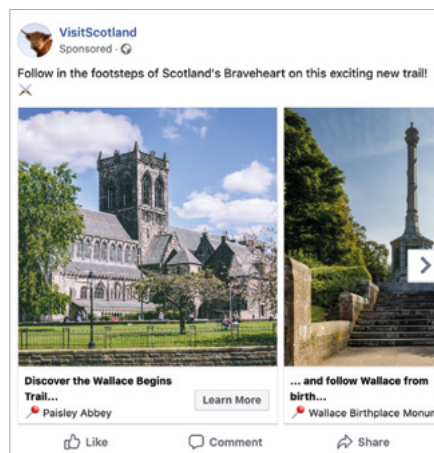


VisitScotland digital advertising campaign

Four-week Facebook campaign

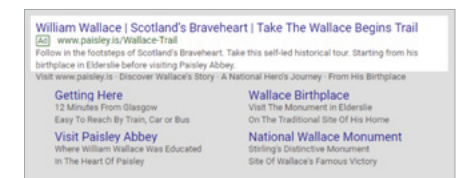
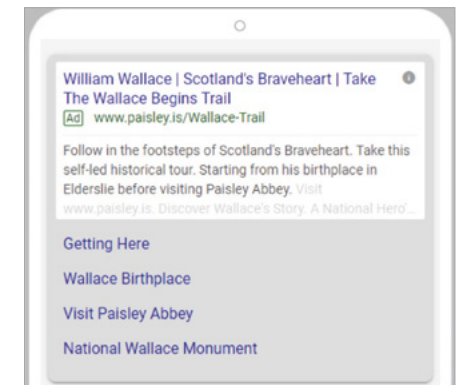
588,346 impressions
4,002 clicks

- Target: Within 2-hour drive time of Renfrewshire.
- Engaged Sightseers (Excluding those who like VisitScotland Facebook Page)



Google Adwords Campaign

- 16 week search and display campaign running from October 2019–February 2020
- Impressions: 787,971
- Clicks: 9,609
- CTR: 1.22%
- CPC: £0.08



Spotlight on Microadventures

Microadventures was a new visitor proposition and product for Renfrewshire developed in 2022 to align with Renfrewshire's Tourism Action Plan 2023–2026.

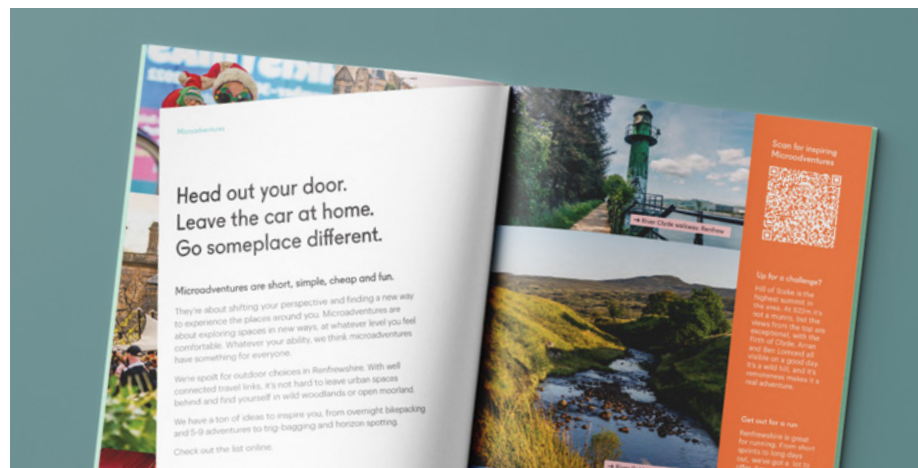
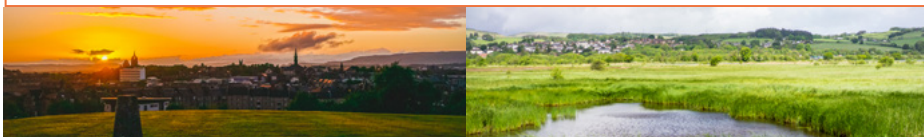
Microadventures are a strong proposition for Renfrewshire's network of towns and rural locations.

Campaign development

The development of our Microadventures proposition was inspired by the post-lockdown need to get out into nature in new ways and experience a sense of adventure whilst staying close to home. Over 2021 and 2022, we saw a steady rise in users looking for and accessing outdoors content on the website. This was alongside a noticeable increase of one-day adventures on social media (particularly Instagram).

In early 2022, we saw an increase in people cycling from Glasgow to, or through, Renfrewshire. New groups, such as the Glasgow Pedal Collective were gaining popularity. More people than ever were posting on social media about trail running on the Gleniffer Braes or hiking in Clyde Muirshiel. When looking at the strength of our outdoor attractions, and at how accessible some of our 'adventures' are, and wanting to strive to create something inspirational, microadventures was a perfect fit for the brand.

All campaign material and content was developed by the Council's in-house marketing team.



Overview of activity

- A guide to microadventures in Renfrewshire
www.paisley.is/visit/microadventures
- Inspiring blog content—five stunning woodlands in Renfrewshire
www.paisley.is/visit/five-stunning-woodlands-in-renfrewshire
- Easy Cycling—three routes around Renfrewshire
www.paisley.is/visit/easy-cycling-three-routes-around-renfrewshire
- Paid-for advertising and advertorial—Mill Magazine special features (Microadventuring and Castle Semple) and print and digital advertising package with Scottish Walks and Cycling Magazine.
- Series of commissioned content—three adventure blogs written by local writer and adventurer Cam Procter featuring cycling in Clyde Muirshiel Regional Park, Lochwinnoch, Barcraigs Reservoir and the Gleniffer Braes—trail running in Johnstone and the Bluebell Woods.
- Joy of Cycling film—specially commissioned four-minute film, exploring the joy of cycling and what makes Renfrewshire the perfect place to ride.



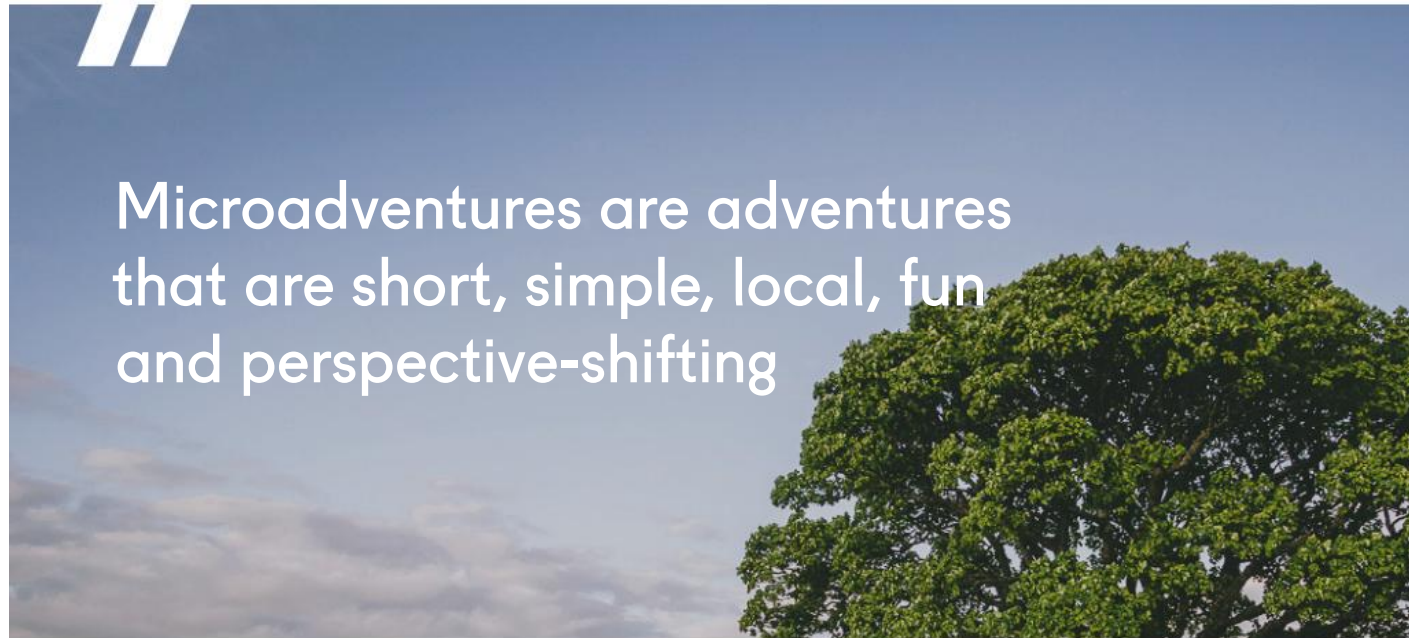


Photo: Roxanna Barry, The Joy of Cycling



Paisley Museum—Marketing strategy development

In 2021, we worked with a marketing agency to develop a three-year marketing strategy for Paisley Museum.

The contract was managed by the Council's in-house marketing team and the strategy was approved by the Future Paisley Partnership Board and OneRen Board in 2021.

Overarching objectives of the marketing strategy:

- Put Paisley Museum on the map and raise awareness of Paisley Museum redevelopment.
- Contribute to Paisley destination marketing to grow OTSH (opportunities to see or hear) something positive about Renfrewshire and position Paisley and Renfrewshire as a must-visit destination.
- Develop audiences locally, regionally and nationally and build excitement for the opening of the museum.
- Encourage people to visit Paisley Museum at launch and increase the number of people who visit across three audience types: local people, day visitors and tourists.
- Build relationships with key intermediaries and partners to create brand advocacy.
- The OneRen marketing team will take forward the evolution, delivery and implementation of the Paisley Museum marketing strategy in preparation for the reopening.





Paisley—event marketing

The Council's major events programme has become a key product to attract visitors and has gained national recognition through media coverage, listings and national awards.

Consistent marketing of events has continued to build positive national profile, helped to change perceptions of Paisley (with visitors overwhelmingly rating their experience of the town highly) and brought new audiences to the town. This has maintained and increased visitor numbers to Paisley during the closure of Paisley's main cultural attractions in recent years.

Using insights gathered from event evaluations, we have developed a greater understanding of our audiences and why they visit.

Paisley Halloween Festival, The Spree and Paisley Food & Drink Festival were the events most likely to attract people from outwith Renfrewshire. We used this as an opportunity to build visitor interest in the wider offer and develop audiences for Paisley Town Hall, Paisley Arts Centre and Paisley Museum.

They also provide a great opportunity to deliver high-impact PR and media activity on a national scale.

The event programme is much-loved by Renfrewshire residents and their attendance allows us to reinforce the Paisley brand by converting event attendees to Local Advocates.

Sma' Shot Day, Gala Days, Renfrewshire Doors Open Days and Christmas events are attended largely by local people and play a huge role in increasing civic pride and providing positive social and cultural experiences for residents. These events are particularly important to our Local Advocate and Family Favourites audiences.

During the pandemic, Paisley continued to support the delivery of events (Paisley Food & Drink Festival 2021 and Sma' Shot Day 2021), maintaining Renfrewshire's place on the event map in Scotland. We helped post-pandemic by assisting with the promotion and delivery of hybrid events, building audience confidence and encouraging people to enjoy physical events.

Event evaluation (2018–2023)

	Year one—2018	Year two—2019	Year three—2020*	Year four—2021	Year five—2022	Year six—2023
Paisley Halloween Festival 189,135 Total attendees	→ 34,000 attendees → 38% visitors: North Lanarkshire, Glasgow, Ayrshire, Argyll and Bute → £70.12 visitor spend → £764,498 direct economic impact → £1,963,549 combined economic impact with local spend	→ 41,000 attendees → 26% visitors: Glasgow, Ayrshire, Edinburgh → £47 visitor spend compared to £28 local → £55k direct economic impact → £736k combined economic impact with local spend	→ 0	→ 19,135 attendees → 18.5% visitors: Glasgow, Lanarkshire, Ayrshire, Inverclyde → £32.92 visitor spend per head compared to £23.05 local → £111,321 direct economic impact → £204,118 combined economic impact with local spend	→ 45,000 attendees → 29% visitors: Glasgow, Ayrshire, West Lothian, North Ayrshire, Falkirk → Average visitor spend per head £45.35 compared to local of £35.06 → £200,692 direct economic impact → £1,325,571 combined economic impact with local spend	→ 50,000 attendees → 30% visitors: Glasgow Falkirk, Ayrshire, North Lanarkshire → £43.15 average visitor spend per head compared to £38.53 local → £211,779 direct economic impact → £1,556,473 combined economic impact with local spend
Paisley Food & Drink Festival 74,250 Total attendees +16,000 online participants	→ 15,000 attendees → 26% visitors, mainly Glasgow Region (limited data in report) → £43.41 average spend per head → £84,624 direct economic impact → £480,753 combined economic impact with local spend	→ 19,750 attendees → 27% visitors, Glasgow, East Renfrewshire, North Lanarkshire → £72.87 visitor spend compared to £53.72 local → £328,883 direct economic impact → £1,108,175 combined economic impact with local spend	→ 0	→ 16,000 online participants	→ 17,000 attendees → 14% visitors: Glasgow, North Lanarkshire, Ayrshire → £67.77 visitor spend compared to £57.68 local spend → £106,589 direct economic impact → £949,258 combined economic impact with local spend	→ 22,500 attendees → 18% visitors: Glasgow, Lanarkshire, Ayrshire, Falkirk → Average spend per head of visitor £70.14 compared to £63.19 local → £219,619 direct economic impact → £1,383,654 combined economic impact with local spend

→ Source: official event evaluation commissions (various suppliers) 2018–2023

→ *No events due to pandemic

→ Direct economic impact—is the total amount of additional expenditure (less event expenditure) generated within a defined area, as a direct consequence of staging an event.

→ Combined economic impact—is the total of the direct economic impact of the event and total local audience spend (people who live in Renfrewshire)

Spotlight on Paisley Halloween Festival

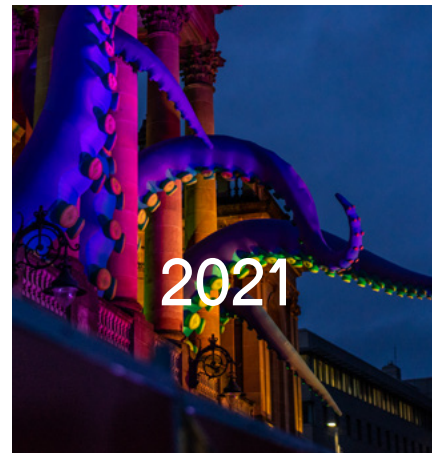
Promoting Paisley Halloween Festival has been a significant part of Paisley activity.

It provides a platform and national spotlight from which we can boost place reputation and increase the number of visitors to Renfrewshire.

The event delivers significant social and cultural impacts—including strengthening the local cultural sector, increasing cultural participation and delivering economic impact and support for local businesses.

The impact of the festival has been evaluated through Future Paisley and the Centre for Culture, Sport and Events.

An integrated marketing and PR plan supports the successful delivery of the festival.



2021

Overall opportunities to see or hear about Paisley Halloween Festival 2021 were more than **18million** (18,417,176).

3.1 million

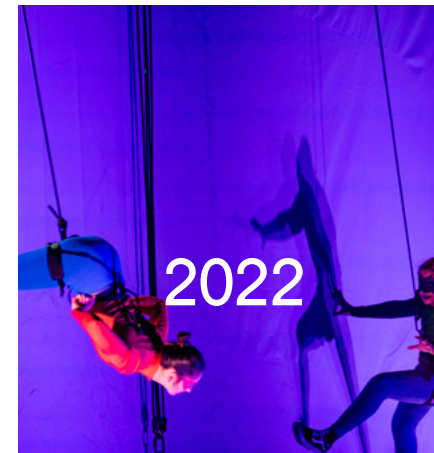
marketing opportunities to see or hear (OTSH) (3,165,911)

251,332

organic social media reach

14.9 million

media—print, broadcast and online OTSH (14,999,933)



2022

Overall opportunities to see or hear about Paisley Halloween Festival 2022 were more than **35million** (35,410,575).

20.1 million

marketing opportunities to see or hear (OTSH) (20,094,242)

305,262

organic social media reach

15 million

media—print, broadcast and online OTSH (15,011,071)



2023

Overall opportunities to see or hear about Paisley Halloween Festival 2023 were more than **19 million** (19,942,316).

5.6 million

marketing opportunities to see or hear (OTSH) (5,616,725)

498,461

organic social media reach

13.7 million

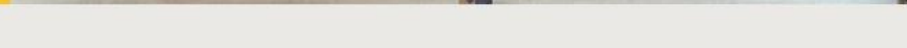
media—print, broadcast and online OTSH (13,766,975)

Paisley Halloween Festival is an important contributor to the local economy and is hugely supported by local businesses and our cultural community.

Since launch, the dedicated team have achieved wide-ranging media coverage positioning Paisley front of mind nationally and locally.



100%



Media highlights include:

- **Paisley pattern collaboration with Hermes:** Mail online, The Guardian, Daily Express, I Paper, The Sun, Press and Journal, STV.tv, Sunday Post
- **Paisley Halloween Festival—Best Halloween festivals:** STV broadcast, STV.tv, The Times, The Daily Telegraph, Evening Times, The Herald, The Herald online, The List, Sunday Mail, Glasgow Live, Paisley Daily Express, The Gazette, Yahoo online, Forth 2 Radio, Daily Record online, Metro.
- **The Mòd coming to Paisley:** We Love Stornoway, Oban Times, The Press and Journal online, What's On Network, Isle of Bute News, The National, The National online, Renfrewshire News, Paisley.org, The Gazette, West Highland Free Press.
- **Paisley Food & Drink Festival:** The Sunday Times, Daily Mail, The Times, The I, Edinburgh Evening News, The Herald, The National, Scots Magazine, The List, Scottish Field, Clyde 1 Radio, Paisley Daily Express, The Gazette, Evening Times, Scotland on Sunday, Scottish Sun online, Great British Life, What's On Network, Olive online, The Scotsman.
- **National Manufacturing Institute Scotland:** Daily Record online, Paisley.org, The Scotsman online, The National online, Project Scotland, Paisley Daily Express, The National, The Herald online, Renfrewshire News, Manufacturing Management, The Gazette.
- **Safe-cation—25 top places to go in the UK:** Seeded out through Press Association and listed in more than 120 regional titles.
- **Sma' Shot/Weave:** Daily Record, The Big Issue, The Sunday Post, The National, Paisley Daily Express, The Gazette.
- **British Pipe Band Championships:** Daily Record, Scottish Field, Heart Radio, BBC Radio 2, Clyde 1, Heart Scotland, Heart Wales, Glasgow Live.
- **The Spree:** Daily Record, The National, Metro, Sunday Mail
- **Glen Cinema Disaster 90th Anniversary:** Reporting Scotland, BBC Scotland online, STV News, BBC Radio Scotland, Radio Clyde, Global Radio, The Herald, Daily Record, Glasgow Times, Scottish Daily Mail, The National, The Scottish Sun, Paisley Daily Express, The Gazette, The Scotsman online, Glasgow Live, Sunday Post online.
- **Town Centre Regeneration:** The Sunday Times, The Times, BBC Scotland, BBC 2 Scotland, Glasgow Evening Times, Glasgow Live, Daily Record, The Herald, The Herald online, The National, The National online, Paisley Daily Express, Project Scotland, Scottish Field, STV, The Scotsman, The Scotsman online.



We worked with two PR agencies to support dedicated aspects of the visitor offer and broaden the scope of media opportunities.

AM+A's remit was focused on national and international visiting media, Flint PR were responsible for feature-led content to keep the profile of Paisley Museum in the public consciousness while it is closed for redevelopment.

Spotlight on

UK and international media profile—AM+A

Future Paisley funding enabled the appointment of London-based PR agency from October 2018 to September 2019 to continue to build the profile of Paisley and increase opportunities to see and hear something positive about Paisley and Renfrewshire.

This resulted in high-profile national and international media coverage, with **12 media familiarisation visits** to Paisley and Renfrewshire and **5 million opportunities to see and hear**.

Paisley was represented by AM+A at the World Travel Market 2019. This included pitches to the travel trade media and national intermediaries including VisitBritain.

Media familiarisation visits included the following:

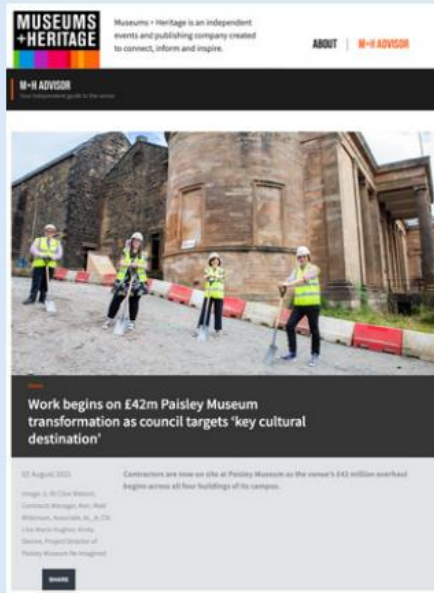
- **A group influencer trip to Paisley Food & Drink Festival** where nine UK-based social media influencers experienced the Paisley Food & Drink Festival
- **Media familiarisation trip** by a journalist from the Independent to stay in Paisley and experience the British Pipeband Championships
- **A journalist from Dutch Golfers magazine**, the largest golfing publication in the Netherlands visited Renfrewshire to experience Mar Hall and Glendoch's golf course and accommodation
- **Working with VisitBritain**, we hosted a Danish journalist for five days to experience Paisley and Renfrewshire as a visitor. The piece was published in two national Dutch magazines Sondag and Isabella in 2020



In total our PR activity has achieved

1.5 billion

opportunities to see or hear something positive about Paisley and Renfrewshire



Spotlight on Paisley Museum —Flint PR

Future Paisley funding provided the opportunity to work with leading culture and creative PR agency, Flint PR, to raise the profile of Paisley Museum and support the fundraising effort from 2020 to 2021.

Flint's main objective was to develop a national PR plan around key project milestones and museum collection stories, to maintain public and arts-industry interest in Paisley Museum redevelopment.

Working closely with the in-house team, Flint helped deliver 97 positive pieces of coverage across print, magazine, online and broadcast media. The content ranged from milestone news articles to in-depth features across local, national, trade and international media, delivering 502 million opportunities to see or hear something positive about Paisley Museum. OneRen will take forward the Paisley Museum PR strategy in preparation for the reopening.

Media highlights:

- **Syrian glass museum collaboration with Syrian refugees:** The Guardian, The Guardian online, Yahoo online, Daily Record online, The Gazette
- **Work starts on Paisley Museum:** STV broadcast, BBC online, BBC Radio Scotland, Daily Record online, Evening Times, Paisley Daily Express, The Gazette
- **150th anniversary of Paisley Museum:** The Sunday Telegraph, The Sunday Times, The I, The Herald, Sunday Post, The Sunday Mail, Stitchery Stories podcast, BBC Radio Gloucestershire
- **Corozal dredger:** BBC Scotland (syndicated into equivalent Spanish, Turkish and Arabic platforms), The American, Scottish Banner, Sunday Post
- **200th anniversary of the Radical War:** Sunday Post, The Scotsman
- **275th anniversary of Jacobites arriving in Paisley:** Daily Mail, The Scotsman, The National
- **Arts stories:** Museums Journal, Apollo Magazine, Scottish Arts News
- **Regeneration stories:** Herald Business HQ Magazine, Urban Realm, Topos Magazine, parCitypatory blog

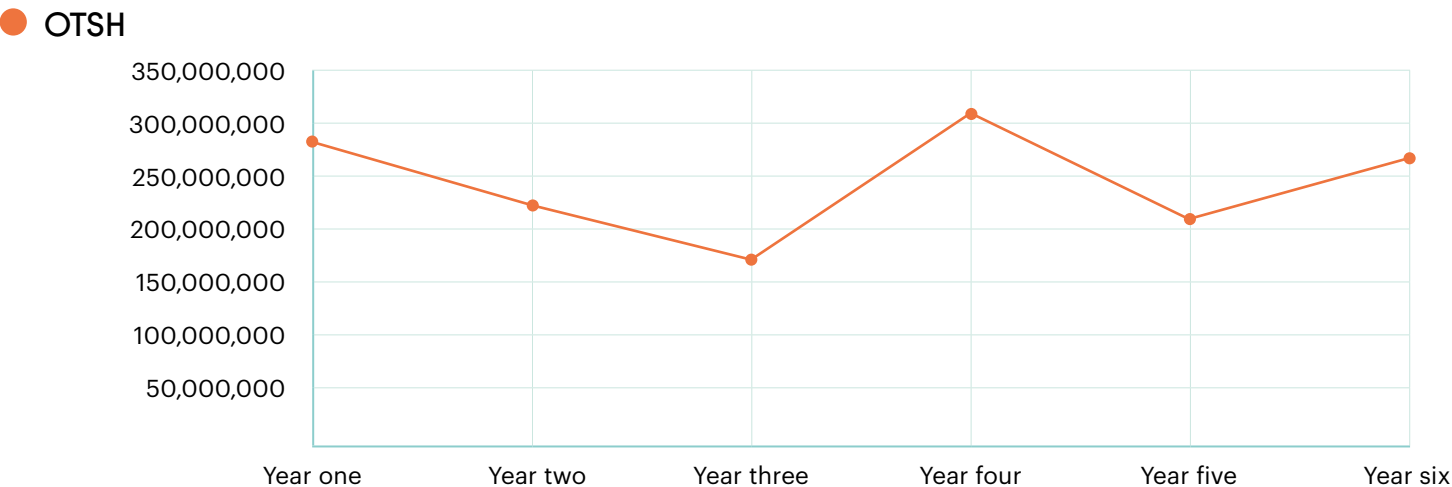
Syrian Glass Photograph: Murdo MacLeod/The Guardian



PR and media coverage year-by-year performance

The table and graph below outlines the media coverage achieved each year.

Media Coverage (by year)		Opportunities to see or hear something positive about Paisley and Renfrewshire (OTSH)
Year one	March 8 2018–March 31 2019	289,910,667
Year two	April1 2019–March 31 2020	236,332,470
Year three	April 1 2020–March 31 2021	169,927,206
Year four	April 1 2021–March 31 2022	314,057,514
Year five	April 1 2022–March 31 2023	204,403,562
Year six	April 1 2023–March 31 2024	272,966,097
Total		1,487,597,516



- Opportunities to see or hear is a measure which indicates the number of times a person will have seen or heard about a piece of news. In the context of Paisley, it relates to the number of times a person will have seen or heard something positive about Paisley and Renfrewshire.
- Baseline in 2016 was 15million OTSH per year (pre-2021 and brand activity). This shows a significant shift in the output of the media activity.
- Year three (1 April 2020–31 March 2021) witnessed an initial pause and lower levels of activity due to the council's response to the pandemic. Activity picked up again as we entered year four (1 April 2021–31 March 2022).



Managing the digital footprint

Since the launch in 2018, www.paisley.is has become the comprehensive online guide inspiring people to visit the area or attend an event.

The top-ranked Google website provides information for audiences searching for things to do in the area, itinerary inspiration, events and interesting stories of our people, place and unique cultural history and heritage.

This website has given users a central point to find out more information about what the area has to offer—this is something that did not exist before the brand was launched.

Creating a top-ranked Google website

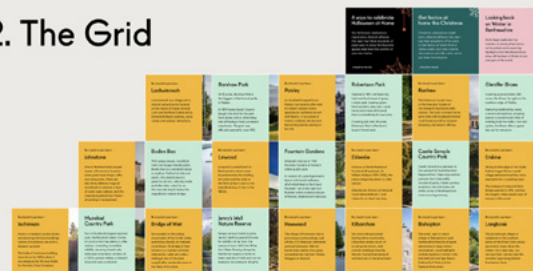
The ongoing development and growth of the site has contributed significantly to the reputation of the brand and it is now a trusted online source. Consistent effort by the in-house marketing team over the past six years has ensured its success in showing audience growth through:

- **Search Engine Optimisation (SEO)**—undertaking a SEO audit by VisitScotland —Digital Tourism Scotland and digital agency Graphical House to implement improvements to the user experience
- **Growth tactics**—using paid-for advertisements on earned-channels through third party advertising, Google pay-per-click (PPC), working closely with referral sites such as What's on Network and DataThistle
- **Content management**—SEO content audit, content creation through the focus of storytelling, day-to-day health check and maintenance and an accessibility review to improve the user experience. Future web development opportunities would include working more closely with industry, to develop a transactional tool for tourism businesses



Paisley

2. The Grid



What's On guide

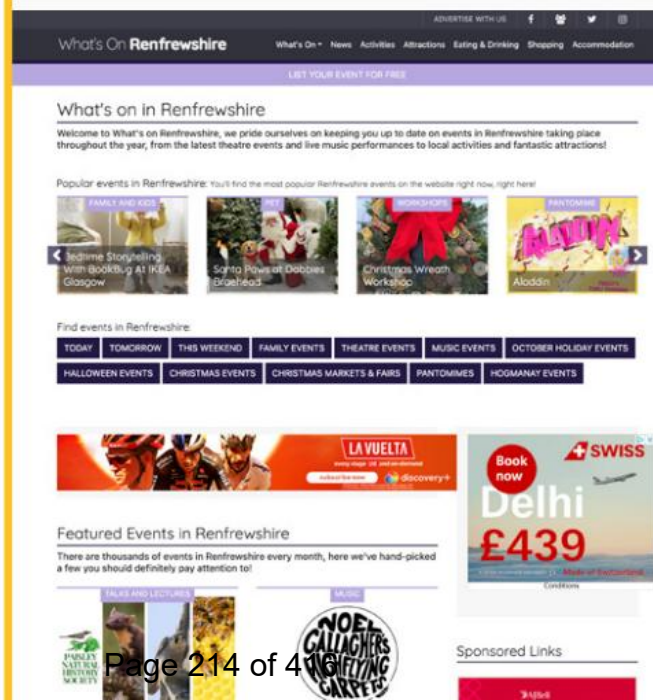
The What's On guide is powered by Data Thistle—an affiliated company to The List and the UK's leading live events data business.

This paid partnership ensures Renfrewshire events appear on www.paisley.is/events daily from a wide range of partners and venues. This constant refresh of new content helps drive new visits to the site and improves the website's SEO. The events listings are the third-most visited section of the website.

Renfrewshire businesses and organisations can promote any events for free by adding listings to the dedicated section using www.paisley.is/tell-us-event. It is one of the best methods of increasing online visibility of local events—this is an area of ongoing development.

This partnership also enables Data Thistle to distribute Renfrewshire's event listings to a wide range of partners including VisitScotland, Scotrail and other listing sites including The List, InYourArea.co.uk and datathistle.com.

The combined audience of these websites is more than seven million people a month, helping drive awareness of what's happening in our area and encouraging participation and attendance.



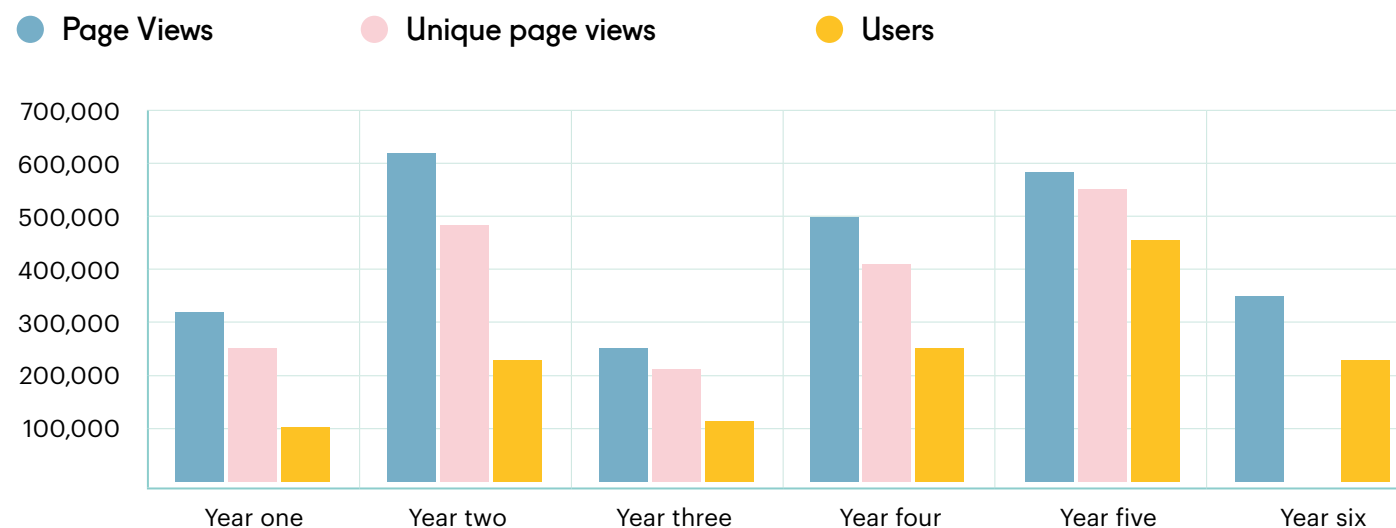
Partner focus: What's On Network

What's on Network is an independent network of websites and listing platform for event organisers, venues, local clubs and groups to promote what they do for free. The network covers the majority of central Scotland with up to 300,000 visitors to the site each month. The in-house marketing team have worked closely with What's On since 2018, advertising at low-cost and listing visitor events.

→ What's On is one of our top referral sites and generates significant traffic to the website.

Website performance for www.paisley.is year-by-year

Year		Page views	Unique page views	Users
Year one	March 8 2018–March 31 2019	321,539	257,334	100,580
Year two	April 1 2019–March 31 2020	612,284	491,423	230,976
Year three	April 1 2020–March 31 2021	258,376	220,429	134,529
Year four	April 1 2021–March 31 2022	497,153	426,804	255,913
Year five	April 1 2022–March 31 2023	574,374	543,128	459,143
Year six	April 1 2023–March 31 2024	362,265	Metric not available in Google Analytics 4	239,198
Totals		2,625,991	1,939,118	1,420,339



- Page views—total number of pages viewed (includes repeated views of a single page).
- Unique page view—number of sessions during which a page was viewed at least once.
- Users—users who have initiated at least one session on the website.
- Year three (1 April 2020 – 31 March 2021) witnessed an initial pause and lower levels of activity due to the council's response to the pandemic.
- Activity picked up again as we entered year four (1 April 2021 – 31 March 2022) with VisitScotland funding through paid-for ads directing people to the website.
- Year five experienced a significant boost in activity due to VisitScotland funding as a result of digital advertising generating traffic to the website.
- Year six experienced a decrease in page views and users due to a reduction in resource and budget (in comparison to the VisitScotland boost in year five).

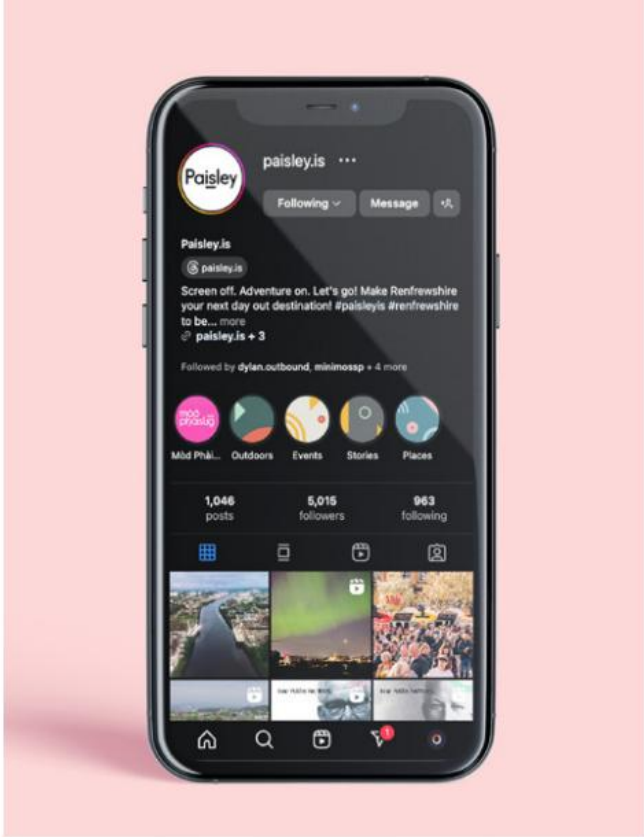
Social media growth and development

Social media channels have been developed and nurtured over the past six years. Owned channels have been carefully curated with event information, news, blogs and inspiring visitor content. Social accounts share stories and content from local people, businesses and partners.

These channels have become a **significant part of the marketing activity to promote Paisley and Renfrewshire**, building awareness and engagement with our key audiences. The in-house marketing team have also worked with social media influencers and local people to create brand advocacy. This has helped support content by providing authentic accounts of visitor experiences.

Like the website, **growing an engaged social media** audience has taken time, commitment and consistency since 2018. This has required planning content suitable for target audiences, creating organic content and day-to-day management.

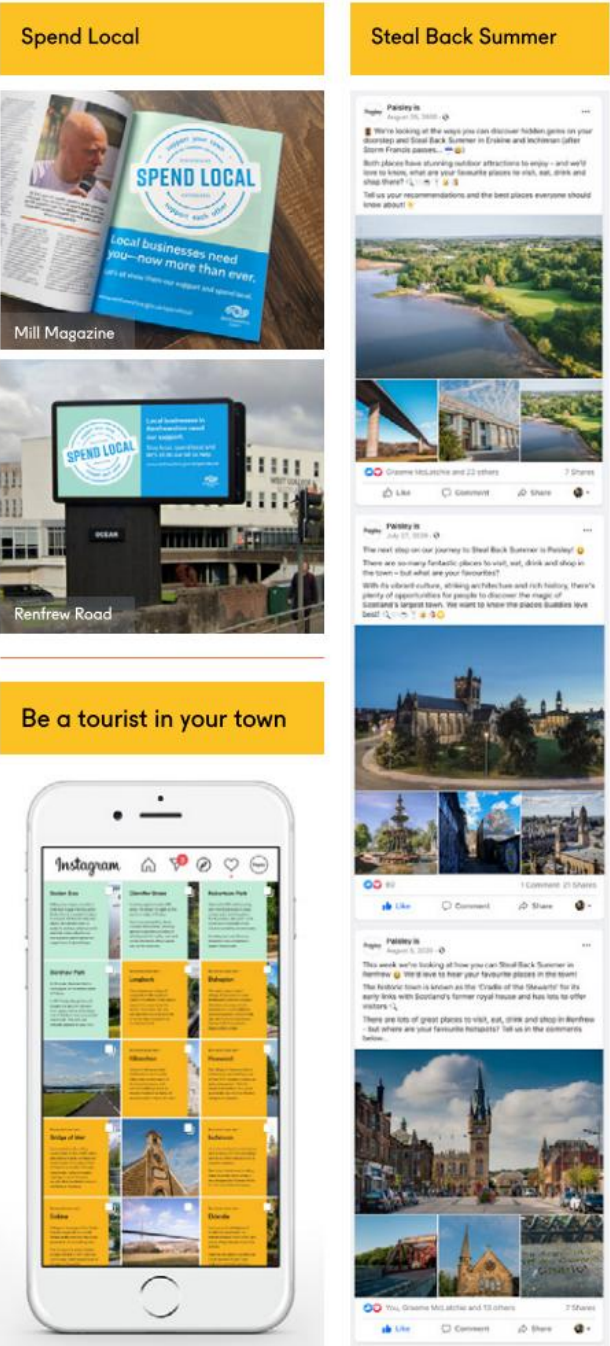
The social media channels have become a trusted source for local people and visitors.



Paid-for social media ads have been a consistent marketing tactic since 2019 with advertising creative and content focused on visitor propositions, products and events running as part of seasonal campaigns.

Paid-for ads have let the team target specific audiences and test visitor propositions. The paid-for activity has run alongside organic content and contributed to the growth of reach and engagement on social media channels.

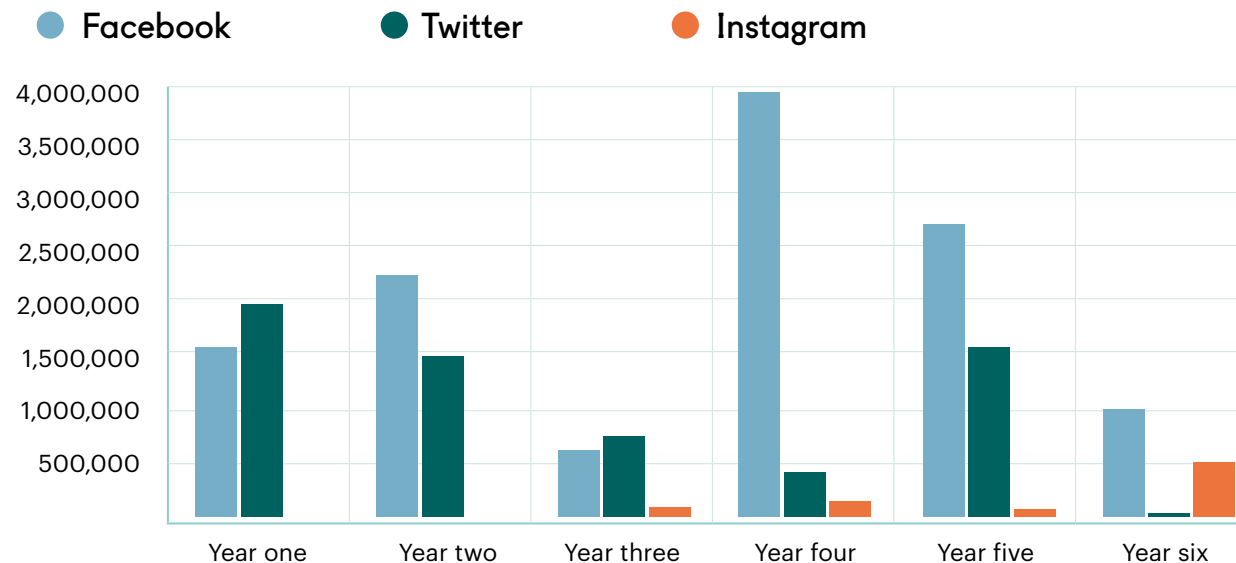
Campaign examples



Social media reach and impressions

(Paid and organic)

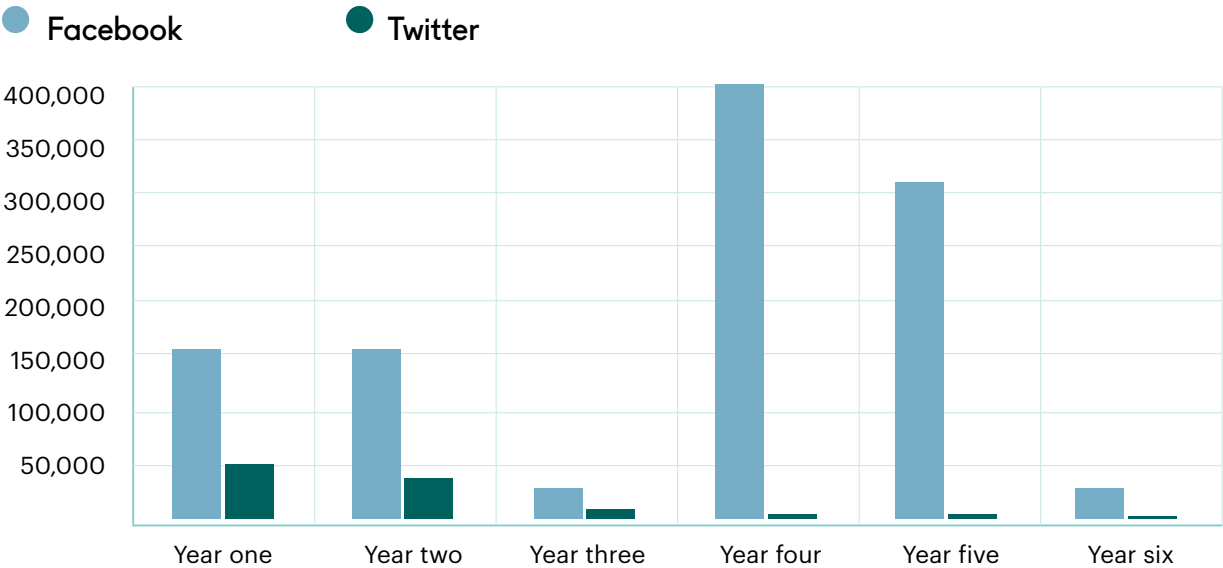
Year		Facebook	Twitter	Instagram
Year one	March 8 2018 – March 31 2019	1,672,237	2,007,500	-
Year two	April 1 2019 – March 31 2020	2,254,114	1,509,200	-
Year three	April 1 2020 – March 31 2021	623,530	774,200	55,726
Year four	April 1 2021 – March 31 2022	3,954,260	493,779	140,497
Year five	April 1 2022 – March 31 2023	2,718,718	164,200	77,554
Year six	April 1 2023 – March 31 2024	1,021,906	13,934	237,023
Totals		12,244,765	4,962,813	510,800
Overall Reach and Impressions Total		17,718,378		



- Reach is the total number of people who see your content.
- Impressions refers to the number of times content from or about your Page entered someone's screen. That could be in their news feed, through search, or because they intentionally navigated to your Page.
- This figure includes paid and organic Reach for Facebook, Impressions for Twitter and Reach for Instagram.
- We did not start to measure Reach for posts on Instagram until 2020 (year three).
- Year three (1 April 2020–31 March 2021) also witnessed an initial pause and lower levels of activity due to the response to the pandemic.
- Activity was picked up again as we entered year four (1 April 2021–31 March 2022).
- Year four (1 April 2021–31 March 2022) also witnessed an increase in Reach due to additional advertising through VisitScotland funding.
- Facebook/Meta Insights also witnessed change in reporting methods in year four (1 April 2021–31 March 2022), further separating stats for paid-for activity from its previous format.
- Facebook is the most popular channel and the reduction in numbers of Twitter mirrors our content strategy as we reduced our use on the channel.
- Twitter Analytics moved behind a paywall in 2023.
- Reach and Impressions remained steady in year five due to VisitScotland funding with social media advertising helping to maintain numbers.
- There was a decrease in Reach and Impressions in year six due to a reduction in resource and social media advertising budget (in comparison to the VisitScotland boost in year five).

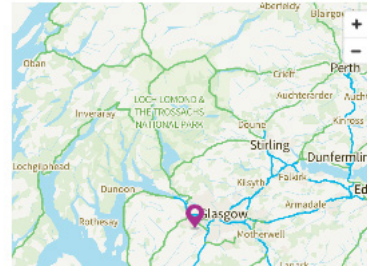
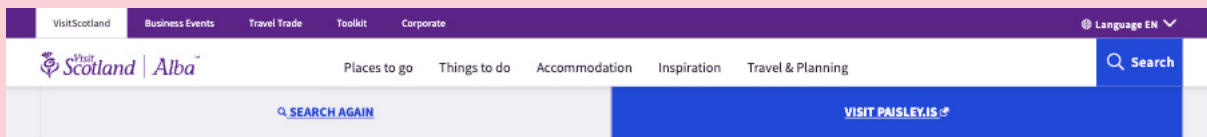
Social media engagement

Year		Facebook	Twitter
Year one	March 8 2018 – March 31 2019	155,380	54,300
Year two	April 1 2019 – March 31 2020	159,851	32,117
Year three	April 1 2020 – March 31 2021	38,463	15,054
Year four	April 1 2021 – March 31 2022	408,110	8,081
Year five	April 1 2022 – March 31 2023	314,122	6,600
Year six	April 1 2023 – March 31 2024	28,860	353
Totals		1,104,786	116,505
Overall Engagement Total		1,221,291	



- Social media engagement is the measurement of comments, likes and shares.
- This figure includes paid and organic Engagements for Facebook and Twitter.
- Year four (1 April 2021–31 March 2022) also witnessed an increase in Engagements due to additional boost in paid-for advertising through VisitScotland funding.
- Facebook/Meta Insights also witnessed change in reporting methods in year four (1 April 2021–31 March 2022), further separating stats for paid-for activity from its previous format.
- Twitter Analytics moved behind a paywall in 2023.
- Social media engagement remained steady in year five due to VisitScotland funding with social media advertising helping to maintain engagement.
- There was a decrease in engagement in year six in comparison to the VisitScotland boost in year five, reduction in resource and Meta algorithm changes.





Partnerships and brand ambassadors

Working with select partners has strengthened brand campaigns.

It has provided us with significant opportunities to increase awareness and advocacy, but this is an area we would have liked to develop further.

Renfrewshire Chamber of Commerce paid-premier partnership has been in place since year one. This has enabled us to reach business leaders and build visibility of the brand through the annual excellence awards—The ROCCOs.

Additionally, we introduced The Excellence in Tourism Award, serving as a legacy of the brand.

We'd like to thank our local partners for their support.



Working with national partners

National and international brand awareness and profile has been achieved through consistent partnership with VisitScotland and EventScotland.

The partnership with VisitScotland has provided significant opportunities to reach national and international audiences for the first time.

A close working relationship with the VisitScotland regional team has helped to grow brand and product awareness with continued efforts to feature Paisley and Renfrewshire in VisitScotland consumer and trade activity, proactive PR and collaborations.

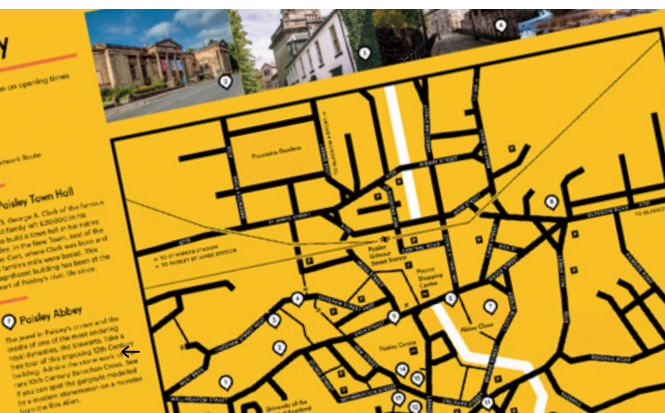
Spotlight on

VisitScotland destination and sector marketing fund

During the pandemic, visitor marketing activity quickly pivoted to promote outdoor attractions to a local audience and to encourage people in Renfrewshire to stay local and shop local.

We continued to reach visitors from outside Renfrewshire with trip inspiration to maintain their longer-term interest in Renfrewshire.

In 2021, Paisley was awarded £56,000 from the VisitScotland Destination and Sector Marketing Fund to help drive tourism recovery and encourage footfall to Paisley Town Centre following lockdown. The 'Paisley Calling' campaign was developed and ran from December 2021 to September 2022 to increase visits to Paisley Town Centre.



Paisley Calling highlighted stories unique to Paisley—the home of the Paisley Pattern; the town with a radical past and present; a rich musical history and impressive architecture.

Promotional activity was linked to self-guided products which allowed visitors to experience these stories over a day or weekend visit.

These include: Four Architects Walking Trail, Mural Trail, Paisley Music Tour App and Paisley Radicals Catalyst for Change Walking Tour App.

VisitScotland visitor profiles were used (Engaged Sightseers, Curious Travellers and Natural Advocates) and activity targeted people with a propensity to visit from a 1-hour-drive time. The activity was designed to reconnect people to Paisley in advance of the reopening of the town's cultural venues.

Campaign activity included outdoor advertising, print and digital advertising, paid-for social media campaign, influencer visits, a six-minute film showcasing Paisley's musical history and heritage and a 'Paisley Calling' showcasing a genuine and authentic experience for visitors to the town.

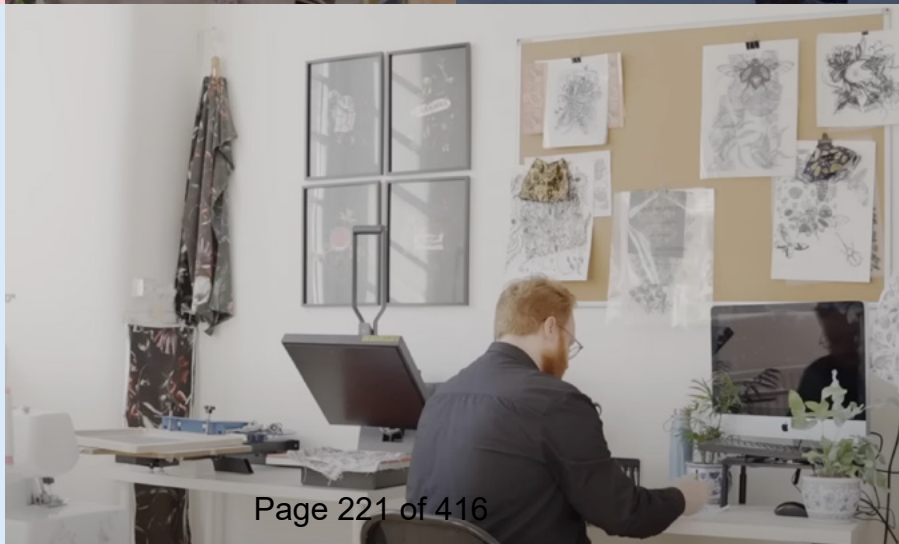
Campaign evaluation was presented to VisitScotland in September 2022, and included data from the Moffat Centre's Visitor Attraction, which reported an increase in visits to Paisley attractions of 237.6% in 2022, year-to-date compared to August 2021 (impact of pandemic restrictions), and an increase in visits of 6.7% in August alone, compared with the previous year. STP hotel occupancy data highlighted an increase in hotel occupancy from 59% in July 21 to 91% in July 22.



Paisley's Musical History and Heritage Audio Tour



'Paisley Calling' film commission



Campaign reach results

1.6 million
paid-for social media reach

5.8 million
paid for social media impressions

23,000
overall clicks generated from paid social media

164,000
overall video views

1 million
overall reach of digital advertising (exc social media)

1.39 million
OTSH for the VS campaign

1.3 million
impacts of outdoor and print readerships through media buy

50,000
total campaign website visits



"

...I have lived in Elderslie all my life and I never realised I had all these stunning walking trails on my doorstep..."

→ Local Advocates

"

You can visit Robert Tannahill's statue outside Paisley Town Hall; you can wander up to the Rafferty mural, round the corner from the Bungalow Bar; you can even make your way to Gerry Rafferty Drive. Their words, their songs, their ideas and images light up these streets.

→ Nicola Meighan on Paisley's music history

→ Activity at-a-glance

Year-on-year performance

The following section shows the brand in action each year since launch and provides an at-a-glance overview of our performance and activity each year.

Year one performance at-a-glance

Year one activity focused on establishing the brand as the definitive guide to visiting Paisley and Renfrewshire and raising awareness of Paisley.

The key performance indicators for the marketing activity are outlined here:

Our digital footprint

257,334
Unique page views on
www.paisley.is

Most-visited page:
Paisley Halloween Festival

27,000
Unique page views

Google adwords campaign activated

8,466
Total social media followers

3,679,737
Total social media reach
and impressions

209,680
Total social media engagement



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

289,910,667 Media coverage

£4.6m combined PR value

1,929 Number of articles featuring Paisley or Renfrewshire

Coverage highlights include:

- **Paisley Food and Drink Festival 2019**—Olive Magazine, Delicious, The Skinny, The Metro, Scots Magazine, Daily Mail Online, Sunday Times, BBC Radio Scotland—Out for the Weekend.
- **British Pipe Band Championships 2018**—STV2.
- **Weave/Sma' Shot Day '19**—Big Issue.
- **SAY Award**—Guardian, NME, Glasgow Live, Scotsman, ET, National, Skinny, The List, STV Online, Herald, Scottish Field, Clash Music, The List, Metro, BBC Online, AOL
- **Doors Open Days**—BBC Radio Scotland
- **The Spree 2018**—BBC Radio Scotland, Scottish Field, Daily Record, Sunday Mail, The List, The Skinny, Sunday Times.
- **Paisley Halloween Festival 2018**—The List, The Herald, The Metro, The National, Daily Mail, STV Online, BBC Online.
- **Hermès Paisley on Paisley**—BBC Radio Scotland, BBC Reporting Scotland, BBC Scotland—The Nine, STV, The Times.

Brand in action

- New visitor materials created:
- Paisley Walking Trail, Discover Paisley and Renfrewshire—bedroom magazine, Four Paisley Architects and Great things to see and do—in and around Scotland's largest town
- Local and national distribution network set up displaying our visitor leaflets
- Paisley taxi
- Paisley Town Centre banners
- Piazza signage

Campaigns activated

- Attended VisitScotland Expo
- Spring/summer visitor campaign
 - Generated more than 2.5million opportunities to see and hear something positive about Paisley and Renfrewshire
- Autumn/winter visitor campaign promoting the winter events programme
 - Attracted 38% of attendees from outwith Renfrewshire
- Delivered integrated marketing campaigns for all events
- Headline sponsor of the Rocco Awards

Partnerships activated

- VisitScotland
- EventScotland
- Renfrewshire Chamber of Commerce
- Digital Tourism Scotland
- Glasgow City Region
- St Mirren

Year two performance at-a-glance

Year two 2019/2020

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

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

Our digital footprint

491,423

Unique page views on

www.paisley.is

Most-visited page:
Paisley Halloween Festival

49,000

Unique page views

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

11,935

Total social media followers

3,763,314

Total social media reach and impressions

191,968

Total social media engagement

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

236,332,470

Media coverage

£10m combined
PR value

5,030 Number of articles featuring
Paisley or Renfrewshire

Coverage highlights include:

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





Campaigns activated

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

VisitScotland partnership

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

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

Brand in action

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

Partnerships activated

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

New product development

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

Year three performance at-a-glance

The pandemic and subsequent lockdown measures inevitably impacted on Paisley activity.

Our events calendar and visitor campaigns were main drivers of traffic to our Paisley website and social media channels as well as focal points for media engagement.

Without these, we explored alternative ways of boosting our reach and engagement.

We highlighted the area's fascinating stories, attractions and spectacular things to see and do—but in a different way.

Our focus shifted from a 'Visit' theme to Discover theme aimed locally, with engaging online resources and striking visuals; stories about our area and its past; features on our rich architectural and built heritage; and a spotlight on our outdoor offer with images of our beautiful scenery.

Our digital footprint

258,376

Unique page views on

www.paisley.is

220,429

Unique page views

Most popular: Steal Back Summer/ Spend Local campaign; Outdoor locations (Gleniffer Braes; Erskine Boden Boo); Sma' Shot Day; Doors Open Days; Be A Tourist In Your Own Town

16,860

Total social media followers

1,453,456

Total social media reach and impressions

53,517

Total social media engagement

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

169,927,206

Media coverage

£6.3m combined PR value

3,226 Number of articles featuring Paisley or Renfrewshire

Main driver of destination media mentions has been Flint PR agency's work on Paisley Museum Reimagined:

- Syrian Glass and 5th anniversary of Syrian refugees arrival in Paisley.
- The Robert Burns Caup.
- Jacobite collection, including letters of debt unpaid to Paisley after 275 years, to go on display in new Paisley Museum.

5 Things not to miss this Halloween

Paisley's popular Halloween celebrations are back for 2021 as Paisley Halloween Festival presents:

OUT OF THIS WORLD

Be a tourist in your town—

Erskine

Sitting on the edge of the Clyde, Erskine began life as a small village settlement and has since expanded into a bustling town.

The Category A status Erskine Bridge opened in 1972, and has the longest cable-stayed span of its type in the world.





Campaigns activated

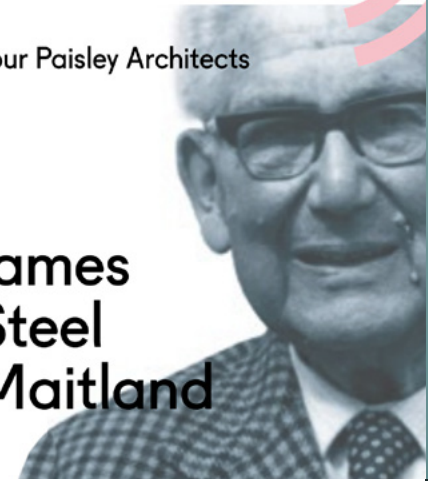
- Steal Back Summer/Spend Local
 - Boosted Facebook Ads for our **Steal Back Summer** content (14,692 reach; 641 link clicks)
- Be A Tourist In Your Own Town
 - 20,481 reach; 2,407 link clicks
- 498,076 combined reach

Events

- **Sma' Shot Day**
 - video views: 10,497
 - Full campaign reach/impressions: 1.1m (1,105,489)
 - Event Day Post Reach: 67,564
 - Event Day Post Engagement: 4,454
- **Doors Open Days**
 - Video views: 16,791
 - Reach/impressions: 62,808
 - Engagement: 5,532
- **Light Up Renfrewshire**
 - Video views: 15,600
 - Social media reach/impressions: 143,200
 - Social media engagements: 10,624



James
Steel
Maitland



Year four performance at-a-glance

There were four priorities for year four—continuing to support the restart of our visitor economy, developing campaigns, raising the profile of Paisley and Renfrewshire; and working with partners. Key performance indicators for marketing and communications activity are outlined here:

Our digital footprint

426,804

Unique page views on

www.paisley.is

Most-visited page:

Paisley Halloween Festival

36,953

Unique page views

14,962

Total social media followers

4,588,536

Total social media reach
and impressions

416,191

Total social media engagement

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

314,057,514

Media coverage

£9m combined PR value

1,913 Number of articles featuring
Paisley or Renfrewshire

Coverage highlights include:

- **Paisley Food and Drink Festival 2021**—Scottish Field, What's On Network, The National, Evening Telegraph, The Herald, Paisley Daily Express, Renfrewshire Chamber of Commerce, Glasgow Evening Times.
- **The Spree 2021**—BBC Radio Scotland FM, Arts Professional (Web), Herald Scotland Online, DailyRecord.co.uk, Glasgow Evening Times.
- **Paisley Halloween Festival 2021**—BBC Radio Scotland FM, Arts Professional (Web), Herald Scotland Online, DailyRecord.co.uk, Glasgow Evening Times.
- **Paisley Museum**—BBC Radio Scotland FM, BBC Radio Gloucestershire, STV Central East and West, BBC2 Scotland, Art Mag, Scottish Construction Now!, Building.co.uk, Evening Express, Sunday Post, World Construction Network, Museums and Heritage Advisor, Glasgow Live, Evening Telegraph, STV (web), Scotland on Sunday, i (The paper for today), The Sunday Times, The Sunday Express (Scotland), The Daily Telegraph, The Times.



Campaigns activated

- Be a tourist in your own town—digital campaign to encourage local people to explore the local area. This included creation of digital content, organic social and paid-for social media content. Keep fit and feel good webpage was one of the Top 5 visited pages with 13,069 unique page views.
- Headline sponsor of ROCCOs business awards and 'Excellence in Tourism' award.
- Integrated marketing campaigns for town centre events, including national event marketing for Paisley Food & Drink Festival, Paisley Halloween Festival and The Spree.
- Paisley Calling campaign (December 2021–2022) with VisitScotland Destination and Sector Marketing Fund.

Campaign planning—visitor propositions

- Review of our audiences to reflect changes due to pandemic:
 - 5 VisitScotland audiences plus the creation of Local Advocates and Family Favourites
- Creation of visitor proposition
 - History & Heritage
 - Easy Outdoor
 - Microadventures
 - Luxury
 - Family Days Out
 - Gateway
- Audiences and visitor offer mapped
 - Our 3 strongest visitor offers are Family Days Out, Easy Outdoor & Microadventures
- These visitor propositions were used for Summer 2022 campaign

Year four 2021/2022

Partnerships activated

- **Campaign partnership**
 - Scotrail
- **Strategic partnerships**
 - VisitScotland
 - EventScotland
 - Renfrewshire Chamber of Commerce
- **Media partnerships**
 - The List
 - The Skinny
 - What's On Network
 - MILL Magazine

VisitScotland partnership

VisitScotland Destination and Sector Marketing Fund to help drive tourism recovery and encourage footfall to Paisley Town Centre post-pandemic (December 2021–October 2022).

- **Paid-for social media reach**—1.6m
- **Paid-for social media impressions**—5.8m
- **Total clicks generated from paid social media**—23K
- **Total number of video views**—164K
- **Total reach of all digital advertising**—1m
- **PR—OTSH**—1.39m
- **Media buy (outdoor and print)**—1.3m
- **Total website visits**—50K link clicks

Year five performance at-a-glance

Year five 2022/2023

There were four priorities for year five—activation of brand, transforming perceptions of Paisley, management of digital channels and working with partners. Key performance indicators for marketing and communications activity are outlined here:

Our digital footprint

543,128

Unique page views on

www.paisley.is

Most-visited page:
Paisley Halloween Festival

155,355

Unique page views

19,435

Total social media followers

2,960,472

Total social media reach
and impressions

320,722

Total social media engagement

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

314,057,514

Media coverage

£9m combined PR value

1,913 Number of articles featuring
Paisley or Renfrewshire

Coverage highlights include:

- **Paisley Food and Drink Festival 2022**—DailyRecord.co.uk, Scottish Field, Scottish Sun Online, Yahoo! UK and Ireland (Web), Scottish Licensed Trade News, Scottish Field, Scotland on Sunday, The Gazette, Paisley Daily Express.
- **The Spree and The Wee Spree 2022**—Clyde 1, Forth 2, STV Central West, STV Central East, Scottish Field, Glasgow Live, Herald Scotland Online, Today UK News, DailyRecord.co.uk, Glasgow Evening Times, Yahoo! UK and Ireland (Web), Glasgow Evening Times, The Skinny, The Scotsman, TotalNtertainment, Mail Online UK, Scotland and Sunday, The Herald, The Sunday Times, Metro.
- **Paisley Halloween Festival 2022**—BBC Radio Scotland FM, Glasgow Evening Times, Herald Scotland Online, The List, Scottish Sun, Sunday Mail, Daily Record, The Metro, The Sun, Press and Journal (Aberdeen), Where Can We Go, Primary Times, The National, Evening News, The Times, The Daily Telegraph.
- **Paisley Museum**—BBC Radio Scotland FM, BBC Radio Gloucestershire, STV Central East and West, BBC2 Scotland, Art Mag, Scottish Construction Now!, Building.co.uk, Evening Express, Sunday Post, World Construction Network, Museums and Heritage Advisor, Glasgow Live, Evening Telegraph, STV (web), Scotland on Sunday, i (The paper for today), The Sunday Times, The Sunday Express (Scotland), The Daily Telegraph, The Times.



New product development

- Microadventures is a new visitor proposition and product for Renfrewshire developed in 2022 to align with Renfrewshire's new emerging Tourism Action Plan. Microadventures are defined as 'adventures that are short, simple, local, fun and perspective shifting' —a strong proposition for Renfrewshire's network of towns and rural locations.

The following campaign material and content was developed and curated to support the activity:

- A guide to microadventures in Renfrewshire—www.paisley.is/visit/microadventures
- Inspiring blog content—Five stunning woodlands in Renfrewshire, Easy Cycling—three routes around Renfrewshire.
- Series of commissioned content—three adventure blogs written by local writer and adventurer Cam Procter featuring cycling in Clyde Muirshiel Regional Park, Lochwinnoch, Barcraigs Reservoir and the Glennifer Braes and trail running in Johnstone and the Bluebell Woods.
- Joy of Cycling film—specially commissioned four-minute film, exploring the joy of cycling and what makes Renfrewshire the perfect place to ride.

Campaigns activated

- Spring consumer campaigns targeting day visitors with propensity to visit.
- Headline sponsor of ROCCOs business awards and 'Excellence in Tourism' award.
- Integrated marketing campaigns for town centre events, including national event marketing for Paisley Food & Drink Festival, Paisley Halloween Festival and The Spree
- Partner marketing support for UNBOXED: Creativity in the UK hosted in Paisley Town Centre
- New summer campaign launched—raising the profile and awareness of Paisley and Renfrewshire and positioning Paisley and Renfrewshire as a destination of choice for day visitors. Campaign results:
 - 5.1 million paid-for OTSH campaign messaging
 - 57K website page views (campaign pages + blogs) Visit section +120% compared to 2019 Homepage +61% compared to 2019
 - Facebook—Reach (organic): 37,485. Reach (paid): 39,917. Engagements: 1,063. Twitter—Impressions: 13,395. Engagements: 659. Instagram—Reach: 6,408. Engagements: 340. Council Facebook—Reach: 14,172. Engagements: 148. Total—Reach/Imp.: 111,377. Engagements: 2,210.

Partnerships activated

- **Campaign partnership**
 - Scotrail
- **Strategic partnerships**
 - VisitScotland
 - EventScotland
 - Renfrewshire Chamber of Commerce
 - Paisley First
- **Media partnerships**
 - The List
 - The Skinny
 - What's On Network
 - Mill Magazine

VisitScotland partnership

Continuation of the VisitScotland Destination and Sector Marketing Fund to help drive tourism recovery and encourage footfall to Paisley Town Centre post-pandemic (December 2021—September 2022)

- **Paid-for social media reach**—1.6m
- **Paid-for social media impressions**—5.8m
- **Total clicks generated from paid social media**—23K
- **Total number of video views**—164K
- **Total reach of all digital advertising**—1m
- **PR—OTSH**—1.39m
- **Media buy (outdoor and print)**—1.3m
- **Total website visits**—50K link clicks

Paid-for social media campaign to promote Halloween in partnership with Visit Scotland. This campaign achieved:

- 2m impressions
- 64,948 link clicks
- £0.07 CPC
- 43,749 lands to website
- Clicks to landing—67%
- Cost per land—£0.10

Brand in action

- **New Renfrewshire-wide hero photography**
- **New campaign creative for summer 2022 campaign**
- **Creation of the following films:**
 - Paisley Calling film
 - Paisley Calling: Our Architecture
 - Paisley Calling: You
 - Paisley Calling: Our Textiles Heritage
 - Paisley Music Town film
 - Joy of Cycling film

Year six performance at-a-glance

There were five priorities for year six—continuing to raise the profile of Paisley and Renfrewshire as a day-out destination, supporting the council’s events programme (including Mòd Phàislig), supporting the reopening of cultural venues, engaging with key stakeholders, and providing an evaluation of Paisley to date.

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

Our digital footprint

362,265

Unique page views on

www.paisley.is

Most-visited page:
Paisley Halloween Festival

60,224

Unique page views

28,073

Total social media followers

1,272,863

Total social media reach
and impressions

29,213

Total social media engagement

Campaigns activated

- Scotland-wide campaign for Mòd Phàislig
 - Featuring PR, Out of Home (OOH), print and social media advertising, which generated more than 23.3 million Opportunities to see and hear something positive about Paisley and Renfrewshire (OTSH)
- Development and distribution of a new visitor guide to Renfrewshire attractions and hotels, created to inspire visitors travelling to Paisley for Mòd Phàislig
- Integrated campaign for Paisley Halloween Festival
 - comprising PR, OOH, Print, digital and social media, which led to more than 19.9 million Opportunities to see and hear something positive about Paisley and Renfrewshire (OTSH)
- Migration of Renfrewshire Heritage Stories on to www.paisley.is, delivering new stories about important historical people and places from every corner of Renfrewshire
- Always-on Meta advertising (Facebook & Instagram) activated
 - May to September featuring our three main visitor propositions; easy outdoors, microadventures and family days out. Collectively these ads delivered:
 - 5777 lands on Paisley.is
 - 300,000 accounts reached
 - 1,500,000 impressions
 - 9000 engagements
 - £0.53 average cost per land
- Sponsorship of Excellence in Tourism Award at ROCCOs—annual business awards of the Renfrewshire Chambe of Commerce



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

272,966,097

Media coverage

1,810

Number of articles featuring Paisley or Renfrewshire

Coverage highlights include:

- **Mòd Phaislig**—The National, (What's On Network, Gazette, Event Base, Stornoway Gazette, Inverness Courier, BBC Orkney, BBC Shetland, BBC Radio Scotland, What's On Network, The List, BBC online, We Love Stornoway, Evening Times (print and online), Mòd (The National, Oban Times, Press and Journal (print and online), The List, Stornoway Gazette, West Highland Free Press, BBC Radio Scotland, Radio Clyde, BBC Radio Orkney, STV Central West, STV North, The Scotsman, BBC online, The Courier, Falkirk Herald, Daily Record online, Dundee Evening Telegraph, BBC 2 Scotland.
- **Paisley Food & Drink Festival**—Herald, Evening Times, Clyde 1, Daily Record (web), Great British Life (web), What's On Network (web), Paisley Daily Express, Gazette, Renfrewshire News, Paisley.org, Mill Mag.
- **Paisley Town Hall reopening**—Paisley Daily Express, Paisley.org, Daily Record online, Evening Times (print and online), The Herald, Scottish Construction Now, Gazette, The Herald online.
- **Future Paisley**—Sculpture House: The Herald, The Herald online The National, Daily Record, Paisley Daily Express, Yahoo.co.uk, What's On listings.
- **Creativity Week**—TESS, The Herald, BBC Radio Scotland.
- **The Other Side of the River**—The Big Issue, BBC Radio Scotland, The Scotsman, Broadway World, The National.
- **Paisley Halloween Festival**—The Scottish Farmer, What's On Network, The List, Daily Record online, STV Central East, STV Central West, Paisley Daily Express, The Times (Ireland), Yahoo.com, Evening Times online, The World News, The Gazette.
- **Opening of New Library**—The Herald, Herald online, Evening Times, Gazette, Evening Times, What's On Network, Paisley.org.

Partnerships activated

- **Campaign partnership**
 - An Comunn Gàidhealach and The Reeling to support Mòd Phàislig 2023
- **Strategic partnerships**
 - VisitScotland
 - EventScotland
 - Renfrewshire Chamber of Commerce
- **Media partnerships**
 - The List
 - What's On Network
 - Data Thistle
 - MILL Magazine

Year six 2023/2024

Brand evaluation

A 5-year retrospective report was delivered in September 2023, summarising the marketing activity, undertaken by Paisley, to transform perceptions of Paisley over the last five years.

From 2018–2023, the brand achieved the following cumulative KPI totals

1.2 billion

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

16.4 million

social media reach and impressions

1.2 million

social media engagements

2.3 million

website views to www.paisley.is

1.2 million

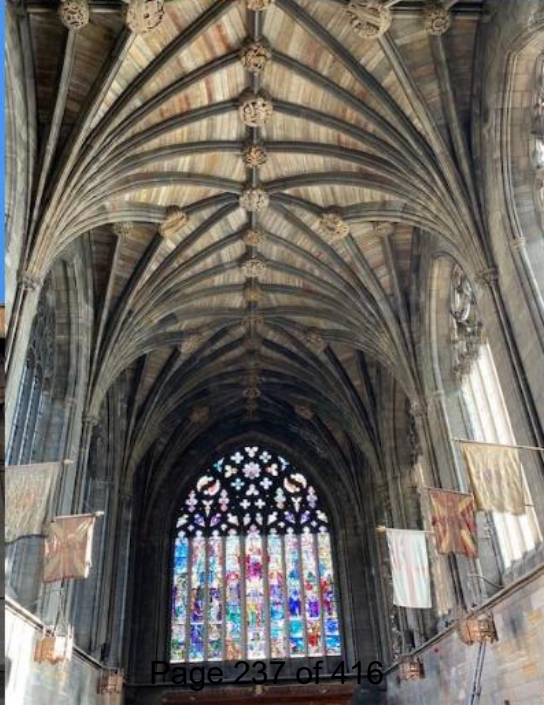
unique website users

BRAND
REVIEW OF
Paisley

August 2024



Paisley



BRAND REVIEW OF Paisley

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1. PURPOSE OF REVIEW

Paisley was developed to address head on the requirement for a town brand to help challenge outdated, negative perceptions of Paisley - considered to be detrimental to the wider Renfrewshire region - support Paisley's bid in the UK City of Culture competition and to promote the town's cultural and heritage assets. This requirement was confirmed in Paisley: The Untold Story.

The final brand evolved from ten months of research including interviews with partners, businesses and VisitScotland and a far-reaching digital engagement exercise called 'What's Our Story.' This demonstrated overwhelming support for a Paisley brand. The development and management of the destination brand was taken forward by the Council, through existing resource within the Council's marketing and communications service. This required specific endorsement from VisitScotland as visitor marketing is expressly not included within Local Authority responsibilities.

Six years on from launch, this review has been carried out in response to a range of questions set out in the proposal document produced by the Council marketing team :

- Does the brand work for the wider Renfrewshire region ?
- Does the brand resonate with target audiences ?
- What are the gaps, strengths and weaknesses of the brand ?
- What are the opportunities for the brand ?
- How can the brand be sustained in a challenging funding environment ?
- How can links with 'place partners' be strengthened ?
- How should inward investment opportunities be marketed ?
- How can the value of the brand be justified ?

This document aims to address these questions with one caveat. What's missing from this work is a bespoke and substantial piece of research to establish the impact of the brand on various target audiences. This would be a very difficult and expensive thing to do objectively and properly. However, the consultation exercise has provided some subjective insight into this question. There are also some useful insights gained from the evaluation of the Council's events programme which has shown a year on year increasing awareness of the Paisley brand.

An effort has been made not to replicate the very comprehensive Paisley.is marketing review presented to the Future Paisley board in September 2023. That review has been used to inform the input to this document but it co-exists as an internal analysis of the Paisley brand, ratified by Future Paisley, whereas this work is very much an independent, external interpretation of what has been achieved over the last six years.

Finally, it's worth re-stating the purpose of the brand when it was launched in 2018. It was designed to respond to 'step change 1' of the Future Paisley programme : **"Radically change Paisley's image and reputation in Scotland, the UK, and internationally."**

The brand tool kit launched in 2018 stated :

"We have created a modern brand that will make people more aware of the positive changes happening in the town and communicate what makes Paisley a great place to live, work and visit."

2. EXECUTIVE SUMMARY

This review is in response to a detailed brief put out by the marketing team at Renfrewshire Council. To summarise, the Paisley brand is 6 years old and the task is to review how successful the brand has been in that time and what changes, if any, need to be made for the future marketing and promotion of the county. As part of the evaluation of Future Paisley, a comprehensive marketing review was carried out in September and this document is aimed at complementing that work not duplicating it.

This review has consisted of 3 pieces of work : an extensive consultation exercise with stakeholders, an analysis of various reports and marketing material from the last 10 years and the introduction of destination marketing best practice from other cities and counties.

Every councillor was given the opportunity to contribute to the review and several of them were interviewed face-to face. A further 29 people were individually consulted from key stakeholder organisations in Renfrewshire. A further 32 people responded to an online questionnaire. What hasn't been possible to include is bespoke research on the consumer attitude to and awareness of the Paisley brand – this would require a much bigger piece of work.

The consultation generally revealed an immense amount of goodwill towards the brand, particularly from the cultural community. Positive feedback focussed on the 'look and feel' of the brand and all the work that has gone in to support the brand : events and festival development, PR activity and the 'What's On' platform on the Paisley.is website. The contribution of the Paisley brand work in filling a void and maintaining momentum following the disappointing City of Culture decision was also widely highlighted. Adding in the marketing review 'evidence' should leave no doubt that the brand work played a critical role in fulfilling one of Future Paisley's objectives to "radically change Paisley's image and reputation in Scotland, the UK, and internationally."

STEAM tourism data and the economic impact data produced from the major festivals presents a compelling case that the investment in Paisley and, crucially all the work that has underpinned the brand, has produced a very positive return.

Most importantly, those consulted unanimously agreed that "it is important that Paisley and Renfrewshire continue to promote itself positively both within the region and outside." That alone suggests the efforts over the last 6 years have been highly valued.

Inevitably, there were some challenges to the brand. Outside of Paisley there are those who believe that it doesn't work for the wider Renfrewshire region. Other challenges included a lack of visibility of the brand, the fact that it was not adopted by other organisations to become the 'umbrella' brand for the county and a sense that the expectations for the brand were too wide-ranging.

There are 10 conclusions to all the analysis, most relating to the brand but some also linked to the wider tourism strategy. They combine to help inform the next phase for the brand :

- The Paisley brand has unquestionably contributed significantly to the improved image and perception of Paisley/Renfrewshire.
- Like many places, there are many brands visible in the Renfrewshire consumer space. There remains the opportunity for consolidation and collaboration in the future to simplify things for the consumer..

- For the consumer (residents and visitors), ‘What’s On’ information appears disjointed and fragmented. Again, there is the opportunity for future consolidation.
- The Paisley.is website was developed to reach different audiences but perhaps suffers from trying to be ‘all things to all people’.
- The biggest strength of the Paisley.is brand is as a campaigning brand.
- The Paisley brand enjoys a good level of support for those based in Paisley but lacks support from some people in Renfrewshire who don’t live or work in the town.
- The chance should be taken to better align between the new tourism strategy and the future development of Paisley.is.
- The promotion of Paisley as a brand is not yet embedded into the fabric of Renfrewshire and has depended on bespoke marketing campaigns with modest budgets. Sustained investment would be needed to address this.
- From marketing data to sales data, the emphasis needs now to change. There is solid evidence that Paisley.is has achieved significant reach but economic development data now needs to be the focus.
- The Paisley brand should not be diluted by doubling up as the inward investment brand for Renfrewshire (other than in a campaigning capacity).

Looking to the future, 3 options were considered for the brand : (a) drop the brand and move on, (b) continue ‘as is’ or (c) revitalise/re-purpose the brand. The stakeholder feedback was overwhelmingly to continue with the brand but to do things differently, the third of those options.

In response to the 10 conclusions listed above and the preferred option, 6 recommendations are made for the development of Paisley :

- Set up a new, formal ‘Renfrewshire Marketing Partnership’
- Reposition Paisley.is exclusively as a campaigning brand to continue the massively important task of improving the town and the county’s image and perception
- Develop a more conventional, dedicated visitor website branded ‘Visit Paisley and Renfrewshire’
- Over time, consolidate ‘What’s On’ initiatives into one definitive platform branded ‘What’s On across Renfrewshire’
- Double-down on developing a dynamic, expanded and varied events and festivals programme
- Create a new data ‘dashboard’ that gives timely and useful intelligence of cultural, tourism and leisure activity in the county.

The emphasis is on keeping things pragmatic and deliverable. The funding prognosis is not favourable for the next few years and so certain things must be done differently. The proposed website changes require re-organisation of what has already been developed rather than demanding additional content creation or a re-design. All the initiatives are designed as longer-term developments that will stimulate gradual progress, a move away from one-off bursts of expenditure that lead to short-term spikes of response. In terms of timing, the re-opening of Paisley Museum in the spring of 2025 provides an incentive for action.

Key to everything is the setting up of a new marketing partnership. As Future Paisley winds down, the proposed Renfrewshire Marketing Partnership would ensure momentum is maintained and it would go a long way to delivering the collaboration that is required to fully exploit marketing opportunities. The Council has carried the burden over the last 6 years. Place marketing should move from being the exclusive responsibility of the Council to a joint responsibility of the key organisations in the area. The other recommendations are all designed to give the Paisley brand a clear (campaigning) purpose moving forward and to support it with smoothing out some other areas of the marketing effort.

One way to look at these proposals is to consider this a third phase in the cultural and economic

regeneration of Renfrewshire. Phase one, 2014-2017 was all about **ambition**, building support for the 2021 City of Culture bid and changing the mindset of the local population. Phase two, 2018-2024 was all about **delivery**, developing the assets that would transform the image of and opportunity for the county alongside a strong, new brand. Phase 3 must be about **performance**, making sure that the marketing and promotional effort intensifies not diminishes, helping to produce the results that will validate the massive Council investment in cultural regeneration.

3. Paisley THE BRAND - CONTEXT

A simplistic way of looking at the build-up to this point in 2024 is to segment the last 10 years into two distinct phases :

Phase 1 : 2014-2017 → AMBITION – Building momentum and support for the very brave and enterprising decision to enter the race for UK City of Culture 2021. It required immense vision and determination and a serious effort to capture ‘the hearts and minds’ of the local population.

Phase 2 : 2018-2024 → DELIVERY – Despite the disappointment of the failed bid, there has been an impressive commitment to delivering on the aspirations of becoming the UK City of Culture : Future Paisley, investment in major events, the town hall development, the new library, the arts centre refurbishment, the massive investment in Paisley Museum and other cultural initiatives. The Paisley brand has been an integral part of the Council’s mission to deliver real change in the county’s fortunes.

Now that the key projects are all near completion, it seems like an opportune time to think through what the next phase – phase 3 – should look like. This is a useful context for deciding where the Paisley brand goes from here.

There are two other important pieces of context that add extra dimensions to the brief of auditing the brand.

First, the impending winding down of the Future Paisley programme will potentially leave a gap in the strategic framework that has supported Paisley over the last 6 years. Maintaining interest and commitment in initiatives such as place brand development might be more challenging going forward.

Second, it’s clear that for any local authority the budgetary situation is going to be very tight over the next few years. The Paisley brand has benefitted from several very helpful funding schemes since 2018 but there’s no guarantee that there will be the same opportunities in future.

Both these issues mean that recommendations for what happens next with the brand must be realistic and pragmatic.

4. CONSULTATION FEEDBACK

At the heart of this review has been a significant consultation. 35 face-to-face interviews have taken place including a selection of 6 cross party councillors. Every other councillor has been given the opportunity to contribute to the discussion through an online questionnaire.

The other interviews have taken place with senior representatives from the following stakeholders :

Renfrewshire Council Executive – OneRen – Chamber of Commerce – Engage Renfrewshire – Scottish Leather Group – Paisley First – UWS – West College Scotland – PACE Theatre Company – Outspoken Arts – Visit Scotland – Mill magazine – Erskine Arts – Johnstone Business Consortium – WH Malcolm – Graphical House – Henderson Properties – National Trust – RSPB – Scottish Enterprise - Renfrew Development Trust

12 councillors and 20 other stakeholders responded to the online questionnaire, meaning that some 67 individuals were involved in the consultation.

For various reasons there were some notable omissions from the consultation and, at some point, for completeness, it would be good to engage with the following organisations :

- Glasgow Airport
- Braehead Shopping Centre
- St. Mirren F.C.
- Mar Hall Hotel
- Braehead Arena

On some questions, there has been a high degree of consensus whilst on other issues views were quite polarised. For most people, the Paisley brand resonated strongly and facilitated a meaningful discussion. For a few people, there was a striking lack of awareness of the brand and its role over the last 6 years. As a very broad generalisation, the closer people were to the cultural agenda and the public sector, and located in Paisley, the more engaged they were with the brand. This reflects the main purpose of the brand.

The main feedback can be summarised as follows :

POSITIVES (with a high degree of consensus)

- Almost universally, people believe that the image and perception of Paisley and Renfrewshire has improved over the last 6 years.
- There were very few negative comments about the style of the brand itself – generally people like the ‘look and feel’ of Paisley. Several people commented on the versatility of the brand. It was also acknowledged that the brand doesn’t come across as a typical council branding exercise.
- The development of events and festivals in Paisley is highly regarded and is seen as a very positive improvement.
- Virtually everyone believes that the continued promotion and marketing of Paisley/Renfrewshire in the future is very important. This must reflect some satisfaction in what has been achieved over the last 6 years.
- Most people, though not all, believe that the focus on Paisley for the brand rather than Renfrewshire was both sensible and understandable – the “attack brand”, a reflection of the strategic priority when the brand was launched.
- The ‘What’s On’ element of the website is by far the most recognised and used.

- Many people, particularly from the cultural sector, referred positively to the void that the Paisley brand had filled after the failed City of Culture bid. It has helped maintain momentum and keep cultural regeneration at the forefront of people's mind.

NEGATIVES

- Although a minority, there is clearly a vociferous body of people outside of Paisley who resent that conceptually the brand is Paisley.is not Renfrewshire.is. No amount of persuasion will alter their views. Similar opinions were expressed in the tourism plan consultation.
- Some people commented on the lack of visibility of the brand within Renfrewshire and there were similar comments questioning the level of brand awareness with residents in the county. This is largely 'hearsay' and is also contradicted by some of the brand awareness research that has happened during the main festivals. It could also reflect the fact that the priority for the brand was to target people outside the region.
- It was widely acknowledged that other organisations (possibly apart from the Chamber of Commerce) had failed to pick up the brand and integrate it into their own marketing. Some described Paisley.is as "the Council's brand" rather than a brand for the whole area.. It has not become the 'umbrella' brand adopted by all. This was not helped by changes of leadership at key organisations.
- There was inconsistent understanding on what the brand is all about. "The culture brand", "the destination brand", "the tourism brand", "a campaigning brand", "the Council brand" were all different interpretations of what Paisley stands for.
- A lot of people referred to a confusing landscape of branding across Renfrewshire (not uncommon in many places). Lots of brands, lots of initiatives – all fighting for air space and in danger of creating ambiguity for the consumer.
- Generally, people were very optimistic about the impact and potential of the Paisley Museum re-opening but there were several concerned comments about the surrounding infrastructure, particularly the High St. and overall town readiness. This has little relevance to the Paisley brand but has wider significance for the marketing of the area.

The online questionnaire scores are set out in appendix (i).

Note : All the 32 consultees who used the online questionnaire made comments in response to 4 very general questions about the brand. They are in a separate document and these are well worth a look at.

5. Paisley THE BRAND – KEY CONCLUSIONS

Putting the consultation feedback, the Paisley marketing review and an independent assessment together, the following conclusions have been drawn :

5.1 The Paisley brand has unquestionably contributed significantly to the improved image and perception of Paisley/Renfrewshire.

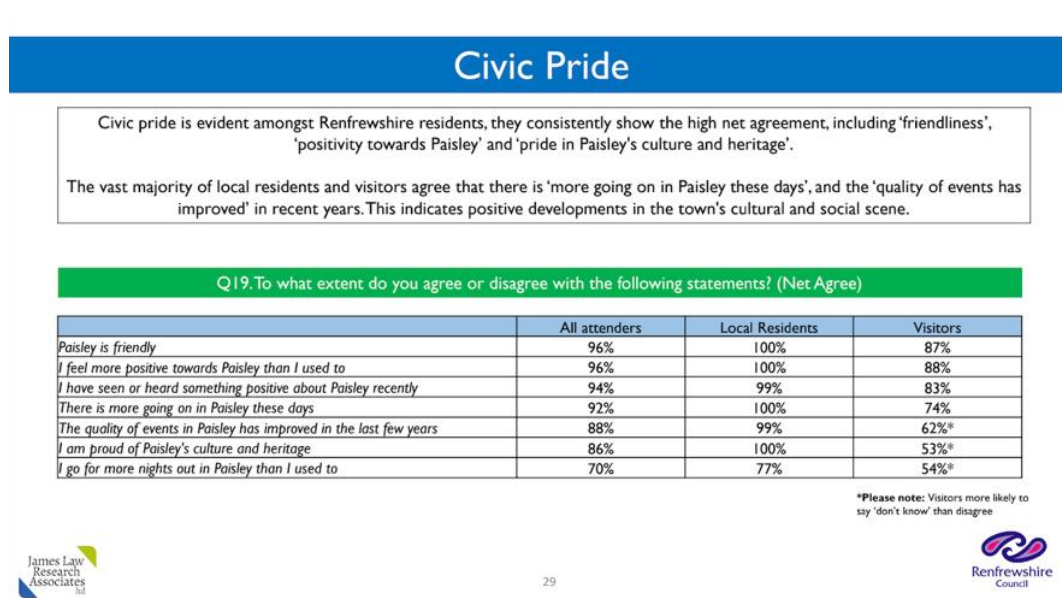
The marketing review presents substantial evidence that waves of marketing activity, underpinned by the Paisley brand, has 'shifted the dial' in terms of the perception and image of Paisley and Renfrewshire. The review details 'opportunities to see or hear something positive about Paisley and Renfrewshire' in excess of 1.2 billion over 5 years, 1.2 million website users and social media reach and impressions of over 16 million over the same period. Other data sources back up the idea that that all the work around the Paisley brand has paid dividends. For example, independently produced STEAM tourism data for 2022 (the latest numbers) calculates the economic impact of tourism at £251 million, 19% higher than the pre-Covid year of 2019. (This compares very favourably with overall UK figures which are still showing a deficit against 2019).

Added to the data evidence is the consultation feedback. 32 councillors and stakeholders answered the online questionnaire. On a scale of 1-5 (with 5 representing "agree strongly") this was the response to 2 very direct questions :

Question	Average score from 18 stakeholders	Average score from 12 councillors
"The Paisley brand work has made a positive contribution to the image of the region over the last 5 years."	4.60	4.33
"The investment and commitment to the Paisley brand has had a positive economic impact on the region."	4.25	4.00

With only a few exceptions, the face-to-face interviews painted a similar picture. The validity of the sample size and composition could be questioned but the positive consensus from those consulted was overwhelming.

The marketing review also highlighted the success of event and festival development, something identified as an area for improvement by the City of Culture bid team. The following graphic from the Halloween Festival 2023 research clearly illustrates how these events have contributed to the changing image and perception of the area :



Stakeholders consulted face-to-face were also very complimentary about the events programme, the majority view being “more please.” This is backed up by the recent figures compiled for 2023/24 showing that the events programme attracted 140,000 attendees, with an average visitor satisfaction rating of 97.5% and a combined economic impact of £5.4 million for Renfrewshire. A research report for Future Paisley from the CCSE at the University of the West of Scotland titled “Public Value of Festivals and Events” concluded : “There is substantial support for the events programme and wider investment” and “Events in Paisley are a good investment.” (<https://bit.ly/4fj6V1Y>)

It is more difficult to assess what impact the brand itself had on the changing of image and perception. The brand was just one element of a broader strategy, delivered by the Council’s marketing and communications teams, to raise the profile of Paisley. This included PR work, the building up of the website, the festival development, the promotional campaigns and all the other activities that have been carried out over the last 6 years. Suffice to say, the Paisley brand has been a vital component of the strategic effort and has underpinned and successfully linked everything together.

To illustrate the change that has been brought about, here is just one example of ‘before and after’, one of the 1.2 billion ‘opportunities to see and hear something positive about Paisley’ :

FROM (October 2013)

TO (March 2024)

“A new report has lifted the lid on Paisley’s retail misery by revealing the town has more empty shops than anywhere else in Scotland.” – Daily Record.

“There’s still a long way to go but nowhere else in Scotland is going about urban regeneration with such vision.” – The Sunday Times



Note : The impact of COVID-19 should not be forgotten or under-estimated in assessing the 6-year brand campaign.

Some of the achievements of the Paisley brand work are even more impressive when the impact of the pandemic is considered. Less than 2 years after the launch of Paisley, activity was effectively put on hold for 2020 and most of 2021. To maintain the commitment to the brand and to use it effectively for the marketing recovery work was commendable. The 2022 summer campaign, the Paisley.is Calling campaign and the revitalisation of the Halloween festival in 2022 are all excellent examples of the brand in action.

5.2 Renfrewshire has many brands, logos and slogans that will be confusing the consumer (residents and visitors).

Appendix (ii) illustrates the cacophony of brands that people in Renfrewshire are exposed to. To the average consumer, understanding that **Future Paisley** is the name for the City of Culture legacy programme while **OneRen** has responsibility for running the main cultural organisations while **Renfrewshire Council** is leading on the branding of the county through **Paisley** at the same time as **Paisley First** is doing its best to boost activity in Paisley town centre is a tough challenge.

This situation is not unique to Renfrewshire, most other towns, cities and counties have the same problem. Trying to reduce the number of brands on display is not practicable and it is totally understandable that each organisation and initiative wants its own distinct label.

What is perhaps a missed opportunity is that the Paisley brand could have been a catalyst for pulling everyone together for a common cause – an ‘umbrella’ brand. There is scant evidence that other organisations rallied behind Paisley and added value to the core activity driven by the Council. From outside, it looks as though it is just accepted that the Council has the sole responsibility for promoting the county, a responsibility that is becoming less sustainable and reasonable. The imminent Tourism Action Plan is an example of a mechanism that could help address this.

Most respondents to the consultation acknowledged the opportunity for better collaboration :

Question	Average score from 18 stakeholders	Average score from 12 councillors
“More could be done to encourage other organisations in the area to collaborate on marketing and branding Renfrewshire.”	4.25	4.75

This contrasts markedly to the collaborative way that people and organisations in Renfrewshire coalesced around the UK City of Culture bid. Getting this spirit of co-operation re-energised is important for the future especially given the positive appetite through the consultation process for continuing to market and promote Paisley/Renfrewshire, as exemplified by 2 answers in the online questionnaire :

Question	Average score from 18 stakeholders	Average score from 12 councillors
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"It is important that Paisley and Renfrewshire continue to promote itself positively both within the region and outside."	5.00	4.67
"It is important to build on the investment in the Paisley brand over the last 6 years."	4.80	4.25

5.3 A strength of the Paisley.is website is 'What's on' information but for the consumer (residents and visitors) too many 'What's On' sources create a disjointed and fragmented picture.

Presenting 'What's On' information in a timely, uniform and accurate way for the consumer is a major challenge for many places around the UK – few do it well. One of the strengths of the Paisley.is website is the presentation of 'What's On' information – it has a good look, it's searchable and, despite a few glitches, has good functionality. It is though having to fight for air with a host of other 'What's On' sites in the area :

Website	Description	Google search ranking ("what's on in Renfrewshire")	Google search ranking ("what's on in Paisley"?)
Pailey.is	Powered by Data Thistle, it's comprehensive and open to all	6	1
One Ren	Bookable tickets, Council venues only	2	7
Paisley First	Events happening in the BID area only	-	10
What's On Renfrewshire	Independent network covering central Scotland, free to list	1	2
Visit Scotland	Very poor event search for Renfrewshire	-	34
The Renfrewshire Gazette	Feature led, very poor search facility	7	3
Mill magazine	Linked to What's On Renfrewshire rather than Paisley.is	9	33
Paisley.org.uk	Poor, "weekly updates"	28	11
The list	National site, relying on own search facility	-	-

The implication of this for the consumer is that it's 'potluck' what information they get depending on which website they choose to select. Get through to the wrong site and they have a very poor experience. The Google ranking scores illustrates the strength of Paisley.is as a Paisley platform and it's clear there is an opportunity for key organisations in Renfrewshire to coalesce around one main site.

5.4 The Paisley.is website has tried to be 'all things to all people'.

For the future, a key question is what is the Paisley.is website looking to achieve ? The statistics point to the fact that the website has achieved most of its success through 'What's On' and the promotion of events. 8 out of 10 of the most visited pages on the website last year related to 'What's On' and,

currently, 4 of the 5 sitelinks on the Google listing take you to 'What's On' pages. The main search result promotes 'Paisley and Renfrewshire – visit, live, work and invest – Paisley.is'.

The main menu on the site has 6 headings – What's On, Blog, Visit, Stories, Live, Invest. What's On provides lifestyle information and it is the main visitor website for Renfrewshire yet it takes an unconventional approach to how visitor information is promoted – with an emphasis on stories rather than easy access visitor information. For example, a potential visitor must scroll down a long way to uncover limited information on 'hotels and accommodation'.

The Blog section is interesting and colourful and is focussed on 'our story' – it's unclear who this is aimed at. The live section has some useful information and would be a good component of an inward investment 'pitch' rather than as a standalone section. The invest section relies on Council links and would probably sit better as a stand-alone site.

The marketing review highlights the growth in the number of pages on the site from around 100 in 2018 to nearly 450 in 2023, an impressive increase in content. There are though some further insights to consider :

- Last year the gap between the most viewed page, the Paisley Halloween Festival (57,308) and the 10th most viewed page, the Paisley 10k run (4,302) was considerable. Beyond 10th the figures suggest many pages are receiving little attention and that is a consequence of the wide-ranging nature of the site.
- The overall user numbers on the site are volatile, reflecting campaign activity :

YEAR	UNIQUE USERS
2018/19	100,580
2019/20	230,976
2020/21	134,529
2021/22	255,913
2022/23	459,913
2023/24	228,819

Impressive growth in year 2 against the launch year was thwarted by Covid but the bounce-back in 2021/22 was strong and there followed a spectacular year in 2022/23 fuelled by marketing activity. The figures for 2023/24 are back to year 2 levels. This implies that marketing activity has been the main driver of traffic rather than organic growth. Sustaining growth, given budget limitations, will be difficult.

- Figures produced by Visit Scotland show a similar volatility :

Annual average views of Paisley/Renfrewshire pages on Visit Scotland

Year	Total pages	Page views	Unique Page views
2019	2,382	14,770	12,935
2020	1,196	5,287	4,356
2021	1,344	5,416	3,467
2022	1,560	12,251	9,590
2023	1,120	5,859	4,706

The conclusion to this section is that the Paisley.is website should be re-organised and this is detailed in the recommendations

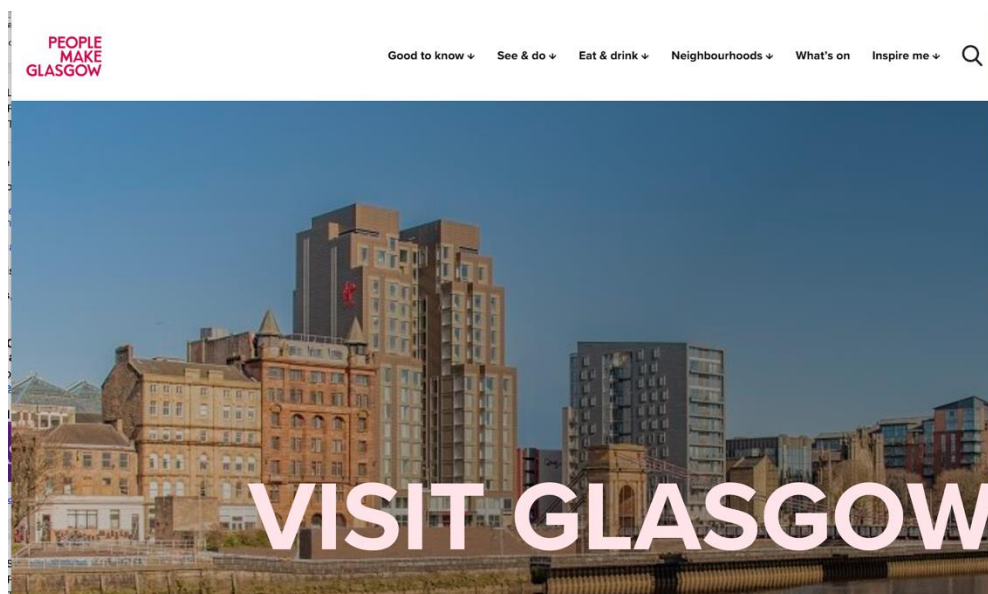
5.5 The biggest strength of the Paisley.is brand is as a campaigning brand.

Following on from the last section, Graphical House, the agency who helped conceive the brand, affirm that the Paisley.is website was designed primarily as a campaigning website rather than as a traditional visitor website. The Paisley.is brand has also been the ‘badge’ of some excellent, stylish marketing campaigns, a small selection can be seen in appendix (iii).

Has it worked as a destination brand ? This question was put to stakeholders as part of the face-to-face consultation and the majority consensus was the brand’s strength is as a campaign. There is less consensus on whether it has worked as a destination brand for visitors.

The fact is that it is very difficult for a brand to fulfil the dual functions of campaign and destination. Interestingly, Glasgow Life have recently re-badged their main visitor website to Visit Glasgow with ‘People Make Glasgow’ used now as a tagline.. The two brands now sit aside each other – doing different things.

Their reasoning is here : <https://www.visitglasgow.com/the-city-tourism-brand-is-visit-glasgow>



5.6 There needs to be closer alignment between the new tourism strategy and the future development of Paisley.is.

The Paisley.is brand should feature prominently in both the new tourism strategy document ('Renfrewshire's Tourism Today 2024-2027') and the accompanying 'Operational Framework'

document – but it doesn't. If Paisley.is is regarded as the destination brand for the county then this represents a significant misdirection.

Another observation of the new tourism strategy is that, given the ambitions for Renfrewshire, and the massive investment in cultural facilities, a target growth rate of 2% per annum through to 2027 is very cautious. Inflation alone will take care of that. The targets seem out of step with the aspirations of other parts of the Council and should be reviewed.

5.7 The Paisley brand is not supported by some people in Renfrewshire who don't live or work in Paisley.

Most people interviewed as part of the consultation understood and supported the emphasis on Paisley as the destination brand – it is by far the biggest town, it has much greater geographical recognition than Renfrewshire and it is where the bulk of the Council's investment has been made. Equally understood by most is that if the fortunes of Paisley can be improved then other parts of Renfrewshire should also benefit.

However, there was a small but vociferous group of respondents, outwith the Paisley area, who simply cannot support the brand because it doesn't overtly reference Renfrewshire as a whole. They feel excluded and no amount of persuasion will bring them round to being advocates for Paisley. It as an issue that needs addressing if there is to be a county-wide unity of purpose moving forward.

5.8 The promotion of Paisley as a brand is not embedded into the fabric of Renfrewshire and has depended on bespoke marketing campaigns.

What has been very difficult for the Paisley brand to achieve is 'stickiness'. The only constants for the brand are the website and social media, all other activity has relied upon marketing campaigns when funding has allowed. The pandemic also disrupted continuity. There is a perception that, visually, the brand 'comes and goes', alongside big events for example.

However, it is worth noting that two surveys of residents during the 2023 Food and Drink Festival and the Sma' Shot Day showed residents' awareness of the Paisley.is brand at 78% and 56% respectively. That suggests a reasonable degree of engagement.

There simply haven't been the budgets to give Paisley a consistent presence in the county and this issue is exacerbated by 2 earlier points : 5.3 – too many brands, disjointed 'What's On' marketing and 5.6 - Paisley has worked much better as a campaigning brand. The OneRen website is a good example of a missed opportunity for co-promoting Paisley.

Similarly, within Paisley town there are times when the only place branding is for Paisley First and OneRen, neither of which reference Paisley.is :



5.9 From marketing data to sales data, the emphasis needs now to change.

The supporting marketing data for Paisley over the last 6 years has been comprehensive and highly commendable. The degree to which PR is monitored, events are surveyed for feedback and marketing data is captured on a regular basis would be perceived as 'best practice' by many other local authorities. The recent marketing review captures the scale and breadth of information that is analysed.

What is missing, as it is in most places, is much 'harder' data that takes marketing data a stage further, translating marketing activity into 'action' – more people visiting the county, busier hotels, increased attraction audiences, increased retail activity etc. A lot of the information exists, it is just not collected, aggregated and monitored.

Once the Paisley Museum has been re-opened, it will be imperative to be able to demonstrate that this significant investment in culture over the last 6 years is leading to a return. Currently, the marketing can be proved, can the sales be proved ?

5.10 The Paisley brand should not be diluted by having to be the inward investment brand for Renfrewshire (other than in a campaigning capacity).

Trying to also be the inward investment brand for Renfrewshire is an unnecessary distraction for Paisley – the focus should be on campaigning. This from time to time might be an inward investment campaign (e.g. 'Paisley is A great place to do business') but it makes more sense for the economic development team to have ownership of the strategy, the inward investment 'story' and the associated content.

An inward investment brand already exists at the Council and, as it works with Paisley.is now, just confuses the picture. The Council's 'Renfrewshire's economic strategy 2020-2030' document refers to the objective "to raise Renfrewshire's profile nationally and internationally as a natural location for inward and established business investment" but there is no reference to Paisley. Changing 'image and perception' is quite generic and fits the Paisley brand well. Promoting inward investment is much more specific and requires real focus and collaboration from the Council, the Chamber of Commerce and Scottish Enterprise. 'Invest in Renfrewshire' requires a lot of development.

Although with separate organisations to the Council, there are two places that do business development/inward investment very effectively and with very distinct brands, Hull and Derby :

<https://www.futurehumber.com>

<https://www.marketingderby.co.uk>

6.OPTIONS FOR THE BRAND

To move on from the retrospective, the priority now is to look forward – what next for the Paisley brand ? There are 3 core options : (a) drop it, (b)continue 'as is', (c) develop/refresh/revitalise. A brief overview of each option is as follows :

	OPTION	RATIONALE	FOR	AGAINST
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1.	Drop the brand – move onto something else	It has done its job. Things have moved on, let's create something new and appropriate for now. With Future Paisley coming to its conclusion, the brand can too. Weaknesses (e.g. the Renfrewshire issue) need to be addressed.	<ul style="list-style-type: none"> • Good timing for the museum relaunch • Reflect the county now not what it was 6 years ago. • Some stakeholders can be brought 'onside'. 	<ul style="list-style-type: none"> • 'New brand' fatigue • Too soon to lose the brand equity that has been built up (Glasgow's 'People make Glasgow' was launched in 2014, 10 years ago) • Cost of developing a new brand
2.	Continue 'as is' – build on the strengths	Significant time, effort and money has gone into developing the brand, let's not "throw the baby out with the bath water". Continuity will further embed the brand and build on its strengths.	<ul style="list-style-type: none"> • Makes the most of the historical investment • Website continuity • 'Paisley.is' still works for the challenges ahead 	<ul style="list-style-type: none"> • Does nothing to address the weaknesses identified by stakeholders • Opposition to the brand will intensify • 'Old brand' fatigue
3.	Re-energise and re-vitalise the brand, make it relevant to the current agenda	Things have moved on considerably since 2018 so it's a good time to 'refresh' and make sure it's fit for purpose for the future. It's also important to address some of the weaknesses associated with the brand.	<ul style="list-style-type: none"> • Chance to build on the investment AND address some key issues • Good timing for the promotion of new assets • Reflects the vast majority view of key stakeholders 	<ul style="list-style-type: none"> • Hard to reconcile the 'Renfrewshire issue' • Compromise solution • What evidence that stakeholders will support as would be required ?

These options were discussed in the consultation face-to-face interviews. With just a few exceptions, there was an overwhelming consensus around option 3. There is confidence in maintaining the brand but a realisation that there are some things to be addressed and that it is the right time to recalibrate for fresh challenges ahead.

The same question wasn't put to the online respondents but a very positive answer to another question suggests a similar preference :

Question	Average score from 18 stakeholders	Average score from 12 councillors
"The reasons for developing a brand strategy back in 2016 are still relevant in 2024."	4.50	4.17

7.RECOMMENDATIONS

This section aims to build on option 3 (develop/refresh/revitalise) by drawing all the consultation feedback together, by reviewing an extensive collection of documents in relation to the brand and by thinking through how the 10 conclusions set out in section 5 can be addressed. Examples of 'best practice' have been included, as applicable.

There are 6 key recommendations :

7.1 Set up a new, formal 'Renfrewshire Marketing Partnership'

If Renfrewshire is to make the most of the opportunities afforded by the new cultural assets then greater collaboration across the county is essential. The successes achieved with the Paisley brand have been driven by a small Council team and is despite a lack of active support from other organisations, and a rather disjointed approach to marketing across Renfrewshire.

There has been very good collaboration through Future Paisley with the cultural development agenda but, as this is now winding down, there is a significant case for a new initiative to build on its legacy. In the same way that Future Paisley filled the void following the City of Culture bid so a new Renfrewshire Marketing Partnership can take up the responsibility for keeping place marketing momentum going.

The remit of the new partnership would be to create initiatives that encourage and deliver a collaborative approach to the marketing and promotion of the county. Draft terms of reference and a proposed membership of the partnership are set out in Appendix (iv). Looking at the terms of reference for the 'Economic Leadership Panel' and the 'Tourism Leadership Group', there is no overlap – the new partnership would have a very clear and distinct mandate.

The potential benefit of a true partnership approach is demonstrated in appendix (v). Paisley.is has a combined social media (Facebook, Twitter, Instagram) following of around 24,000. The aggregate following of the key organisations in Renfrewshire is 986,000, nearly 1 million, and nearly 40 times the potency of Paisley.is. There is duplication but imagine if that firepower could be harnessed to blast out regular campaigns with Paisley.is as the common denominator ?

Outside of the public sector arena, some consultees expressed concern about the potential marketing conflicts of interest between the Council, OneRen and Paisley First. Establishing this new partnership might allay these fears and provide a solid platform for much greater collaboration going forward.

7.2 Reposition Paisley exclusively as a campaigning brand to continue the massively important task of improving the county's image and perception

Rather than trying to be 'all things to all people', the Paisley brand should be re-focussed to concentrate on the ongoing challenge of enhancing the image and perception of the town. It is a brand that should remain at the heart of ongoing PR and campaigning work and its target audience focus should be primarily on people from outside of Renfrewshire.

Carefully constructed Paisley campaigns should be a regular (quarterly ?) undertaking using the collaborative power of the Renfrewshire Marketing Partnership to make things happen. This is a shift from the marketing burden being the sole responsibility of the Council. An example of a campaign

could be, at the time of the re-opening of Paisley Museum, a 'Paisley.is Transforming' promotion to maximise national and international coverage of the area.

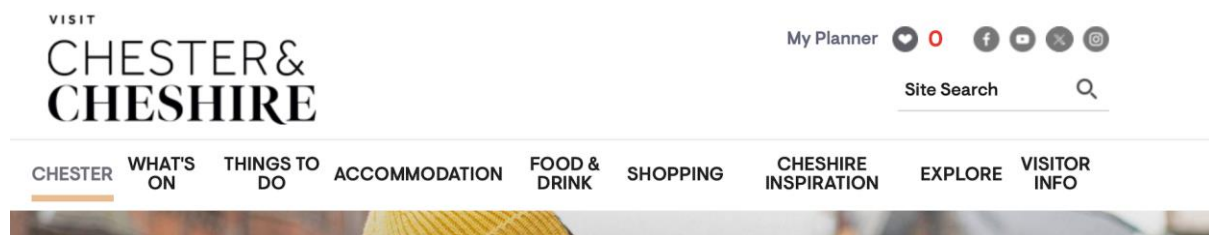
Over time, the Paisley.is website can be re-purposed to concentrate on telling the Paisley/Renfrewshire story, updating as things happen and providing the backdrop for ongoing campaigning work. It would also integrate closely with two other sites (see 7.3 and 7.4).

This re-focussing of the brand gives it a much clearer sense of purpose, ensures that the brand equity built up over the last 6 years is not lost and helps to address the 'Renfrewshire issue' by using it more externally than internally.

The opportunity should also be taken, with key stakeholders, to review the 'tone' of the brand and its campaigning work. Do elements need to be updated ? This is just the sort of question, with others, that the proposed marketing partnership can seek to get some consensus on.

7.3 Develop a more conventional visitor website branded 'Visit Paisley and Renfrewshire'

With the Paisley brand concentrated on campaigning, there would be a need to have a more functional, conventional website serving the specific needs of the visitor. The obvious brand for this website would be 'Visit Paisley and Renfrewshire' *. There are plenty of examples of visitor websites badging two geographical locations, here's one for Chester and Cheshire :



A new website can be kept straightforward with content areas such as :

Where to stay	What's On	Trails
Top attractions	Golf	How to spend a day in Paisley
Where to eat	Walking and cycling	How to spend a day in the country
How to get here	Shopping	Towns and villages

The new site would be aimed solely at visitors and potential visitors. There would be a prominent link to the re-purposed Paisley.is website for more 'colour' and depth of what the county has to offer. The 'town and country' offer can be presented side by side.

Here are some good examples of visitor websites :

<https://www.visitderry.com>
<https://www.discovercarlisle.co.uk>
<https://www.visitbrighton.com>
<https://www.visitleicester.info>
<https://visitbristol.co.uk>

Note : *Why 'Visit Paisley and Renfrewshire', why not just "Visit Renfrewshire" ? There does seem to be a strong consensus that Paisley has much greater geographical recognition than Renfrewshire and it

clearly has the bulk of the visitor attractions. The proposed brand for the website is true to the original thinking behind Paisley.is but also recognises the need for inclusivity of the rest of the Renfrewshire County.

Note : In terms of ‘look and feel’, the visitor website would maintain the brand guidelines for Paisley.is, there is no need to ‘re-invent the wheel’, just change and provide the focus.

7.4 Over time, consolidate ‘What’s On’ initiatives into one definitive platform branded ‘What’s On across Renfrewshire’

Again, using the collaborative powers of the Renfrewshire Marketing Partnership, aim to create a ‘one-stop shop’ for What’s On information across Renfrewshire. The best current platform is the Paisley.is website and partners such as OneRen and Paisley First should be encouraged to coalesce around developing and supporting this site.

Conceptually, re-brand as ‘What’s On across Renfrewshire’ and this re-purposed site would be aimed exclusively at residents and would become the ‘go to’ site for people in Renfrewshire to get the best out of their county.

As well as being a stand-alone site, it would also be the platform for the ‘What’s On’ element of the visitor website....and it would have a prominent link to the Paisley.is campaigning website. Leeds inspired (<https://www.leedsinspired.co.uk>) and Creative Tourist in Manchester (<https://www.creativetourist.com>) are two interesting sites to take a look at.

In time, a more pro-active approach to marketing What’s On could be developed. A curated, monthly newsletter could be published for residents highlighting the best things happening in Renfrewshire in the month ahead.

A couple of examples :

York do it weekly : <https://bit.ly/3TtmZ7r>

Bradford do it monthly but with an awful design : <https://bit.ly/4a9R4Aa>

Note : Again, the ‘look and feel’ of the site would be unchanged from Paisley.is – the 3 sites would clearly be part of the same family and they would be inextricably linked.

A diagram to show how the proposed new approach for the websites would work can be seen in appendix (viii).

7.5 Double-down on developing a dynamic, varied events and festivals programme

The Renfrewshire Events Strategy 2022/23 has a very clear direction :

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

It’s clear that Paisley has developed an excellent reputation for events and festivals, particularly the Halloween Festival, the Book Festival and the Food and Drink Festival. The investment in the Arts

Centre, Library, the Town Hall and the Paisley Museum together with the event aspirations of Coats provides a fantastic opportunity to further develop the programme. Tight funding makes this very difficult but it is highly recommended that every creative effort is made to 'double-down' on the commitment for expansion.

Appendix (vi) sets out the current Renfrewshire programme of events and festivals. It highlights gaps in the calendar, particularly early in the year. It also shows a lack of activity in places other than Paisley. These issues should be addressed.

Appendix (vii) gives 22 examples of successful events elsewhere in the UK – some of them are large-scale, some are smaller affairs that requires good organisation rather than significant investment.

Resourcing is clearly tight but there are ways in which programme development could be encouraged :

- Reaching out to English event organisers to see if there could be a Scottish version of their distinct festival (e.g. The Steam Punk Festival in Lincoln- Paisley would be a fantastic backdrop for such an event.)
- Approaching organisations in Renfrewshire to see if they would take responsibility for developing a festival (e.g. Could the University of West Scotland replicate York University's successful 'Festival of Ideas' ?)
- A competition for event organisers (with some small seed-funding) to come up with ideas for new events, to then deliver them.
- A collective endeavour within Paisley that creates a festival that cuts across all the great venues : the Abbey, Town Hall, Museum, Coats, arts Centre etc.
- Scotland's forthcoming new National Events Strategy should be scoured for opportunities.

There should be a distinct shift in emphasis at the Council : from organiser to facilitator, making it easy for event organisers to use Paisley's fantastic creative spaces as their 'playground'.

The events and Renfrewshire events and festivals strategy is due to be updated later this year, it should remain a vital component of Renfrewshire's regeneration.

Two places that have gone really big on events and festivals are Cheltenham and Harrogate :
<https://www.cheltenhamfestivals.com> and Harrogate :
<https://visitharrogate.co.uk/events/category/festivals>

7.6 Create a new data 'dashboard' that gives much more timely and useful intelligence of cultural, tourism and leisure activity in the county.

As the focus moves from investment in cultural facilities to building audiences and developing tourism, it is essential that Renfrewshire builds on the existing marketing dashboard and adds much more wide-ranging data and intelligence from which to monitor performance.

This is difficult to do but with some cross departmental work at the Council, and with co-operation of partners, it is possible to create a monthly snapshot of activity in the area. Data sources could include :

Visitor attraction numbers	Rail passenger numbers
Hotel occupancy	Social media data
Room rates data	Bus passenger numbers
Braehead retail footfall	RSPB/National Trust visitor numbers

Paisley footfall data (Paisley First)
Website user numbers
Car park data

Event/festival attendees
New cultural/hospitality businesses opening
Media coverage

Etc.

A lot of this data already exists but it is not brought together and aggregated. If it could be, it would provide a much more valuable and timely measure of what's being achieved than currently exists. After a year, monthly year on year comparisons can be made and it's a way of developing much greater knowledge of seasonal variations and an understanding of what promotional activity drives a response.

IMPACTS :

The impacts that these 6 recommendations are designed to create can be summarised as follows :

Recommendation	Which issues does it address ?	Desired impacts
7.1 Set up a new, formal 'Renfrewshire Marketing Partnership'.	5.2, 5.6,, 5.8	<ul style="list-style-type: none"> • Build on the momentum of Future Paisley • Emphasis on collaboration • The responsibility for marketing Renfrewshire becomes a shared one not the sole responsibility of the Council
7.2 Reposition Paisley exclusively as a campaigning brand to continue the massively important task of improving the county's image and perception.	5.1, 5.5, 5.10	<ul style="list-style-type: none"> • Renewed focus and targeting • Continuity and development of the brand • An opportunity to 're-boot'
7.3 Plan to develop a more conventional visitor website branded 'Visit Paisley and Renfrewshire'.	5.4, 5.5, 5.6, 5.7	<ul style="list-style-type: none"> • Better information and online experience for the visitor • More inclusive for the whole county • More ownership from the tourism team and sector
7.4 Aim to consolidate 'What's On' initiatives into one definitive platform branded 'What's On across Renfrewshire', using Paisley as the template	5.3, 5.7	<ul style="list-style-type: none"> • A 'one-stop shop' • A better experience for residents • Encouraging residents to engage with their county more positively
7.5 Double-down on developing a dynamic, varied events and festivals programme.	5.1	<ul style="list-style-type: none"> • Responds to "more please" from stakeholders • Complements the fantastic new venues now available : animation • Paisley as a playground
7.6 Create a new data 'dashboard' to give much more timely and useful intelligence of cultural, tourism and leisure activity in the county.	5.9	<ul style="list-style-type: none"> • More informed decision-making • Better understanding of performance • Timely information

8.TIMESCALE AND FUNDING

TIMESCALE :

Delivering on these recommendations is not a quick fix. It probably requires an 18-month plan of action. That plan should probably be based on the following logic :

- The priority is to set up the Renfrewshire Marketing Partnership, absolutely key in helping to advance the 5 other recommendations. It will require a mandate from the Council and possibly Future Paisley and an early appointment of a strong, suitable external Chair.
- There are 3 potential website projects but they are all connected. The work requires re-organisation rather than a massive increase in content and there is no suggestion that the 'look and feel' should change. The new sites should be up and running for the re-opening of the Paisley Museum in the spring of 2025.
- The recommendation on events and festivals is best picked up as part of the events strategy update later this year.
- The data project is potentially the hardest. It will require some resource and possibly a small project team to bring it to fruition and huge co-operation from partners. Again, in a perfect world, the first month of data collection would be January 2025.

FUNDING :

There are 4 points to make on funding :

- The recommendations are deliberately focussed on pragmatic change rather than a reliance on major, new funding. It will require changes of emphasis and resource allocation.
- To what degree can existing budgets be re-purposed to underpin the new recommendations ?
- A benefit of a new Marketing Partnership should be to evolve a culture in which key partners help to fund marketing campaigns. It is not inconceivable (and it does happen elsewhere) that, for example, 10 organisations in the area (the University, Braehead retail, OneRen, Paisley First, Glasgow Airport, Mar Hall etc.) could contribute £500 each for a £5,000 Paisley brand campaign that promotes the 'greater good' of the area.
- There are some obvious commercial opportunities that could be taken to help boost the marketing effort. For example, if the new visitor website goes ahead, advertising options should be built in for tourism and hospitality businesses.

9. A NEW PHASE

As a summary, all of this could be considered as a distinct new phase in the regeneration of Renfrewshire – a phase 3 in the evolution of a long-term cultural and regeneration strategy.

	FROM	TO	TO
TIME	2014-2017	2018-2024	2024-2027
IMPERATIVE	Ambition	Delivery	Performance
LEAD	Bid team	Future Paisley	Renfrewshire Marketing Partnership/ ELP/Tourism Leadership Group
BRANDING	Paisley 2021 for UK City of Culture	Paisley.is	Paisley.is, Visit Paisley and Renfrewshire, What's On across Renfrewshire

Appendix (i) : Online questionnaire results (Highest to lowest scores)

5 = Agree strongly

4 = Agree

3 = Neither agree nor disagree

2 = Disagree

1 = Disagree strongly

STATEMENT	Stakeholder response (Ave.)	Councillor response (Ave.)	Combined response (Ave.)
"It is important that Paisley and Renfrewshire continue to promote itself positively both within the region and outside."	5.00	4.67	4.88
"There is still a job to do in making residents feel proud and positive about their place."	4.60	4.75	4.66
"It is important to build on the investment in the Paisley brand over the last 5 years."	4.80	4.25	4.59
"The Paisley brand work has made a positive contribution to the image of the region over the last 5 years."	4.60	4.33	4.50
"More could be done to encourage other organisations in the area to collaborate on marketing and branding Renfrewshire."	4.25	4.75	4.44
"Renfrewshire as a whole has benefitted from the branding work over the last 5 years."	4.30	4.08	4.21
"The Paisley.is website has significantly helped the visitor economy and the programme of events across the county."	4.30	4.00	4.19
"The investment and commitment to the Paisley brand has had a positive economic impact on the region."	4.25	4.00	4.19
"The brand should concentrate on developing the visitor economy rather than be extended to promote other interests e.g. inward investment."	4.20	4.08	4.16
"The Paisley brand is well recognised within the communities of Renfrewshire."	4.55	3.42	4.13
"The reasons for developing a brand strategy back in 2016 are still relevant in 2024."	4.40	4.17	4.13
"More should be done to project Renfrewshire rather than Paisley."	3.75	4.08	3.87

Appendix (ii) : Brand overload

ONE
REN

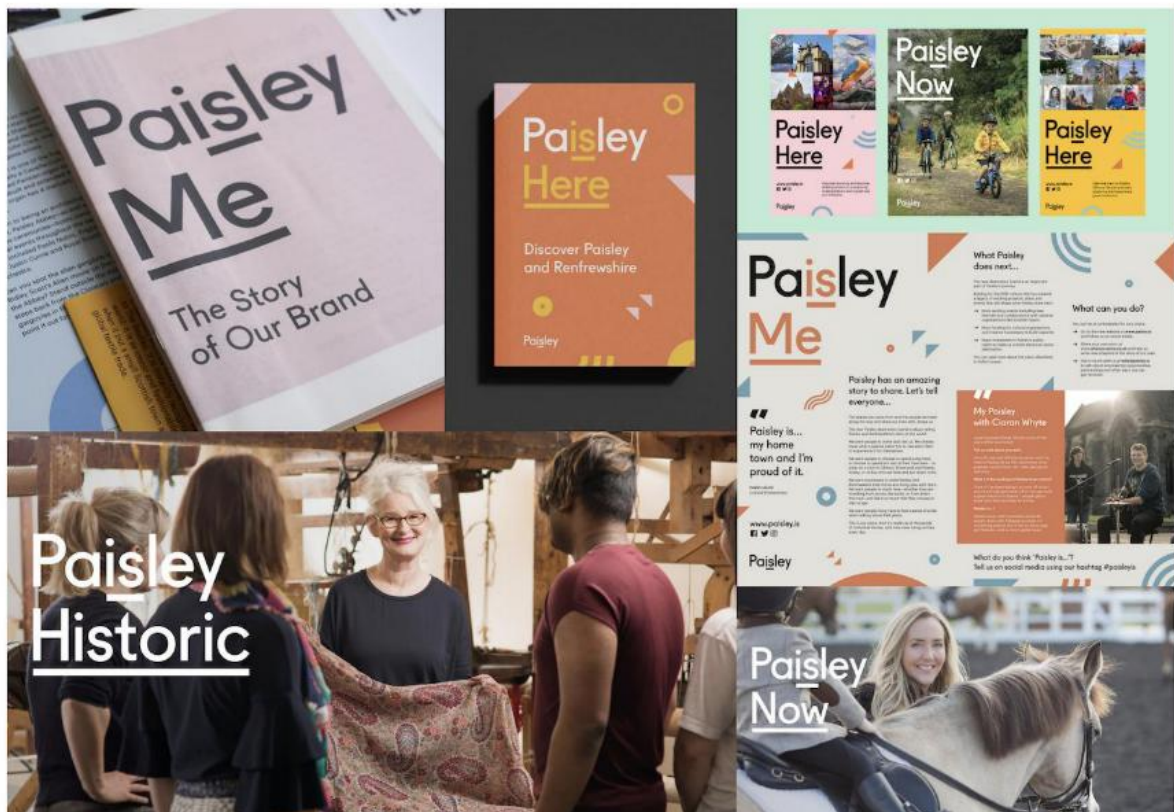
Paisley



INVEST
in Renfrewshire



Appendix (iii) : Examples of Paisley.is brand usage



Appendix (iv) : Renfrewshire - social media audiences

ORGANISATION	FACEBOOK	TWITTER	INSTAGRAM
Paisley.is	15,000	3,800	5,000
One Ren	11,000	3,900	3,100
Renfrewshire Council	29,000	29,500	3,500
TOTAL :	55,000	37,200	11,600

ORGANISATION	FACEBOOK	TWITTER	INSTAGRAM
UWS	106,000	25,800	15,500
West College Scotland	22,000	7,300	3,800
St.Mirren	29,000	44,000	21,000
Glasgow Airport	50,000	86,000	13,500
Braehead Retail	60,000	11,000	7,500
TOTAL :	267,000	174,100	61,300

ORGANISATION	FACEBOOK	TWITTER	INSTAGRAM
Paisley First	17,000	3,500	3,200
Chamber of Commerce	700	5,100	
Engage Renfrewshire	2,300	3,800	200
Pace	100	2,000	3,000
Mill Renfrewshire	10,700	200	3,300
RSPB Lochwinnoch	7,600	3,100	
Paisley Abbey	3,600	200	1,100
Renfrewshire Gazette	17,000	3,600	200
Paisley on the Web	3,000	8,200	4,900
Creative Renfrewshire	1,300	2,300	700
Coates Paisley	5,000		2,100
TOTAL :	68,300	32,000	18,700

ORGANISATION	FACEBOOK	TWITTER	INSTAGRAM
Mar Hall Hotel	25,000	2,500	6,900
Bowfield Hotel	36,000		11,100
Gleddoch Hotel	17,000		13,900
Ingliston Hotel	70,000	3,900	16,400
Glynhill Hotel	15,000		1,400
Lynnhurst Hotel	39,000		3,700
TOTAL :	202,000	6,400	53,400

TOTALS : **592,000** **249,700** **145,000**

OVERALL TOTAL : **986,000**

Appendix (v) : Renfrewshire Marketing Partnership - Draft terms of reference

Purpose : To deliver much greater marketing collaboration among key organisations within Renfrewshire for the benefit of each organisation and for the county as a whole.

Core objectives :

- To coalesce around 4 generic marketing campaigns each year that promotes Renfrewshire to potential visitors to the county
- To support the creation of a definitive 'What's on across Renfrewshire' content portal to become the 'go to' place for 'what's on' information in the county for residents
- To support the ongoing efforts, using the 'Paisley.is' brand, to improve the external image and perception of Paisley/Renfrewshire through ongoing PR activity
- To assist the creation of a new data platform for Renfrewshire that will provide a monthly snapshot of resident/visitor activity in the area
- To collaborate on supporting marketing initiatives from individual organisations e.g. OneRen and the re-opening of the Paisley Museum
- To provide input to a new visitor focussed website : 'Visit Paisley and Renfrewshire'
- To champion the creation of a new network for social media marketing practitioners in Renfrewshire : to encourage collaboration and to share expertise
- To serve as a 'sounding board' for Renfrewshire Council on a range of marketing challenges
- To create an annual event when marketing practitioners right across the county can come together and be encouraged to contribute to the Partnership's initiatives.

Partnership members : A private sector Chair

Senior marketing executives from the following organisations :

Permanent Members	4 from these organisations	4 private sector companies
Renfrewshire Council	Engage Renfrewshire	e.g. The Malcolm Group
OneRen	Glasgow Airport	e.g. Mill magazine
Paisley First	Braehead Shopping Centre	e.g. Aillum
Renfrewshire Chamber of Commerce	St. Mirren FC	e.g. Scottish Leather Group
University of West Scotland	Mar Hall Golf and Spa Resort	e.g. DXC Technology
	West College Scotland	e.g. NS Design
	Coats Paisley	

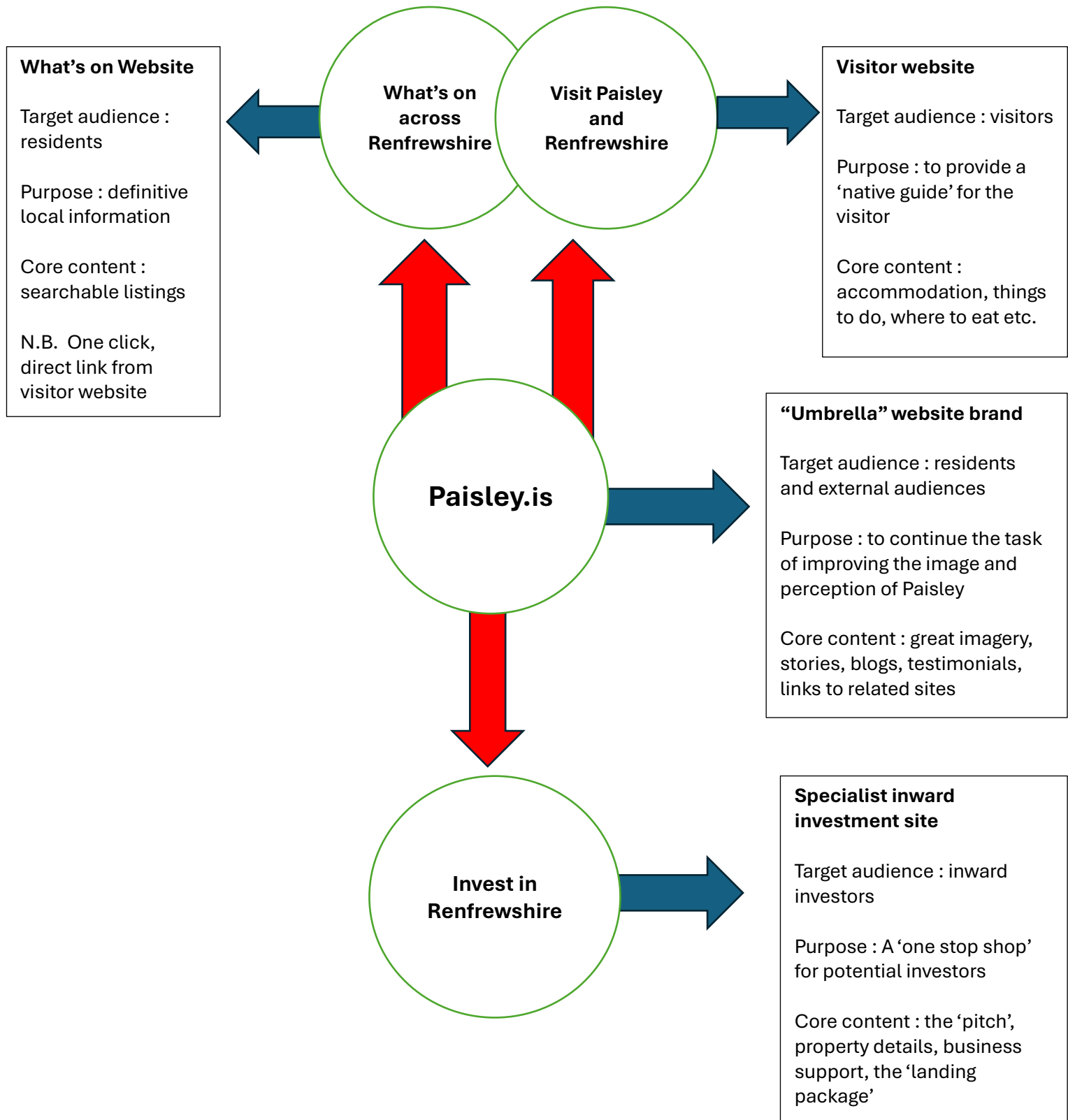
Appendix (vi) : Renfrewshire recurring event schedule

MONTH	EVENT/FESTIVAL	LOCATION	DURATION
January			
February			
March	<ul style="list-style-type: none"> Paisley International Tango Festival Lochwinnoch Arts Festival 	Paisley Lochwinnoch	3 days 1 day
April	<ul style="list-style-type: none"> Paisley Food and Drink Festival Paisley Book Festival Paisley Comic Con PACE Easter Fest 	Paisley Paisley Paisley Paisley	2 days 4 days 1 day 14 days
May	<ul style="list-style-type: none"> Superhero Spirit Challenge Braehead Wedding Exhibition 	Braehead Braehead	3 days 2 days
June	<ul style="list-style-type: none"> Barshaw Gala Day Renfrew Gala Day Bishopton Day Renfrew Food and Drink Festival Paisley CarFest 	Barshaw Renfrew Bishopton Renfrew Paisley	1 day 1 day 1 day 2 days 1 day
July	<ul style="list-style-type: none"> Sma's Shot Day Renfrew Pipe Band Competition Scotland Vegan Festival 		1 day 1 day 1 day
August	<ul style="list-style-type: none"> Paisley 10K Colourfest Film and Comic Con Renfrewshire Cycle Arts Festival 	Paisley Braehead Braehead Paisley to Lochwinnoch	1 day 1 day 1 day 7 days
September	<ul style="list-style-type: none"> Big Art Show 	Paisley	10 weeks
October	<ul style="list-style-type: none"> Paisley Halloween Festival 	Paisley	3 days
November	<ul style="list-style-type: none"> Erskine Christmas Lights Switch-on Renfrew Christmas Lights Switch-on Paisley Model Railway Show Johnstone Christmas Market 	Erskine Renfrew Paisley Johnstone	1 day 1 day 2 days 1 day
December	<ul style="list-style-type: none"> Paisley's Christmas Johnstone Christmas Lights Switch-on 	Paisley Johnstone	30 days 1 day

Appendix (vii) : 2 examples of potential festivals

- Festival of thrift - <https://www.festivalofthrift.co.uk>
- Ice trail - <https://visityork.org/york-ice-trail>
- Steam Punk Festival - <https://www.ministryofsteampunk.com/weekend-at-the-asylum-lincoln>
- Golf festival - <https://golfsouthwest.co.uk/cornish-festival-golf-2020/>
- Hot air balloon fiesta - <https://www.bristolballoonfiesta.co.uk>
- Health and wellbeing festival - <https://www.happyplaceofficial.co.uk/festival/>
- Restaurant week - <https://www.theyorkbid.com/event/york-restaurant-week/>
- Open studios - <https://yorkopenstudios.co.uk>
- Festival of ideas (University) - <https://yorkfestivalofideas.com/2023/>
- Flower festival - https://issuu.com/visityork/docs/bloom_programme_web_v2
- Cultural music festival - <https://riponinternationalfestival.org>
- Science festival - <https://www.cheltenhamfestivals.com/science>
- Residents festival - <https://visityork.org/offers/category/york-residents-festival-2024>
- Scarecrow festival - <https://www.kettlewellscarecrowfestival.co.uk>
- Goth weekend - <https://wgwshop.whitbygothweekend.co.uk/pages/about-us>
- Coffee festival - <https://www.londoncoffeefestival.com>
- Festival for kids - <https://south.elderflowerfields.co.uk>
- Ageing well festival - <https://ageingwellfestival.org>
- County wide treasure trails - <https://www.treasuretrails.co.uk>
- Bed race - <https://www.bedrace.co.uk>
- Soapbox challenge - <https://www.micklegaterun.co.uk>
- Beverley Puppet Festival : <https://www.beverleypuppetfestival.com>

Appendix (viii) : Proposed website re-organisation





To: Leadership Board

On: December 4, 2024

Report by: Chief Executive

Heading: Future Paisley Cultural Regeneration Programme – Evaluation Report

1 Summary

- 1.1 The Future Paisley Evaluation Report, covering Renfrewshire Council's cultural regeneration programme from 2018 to April 2024, presents a comprehensive analysis of how culture was leveraged to enhance economic, social, and community outcomes in Paisley and wider Renfrewshire, driven by heritage strategy Paisley: The Untold Story and following Paisley's bid to be UK City of Culture 2021. The Evaluation Report can be found at **Appendix 1** and charts the delivery and impact of over 5,500 events, interventions, performances and activities. It confirms that the council's funding of culture has a significant impact and supports a wide cultural infrastructure in Renfrewshire including cultural activity, a vibrant civil society and growth in the cultural and creative and tourism sectors.

2 Recommendation

- 2.1 It is recommended that Elected Members:
1. Note the Future Paisley Evaluation Report and the recommendations made for transitioning to the sustainable delivery of cultural strategy. The Board notes that officers will develop recommendations further, with partners, and integrate culture with service design and delivery where appropriate.
 2. Agree that the remit of Future Paisley Partnership Board will be reviewed, and a report will come back to a future Board on the potential for a future partnership to drive cultural regeneration in Renfrewshire.

3. Note that a report will be brought back to Leadership Board in early 2025 to outline plans for future cultural sector funding support, following engagement with the sector.

3 Background

- 3.1 Culture matters and its intrinsic value is recognised and understood by place leaders and communities in Renfrewshire. Active participation in creative and cultural activity is accepted by service providers as an effective way to help people live a longer, healthier, and more fulfilled life; it can help maintain levels of independence and curiosity and it can bring great joy and happiness, and so improve the quality of life for those joining in. In response to this and building on the legacy of Paisley's bid to be UK City of Culture 2021, the Future Paisley programme launched in 2018 and confirmed five bold step changes, using culture as a lever for cultural, social, and economic change.
- 3.2 In a broad sense, Future Paisley helped to realise the vision and objectives of Renfrewshire's Culture Strategy 2016 to 2023, contributing to Renfrewshire Council's priorities outlined in its Council Plan and providing a golden thread to A Culture Strategy for Scotland. The real strength of the programme has been the social outcomes achieved through a multitude of opportunities for residents to engage in culture. The Evaluation Report and its supporting appendices detail the impact of this participation.
- 3.3 A Theory of Change was developed in partnership with University of West of Scotland's Centre for Culture, Events and Sport (CCSE) to set out the intended journey of Future Paisley, linking resource and projects to intended outcomes and the step changes, which evolved throughout delivery of the programme to be responsive to a changing local and national context, including the significant impact of the Covid-19 pandemic and unprecedented financial challenges for public services. The Theory of Change was used to develop the programme's Evaluation Framework, which has enabled analysis of the programme over six years of delivery.
- 3.4 Future Paisley was not delivered by one organisation alone. It was informed and influenced and delivered by a partnership of place leaders, cultural organisations and national agencies which include the council and its partners OneRen and Renfrewshire Health and Social Care Partnership, the University of West of Scotland, West College Scotland, The Glasgow School of Art, Art Connection (Renfrewshire's cultural sector network), Star Project, Engage Renfrewshire, Paisley First, Police Scotland, Skills Development Scotland, Arts and Business Scotland, Scottish Enterprise, EventScotland, VisitScotland, Creative Scotland and Scottish Futures Trust. Chaired by the Council, the Future Paisley Partnership Board met four to six times a year to oversee programme activity, add value and perspective, monitor progress, and agree recommendations and actions. Through this partnership, Renfrewshire's cultural regeneration was able to be integrated with policy making and public service strategy at a local and national level, setting a precedent for co-design. The Board is an excellent example of regional partnership and collaboration.

4 Structure of the report

For ease of reporting, the programme is reported under five pillars of activity, which groups similar projects together to track investment, interdependencies and subsequent outputs for each project. The report then discusses a wider range of evidence under each step change and associated strategic outcomes to illustrate the breadth and impact of activity, linked to several deep dives and case studies within the appendices. This structure is designed to provide Elected Members with clarity on the types of projects included in Future Paisley, where activity took place, participation rates and the impact of projects, informed by participant feedback.

- 4.1 Programming: This pillar covers extensive cultural events, including festivals like Paisley Halloween Festival and Paisley Book Festival, professional theatre productions and new initiatives such as community-led theatre projects. A number of these high-quality cultural experiences have been recognised by industry peers through reviews in major publications and awards from organisations like VisitScotland. Renfrewshire's growing reputation as a place for exceptional cultural events helped to leverage external funding to drive further programming.
- 4.2 Marketing: This pillar includes the development and management of the Paisley brand, place marketing, a dedicated website, and social media presence which significantly changed perceptions of Paisley, transformed media coverage, attracted visitors and helped to build investor confidence. This was underpinned by brand development and marketing for Paisley's transformed cultural venues - Paisley Town Hall, Paisley Art Centre, Paisley Central Library and the upcoming Paisley Museum. This activity targeted promoters, touring performances and new local and national audiences and consistently positioned Paisley as a cultural destination.
- 4.3 Cultural Sector Development: Future Paisley's cultural funding programmes CHEF (Culture, Heritage, and Events Fund) and CODF (Cultural Organisation Development Fund) are included in this pillar, with support to the sector extending to 368 grants awarded to 225 recipients, supporting cultural practitioners and organisations across Renfrewshire. These funding grants created the opportunity for ambitious and inspirational cultural programmes and projects to be developed and delivered with and for Renfrewshire's communities and strengthened sector capacity and resilience. Additionally, support networks were established to connect freelance artists across art-forms and share opportunities for collaboration and new work. The profile of the region as a place of culture and creativity underpinned by support from public institutions has resulted in new cultural organisations, sector networks and assets emerging during programme.
- 4.4 Strategic Development: This pillar examines the success in embedding art and culture in public services – particularly in childrens' services and in health and social care, creating strong partnerships to deliver long-term benefits. Many projects in this pillar were piloted to demonstrate the positive impact for marginalised communities when they can shape and participate in cultural activity. By developing targeted projects, in addition to universal programming, with long-term prevention goals, activity in this area has demonstrated the positive impact that cultural activity can have on improving

mental health, reducing loneliness and increasing attainment. This pillar recognised the power of partnerships created between the cultural sector and local and national organisations, to develop workforce capacity and expertise in using arts and creativity within service delivery. These partnerships and initiatives were created to drive system change and to influence how some core services are delivered. The Centre of Culture, Sport & Events (CCSE) developed a range of Policy Insights, Evidence Reviews and Case Studies to demonstrate the impact of this activity.

4.5 Cultural Workforce: This pillar examines investment in building long-term cultural and creative capacity within the council, OneRen and Renfrewshire Health and Social Care Partnership and across Renfrewshire's cultural sector. This recognised the need for experienced cultural practitioners to deliver Renfrewshire's cultural strategy, build new partnerships, drive tourism development and cultural sector growth, and lead the wider cultural regeneration agenda. This ensured the momentum built through the UK City of Culture Bid process was not lost and the benefits were shared across Renfrewshire. Investment was made in temporary and permanent resource to deliver cultural programming, major events, tourism development, volunteering, creative learning and sector support and to embed cultural activity in health and social care and childrens' services. It also supported temporary resource to drive and oversee the Future Paisley programme between 2018 and 2024 and to administer the council's cultural funding grants awarded over a six-year period.

4.6 While there is a clear link between Future Paisley and a wealth of new cultural events and performances, the work delivered through the programme extends beyond this and has been vast, placing Renfrewshire on a national stage in terms of cultural ambition. Other projects within Future Paisley include:

- The Centre for Culture, Sport and Events (CCSE), a Paisley-based research centre working internationally, delivered through a partnership between Renfrewshire Council and the University of West of Scotland.
- Professional networks, established to champion culture and to embed cultural practice in the delivery of public services. This includes Art Connection, Culture, Arts, Health & Social Care (CAHSC), Culture, Health, Arts Training (CHAT), and the Cultural Champions Network.
- National and international artists supported to relocate to Renfrewshire to build their practice and engage with local communities. New collectives were formed including The Sculpture House Collective, Refractive Scotland and Johnstone Textile Space.
- Castlehead School of Creativity - a landmark partnership between Castlehead High School and The Glasgow School of Art, applying creative thinking across the curriculum, driving attainment in art and design and delivering new nationally recognised courses.

- The Paisley brand, generating massive publicity for Paisley through national visitor campaigns, event marketing and new visitor products. Culture has secured a significant and genuine influence in Placeshaping.
- Paisley Pattern collaborations with globally recognised fashion brands Hermes and Pringle to create international publicity for Paisley's pattern and shawl collection, through product development.
- Pathway programmes for young people in Renfrewshire, working with local and national partners, to build aspiration and support young people to enter cultural and creative industries - UWS *Pathways Programme*, the Jupiter + Paisley *Orbiteers* and *Building the Future*.
- New grant programmes, with almost £2.7 million of funding awarded to cultural organisations, cultural groups and independent artists, with another £1 million in the pipeline - CHEF (Culture, Heritage and Events Fund), CODF (Cultural Organisational Development Fund), RCRRF (Renfrewshire Cultural Recovery & Renewal Fund), VACMA (Visual Artist and Craft Makers Award), and CAHSC Grant Funding (Creative Wellbeing Fund and Making Arts & Culture Accessible Fund).
- Targeted cultural interventions delivered to significantly improve quality of life for older people, young carers and care-experienced children and young people, people experiencing mental health or loneliness, and adults with a disability.
- New brands built by OneRen for Renfrewshire's landmark cultural venues - Paisley Museum, Paisley Town Hall, Paisley Arts Centre, and Paisley Central Library.
- The Future Paisley Exhibition, which ran for five months to promote Paisley's cultural heritage, showcase development plans, and invited people to help co-design the town's future vision.

5 Evaluation overview

- 5.1 The Future Paisley evaluation provides a comprehensive study on the range of projects delivered through Future Paisley and the contribution of those projects to the programme's five step changes (table 1 below). The report examines both quantitative and qualitative data collected by project leads, and links to detailed appendices that include project spotlights, case studies, evidence reviews and policy insights, developed with support from the CCSE, helping to build a robust account of the impact of the programme on Renfrewshire's cultural infrastructure. This suite of documents and the evaluation framework provide a library of evidence and insights to help inform cultural strategy in future and how culture can contribute to improved cultural, social and economic outcomes for people and place. A summary of the evaluation is outlined below.

- 5.2 **Programme objective:** Following Paisley's bid to be UK City of Culture 2021, Future Paisley aimed to transform Paisley's image, increase individual and community wellbeing, integrate culture in public service delivery, promote cultural innovation, revitalise Paisley town centre, and develop a resilient cultural and creative economy. Future Paisley sought to build on considerable existing research about the link between cultural participation and individual wellbeing and to demonstrate the extent to which similar benefits could be evidenced for people in Renfrewshire and whether this form of early intervention might prevent the need for some individuals to enter acute services in future.
- 5.3 **Programme strategy:** The programme was guided by a Theory of Change, linking funding and initiatives to *five step changes* and *15 strategic outcomes*, ranging from raising civic pride, to increasing participation in culture – particularly for those hardest to reach and facing barriers, building pathways for young people and fostering a sustainable cultural and creative economy, amongst others. All partners and project leads involved in programme delivery were supported to work to this framework. Future Paisley sought to tackle difficult social issues, and the evidence gathered, including direct feedback from people who have participated in programme interventions, demonstrates positive and meaningful change. While Future Paisley has contributed to the delivery of many celebrations and events – those that people told us mattered and helped to tell the story of Renfrewshire, the purpose of the programme was to build a new system where arts and creativity was recognised as fundamental to prevention and wellness. The evaluation confirms that Future Paisley has established strong foundations and practice to achieve the five step changes and to help make Renfrewshire's approach to cultural regeneration sustainable.

Table 1: Future Paisley Step Changes and Strategic Outcomes

Step Changes	Strategic Outcomes
1. Radically change Paisley's image and reputation	<ul style="list-style-type: none"> Increased civic pride Paisley recognised as a destination of choice More people visit Paisley attractions and events
2. Raise prosperity and increase wellbeing in our communities	<ul style="list-style-type: none"> Cultural participation contributes to enhanced mental health and reduced loneliness in our communities Children and young people thrive through everyday access to arts and culture Cultural engagement and programme are dispersed across Renfrewshire
3. Paisley will be recognised for its cultural innovation	<ul style="list-style-type: none"> Renfrewshire has a thriving, resilient and diverse cultural sector Innovation in programming leads to wider engagement by local and national audiences Community-led production and programming increases cultural participation and activism across Renfrewshire
4. Transform Paisley into a vibrant town centre	<ul style="list-style-type: none"> Paisley town centre is revitalised through the opening of major cultural venues and attractions Paisley's town centre is revitalised through improvements to the public realm Paisley town centre is animated by cultural production and participation

5. Develop a sustainable and resilient creative economy in Renfrewshire	<ul style="list-style-type: none"> • Organisations and sole traders working in the creative economy develop sustainable and resilient business models • Pathways into employment and progression routes in local tourism, cultural and creative sectors are established • More people are employed in tourism and the cultural and creative sector as Renfrewshire recovers from the pandemic
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5.4 Programme evaluation

There were some challenges to evaluation given the scale and diversity of the programme, being delivered by multiple partners and services over six years, and where programme had to quickly pivot and re-establish itself through the pandemic. This made it difficult to always maintain a consistent approach to evaluation and data sharing. Initially envisaged as part of a condensed year of culture in 2021, flexibility was required to rethink the structure and order of delivery. The original cultural programme and five step changes were created during a competition, designed to ignite the interest of a judging panel. Delivery outwith the spotlight (and financial benefits), of a national competition would have benefitted from early re-examination of the step changes, programme and supporting activity and further scrutiny of legacy impact. Working with the Centre for Culture Sport and Events (CCSE), a revised Theory (Story) of Change was produced, grounded in the reality of delivery over a new time frame, but not until 2020/21. When evaluating Future Paisley, there was a need to be flexible, combining project data with case studies, policy insights and evidence reviews and drawing those strands together to gauge impact and progress to the five step changes.

5.5 Programme Impact

Economic - During the programme timeframe, employment in the cultural and creative sector has increased by 3% and employment in the tourism sector has increased by 10%, with visitor data indicating Renfrewshire's tourism recovery is out-performing other parts of the UK. A persistent focus on reshaping the national media narrative about Paisley and on generating constant positive influencer coverage for new developments in the town, coupled with increased engagement with cultural venues and major events, has helped to transform Paisley's image in the eyes of visitors and investors. Paisley has secured coverage across regional and UK media - digital, broadcast, trade and print, generating over 1.5 billion opportunities for people to see or hear something positive about the region. As well as contributing to growth in visitor numbers over the programme timeframe from 944,000 to 1.06 million, this activity has contributed to increased civic pride, with 97% of residents surveyed at local events, stating they feel more positively about Renfrewshire than they used to. To support the cultural sector, investment of almost £2.7million was made through grant funding, supporting organisational development, creating work for freelance artists, and enabling arts and creativity to be delivered across Renfrewshire. A further £1million of sector investment is planned and will be delivered over the next two years. Through advocacy and partnership, Future Paisley has been instrumental in attracting four new cultural organisations to relocate in Renfrewshire, has directly supported 21 cultural

posts across the public sector, and an additional 4,000 days of employment for freelance creative practitioners within programme activity.

Cultural - Effective, long-term partnership has created momentum and built capacity, willingness and excitement to experiment, pool resources and do things differently. 5,500 cultural events and activities have been delivered through Future Paisley, generating almost 300,000 participations. Future Paisley followed two distinct routes to increase wellness through programming. The first involved piloting intensive small scale cultural interventions with groups of people experiencing similar challenges, an approach recognised as having a positive impact on individual health and wellbeing and reducing the requirement for public service intervention in future. The other recognised the importance of regularly engaging large numbers of people in less intensive cultural activity and the potential of this type of cultural experience to generate significant population level change, e.g. outdoor events, attending the cinema or a gig or visiting a museum. This blend of universal and targeted programming has led to wider participation and engagement with communities, many of whom did not previously participate. From recent data, Renfrewshire outperforms the Scottish average with cultural participation among adults tracking at 70%, compared to a Scottish average of 65%, with cultural participation of those living in the 20% most deprived communities in Renfrewshire also sitting at 70%, against a Scottish participation rate of 51%. The report notes that the programme engaged most of the groups it set out to reach, but that in future more is required to provide programming specifically for ethnic minority communities and the LGBTQ+ community. Evidence of engagement with cultural partners and the delivery of new work, demonstrates that national (and international) partners, artists and producers feel positive about Renfrewshire and want to collaborate with the council and OneRen and the wider cultural sector. This will only be strengthened as we continue to re-establish the region's main cultural venues.

Social - 82% of events, exhibitions, and cultural participation sessions were co-produced with communities and community groups, and a methodology of social engaged practice/co-design has emerged to become *how we do things in Renfrewshire*. Through co-design we have been able to unpack and solve problems for specific groups, such as care experienced young people and young carers, and through a commissioned evidence review by CCSE we have developed our expertise in how to capture this impact of co-design and how it can be used to build confidence, skills and connections and make culture relevant for people. This in turn, is helping to influence policy, resident engagement and wider Placeshaping. Through Future Paisley, the cultural regeneration team have worked hard to re-balance the relationship between the cultural sector and public institutions and continue to work with the cultural sector in new ways, creating a virtuous cycle of social and economic growth. The cultural workforce is expanding and blending across other areas of public service and excellent practice between the cultural sector and public services has emerged. Small things have given way to work that is integrated and strategic and is helping to influence policy, and the contribution of arts and creativity to health and care is championed by professionals in services as well as the cultural sector. Targeted interventions have led to improved attainment, mental health and social connections, and a robust framework for social prescribing has emerged. This is reported and

captured through feedback and case studies, and we are continuing to build knowledge and capacity to develop this further.

6 Evaluation Report recommendations

- 6.1 The Future Paisley Evaluation Report identifies areas for the council to continue to play an important leadership role in using culture as a lever for social and economic change and provides recommendations to be further explored by the Partnership, including the cultural sector, across five key themes to drive a sustainable approach to cultural regeneration in future.

Table 2: Themes and activity for future consideration

Theme	Council opportunity
Strategy and partnership - continue a partnership approach to cultural regeneration and the development of a new culture strategy for Renfrewshire, through a Cultural Development Group, that continues the journey to the five Step Changes.	<p>Set the context for a culturally thriving area by publicly championing culture and bringing together partners to develop a shared approach to supporting local culture and promoting tourism.</p> <p>Through evidence-gathering, consistently monitor the economic, social, and cultural contribution of local services and establish baselines and measure the impact of cultural interventions on outcomes for people.</p> <p>Coordinate the development of a new place-led strategy for culture, which sets out how local assets and resources will be mobilised to meet local needs.</p> <p>Integrate culture in the Local Development Plan so the historic environment is protected and enhanced and consider cultural spend as part of contributions from developers.</p> <p>Through national networking, work with local authorities across Scotland to share learnings and models of practice, identify joint projects and opportunities to collectively advocate for access to national cultural funding.</p>
Access and inclusion - provide locally accessible and inclusive cultural infrastructure and programming, addressing persistent inequalities exacerbated by the ongoing cost-of-living crisis, and protecting	Undertake updated mapping of cultural and heritage assets across Renfrewshire to determine their contribution to future programming and targeted outcomes.

<p>universal provision. This will include a regional programming strategy, led by the Council (refreshed Renfrewshire Programming Group).</p>	<p>Working with the cultural sector, develop a new package of sector funding.</p> <p>Through the Renfrewshire Cultural Programming Group, pool expertise, resources and audience to deliver a holistic programming strategy for Renfrewshire.</p> <p>Use resident engagement to ensure a diverse range of voices are heard when decisions are being made.</p> <p>Understand the equality implications of our ongoing approach to cultural service delivery and our wider strategy for cultural regeneration.</p>
<p>Creative growth - remove barriers to growth for cultural and creative industries, significantly increase commissioning opportunities for the cultural sector, and pursue development of creative sector as a driver of inclusive economic growth.</p>	<p>Support the cultural sector to engage more effectively with public sector procurement systems and consider how procurement pathways can better support the cultural sector.</p> <p>Through procurement, consider the opportunity to explore Percent for Art and explore a creative response to community benefits.</p> <p>Through estates and licensing, set the context in which cultural venues and creative businesses can flexibly operate.</p>
<p>Cultural education and employment – provide all children and young people with access to high-quality cultural education and expand pathways to creative employment by building partnerships with local educational institutions and providing skills development and creative job opportunities for young people. Prioritise targeted workforce programmes, ensuring Renfrewshire's growing cultural and tourism sectors have access to trained professionals.</p>	<p>Continue to progress Castlehead School of Creativity and to examine the opportunity to share learning across Renfrewshire schools.</p> <p>Continue to provide programmes for children and young people that promote pathways into the cultural and creative, events and tourism sectors.</p>
<p>Health and wellbeing - Recognise and promote culture's role in public health by embedding cultural activities within health and social care services. Through CAHSC and OneRen, take a strategic approach to health and wellbeing that recognises the preventative and health benefits of culture</p>	<p>Ensure culture is reflected in the work of health and social care, education, and economic development services, working with local partners.</p>

in supporting people live longer and healthier lives.	<p>Through CAHSC continue to develop a framework for social prescribing in Renfrewshire.</p> <p>Continue to use art and creativity as means to boost wellbeing and personal development for women engaged with criminal justice services.</p> <p>Through economic development services and volunteering, use culture to build confidence and soft skills towards employment readiness, working with specific groups.</p>
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7 Next steps and communications plan

- 7.1 The Future Paisley Partnership Board will reflect on the Report and the role of the Partnership in driving future cultural regeneration will be reviewed and defined.
- 7.2 The cultural regeneration team will complete an engagement exercise with the cultural sector to help shape £1million of future sector funding support, already agreed by Renfrewshire Council. This will build on the evaluation of CHEF and CODF and the impact of the grant programmes to date. A report will be brought back to Leadership Board to outline proposals in 2025. At present CHEF 13 and CODF 4 continue to be administered by the council's events team.
- 7.3 A communications plan will be activated to promote and raise awareness of the Future Paisley evaluation report and the suite of supporting appendices, case studies, evidence reviews and policy insight documents. This will include media activity and engagement with members of the Partnership Board and national partners. The Future Paisley social media channels will be reviewed, and steps taken to integrate the audience with other social media channels managed by the council.

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** – Project activity within the programme was specifically developed to increase participation in culture with those facing barriers to participation and attempted to reach nine groups – children and young people, care experienced children and young people and young carers, older people, disabled people and people experiencing long-term ill health, people experiencing social isolation or loneliness, people from ethnic minority communities, lesbians, gay men, transgender and/or bisexual people, people living in the 20% most deprived communities (SIMD). The evaluation documents this and the extent to which this was achieved, project successes and areas for future improvement. A recommended action within the report is *'to understand the equality implications of our ongoing approach to cultural service delivery and our wider strategy for cultural regeneration'*.
8. **Health & Safety** – none
9. **Procurement** – none
10. **Risk** – none
11. **Privacy Impact** – none
12. **Climate Risk** –not applicable
13. **Children's Rights** - This report does not cover a new policy, function or strategy nor a substantive change to an existing policy, function or strategy which will have an impact on children's rights. However, the activities delivered through Future Paisley have been assessed as having a positive impact on children.
14. **Cosla Policy Position** - not applicable

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Future Paisley

Evaluation Report



**Culture matters
and its intrinsic
value is
recognised and
understood by
place leaders
and communities
in Renfrewshire.**

Executive Summary

Culture matters and its intrinsic value is recognised and understood by place leaders and communities in Renfrewshire. Active participation in the visual and performing arts, music and dance is accepted by service providers as an effective way to help people live a longer, healthier and more fulfilled life; it can help maintain levels of independence and curiosity and it can bring great joy and happiness, and so improve the quality of life for those joining in.

In response to this, and building on the legacy of Paisley's bid to be UK City of Culture 2021, the Future Paisley programme launched in 2018 and confirmed five bold step changes, using culture as a lever for cultural, social, and economic change:

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

The programme has since delivered more than 5,500 events, interventions, performances, and activities and has prioritised and driven the creation of local, affordable and free-to-access cultural experiences (87%), attracting national interest from policy makers and cultural leaders. During this time, employment in Renfrewshire's cultural and creative sectors has increased from 1,910 to 1,970 and employment in tourism has risen from 3,054 to 3,356.

The programme followed Paisley's bid to be UK City of Culture in 2021 and carried on the ambitions of the bid and the overarching Paisley: The Untold Story cultural regeneration strategy from which it emerged. Future Paisley harnessed the town's new-found sense of self-confidence, and broader awareness of Paisley's cultural story to power change at our own pace. In a broader sense, it also helped realise the vision and objectives of Renfrewshire's Culture Strategy 2016 to 2023, contributing to Renfrewshire Council's priorities outlined in its Council Plan and providing a golden thread to A Culture Strategy for Scotland. A Theory of Change set out the intended journey of the programme, linking resource and projects to intended outcomes and the Step Changes, and evolved throughout delivery to be responsive to a changing local and national context, including the impact of the pandemic.

Future Paisley adopted the definition of culture stated in the Renfrewshire's Culture Strategy: **Culture is alive. It lives, breathes, sings, dances, performs, interacts, entertains. Culture engages the emotions, stimulates the senses, provokes the mind and fires the imagination.**

By 'culture' we mean performing arts; visual arts; literature; music and sound; events and festivals; architecture; crafts; design; fashion; film; tv; radio; photography; animation; gaming; everyday participation (hobbies and pastimes); play; food; museums; galleries; libraries; archives; historic environment (buildings, monuments and historic landscape); Intangible Cultural Heritage (ICH—living traditions like games, song and stories) and blends and mixes of any of the above. All of which are visible through the Future Paisley programme.

Future Paisley was not delivered by one organisation alone. It was informed and influenced and delivered by an enduring partnership of place leaders, cultural organisations and national agencies which include the council and its partners OneRen and Renfrewshire Health and Social Care Partnership, the University of West of Scotland, West College Scotland, The Glasgow School of Art, The Arts Connection (Renfrewshire's cultural sector network), Star Project, Engage Renfrewshire, Renfrewshire Chamber of Commerce, Paisley First, Police Scotland, Skills Development Scotland, Culture and Business Scotland, Scottish Enterprise, EventScotland, VisitScotland, Creative Scotland and Scottish Futures Trust. Led by the council, the Partnership met four to six times a year to oversee programme activity, add value and perspective, monitor progress and agree recommendations and actions.

Through this partnership, Renfrewshire's cultural regeneration was able to be integrated with policy making and public service strategy at a local and national level, setting a precedent for co-design, with Renfrewshire's communities playing a lead role in determining projects to be delivered and shaping their ultimate delivery. Engagement with communities and community groups meant 82% of the events, exhibitions, and cultural participation sessions were co-designed with local people.

Future Paisley championed and has consistently demonstrated genuine cultural democracy and community capacity building. People in Renfrewshire engaged with Future Paisley in their own neighbourhoods, villages and towns, with almost 300,000 participations recorded. Activity was often bespoke, through intensive creative workshops and cultural interventions, and at other times, large-scale general cultural experiences. The demographic characteristics of those participating are representative of the demographics of the region in terms of age groups, gender, and ethnicity. Activity took place in every ward and neighbourhood across Renfrewshire.

Across Renfrewshire, communities who faced barriers to cultural participation were able to regularly engage with publicly funded culture. All high schools in Renfrewshire engaged with the programme. Through the cultural champions project, Future Paisley reached a third of Renfrewshire's nurseries and almost two-thirds of primary schools. More than 2,398 community dancers, musicians, poets, and makers participated in culture through Renfrewshire's signature events programme.

Alongside programming and events, Future Paisley invested directly in Renfrewshire's cultural sector, through supporting artists to develop their practice, capacity-building and organisational development, recognising its intended step changes could only be achieved in partnership with a resilient, diverse, and thriving sector. This investment included cultural funding programmes, sector development, volunteering programmes and enhancing cultural infrastructure across the region by funding key institutions and building cultural workforce. Almost £2.7 million was awarded through cultural funding grants.

At a strategic level, Future Paisley attempted to tackle some of the challenges that exist for publicly-funded culture and encouraged greater ownership of culture by wider public services, by demonstrating how culture can improve local outcomes and create a vibrant place. This was intended to build a robust case for continued investment in culture and to provide strong foundations on which to move forward with a refreshed cultural strategy. Future Paisley is demonstrating the potential to transition from fixed-term investment to a more sustainable model built on increased sector leadership and community capacity.



Programming was diverse and inclusive, encompassing 'culture on the doorstep' and venues-based programming, designed to reduce financial, geographical, and digital barriers. By working with communities, arts and cultural organisations and practitioners, Future Paisley increased understanding of the physical barriers to access and provided funding to cultural organisations and spaces to improve accessibility while also challenging the perception 'culture is not for me' which limits universal access. A key question is whether Future Paisley helped to increase cultural participation or not. Levels of engagement and participation tracked through the programme and the 2022 Scottish Household Survey would suggest so. Renfrewshire currently outperforms the Scottish average with cultural participation among adults tracking at 70%, compared to a Scottish average of 65%, with cultural participation of those living in the 20% most deprived communities in Renfrewshire also sitting at 70%, against a Scottish participation rate of 51%.

Through the programme, there was an attempt to address low levels of diversity in cultural leadership roles and across cultural workforce in Renfrewshire by investing in the sector and the recruitment of cultural professionals across art forms, and establishing cultural partnerships with less representative groups, such as the Ethnic Minorities Cultural Steering Group.

Investment was made in building local structural capacity and infrastructure across Renfrewshire, including capacity in council and OneRen cultural teams, in growing sector capacity through dedicated funding, and by encouraging the development of new spaces for culture to take place, designed to help resource a more collaborative long-term and strategic place-based approach.

Future Paisley faced inevitable challenges in identifying baseline data and collecting core data on projects, and co-ordinating a consistent approach to evaluation, but nonetheless has delivered a comprehensive suite of case studies, policy insights and evidence reviews in addition to an evaluation framework, that can be accessed by public services and the wider cultural sector. Collectively, the insight and data and framework will enable the application of consistent methods of evaluating the impact of cultural activity on communities by services in future, and provides the cultural sector with access to methods of measuring the impact of their own interventions for the purpose of better targeting future resource.

The programme has helped to drive economic benefits for culture in Renfrewshire, primarily through the creation of employment in the cultural and creative sector (3% increase) and tourism sector (10%). Future Paisley has also enabled Renfrewshire Council and OneRen to leverage more than £1.1 million in external funding from a variety of sources including UKRI, Creative Scotland, EventScotland and VisitScotland and to develop strong partnerships which have longevity. Additionally, national funding was secured by several cultural organisations, supported by Future Paisley.

Intensive marketing of Paisley and wider Renfrewshire was driven through Paisley. Promoting the regional visitor offer has paid dividends, not only in terms of positive coverage, but also tourism impact, with visitor numbers increasing over the programme timeframe from 944,000 in 2015 to 1.06 million in 2023, and independent data (STEAM 2023), calculating the economic impact of tourism in Renfrewshire at £246.62 million, 16% higher than the pre-Covid year of 2019, which compares very favourably with overall UK figures which are still showing a deficit.

The strength of Future Paisley, however, lies in the social outcomes achieved through a multitude of opportunities for residents to engage in culture. The impacts of that engagement are communal as well as individual.

Through Renfrewshire's events programme, Future Paisley provided additional opportunities for residents to directly contribute and participate in community celebrations and commemorations. 310 volunteers were supported through the events programme, delivering 2,963 hours of community volunteering.

Co-created programmes influenced changes in core service practice by building a deeper connectivity with, and understanding of, community need, interests, and social and global agendas. Engagement and participation have had a direct positive impact on people, with considerable qualitative feedback describing improved wellbeing and social connections, increased agency, and inclusion because of participating in culture, with participants also expressing a desire to remain active and engaged in community action or civic activity long-term. 70% of organisations in receipt of funds from one grant programme reported positive improvement in participants' mental health and the reduction of social isolation.

For six years, Future Paisley drove investment in the cultural sector and supported the development of new partnerships between arts organisations, as well as partnerships between the cultural sector and non-arts organisations creating a legacy of new practice. According to OSCR data, the number of charities registered in Renfrewshire with a charitable purpose of the advancement of the arts, heritage, culture, or science has increased by 40% between 2016 and 2024.

The cultural sector has reported the benefits of extended networks and cultural funding, which created new opportunities, partnerships, and resource. The Cultural Organisational Development Fund was unique in its flexibility and unmatched by other business support, enabling cultural organisations to shape funding to their individual needs, while the Culture Heritage and Events Fund has created a platform to develop local vernacular and 'what [and who] is already here'. Collectively, funding has supported cultural organisations and artists to thrive and to extend the reach and impact of their work regionally, nationally, and internationally.

To make sense of the variety and depth of projects delivered, the programme is tracked and evaluated under five pillars—programming, marketing, cultural sector development, strategic development, and cultural workforce. This has allowed projects to be grouped together and to share evaluation methodology and to track programme funding, enabling outputs to be understood. In addition, the programme has been examined under the five step changes and 15 strategic outcomes, using project lead data collection and case studies to understand the qualitative impact and to hear the voices of those who participated and interacted with Future Paisley.

Since 2018, Future Paisley has supported trailblazing work and shone a light on the transformation taking place across Renfrewshire by making tangible the aspirations and ambitions for the region, which this has extended well beyond expected events and performances:

- The Centre for Culture, Sport and Events (CCSE), a Paisley-based research centre working internationally, was delivered through a partnership between Renfrewshire Council and the University of West of Scotland.
- Several professional networks were established to champion culture and embed cultural practice in the delivery of public services. This includes The Arts Connection; Culture, Arts, Health & Social Care (CAHSC); Renfrewshire Wellbeing Network; Culture, Health, Arts Training (CHAT); and the Cultural Champions Network.
- National and international artists relocated to Renfrewshire or launched their business in Renfrewshire to build their practice and engage with local communities. New collectives were formed including The Sculpture House Collective, Refractive Scotland and Johnstone Textile Space.
- Castlehead School of Creativity was established. A landmark partnership between Castlehead High School and The Glasgow School of Art that applies creative thinking across the curriculum, turbo-charging attainment in art and design and delivering new nationally recognised courses.
- Culture has secured a significant and genuine influence in placeshaping.
- The Paisley brand launched and generated massive publicity for Paisley through national visitor campaigns, event marketing and new visitor products.
- A reinvented Paisley Halloween Festival and the newly-created Paisley Book Festival attracted tens of thousands of event attendees, significant social and economic benefits, and national recognition.

- Paisley Pattern collaborations with globally-recognised fashion brands Hermes and Pringle were secured to create international publicity for Paisley's pattern and shawl collection, through product development.
- Pathway programmes for young people in Renfrewshire were established, working with local and national partners, to build aspiration and support young people to enter cultural and creative industries—UWS *Pathways Programme*, the Jupiter + Paisley *Orbit Youth Collective* and *Building the Future*.
- New grant programmes were delivered, with almost £2.7 million of funding awarded to cultural organisations, cultural groups and independent artists—Culture, Heritage and Events Fund (CHEF); Cultural Organisational Development Fund (CODF); Renfrewshire Cultural Recovery & Renewal Fund (RCRRF); Visual Artist and Craft Makers Award (VACMA); and Creative Wellbeing Fund and Making Arts & Culture Accessible Fund (CAHSC Grant Funding).
- Targeted cultural interventions were delivered to significantly improve quality of life for older people, young carers and care-experienced children and young people, people experiencing mental health or loneliness, and adults with a disability.
- New brands were built by OneRen for Renfrewshire's landmark cultural venues—Paisley Museum, Paisley Town Hall, Paisley Arts Centre, and Paisley Central Library.
- The Future Paisley Exhibition was launched and ran for five months to promote Paisley's cultural heritage, showcase development plans, and invite people who love Paisley to help co-design the town's future vision.

The programme evaluation has established Future Paisley was instrumental in strengthening Renfrewshire's cultural infrastructure and progressing the intended five step changes. Cultural organisations in receipt of sector support through Future Paisley have confirmed they are stronger and more resilient as a result of this intervention. Building on this momentum will require a continued partnership focus on cultural regeneration and systems change—with culture as a component of future service design, and a refreshed culture strategy for Renfrewshire. Challenges remain around funding for public culture, particularly in the current financial climate and in the face of increasing cost and demand pressures on public services. Another challenge is in evaluating the individual and collective impact of cultural services, particularly on prevention, to help direct future investment.

As place leaders, the council, OneRen and Renfrewshire Health and Social Care Partnership can and should continue to convene partners to design and deliver cultural policy and strategy and find ways to embed art and cultural activity in core services. This has significant potential to drive better outcomes for local people and help reduce the requirement for traditional (high-cost) interventions in future. Recommendations are made in the final section of the evaluation to help shape the next phase of Renfrewshire's cultural regeneration journey, linked to five themes—strategy and partnership, access and inclusion, creative growth, cultural education and pathways to creative employment and health and wellbeing.

The Future Paisley programme formally closed in May 2024, marking the end of this phase of Renfrewshire's cultural regeneration journey, with outcomes that will help to shape future policy and strategy and how culture is used as a lever for social and economic change.

Foreword

On 7 December 2017, as the winner of the UK City of Culture 2021 competition was announced in Hull, few would have believed that Paisley had been granted a major opportunity. Undeterred by missing out on the title, Paisley gathered itself and vowed to continue its planned journey of cultural regeneration. The positive steps taken in Paisley in the weeks that followed were down to the ambition and foresight of Renfrewshire Council, the strength of community and partnership, and the collective will to continue a journey, which began in 2014 with the publication of Paisley: The Untold Story—a 10-year heritage regeneration strategy to transform the fortunes of the town using culture and creativity as levers for change. Today, as we publish the evaluation of Future Paisley, Renfrewshire Council's landmark cultural regeneration programme, we have realised the benefit of being able to invest in culture and creativity on our own terms and at our own pace.

Using its power to convene, the Council had brought together the cultural sector and regional and national representatives who implicitly understood the value of cultural investment and the vital role culture plays in society to build resilient places, to encourage social mobility, to promote better health and wellbeing and to support local economic growth. A partnership that continues today through Future Paisley.

The process of bidding for the culture title was transformational. It brought unprecedented positive publicity for the town and drew communities together, galvanised public support for culture and ignited a totally new conversation about the town's past and future. People came together in shopping malls, on the bus and on doorsteps to share their aspirations for a Year of Culture, and offered insight and solutions linked to the hidden barriers to participation in cultural and civic life. These conversations shaped Future Paisley and ensured long-term cultural value for the town. This, and the Council's ongoing financial commitment of £1m to support the cultural sector over the next three years combined with strong partnerships provided a framework to continue and kept the collective commitment and confidence to deliver alive.

For six years, Future Paisley has continued to engage communities in conversations about their future and to use culture as a catalyst for greater prosperity and wellbeing. Future Paisley has honoured many commitments in the original City of Culture bid and has delivered more than 5,500 events, interventions, performances, and activities with almost 300,000 participations, to help achieve five step changes for the region and to maintain ambition in the longer term.

Through Future Paisley we were able to test and to innovate and to learn what worked and what didn't. We had time to fully integrate with wider place strategy and policy development. We had more time to understand the impact of our work. Future Paisley directed activity straddling programming, marketing, cultural sector development, strategic development and developing cultural workforce, and continued to deliver during a global pandemic.

As we waited for our landmark cultural venues to reappear from behind hoardings and scaffold, through Future Paisley we were assembling—investing in developing local audiences, delivering culture on the doorstep and creating hundreds of ways for people to 'join in'. We developed award-winning events and festivals, invested in town readiness and promoted Paisley to visitors across Scotland. We focused on strengthening the local cultural sector—working with cultural organisations and independent artists, creating networks, supporting national funding bids and providing almost £2.7 million in direct grants and flexible funding. This ensured everyone would be ready when Paisley's venues re-opened.

None of this would have been possible without the cross-party support of elected members, our communities, the ingenuity of the cultural sector, our council family OneRen and Renfrewshire Health and Social Care Partnership and our Future Paisley Partnership Board. And now, as Future Paisley closes and we publish our evaluation, we have time to consider our collective impact and where our work has mattered most.

It has been a privilege to have been part of the formidable relay team who have carried Paisley's regeneration baton over many years. I would like to sincerely thank everyone who has supported Future Paisley here in Renfrewshire and for the warmth and generosity we have received from Buddies across the UK and beyond, and I look forward to championing what comes next.

It would be remiss to end without reminding everyone...
keep your eye on Paisley.

Louisa Mahon,
Head of Marketing, Communications and Major Events



PACE—Limitless

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**Culture helps
keep people
well, happier
and connected
and engaged in
civic life.**

Introduction

Future Paisley is a far-reaching cultural regeneration programme that recognises culture is a force that changes lives. It draws on the rich heritage, cultural strengths and creative potential of Paisley and wider Renfrewshire to shape the area's future and supports whole-system change, delivering both short-term and generational benefits. The programme was launched following Paisley's bid to the UK City of Culture in 2021 and drove the region's continuing cultural regeneration approach to deliver physical, environmental, social, and economic impact.

The link between cultural participation and individual wellbeing is well-evidenced and understood. Culture helps keep people well, happier and connected and engaged in civic life. It is not the purpose of the Future Paisley evaluation to establish this, but instead to establish the extent to which investment through Future Paisley has contributed to those benefits in Renfrewshire.

This report presents a detailed record of how the Future Paisley investment of £10,145,000 aligned with public policy, Renfrewshire Council priorities, and its own core objectives to pursue new lines of enquiry, remove barriers to access and participation, and develop models of best practice to embed culture at the heart of decision-making. By collating both quantitative and qualitative data produced over the last six years, we can examine impact and demonstrate the programme has driven significant social, cultural and economic change, and is helping to make life better for people who live in Renfrewshire.

Renfrewshire's Cultural Regeneration Journey

In Renfrewshire, the body of evidence on the impact of culture is universally understood and has driven the region's ambitious programme of regeneration since 2014.

Over the past decade Renfrewshire Council has invested £79.9 million in cultural activity, policy and infrastructure, reversing previous under-investment in arts and culture in Renfrewshire, and extending to the area's main heritage buildings, supporting cultural workforce, and growing the cultural sector. The success of the cultural regeneration strategy that has evolved since is testament to the council's vision, the existing cultural ecology, and the town of Paisley itself, where for 200 years people have set up cultural societies and taken culture into their own hands.

The Untold Story and subsequent UK City of Culture 2021 competition shaped ten years of unique partnership that has transformed how culture is perceived and accessed across Renfrewshire. The City of Culture bidding process was a catalyst that inspired 40,000 people to actively engage in shaping their cultural future between November 2015 and December 2017. The depth of understanding about community needs and the role of arts and creativity as a force for change in the town was unprecedented. The competition gave Paisley the platform to challenge an out-of-date negative image and ignite nationwide support for the town and recognition of its vibrant cultural heritage. The local cultural sector and community groups stepped forward and took ownership of the campaign, becoming local and national champions for Paisley as a town of immense creativity and resilience.

An investment plan, led by Renfrewshire Council and agreed by the Paisley Partnership Board formed the basis of Paisley's bid. Given the strength of community support, the partners made a pledge to continue to progress the agreed Step Changes, win or lose. The Council, as lead partner, committed to maintaining £7 million earmarked to support delivery of the UK City of Culture year, for investment in cultural programme, partnerships, and cultural workforce, irrespective of the competition outcome. At the end of the bidding process, a new movement '***Our Journey Continues***' driven by local people and the cultural sector, was harnessed and shaped the **Future Paisley programme**.

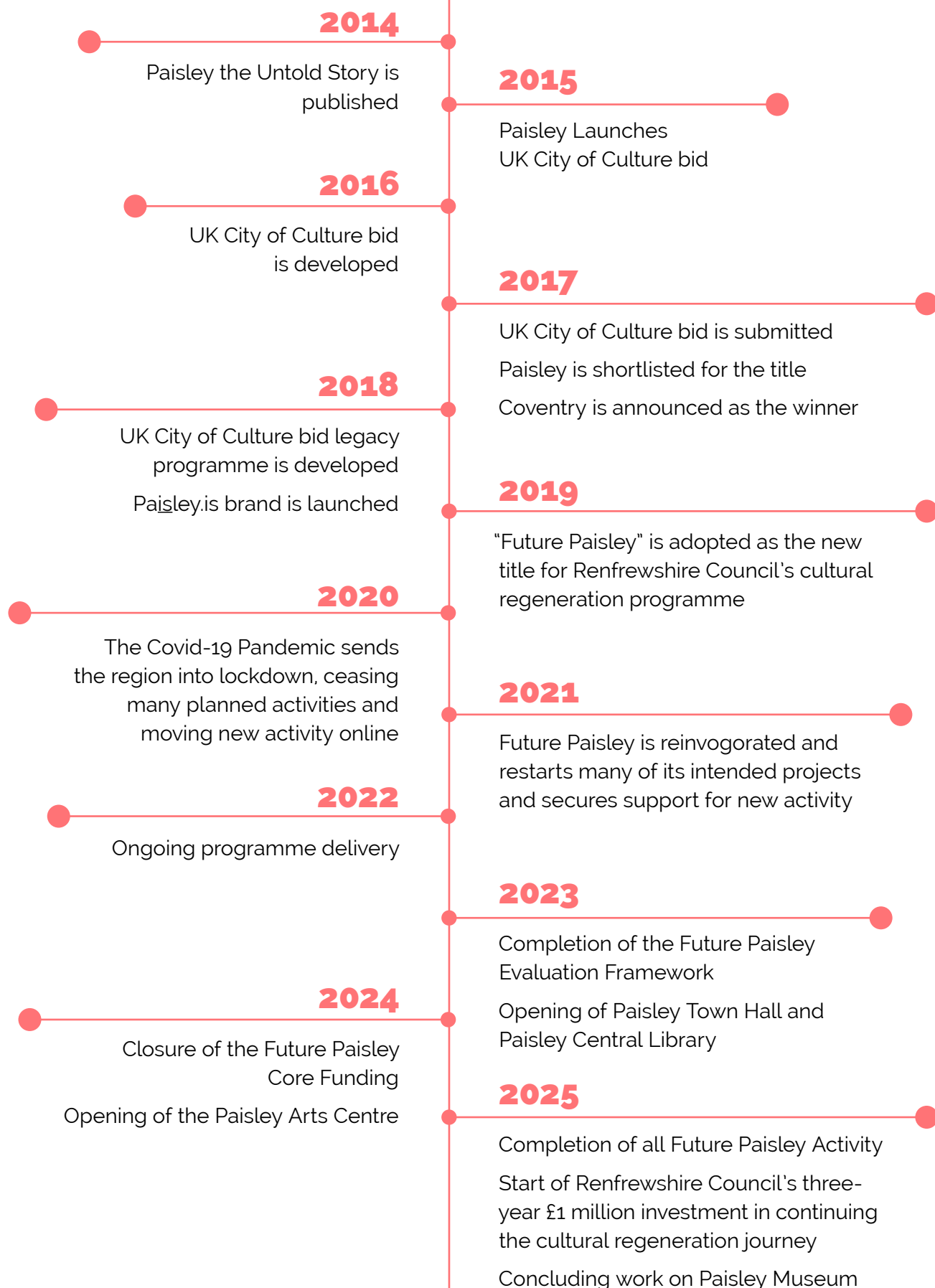
The funding that delivered Future Paisley has come to an end, and the impact of that is examined in this evaluation. But the work will continue. Future Paisley is just one part of Renfrewshire's ongoing cultural regeneration journey. Activity will continue over the next two years with the reopening of Paisley Museum and by programming and building audiences for the region's new cultural venues, through the continuation of strong partnerships with the cultural sector, and by embedding culture within core council services. This will require ongoing investment informed by the evidence generated through Future Paisley.

Phases of Renfrewshire's Cultural Regeneration

- 2014 to 2017—Ambition-Building (Paisley: The Untold Story, the Paisley 2021 UK City of Culture Bid, What's Our Story? brand development, investment in major events and event bidding strategy, launch of the Culture, Heritage and Events Fund (CHEF), and Outline Business Case for Paisley Museum)
- 2018 to 2024—Assembly and Delivery (Future Paisley, Paisley brand launch, Paisley Town Hall project, Paisley Art Centre refurbishment, Paisley Museum Reimagined, construction of the new Paisley Central Library, Paisley Townscape Heritage and Conservation Area Regeneration Scheme 2)
- 2024 onwards—Performance and Growth (full reopening of Renfrewshire's cultural assets, embedded cultural partnerships, multi-tier programming and stabilised cultural sector support)

There are several live projects and programmes which will continue to be delivered up to March 2025, including the management of cultural funding grants. The evaluation of those final projects will be added to the online Future Paisley Evaluation Report as a separate and additional report to ensure all impacts are reflected and understood within the wider context of the full Future Paisley programme.

Timeline



Future Paisley's Theory of Change

The plan for Future Paisley was developed simultaneously alongside programme delivery in 2018, derived from the ambitions of Paisley's UK City of Culture bid and built upon the Theory of Change, developed through the bidding process and agreed by the partnership board. The Theory of Change described the intervention activities that would be taken to achieve a series of outcomes linked to the bid's five step changes and was a living document guiding decision-making which was revised regularly. This enabled the Future Paisley programme to remain agile and adapt investment to priorities to align with Renfrewshire Council's Council Plan, Renfrewshire's Community Plan, and the desired transformational change for Paisley.

Future Paisley's Theory of Change breaks the programme into four components:

- **Inputs**, including investments, partnerships, and people
- **Outputs**, described by the five Pillars of Activity
- **Short-Term Outcomes**, broken into the 15 strategic outcomes that underpin the Step Changes
- **Long-Term Outcomes**, as described by the five Step Changes

The **inputs** for Future Paisley included the Council's significant financial commitment to the programme as well as the partnership commitments from key stakeholders, community organisations, local artists, and residents. Without all elements, Renfrewshire Council alone would not have been able to deliver Future Paisley's ambitious programme of activities.

The second category details the **outputs** from Future Paisley's programmes. It uses five Pillars to organise hundreds of activities that make up the Future Paisley programme into similar groupings to allow for outputs to be accurately measured against expenditure. For example, the Programming pillar includes Renfrewshire's festivals and events, the productions and art commissions undertaken during the funding period, and cultural engagement programmes funded through Future Paisley. These activities share similar output metrics such as the number of attendees and participants, data that wouldn't be relevant for pillars such as the Culture Workforce or Marketing. The pillars allow for outputs to be accurately captured and logically presented.

To support the assessment of and learning from Future Paisley, Renfrewshire Council's cultural regeneration team worked with their strategic partners at the University of West Scotland Centre for Culture Sport and Events (CCSE), as well as independent consultancy DHA Communications, to develop the Future Paisley Evaluation Framework. This framework includes a range of research and evaluation activities centred around five Step Changes and 15 Strategic Outcomes. The 15 Strategic Outcomes developed by Renfrewshire Council, are the mechanism in which to evidence **short-term outcomes** for the Future Paisley programme, which combine to enable the realisation of the five Step Changes, the programme's **long-term outcomes**.

The monitoring of Future Paisley projects began in 2018 to ensure appropriate data collection at an early stage and was standardised in 2021 and further refined in 2023, with the Evaluation Framework.

The collection of monitoring data was the responsibility of each project lead within Renfrewshire Council, OneRen and Renfrewshire Health and Social Care Partnership. This was to include collection of regular monitoring data, including the collection of diversity and demographic data from staff, artists/freelancers, and project participants. Social media metrics and media value were logged, as well as other programme related metrics. The monitoring of financial data—project expenditure and income—was also included. Project leads were responsible for administering and collecting exit survey data from events funded by Future Paisley, through box-office data or surveys at free to attend events. The data provided by the project lead was the principal source for evaluating outputs and outcomes. Future Paisley appointed a Monitoring & Evaluation Officer in 2023 to ensure monitoring data was collated and processed in a format that would fully enable evaluation.

Theory of Change Chart

Inputs

Outputs

Short Term Outcomes

Investment

Partnership

People

Programming ■

Marketing ▲

Cultural Sector Development ▸

Strategic Development ●

Cultural Workforce ★

Increased civic pride

■▲▸●1

Paisley positioned as destination of choice

■▲★1

More people visit Paisley attractions

■▲▸★1

Cultural participation contributes to enhanced mental health and reduced loneliness in our communities

■▲●★2

Children and young people thrive through everyday access to arts and culture

■●2

The cultural offer is dispersed and accessible across Renfrewshire, enhancing wellbeing in our communities

■▸●2

Renfrewshire has a thriving, resilient and diverse cultural sector

■▸●3

Community led production and programming increases cultural participation and activism across Renfrewshire

■●3

Long Term Outcomes

Innovation in programming leads to wider engagement by local and national audiences

■ ● ● **3**

Paisley town centre is revitalised through the opening of major cultural venues and attractions

■ ▲ **4**

Paisley's town centre is revitalised through improvements to the public realm

■ **4**

Paisley town centre is animated by cultural production and participation

■ ▲ ● **4**

Organisations and sole traders working in Renfrewshire's creative economy develop sustainable and resilient business models

■ ▲ ● ● **5**

Pathways into employment and progression routes in Renfrewshire's tourism, cultural and creative sectors are being supported

■ ▲ ● ● ★ **5**

The tourism and the cultural and creative sector in Renfrewshire are vibrant and employment opportunities are developing

■ ▲ ● ● ★ **5**

Step Change 1:

Radically change Paisley's image and reputation in Scotland, the UK and internationally

Step Change 2:

Raise prosperity and increase wellbeing in our communities

Step Change 3:

Paisley will be recognised for its cultural innovation

Step Change 4:

Transform Paisley into a vibrant town centre

Step Change 5:

Develop a sustainable and resilient creative economy in Renfrewshire

The Challenge of Evaluation

Future Paisley activity has generated almost 300,000 participations and delivered hundreds of cultural experiences since 2018, with emphasis on reaching children and young people. There has been robust financial tracking and there is precise data on where funded activity has taken place and the communities most regularly reached.

Inevitably there were some challenges to completing the evaluation of the Future Paisley programme, given the scale and diversity of the programme being delivered by different partners and services, and those are outlined in this section. Consistency of approach was hard to maintain and while there is robust evidence that shows the impact of projects such as place marketing, the growth of the events programme, the impact of funding for cultural organisations and the impact of projects delivered by health and social care, data collection was less structured in other areas.

Context is important and the pace of the transition from bidding to delivery of a legacy programme should be reflected on. In the desire to move forward in 2018 and to not lose momentum and community support, some of the connectedness of the original cultural programme was compromised as projects, designed to be delivered through a 'build phase' preceding a UK City of Culture year or condensed as part of a year-long-event, were delivered individually and over a different timeframe. Projects moved ahead at pace, but some lost connection to the original step changes. The original culture programme was developed by a defined bid team and there was a feeling among new project leads of inheriting 'pre-determined' projects and uncertainty about their ability to make changes. Greater awareness of the Theory of Change model would have helped to reinforce the strategic rationale for projects and which outcomes were relevant to planned activities. The original cultural programme and five step changes were created during a competition, designed to ignite the interest of a judging panel. Delivery outwith the spotlight (and financial benefits), of a national competition would have benefitted from re-examination of the intended step changes, programme and supporting activity, and further scrutiny of the legacy impact. Working with the Centre for Culture, Sport, and Events (CCSE) a revised Story of Change was produced, grounded in the reality of assembly and delivery in 'peacetime' but not until 2020.

The greatest challenge was building a culture of consistent evaluation and data sharing between projects and partner organisations. Multiple delivery partners and changes of personnel within separate organisations, made it challenging to monitor, influence reporting and to ensure consistency. This was coupled with the absence of baseline data and KPIs in some areas from the outset, which continued at a project level. It is important to also recognise that measuring social impact is notoriously difficult. When evaluating Future Paisley, there was a need to be flexible, combining project data with case studies, policy insights and evidence reviews and drawing those strands together to gauge impact and draw conclusions over the extent of progression towards the intended step changes. Additionally, early interventions require a long period of time before impact is understood. Many of the initiatives funded by Future Paisley require long-term commitment, way beyond this initial funding period and the full impact of those initiatives is not yet known. The challenge for funders will be how to continue to deliver cultural interventions intended to improve readiness to learn, boost community cohesion, prevent people from accessing acute services or reduce the chances of re-entering the criminal justice system. This requires long-term tracking and must take account of the input of a variety of interdependent services.

Maintaining partnership over a decade requires ongoing commitment from all those involved due to shifts in organisational focus and changes in leadership and delivery personnel, and the stickiness of the Future Paisley Partnership Board is a clear mark of success. There was however a perceived imbalance by some within the cultural sector, who believed the Future Paisley investment overseen by Renfrewshire's public institutions should be distributed to the sector, who saw themselves as best placed to deliver cultural activity and ensure projects originating from local artists were prioritised. This is despite the significant investment in the cultural sector made by the council.

Most importantly, Paisley's cultural regeneration approach has managed to successfully navigate changes in senior personnel and political leadership, national policy change, a global pandemic resulting in the cancellation of activity, events and performances and the pivoting of all partners to new organisational priorities, unprecedented demand pressures on public sector funding and a cost-of-living crisis. It has also maintained its momentum and integrity over ten years and expanded its reach beyond Paisley to wider Renfrewshire. Post-pandemic, Future Paisley successfully adapted and changed, and the step changes were reviewed, with strengthened strategic outcomes to ensure clear links to activity now taking place on the ground. While it is difficult to measure the full impact of every aspect of Future Paisley, a wealth of valuable data and insights were collected by partners and by the CCSE and are documented as part of the evaluation report.

**Most
Renfrewshire
residents
will have
engaged with or
participated in
a Future Paisley
activity or event.**

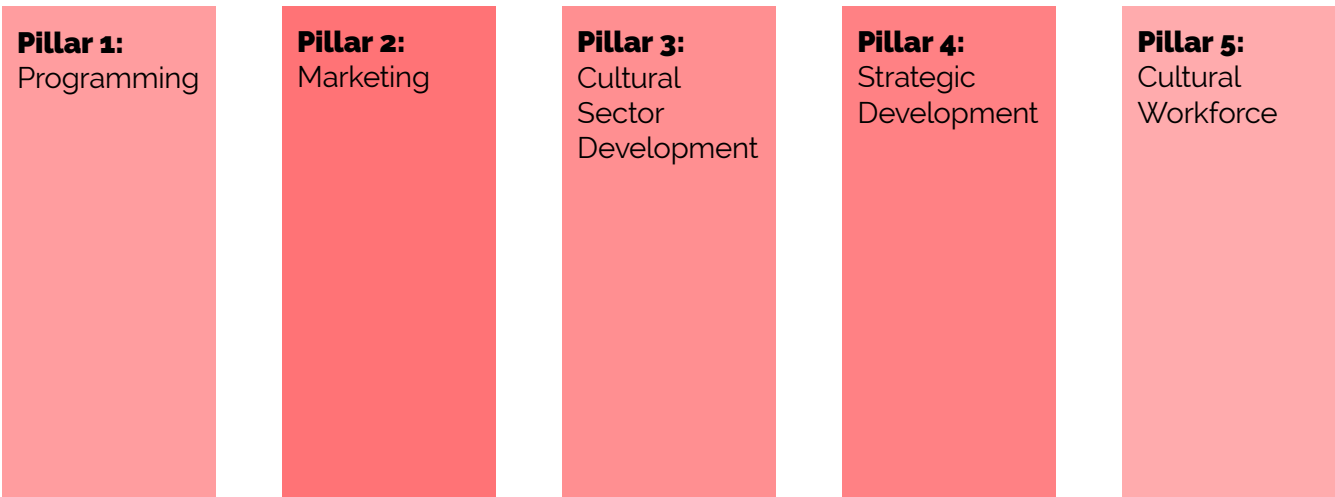
How was the Future Paisley investment used?

The breadth of work encompassed as part of Future Paisley has been considerable. Most Renfrewshire residents will have engaged with or participated in a Future Paisley activity or event, but few would recognise the scope or scale of the entire programme. Some initiatives are not public-facing or involve very targeted interventions with specific communities. Before evaluating the success of the programme, it was crucial to describe simply how Future Paisley investment was used.

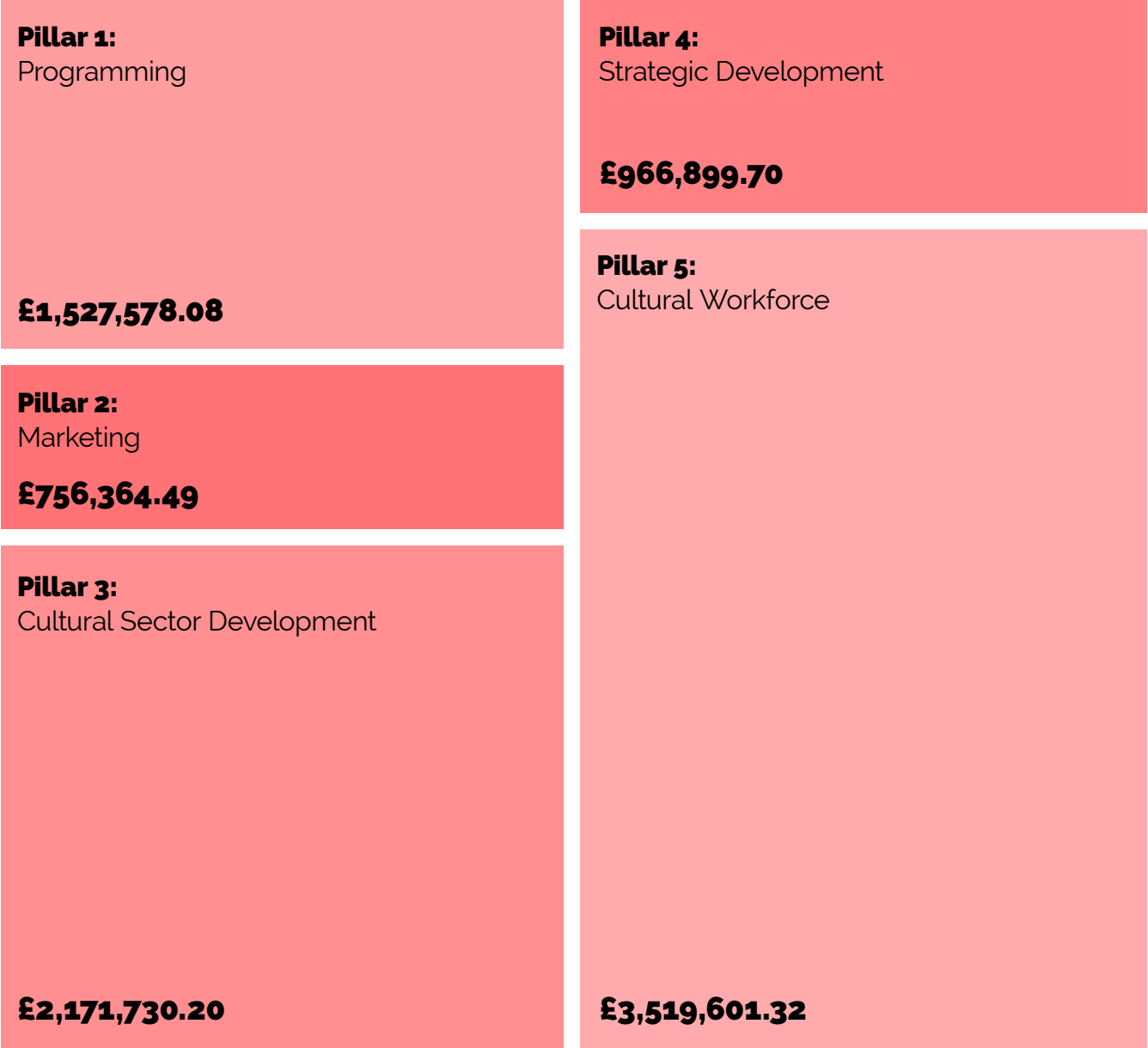
The programme included five Pillars of Activity: Programming, Marketing, Cultural Sector Development, Strategic Development, and the Cultural Workforce. These pillars describe specific types of activities that took place, with each project categorised underneath. The pillars of activity sit separately to Future Paisley's five Step Changes, which describe the outcome and impact of the activity.

The five Pillars assist in describing all the activity that was delivered since 2018, where activity took place across Renfrewshire and who participated.

Five Pillars of Activity



Future Paisley budget allocation by activity type



Pillar 1: Programming

Programming is the most public-facing Future Paisley activity and one of the most important elements of the investment, driven by the desire to build and develop local audiences, create a multitude of opportunities for everyone in our communities to 'join in' and to build the region's reputation for hosting and producing excellent and exciting cultural events.

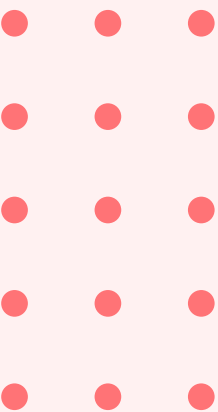
This pillar of activity includes the major **Festivals** and one-off **Events** that took place in Renfrewshire. These high-impact events promoted Renfrewshire as a cultural destination and helped foster community and civic pride for Renfrewshire residents. In some cases, funding was used to grow existing annual festivals, like Halloween and new events like Paisley Book Festival, while other funding was used to host national events like the Royal National Mòd and the Scots Language Awards. All these events served to engage local people, bring new visitors to Renfrewshire, and showcase amazing local talent.

Programming includes a portfolio of original **Productions** and **Commissions** which were supported by Future Paisley. These activities brought critically-acclaimed artists to Renfrewshire to produce new pieces of work. These works included wide-reaching community engagement programmes and co-production as part of their development processes to involve residents and local cultural organisations in shaping and influencing their work and helped identify and share real stories about Renfrewshire with new audiences.

Programming funds also supported **Cultural Engagement Programmes** intended to encourage residents and their families to participate in culture, recognising the considerable benefits to health and wellbeing and attainment. This provided many 'joining-in' points, to inspire habitual participation. Culture was accessible from people's doorsteps. Activity took place in local neighbourhoods across Renfrewshire, regular gaming groups met at libraries, young people had access to creative activities at summer camps, and creative activities populated indoor community spaces in the cold winter months—all supported by Future Paisley. In addition, **Opening Year Programmes** were designed to fuel the opening of the newly-renovated cultural spaces in Paisley town centre, enabling the very best of programming to bring people from across Renfrewshire and beyond to enjoy their new cultural spaces.

The activities included in the programming pillar are varied and unique to Paisley. A snapshot from 2021 includes outdoor performances and a sculpture trail along cycleways between Paisley and Lochwinnoch, a Renfrewshire libraries engagement programme, the second annual Paisley Book Festival, the launch of The Radical Wars audio walking tour highlighting Paisley’s pivotal role in the 1820 wars, and the commission and unveiling of Rattle: Little Mother to honour Paisley’s children who were tragically lost in the 1929 Glen Cinema Disaster. Each project was grounded in community engagement and co-design, reflecting what people in Renfrewshire considered to be most important to them. From a list of 19 creative disciplines tracked through the Future Paisley monitoring process, only one discipline (archaeology) was not explored by Future Paisley programming activities. The breadth of work within pillar one ensured the investment was dispersed across the cultural sector.

One consistent feature of pillar one activity was co-production. In respect of all events, exhibitions and participation sessions generated specifically under Pillar 1 (Programming activity), 60% included some form of co-production. Of those activities, 71% were co-designed, meaning the plan for the activity—not just the output—was created collaboratively with participants and community members. Co-design was often accomplished through sustained contact between residents and professional artists, providing high-quality cultural experiences for Renfrewshire’s communities.



The Other Side of the River—exemplifying Future Paisley’s commitment to co-design.

The Other Side of the River brought the theatre production company In Motion to Ferguslie Park, culminating in ten performances across Scotland. In Motion worked with Ferguslie residents to design a variety of cultural projects that informed the production and created wrap-around activity for the show’s tour. Co-designed projects included a series of monologues written by residents and a podcast series interviewing Ferguslie Park residents about how they viewed their home. In total, 67 participatory sessions were held with residents.

“It portrayed the Ferguslie I know. Usually, the place is seen in a way that is very different to the reality of the place. As part of a community organisation delivering services, [The Other Side of the River] felt like the show was about our community.”

The Other Side of the River audience feedback

While over half of the programming activities (54%) included events that took place in Paisley town centre, influenced by the town's hosting of large-scale events such as Paisley Halloween Festival and Paisley Book Festival, the remainder of programming activity was well dispersed across Renfrewshire. A considerable amount of activity had events which took place in Johnstone (12%), Lochwinnoch (12%), and Renfrew (9%), as well as in areas of Paisley outside of the town centre (10%) including in areas of higher deprivation such as Ferguslie Park.

Future Paisley funding was often used for additionality; funds supported new programming within existing cultural events and activity.

“What Edinburgh is to Hogmanay, Paisley is to Halloween.”

Building Paisley's award-winning Halloween Festival

Renfrewshire Council launched its first Paisley Halloween event in 2014, attracting around 10,000 local attendees. Since then, the event has developed into an annual festival featuring in UK top ten event listings and winning several national event awards. Future Paisley has supported the festival since 2018, enabling an expanded community engagement programme for the festival through an investment of £121,000 over seven years. This further enabled the festival to leverage £150,000 of EventScotland funding as the festival grew, becoming Scotland's largest Halloween celebration, attracting crowds of over 50,000.



In total, activities delivered under the programming pillar leveraged more than £550,000 of external funding, contributing 14% of total budget and providing a 36% return on investment for Future Paisley. Future Paisley funding supported new programming and enabled Renfrewshire Council and OneRen to secure additional funding from external sources.



Paisley Opera—Paisley Kiss

Programming Budget	
Future Paisley Allocation	£1,527,578
Renfrewshire Council Existing Service Budgets	£1,795,991
External Funding	£550,536
Total budget for all programming activities:	£3,874,105

Programming includes the majority of Future Paisley's public facing work including:

- Festivals
- Events
- Productions
- Commissions
- Opening Year Programming
- Cultural Engagement Programmes

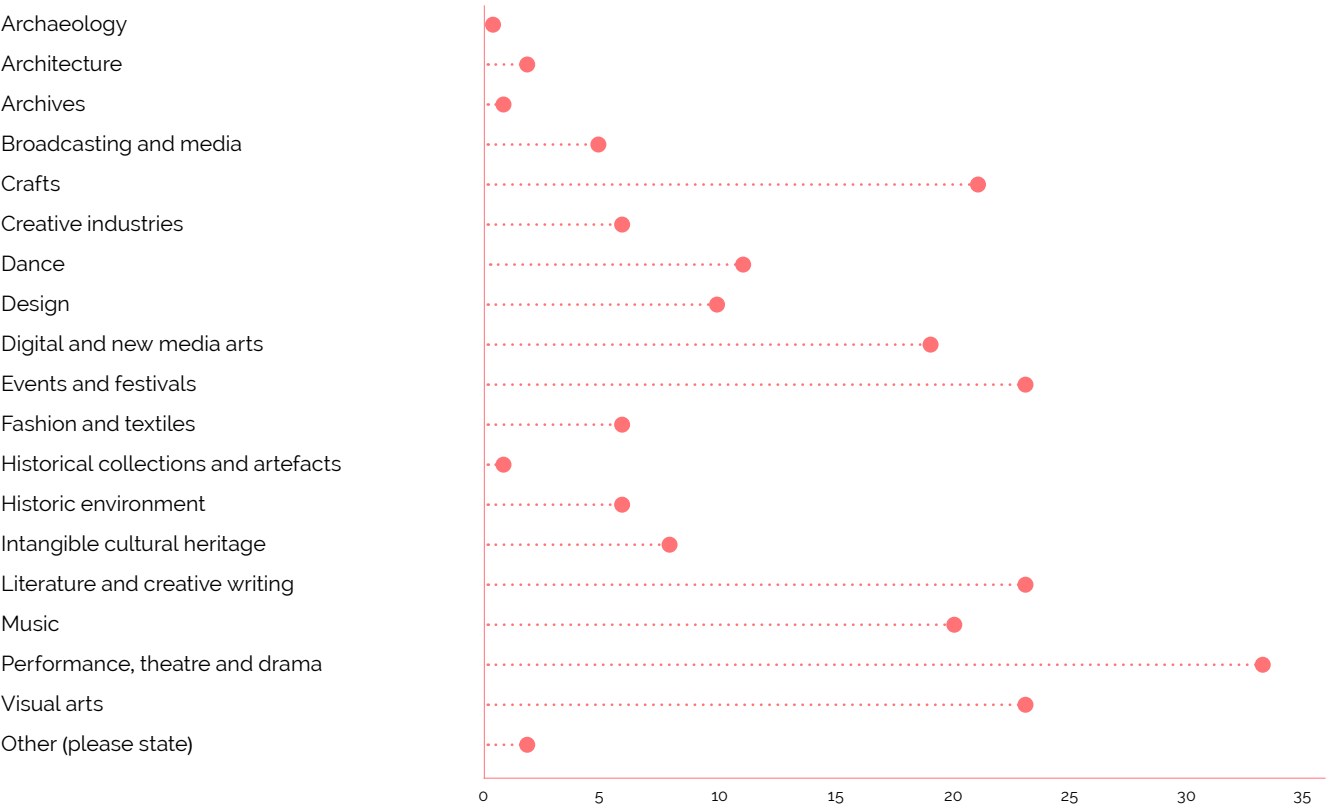
257,537

The total number of participations and attendances generated by programming activity

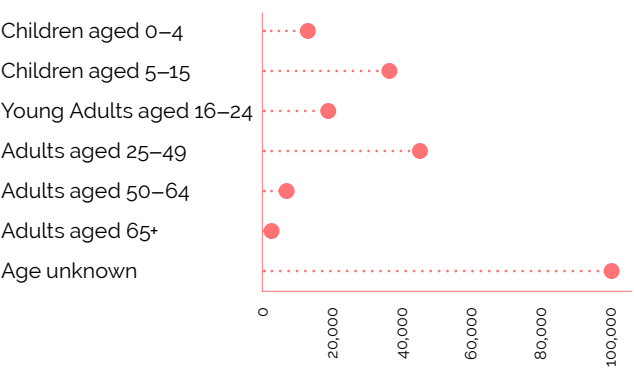
A total of 14% of the programming budget was leveraged from external sources

External funding represents a 36% return on investment from Future Paisley's original contribution

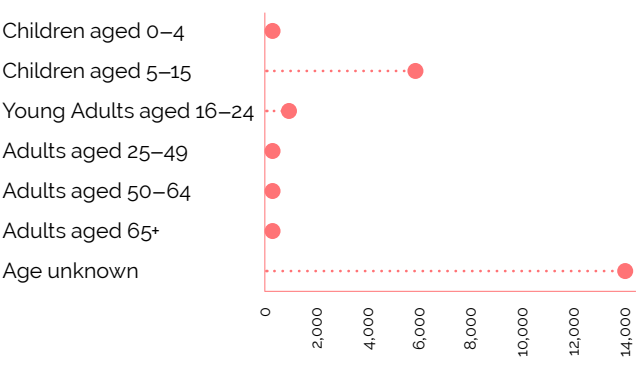
Types of Activities



Attendances by age



Participations by age



Programming activities generated **2,149** cultural events, exhibitions, and opportunities for cultural participation In Renfrewshire

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

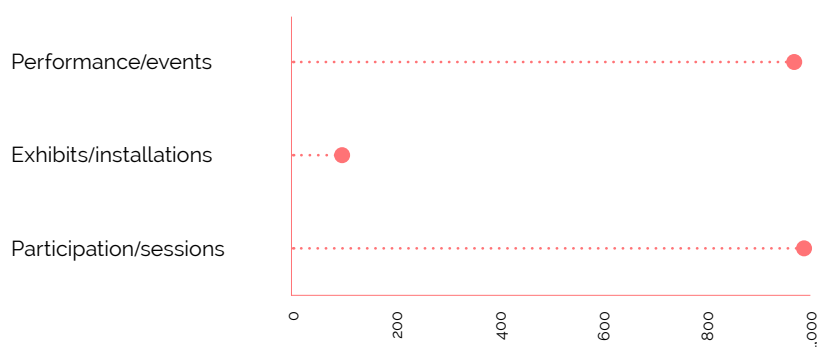
Participation: a cooperative effort to give input, make decisions, resolve issues, and assign actions together

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

Installation: a permanent art work or cultural experience that is installed in a community space

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

Total number of outputs from programming activity



Pillar 2: Marketing

The activities in this pillar can be split into two key functions: the development of a brand, strategies, and promotional assets for **marketing Paisley and Renfrewshire** to the public, and **data commissions** and **visitor and cultural insight** projects that were funded to provide data and insights to influence the decisions made for marketing and visitor engagement.

The primary activity of this pillar is the Paisley place brand, launched in 2018 with funding from Future Paisley. Paisley was created as a response to Paisley: The Untold Story which promised a town brand and publicity strategy and was progressed as an action in Paisley's bid to be UK City of Culture in 2021. Outdated, negative perceptions of Paisley were considered a barrier to visitors and investment; challenging and changing these perceptions was confirmed as a strategic priority through the region's economic strategy.

Prior to the launch, Renfrewshire did not have an established visitor presence. Search results for "Paisley", "Visit Paisley", or "Visit Renfrewshire" all showed general travel sites like TripAdvisor or Expedia. These sites focus on the most popular attractions within a region, excluding major events and festivals, and limiting exposure for Paisley's emerging visitor attractions and the breadth of the visitor offer across the wider region.

The launch of the brand included the establishment of a new website www.paisley.is, social media channels, marketing materials, and a large-scale media push for positive stories about Paisley and the wider Renfrewshire region. This activity, delivered by Renfrewshire Council's marketing and communications service, has seen a huge return on investment. Paisley activity was funded by an assigned council budget and Future Paisley funding. The total budget investment since 2018 is £460,852. This includes £124,300 Future Paisley funding and a funding award of £56,000 from VisitScotland in 2021/2022. With this investment, Paisley has generated over 1.5 billion opportunities to see and hear positive things about the place through media coverage and reached over 17.7 million through social media. The Paisley website quickly established itself as a valuable source of visitor inspiration for Renfrewshire and is home to itineraries, walking routes, blog posts, event listings, maps, historical information, family days out and a list of microadventures in the region. It has been visited by more than two million unique users and has received 2.6 million page views to date.

Paisley was the largest investment in this pillar but not the sole marketing activity. Significant investment went into preparing the marketing strategy for the reopening of Paisley Museum and resource was allocated to OneRen to develop its initial marketing approach and new brand identities for Paisley Town Hall, Paisley Central Library, Paisley Museum, and Paisley Arts Centre.

Underpinning marketing investment was information gained through research and visitor data commissions and cultural insights. These activities accounted for 35% of the Marketing pillar's budget and provided invaluable insight which, ultimately, led to the most productive use of funding.

Determining place strategy—UNESCO Creative City

In 2019, a report was commissioned to investigate the merits and value of an application to join the UNESCO Creative Cities Network. While the report was able to identify several strengths of Renfrewshire's approach to cultural regeneration which aligned it with the Creative Cities Network, it also identified areas which would make Paisley's application unlikely to be accepted. Through this research, the council was able to choose to focus time and funds elsewhere on projects like Paisley and relationships with the OECD, the Academy of Urbanism and Scotland's Towns Partnership which had greater impact.



Data commissions are also providing the council and the Future Paisley Partnership with data that can be used to compare regional visitor performance across Scotland. This data is crucial for monitoring continued post-pandemic recovery, sector performance and the impact of the region's tourism action plan. This data will be particularly important in the years following Future Paisley, to identify the economic impact of the reopening of Paisley Museum and the town's cultural venues.

Overall, the investment made in marketing activities was modest in comparison to the other pillars of activity for Future Paisley. The Paisley brand and publicity strategy have already demonstrated the positive impact this investment has had on increasing Renfrewshire's media profile and reach. The impact of other projects within this category are not yet known and will be understood after Paisley Museum has reopened. With the reopening and marketing of Paisley's cultural venues, the use of data to track visitor numbers and build audiences will continue to be a priority, as will Paisley's role as a campaign brand. The independent review of the impact of Paisley provides clear recommendations for its role in continuing to raise the profile of Paisley and tell the story of the area's ongoing transformation.

Marketing Budget	
Future Paisley Allocation	£756,364
Renfrewshire Council Existing Service Budgets	£80,000
External Funding	£308,000
Total budget for marketing activities:	£1,144,364

External funding represents a **41%** return on investment from Future Paisley's original investment

A total of **27%** of the marketing budget was leveraged from external sources

Renfrewshire's new destination marketing brand has generated over **1.5 billion** opportunities to see and hear positive things about Renfrewshire

Pillar 3: Cultural Sector Development

The third pillar of activity in the Future Paisley portfolio was focused on strengthening Renfrewshire's cultural sector. A key aim of the UK City of Culture bid was to drive growth and sustainability, support shared ownership of cultural strategy and disperse resource beyond public organisations. Renfrewshire's cultural sector was identified as vibrant but fragile, with a need for Future Paisley to support local artists and cultural organisations in both bespoke and flexible ways to enable them to sustain and grow beyond the programme's investment. This pillar was a major priority and represented the second largest financial commitment from Future Paisley.

Most of the funding for this pillar supported **Cultural Funding** grants. From 2016 to 2024, Renfrewshire Council awarded £1,633,241 in grants through the Culture, Heritage, and Events Fund otherwise known as CHEF. This fund was initially created during Paisley's bid to be UK City of Culture 2021 and continued under Future Paisley. The purpose of CHEF was to raise cultural ambition and stimulate new cultural, heritage and events activity, aiming to create long-lasting cultural, economic, and social transformation in Renfrewshire. Projects funded through CHEF ranged from festivals to original artwork and full operatic productions and were delivered across Renfrewshire.

Similarly, the Cultural Organisation Development Fund (CODF), which awarded £663,102 in grants, was designed to accommodate the unique business needs of Renfrewshire's cultural sector. Unlike other business development grants, CODF was a non-prescriptive fund and allowed recipients to design their own approach to business development to suit their organisation. Over the course of the Future Paisley programme, 23 CODF grants have supported 14 organisations, three of which have changed from being an unincorporated club or Community Interest Company into a charitable organisation, and two have started the process of undertaking large-scale building development projects to support their growing portfolio of work¹. These cultural organisations are now more established in the region and can strongly contribute to Renfrewshire's cultural economy. In their own words, funding through Future Paisley has been 'critical to their development'.

¹ See Appendix 2f for a full analysis of CODF.

In 2020, in response to the Covid-19 pandemic and lockdown, Renfrewshire Council pivoted funds into the Renfrewshire Cultural Recovery and Renewal Fund (RCRRF). This fund was divided into three strands: a grant to support individual artists (Arts Development Grant), a grant for organisations (Cultural Organisation Support), and a grant to support the creation of work that could improve the public realm and be enjoyed by residents as lockdown restrictions lifted (Town Centre and Neighbourhood Creative Installation). These grants had different intended outputs from CHEF and CODF, and allowed Future Paisley's investment to remain agile in the face of rapidly-changing circumstances.

Funding through Future Paisley was intended to support the sector with upskilling and to provide the tools to develop long-term sustainable funding streams, and to be more accessible for people and organisations at all levels. For example, CHEF was open to organisations with a legal status as well as to individual artists, makers, and community groups. This ensured the widest possible eligibility and removed barriers for individual artists or unincorporated clubs who would be interested in applying.

Future Paisley also provided match-funding for the national grant programme, Visual Arts and Craft Maker Awards (VACMA), as well as funding for grant programmes increasing access to arts for people who are impacted by inequalities, enabling further support to be provided across Renfrewshire.

Between 2016 and 2024, Renfrewshire awarded 368 grants and supported 225 organisations—including 49 independent artists and 29 unincorporated clubs, through cultural funding programmes, totalling just under £2.7 million². These grants were funded through Future Paisley, through existing council service budgets, and through partnerships with external funding organisations like Creative Scotland. The grant programmes funded and administered by Future Paisley created a comprehensive cultural funding ecosystem which was suited to Renfrewshire's specific needs.

² Cultural Funding Overview presented at the Future Paisley Partnership Board 06 December 2023.

In addition to funding programmes, Future Paisley recognised the cultural sector is reliant on a regular supply of freelance artists. To help connect freelance artists with work opportunities and develop early career artists emerging in Renfrewshire, Future Paisley funded several programmes offering **Artist Support**. Future Paisley investment enabled artform specialists from OneRen to host networking and meet-up groups for 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.

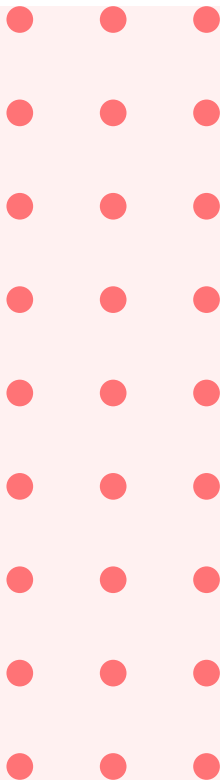
Future Paisley funding has helped develop and strengthen relationships with and between Renfrewshire's cultural and creative communities, to support the freelance community to make connections, and to help local arts organisations further establish themselves in Renfrewshire.

In addition, the conditions created in Renfrewshire are attracting artists and cultural organisations to re-locate their practice to Renfrewshire from other parts of Scotland.

Paisley Opera's CHEF Award—connecting community singers with professional expertise.

Paisley Opera is a local cultural organisation that connects with the community through operatic singing and productions of classic operas. As their "Passion Not Posh" tagline implies, Paisley Opera is focused on making opera accessible and meaningful to people in the community—something they accomplish by performing in a variety of community settings and by staging their productions in the familiar scene of Renfrewshire.

In CHEF Round 12, Paisley Opera received funding to support their performance of Verdi's Macbeth, an operatic retelling of Shakespeare's classic play. The production featured the community chorus singing alongside professional performers from the Scottish Opera and was accompanied by the Scottish Opera orchestra. Paisley Opera also collaborated with local dance group Right2Dance to include movement and dance in the final production. Community members benefitted from professional guidance throughout the performance process, culminating in two sold-out performances in Paisley Town Hall.



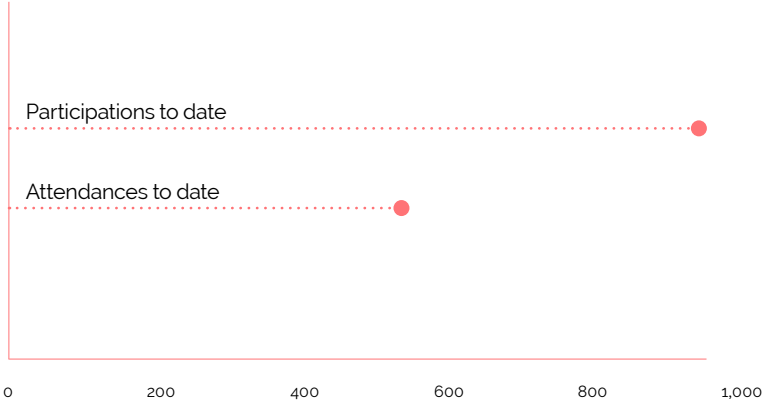
Cultural Sector Development Budget	
Future Paisley Allocation	£2,171,730
Renfrewshire Council Existing Service Budgets	£469,728
External Funding	£40,477
Total for Creative Industries Development activity:	£2,681,935

A total of **2%** of the Cultural Sector Development budget was leveraged from external sources

External funding represents a **2%** return on investment from Future Paisley's original investment

Artist engagement with networking and development

One Ren and Renfrewshire Council have hosted **31** events and **125** participation sessions for local artists to network and develop their practice





£2,680,468.93

The total amount awarded to local artists and community organisations through cultural funding grants

225

The number of unique organisations and artists funded through Cultural Sector Development grants

368

The number of funding grants distributed through Cultural Sector Development grant programmes



Pillar 4: Strategic Development

Much of Future Paisley activity was intended to provide an initial boost in support to help build Renfrewshire's reputation as a cultural destination and a place where original work is produced. The Programming pillar of work provided new opportunities and additionality to existing activities; Marketing covered the one-off development costs for place branding and marketing Paisley's new cultural venues; and Sector Support activities served to strengthen cultural organisations, freelance artists and community organisations, and create an independently functioning cultural sector. The projects not captured by the previous pillars are projects with longer-term goals and targeted interventions focused on tackling health and wellbeing and social issues and building sustainable partnerships in Renfrewshire. These initiatives were created to influence system change, to help drive prevention and to change how core services are delivered. Within this pillar, co-created programmes and partnerships have influenced change in practice through building a deeper connectivity with, and understanding of, community need. These activities are included within the Strategic Development pillar.

Many of the projects involved **embedding arts and cultural practice in local services** such as health and social care, criminal justice programmes, youth services, economic regeneration, and education. Rather than a 'nice to have', these projects embed arts and culture in core service delivery, helping the council and partners to achieve their strategic outcomes and deliver wellbeing benefits and inclusion. Projects were intensive, working with small groups of individuals experiencing similar challenges.

Several projects added value to wider council priorities such as The Promise or Culture, Arts, Health, and Social Care (CAHSC). These projects included programming, but also featured targeted investments seeking to generate long-term impact within their respective areas of work. For CAHSC, this included the creation of a training programme which served as a knowledge exchange between the third-sector and arts practitioners. For The Promise, this included creating young activist groups supporting the voices of care-experienced young people in the policy sphere.

Other activities consisted of new long-lasting **Partnerships** that were formed with external organisations. These partnerships created strong connections between Renfrewshire communities and arts professionals, or local and national organisations involved in supporting and working with Renfrewshire's cultural sector. This included several projects focused on connecting young people with arts and cultural opportunities. Aspects of these activities may have included programming or supporting creative organisations, but they were primarily focused on piloting new initiatives and establishing ongoing relationships.

Castlehead School of Creativity³, a partnership between Castlehead High School and The Glasgow School of Art (GSA) explored how studio-based pedagogy can be incorporated into secondary-school education. The partnership created new cultural programming for young people attending Castlehead, such as the annual Creativity Week, and several new accredited courses and qualifications for pupils have been launched as part of the programme. This included the Creative Thinking course, designed by Daydream Believers and supported by organisations such as LEGO and The Ellen McArthur Foundation. The partnership also created a system for increased communication between institutions. For example, during the pandemic, the partnership enabled GSA and Castlehead to adapt quickly, creating opportunities to develop new curriculum resources and influencing a national conversation about higher education admissions processes for student impacted by the lockdown.

A key feature across all activity within the Strategic Development pillar was the desire to increase access to culture. All projects within the pillar targeted specific protected characteristics or disadvantaged groups within the community—groups most likely to face barriers when accessing arts and cultural activities. Future Paisley was able to provide targeted funding to establish accessible and inclusive routes for such groups. The success to which this was achieved for all groups is addressed later in the evaluation.

³ A full evaluation of Castlehead School of Creativity can be found in Appendix 2b.

Strategic Development Budget	
Future Paisley Allocation	£966,900
Renfrewshire Council Existing Service Budgets	£0
External Funding	£163,655
Total for Strategic Development activity:	£1,130,555

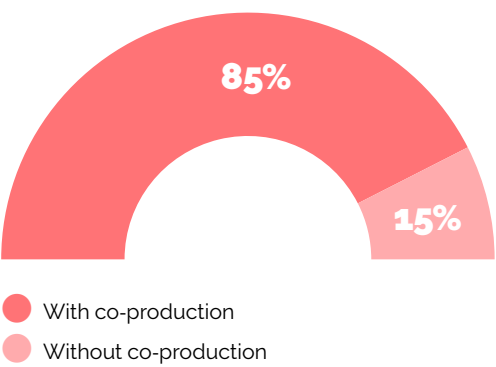
A total of **14%** of the Strategic Development budget was leveraged from external sources

External funding represents a **17%** return on investment from Future Paisley's original investment

Many of these outputs included sustained contact with Renfrewshire residents and professional artists over an extended period of time. These repeat encounters led to a total of **37,191** participations and attendances

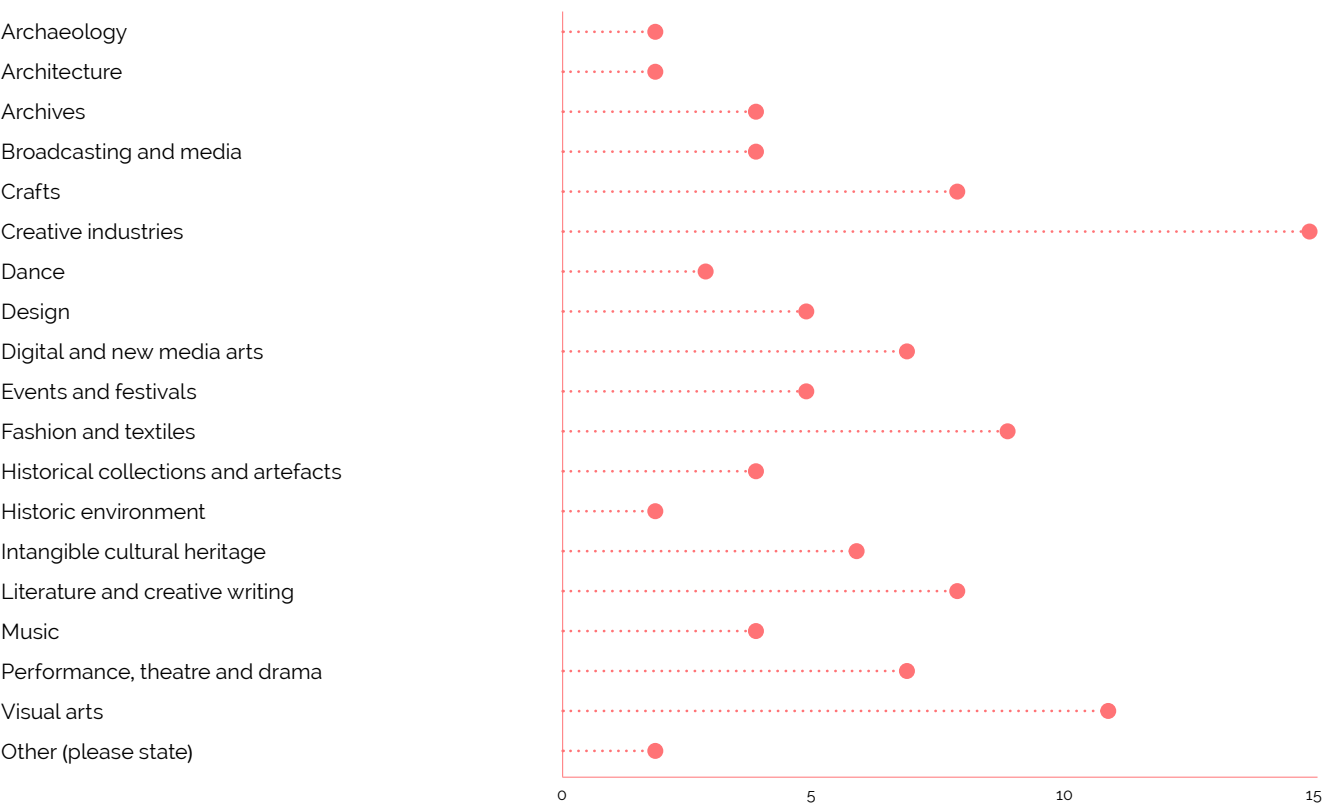
Strategic Development activities generated a total of **2,720** performances events, exhibition, and cultural participation opportunities in Renfrewshire

Activities with Co-Production



85% of strategic development activities were either co-produced with an arts organisation or strategic service, or directly with community members and participants

Strategic development activity types



Pillar 5: Cultural Workforce

Underpinning the work across the previous Pillars of Activity is the fifth Pillar, Renfrewshire's Cultural Workforce.

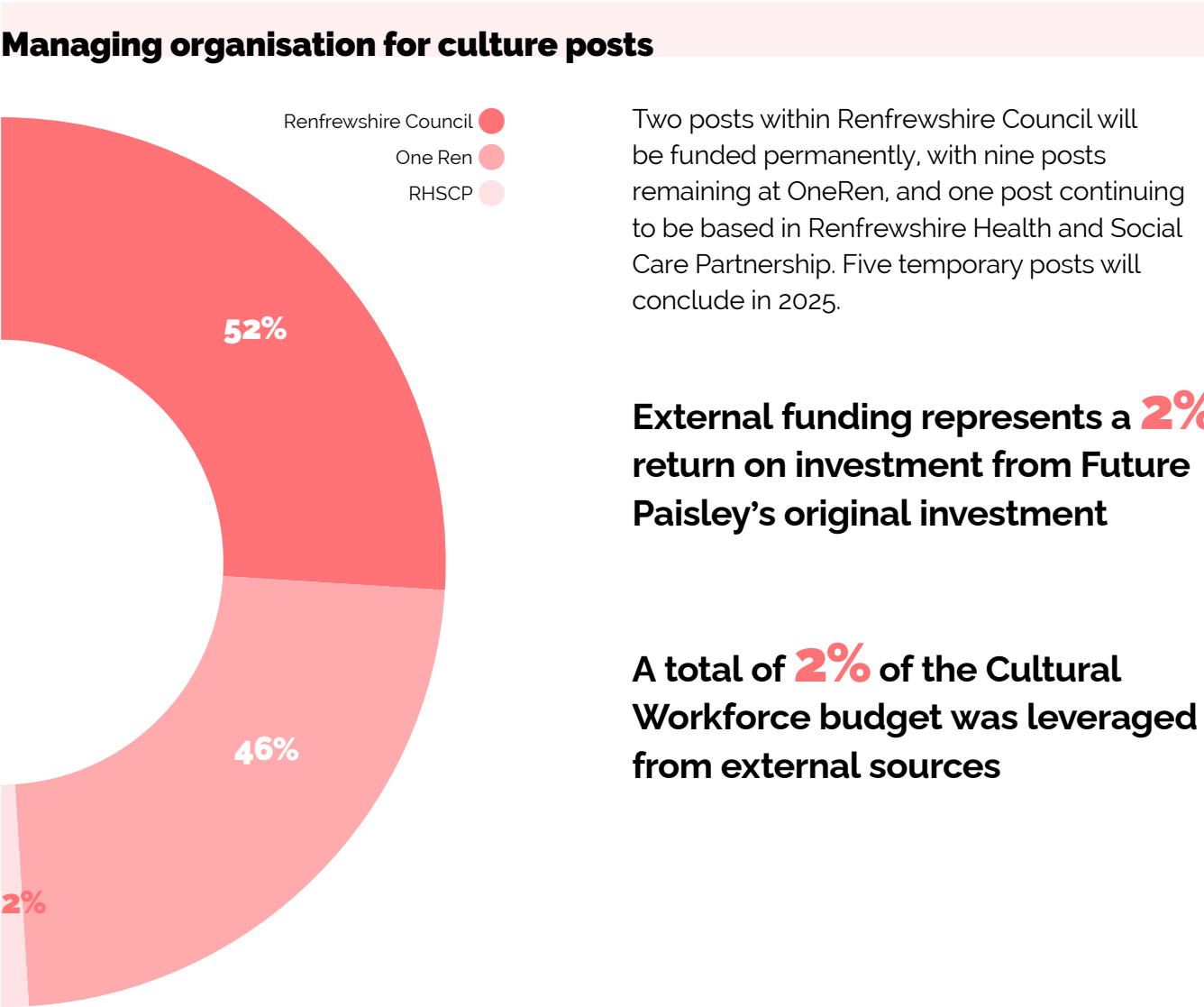
Significant investment of £3,447,592 was made to grow and develop cultural workforce in the council and OneRen, recognising the need for experienced cultural practitioners to deliver cultural strategy, partnerships, tourism development, sector growth, and the wider cultural regeneration agenda. This included the development of additional arts roles within the team based in OneRen and resource to deliver cultural activity across health and social care, cultural events programming, and creative learning. It also supported temporary resource required to drive and oversee the Future Paisley programme between 2018 and 2024.

These roles attracted highly experienced cultural practitioners with significant national profile and networks to Renfrewshire, increasing the region's profile and reach.

A total of 21 posts were funded through Future Paisley, with 11 of those posts funded permanently.

Operational costs incurred in the delivery of the Future Paisley programme are included in this pillar. This included programme administration costs and fees and artist payouts for programmes cancelled due to the pandemic.

Cultural Workforce Budget	
Future Paisley Allocation	£3,519,601
Renfrewshire Council Existing Service Budgets	£0
External Funding	£77,256
Total for Strategic Development activity:	£3,596,857



**Culture is alive.
It lives,
breathes,
sings,
dances,
performs,
interacts,
entertains.**

What was the Impact of Future Paisley?

The profile of Future Paisley has grown nationally since 2018 with several programme projects attracting national media attention and interest from other towns and cities. There is ongoing interest in how the programme is being monitored and evaluated, its contribution to the step changes initially envisaged as part of the UK City of Culture competition, and the next steps for the programme as the current funding period closes.

The previous chapter outlined the types of activities funded through Future Paisley as well as the direct outputs from the programme such as attendance and participation data. However, these outputs alone do not illustrate the impact of the programme and its success so far in delivering social and economic change for the region. The evaluation also considers data in relation to the strategic objectives of the programme to demonstrate the impact programmes had on residents, on the region, and on Renfrewshire's relationships beyond its own geographical boundaries. It is important to note it is not yet possible to determine impact across all projects and activities. As previously highlighted, several projects are due to complete in 2025, the most significant being Paisley Museum, which is anticipated to generate a large increase in visitor numbers to Renfrewshire, bringing its own economic and social impacts.

Like all major investments by the council, Future Paisley was guided by a set of goals which align with the council's overarching strategic plans⁴. These strategic objectives were called the **Five Step Changes**, each underpinned by three **Strategic Outcomes** which identify the specific circumstances to be achieved to progress the intended step change. They break the Step Changes into explicit goals with more targeted areas of impact and defined metrics for success. This enables progress to be measured and evaluated. This framework has guided planning and investment decisions for the Future Paisley Partnership Board and Steering Group.

The Future Paisley Evaluation Framework⁵:

⁴ Future Paisley ran during the period of two different Council Plans, the Renfrewshire Council Plan 2017–2022 and the Renfrewshire Council Plan 2022–2027.

⁵ Available in Appendix 3b.

Step Changes	
1. Radically change Paisley's image and reputation	<ul style="list-style-type: none"> Increased civic pride Paisley recognised as a destination of choice More people visit Paisley attractions and events
2. Raise prosperity and increase wellbeing in our communities	<ul style="list-style-type: none"> Cultural participation contributes to enhanced mental health and reduced loneliness in our communities Children and young people thrive through everyday access to arts and culture Cultural engagement and programme are dispersed across Renfrewshire
3. Paisley will be recognised for its cultural innovation	<ul style="list-style-type: none"> Renfrewshire has a thriving, resilient and diverse cultural sector Innovation in programming leads to wider engagement by local and national audiences Community-led production and programming increases cultural participation and activism across Renfrewshire
4. Transform Paisley into a vibrant town centre	<ul style="list-style-type: none"> Paisley town centre is revitalised through the opening of major cultural venues and attractions Paisley's town centre is revitalised through improvements to the public realm Paisley town centre is animated by cultural production and participation
5. Develop a sustainable and resilient creative economy in Renfrewshire	<ul style="list-style-type: none"> Organisations and sole traders working in the creative economy develop sustainable and resilient business models Pathways into employment and progression routes in local tourism, cultural and creative sectors are established More people are employed in tourism and the cultural and creative sector as Renfrewshire recovers from the pandemic

Most activities in the Future Paisley programme contribute to multiple step changes. For example, the Glen Cinema Commission contributed to three strategic outcomes across three different step changes. One of these outcomes related to civic pride and marking a significant moment in Renfrewshire's history. The others related to co-design and the process of community-led engagement alongside animating Paisley town centre.

This part of the evaluation will review each step change and address how the strategic outcomes have been met. Throughout this chapter, a series of Programme Highlights will be provided to bring to life how individual projects contributed to the intended Step Changes, to illustrate how a singular project can accomplish multiple strategic objectives, and to showcase some of the unique and innovative approaches the programme has taken to do so.

Step Change 1:

Radically change Paisley's image and reputation in Scotland, the UK and internationally

Future Paisley's first Step Change focused on addressing outdated perceptions of Paisley, identified as having a negative impact on the wider region. For years, Paisley was used as shorthand for UK high-street decline and poverty. This impacted the town's ability to attract investment, but more profoundly placed a burden on local people, who felt stigmatised by living in a place perceived as one no one should visit. Place partners wanted to continue to vigorously challenge this out-dated area image post bid, building on the city of culture campaign, celebrated as already having considerable impact on how Paisley was portrayed in the national media.

The benefits of this Step Change were considered twofold; by creating a consistent and positive perception of Paisley, the town would attract investment, serve as a visitor gateway to the rest of Renfrewshire and contribute meaningfully to boost the region's tourism economy while boosting civic pride and confidence across all the town's communities.

Strategic Outcome: Increased civic pride

Supporting the Council Plan:

Place—Demonstrating that Renfrewshire is a great place to grow up, it's a place of opportunity for those that live and work here, and it's a brilliant place for a day out.

Indicators:

- Positive news coverage of Renfrewshire
- Evidence of Renfrewshire's place brand being co-produced with residents
- Surveys and feedback from residents show an improved perception of Paisley and Renfrewshire

Civic pride is a feeling of belonging to a community or place where people live. This outcome recognised that people are at the heart of a vibrant place and that building civic pride is an essential part of quality of life and helps to drive participation. Civic pride can mean different things to different people, but it will include activism, volunteering, participating in activities and events that improve the town, shopping locally and advocating for Paisley.

Through Future Paisley, the aim was to create reasons for local people to feel proud of their place and to provide a national platform for residents, the cultural sector, and locally-based businesses to amplify their success stories.

Through the place brand Paisley, there has been a transformational increase in positive media coverage for the town and the wider region. Over 1.5 billion opportunities to see or hear (OTSH) something positive about Renfrewshire were generated from 2018 to 2024. This is against a baseline of 15 million OTSH in 2015, increasing to 72 million in 2016 due to the launch of the UKCoC bid campaign. There has been consistent local and national coverage of the changes being delivered to improve the fabric of the town, of the town's event programme, and a host of other activities being delivered by partners and Future Paisley. This has extended to digital coverage, broadcasting, and print media.

Local people and businesses were directly involved in shaping Paisley's place brand and digital presence. Over 1,000 residents submitted ideas, inspiration, and artwork to influence the design of the brand, and community groups have been crucial collaborators. The way the region is presented to the world has been driven by local voices, creating an authentic message about what is great about the place.

Through the dedicated publicity strategy, development of a brand identity and marketing campaign, major investment programmes and through the growth of Renfrewshire's event programme, perceptions of Paisley have changed for the better. In the 2023 Paisley Halloween Festival evaluation, 97% of respondents agreed they feel more positive toward Paisley than they used to. More than 90% agreed they have heard or seen something positive about Paisley and that there is more going on in Paisley these days. There has been a measurable change in how residents view Paisley since the start of the investment.

Strategic Outcome: Paisley positioned as a destination of choice

Supporting the Council Plan:

Place—Demonstrating that Renfrewshire is a great place to grow up, it's a place of opportunity for those that live and work here, and it's a brilliant place for a day out.

Indicators:

- Increased awareness of visitor options in Paisley and Renfrewshire
- Digital metrics demonstrate increased engagement with Renfrewshire's visitor marketing
- National news coverage of Renfrewshire as a visitor destination

This outcome relates to place attractiveness and how effective we have been at changing perceptions of Paisley. By destination of choice, we mean that Paisley is chosen by visitors, relocators and investors as a place to spend their time and money, above other destinations, and that media coverage of the region is broadly positive. Responding to this outcome has involved developing a new brand, promoting area assets and investments, designing and promoting place sampling opportunities such as events, and using networks of influencers and word-of-mouth advocates to reinforce place marketing. This relies on consistent marketing campaigns, PR and events targeted at prospective visitors, investors, and the media.

Future Paisley funded campaigns to attract visitors and maintain visitor interest during the closure of the town's main attractions. Campaigns were delivered regionally and nationally, showcasing the brand and hero photography on high-impact sites across central Scotland. Marketing materials were developed to enable Paisley's visitor offer to be promoted across Scotland for the first time.

Awareness of the resulting Paisley destination brand is high, rising from an average of 39% in 2018 to 65% in 2022. The Paisley social media channels and Paisley website have had considerable traffic, with more than two million unique users visiting the website and more than 17 million impressions on social media during the first six years of the brand. Seasonal visitor campaigns have found an audience through these channels and through marketing campaigns, including the new summer campaign which launched in 2022—raising the profile and awareness of Paisley and Renfrewshire and positioning Paisley and Renfrewshire as a destination of choice for day visitors. The summer campaign generated 5.1 million opportunities to see or hear something positive about Renfrewshire.

National media regularly covered news stories and features about projects in Renfrewshire. Outlets like the BBC, STV, Radio 4, The Guardian, The Sunday Times, Scotsman, and The Art Newspaper have all written about Future Paisley funded projects and Paisley has been featured in several articles ranking cultural destinations in the UK, and on University Challenge: "this large town, with a population of around 75,000, the Academy praised for its approach to town centre regeneration and addressing social deprivation". These messages have had a significant reach, sharing the work of Future Paisley beyond Renfrewshire.

Digital metrics and the ongoing recognition of Renfrewshire and Paisley as cultural destinations have demonstrated the impact Future Paisley has had on wider perceptions of the region.

Programme Highlight: Paisley

Prior to Future Paisley, Renfrewshire had no established place marketing brand. The Paisley brand was launched in March 2018, and sought to change perceptions of Paisley through storytelling and positioning the town as the visitor gateway to wider Renfrewshire.

Renfrewshire Council's Marketing and Communications team worked with a variety of industry partners to develop Paisley. The branding and new website help visitors understand everything Renfrewshire has to offer—and how they can access it.

A full evaluation of Paisley can be found in Appendix 2a.

Strategic Outcome: More people visit Paisley attractions and events

Supporting the Council Plan:

Place—Demonstrating that Renfrewshire is a great place to grow up, it's a place of opportunity for those that live and work here, and it's a brilliant place for a day out.

Indicators:

- Attendance at Paisley's signature events increase
- External events and festivals choose to host in Paisley
- National visitor data demonstrates Paisley is growing annual visitor figures

Future Paisley improved Renfrewshire's visitor offer through investment in events, cultural venues, and visitor marketing. More visitors attend events and local attractions, in turn generating positive economic impact. Visitors included local people choosing to remain in Renfrewshire to attend an event or visit an attraction, day visitors from elsewhere in Scotland, and international tourists who spend time in Renfrewshire or use Renfrewshire as a 'basecamp' for other destinations.

An important driver of increased visitor numbers was boosted investment in Paisley's signature events by Future Paisley. Hosting large-scale annual events and festivals has attracted a large number of visitors to sample the region and bring together members of the community, driving footfall in Paisley's town centre and raising awareness of the other visitor options in the region. Attendance at Paisley Halloween Festival, one of the largest Halloween festivals in the UK and Paisley's premiere signature event, rose from 17,000 in 2016 to 50,000 in 2023, generating a combined economic impact of £6.416 million, with Future Paisley funding supporting Renfrewshire-wide community engagement and co-design.

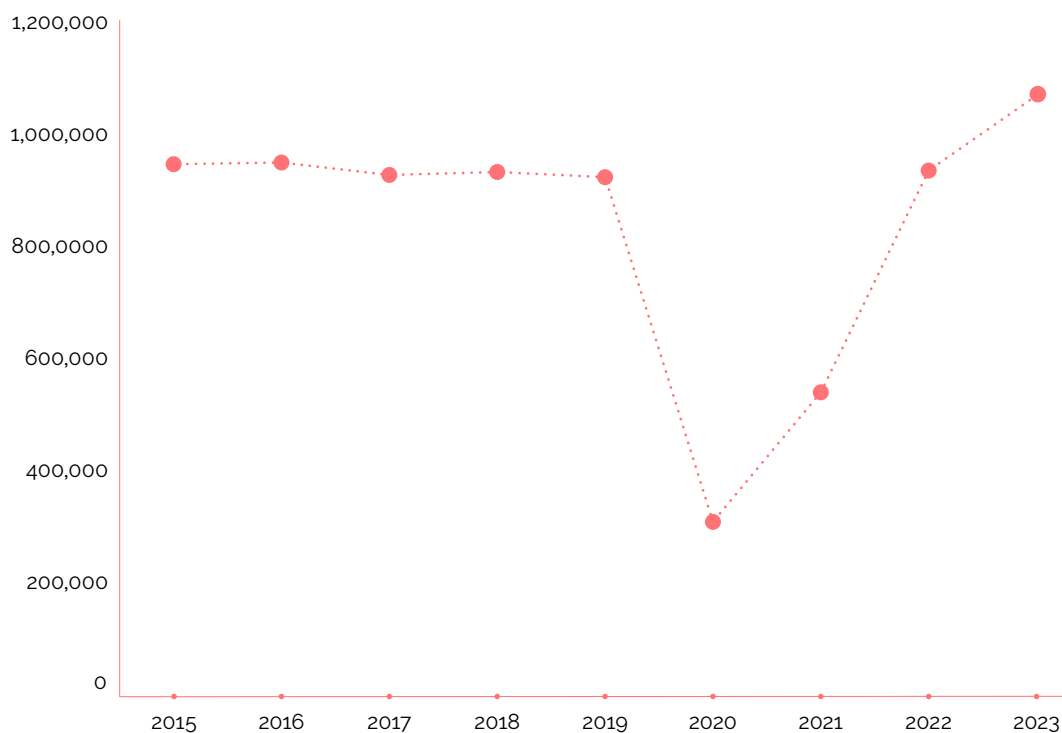
The Paisley Book Festival, another signature event for the region, was launched as part of the Future Paisley programme. The festival has consistently sold more than 1,500 tickets for the main programme and has substantially grown its schools' programmes from 280 pupils in the first year to 1,650 in 2023. In addition to these annual events, standalone events such as the Royal National Mòd, which brought in approximately 8,000 audience members and attendees, generating £700,000 in visitor spending and £2.5 million in economic impact, have further helped to bring footfall to Paisley's town centre. Collaborating with local organisations for performances and bringing local vendors to the events showcased the best of what the region has to offer, while partnerships with national promoters and producers provided access to new visitor audiences.

Outside of festivals and events, Renfrewshire has grown the number of visitors to its outdoor attractions. Through the pandemic, outdoor spaces became crucial spaces for maintaining wellbeing and socialising, the impact of which can be seen in Renfrewshire's visitor and tourism data. For example, according to data reported to the Moffat Centre, Gleniffer Braes Country Park had a 30% rise in visitor numbers between 2019 and 2020 and maintained a similarly high number of visitors for 2021. While this change in behaviour cannot be solely attributed to Future Paisley, promoting Renfrewshire's natural assets, was consistently driven by Paisley, which pivoted during Covid to target a local audience and encourage engagement with outdoors attractions. The campaigns delivered at this time drove an increase in visits to Renfrewshire's webpages for those specifically seeking family days out and microadventures.

Despite the dip in overall visitor numbers during the pandemic, including figures for footfall in town centres, stays in accommodation, and attendance at cultural venues, Renfrewshire has successfully overtaken the number of annual visitors it had pre-pandemic and is on a growth trajectory, outperforming the recovery of other regions in the UK⁶.

⁶ According to STEAM data from Global Tourism Solutions, 2023.

Renfrewshire visitors



Data commissions with the Moffat Centre and STEAM have been commissioned to track and understand Renfrewshire's visitor economy and tourism sector, funded by Future Paisley. This data is required to support and understand the impact of Renfrewshire's Tourism Action Plan and the performance of the sector. The total cumulative benefits of investment, including festivals and events and its impact on annual visitor numbers, won't be realised until key visitor attractions have reopened. The funded data commissions will be key to monitoring the success of the new cultural venues, and the relationships established with Moffat Centre and STEAM will continue beyond the Future Paisley funding period. Further analysis of visitor numbers will be completed in 2025 after Paisley's cultural venues and museum have had time to complete their reopening plans.

Step Change 2:

Raise prosperity and increase wellbeing in our communities

Research has indicated arts and culture have the potential to build skills that can materially improve peoples' lives⁷ and participation in culture has a positive impact on participants mental wellbeing⁸. Future Paisley's second Step Change was therefore focused on arts and culture as levers to improve health and wellbeing for people living in Renfrewshire, especially for children and young people, those struggling with social isolation, and those living with the impacts of inequality.

Future Paisley activity specifically targeted nine communities and groups with protected characteristics. These groups were:

- Children and young people
- Care-experienced children and young people and/or young carers
- Older people
- Disabled people or people experiencing long-term ill health (including physical or mental health)
- People experiencing social isolation or loneliness
- People from minority ethnic communities
- Lesbians, gay men, transgender and bisexual people
- People living in poverty
- People living in the 20% most deprived areas according to SIMD statistics

The investment sought to increase the amount of cultural activities available to the groups above and improve their access to arts and culture programming. This has required a combination of new programming and methods to understand and remove barriers to participation. To engage with adults who access health and social care services, a working group combining senior practitioners in health, social care, the third sector and culture and the arts, was established from the outset of the development of the UK City of Culture bidding process. Their purpose was to help shape the cultural programme for the local community. The working group evolved post-bid, and the Culture, Arts, Health and Social Care (CAHSC) Steering Group was created and brought stakeholders across art, culture, and health and social care together to collaborate on innovative approaches to improving wellbeing through cultural participation for adults and older people.

⁷ The Role of Arts and Culture in Lifting Communities Out of Poverty: A Review of Evidence (uws.ac.uk)

⁸ The Social Value of Community Events: A Literature Review (uws.ac.uk)

Strategic Outcome: Cultural participation contributes to enhanced mental health and reduced loneliness in our communities

Supporting the Council Plan:

Fair—Protecting, supporting and nurturing children, families and people who are vulnerable, with particular focus on early intervention and mental health and wellbeing, to ensure positive outcomes.

Indicators:

- Number of participations in cultural activity designed to improve wellbeing
- Demographics of participants
- Feedback from participants that references improved health and wellbeing

When we refer to cultural participation we mean participation across all art forms—facilitated by professional artists and cultural organisations. Our intention was to delivery activity that had a demonstratable positive impact on the mental health and wellbeing of those taking part. Activity was targeted at people who were experiencing isolation and barriers to participation and aimed to demonstrate new experiences and taking part had a positive impact on improving mental health and reducing loneliness, expressing feelings, self-worth, functional ability, and quality of life.

Measuring this across the population, however, is challenging. Metrics like the number of mental health diagnoses or prescriptions of medications which could be available through the NHS are not reliable indicators of improved mental health through cultural participation or any one action. In particular, the impact of Covid-19 (and lockdown) on the provision of health services and on the mental wellbeing of the population, has impacted metrics used to evidence what benefits can be solely attributed to participation in arts and cultural activity. Therefore, the best way to evaluate how well Future Paisley achieved this Strategic Outcome is through participant feedback and qualitative evidence from projects delivered on the ground and designed to to decrease loneliness and improve wellbeing. Evidence has been collected through Project Lead reporting and case studies to illustrate personal experiences, with around 42,929 participations in Future Paisley funded projects specifically designed to boost mental health and reduce loneliness.

One initiative, designed to connect people to cultural activity and reduce loneliness was Future Paisley's investment to build and test social prescribing—a referral system for NHS patients identified as suffering from loneliness or low mood. By creating a dedicated co-ordination post, Community Link workers and GPs were able to link patients with a wide variety of cultural activities delivered by groups and organisations across Renfrewshire, including OneRen's arts and culture programmes. The co-ordination post, based within OneRen, helped to integrate various initiatives, building knowledge of activity taking place in Renfrewshire, and to identify where there were gaps in provision or where accessibility was a problem. The key requirement was to develop an understanding of the interests of each patient and ensuring a match with a suitable local group or activity. One participant described starting the programme in the *"worst imaginable health state"* and left the programme feeling well and more connected with their community. They stated, *"I'm glad I came to [meet the Social Prescribing Coordinator], otherwise I would have never had the confidence to attend the other sessions, I am happy where I am at."* The programme engaged 109 unique participants who were referred by the NHS and community link workers, all of whom were connected to cultural activity by the co-ordinator and has now expanded to include an online self-referral service. To date more than 60% of referrals to Social Prescribing have been for clients who reside in SIMD areas 1 or 2. The social prescribing coordinator completes post-referral calls with participants to ensure they are still connected and have continued to participate in cultural activity.

Working collaboratively alongside Social Prescribing was the CAHSC Partnership. The partnership placed an experienced cultural programmer within Renfrewshire Health and Social Care Partnership to increase awareness of art and culture as a tool for wellbeing with health and care practitioners and to create the infrastructure to make it easier to offer cultural activity as part of a treatment programme. CAHSC specifically served adults (aged 18+) engaging in health and social care services. Through a combination of training opportunities and network building, the partnership supported a wide variety of organisations and initiatives. More than 180 professionals across the creative, cultural, health, and wellbeing sectors have engaged in training opportunities, building skills they can use in their roles to better meet service-user needs. Additionally, CAHSC grants funded 54 cultural projects creating more opportunities for Renfrewshire residents to access cultural activity. The CAHSC coordinator and the Social Prescribing Coordinator shared networks to progress projects that increased the accessibility of cultural activity and created more opportunities for people who would not usually participate. Case studies from CAHSC-funded projects demonstrate significant positive impacts on participants' moods. One project which utilised participant surveys to gauge impact found 70% of participants explicitly referenced improvements to mood or feelings of connection as part of their feedback. CAHSC programmes were able to reach almost 2,000 residents and offer activities shaped to meet their needs.

Programme Highlight: Culture, Arts, Health, and Social Care Partnership

The Culture, Arts, Health, and Social Care (CAHSC) Partnership is Renfrewshire's innovative approach to bringing arts and culture to residents (18+) engaging with social care services. By funding an arts and culture coordinator post embedded within the Health and Social Care Partnership (HSCP), CAHSC is able to create opportunities for some of Renfrewshire's most disadvantaged residents to access arts and culture and improve their health and wellbeing.

CAHSC worked with 39 partner organisations, delivering over 5,000 opportunities for cultural engagement.

A full evaluation of the CAHSC programme can be found in Appendix 2c.

Strategic Outcome: Children and young people thrive through everyday access to arts and culture

Supporting the Council Plan:

Fair—Protecting, supporting and nurturing children, families and people who are vulnerable, with particular focus on early intervention and mental health and wellbeing, to ensure positive outcomes.

Indicators:

- Number of cultural sessions held for young people
- Demographics of young participants
- Engagement of young people in designing cultural programming

Future Paisley's investment in cultural activity targeted at children and young people was driven by the need for a coherent offer for that group, with equity of access. Through investment in infrastructure and programming in numerous accessible settings, Future Paisley sought to create conditions that enable children and young people to access their cultural entitlement on a day-to-day basis, recognising the direct impact on wellness, readiness to learn, and capacity to succeed in different areas of their lives.

Children and young people were the target audience for many projects funded by Future Paisley. They were the primary participants for many of the public programming activities, as well as the sole beneficiaries of others. For example, the annual library programming budget was primarily aimed at activities for younger residents including funded materials for a Lego group targeted at young adults and theatrical performances for early learners. The Paisley Book Festival similarly had a specific schools programme which brought authors to schools to work with young people, as well as Artist in Residence projects which heavily featured activities for young people and their families.

Co-design and engagement with young people were built into projects from the outset, more so than with any other group or demographic. Within the Programming pillar, 25% of activities included programming specifically designed for young people compared to an average of 9% for the other groups. Participation figures also appear to heavily favour young people when analysed by age, although this may be a result of stronger emphasis on data collection with activities designed for children and young people.

Overall, Future Paisley supported 871 events, 81 exhibitions, and 2,559 participation sessions through programmes or events that included activity for young people.

Future Paisley has built crucial infrastructure in Renfrewshire's schools to make the cultural offer for children and young people coherent and well promoted. The Cultural Champions, a network of teachers invested in increasing students' access to arts and culture, are offered Continuing Professional Development (CPD) sessions and receive regular updates about opportunities for students. Additionally, Paisley Museum has worked with schools to develop a new educational programme to accompany the new museum's exhibits, reflecting the interests of Renfrewshire's young people and bringing Renfrewshire's history into the curriculum through creative activities.

The largest-scale intervention for children and young people funded by Future Paisley is Castlehead School of Creativity, an innovative partnership between Renfrewshire Council, The Glasgow School of Art (GSA) and Castlehead High School, which embeds creativity in the secondary curriculum. The school uses pedagogical approaches from GSA to integrate creative thinking skills across subjects. Since the partnership was formed in 2018, the school has seen a dramatic shift in attainment in arts and creative subjects. The Art and Design department, which was previously ranked 10th out of 11 schools in Renfrewshire for Art and Design attainment at Higher level, rose to joint 1st in 2023. The school achieved a 100% pass rate for higher art and design in the same year. More pupils than ever before are gaining qualifications in creative subjects, with more than 750 enrolments in the school's new creative courses, and former pupils continuing their creative education through further and higher education.

In 2023, 13% of pupils leaving Castlehead High School were continuing studies in creative disciplines. This is in line with the overall national average in the UK⁹, despite the socio-economic profile of the Castlehead High catchment area, which would predict a lower percentage in comparison to areas of higher socio-economic profile. Through the school's annual creativity week—held every May, and a rotational creativity class for S1 students, the school ensures every student has engaged in creative thinking activities. *“Every pupil is given the chance to benefit from the partnership,”* Gordon Menzies, the Head Teacher for Castlehead, has stated, *“the priority of this approach has never solely been about getting pupils to pursue entry to art school, it’s about giving them the creative skills they need to succeed whatever path they choose to follow.”* The results from Castlehead have demonstrated increased engagement with arts and culture can have a positive impact on attainment.

Future Paisley investment specifically funded cultural activity for care-experienced children and young people and young carers, to support Renfrewshire Council's pledge to keep Scotland's The Promise, a national commitment to transform Scotland's approach to caring for and supporting care-experienced children and young people. Future Paisley has contributed to #KeepThePromise through several unique projects and activities—The Promise Champions, The Promise Arts and Culture Programme and Art Boss, which collectively generated 2,566 instances of participation with care-experienced children and young people and young carers.

Programme Highlight: Castlehead School of Creativity

Castlehead School of Creativity is a unique partnership between Castlehead High School in Paisley and Glasgow School of Art (GSA). The collaboration has resulted in an expansive creative curriculum at Castlehead and improvement in student attainment in Art & Design subjects. Since its inception, more than 100 students have left Castlehead High School with a National 5 level qualification in Creative Thinking.

A full summary of the Castlehead School of Creativity partnership can be found in Appendix 2b.

⁹ 2-kcl-making-the-creative-majority-appg-digital-report.pdf



Strategic Outcome: The cultural offer is dispersed and accessible across Renfrewshire, enhancing wellbeing in our communities

Supporting the Council Plan:

Place—Demonstrating that Renfrewshire is a great place to grow up, it's a place of opportunity for those that live and work here, and it's a brilliant place for a day out.

Indicators:

- Geographic spread of cultural activity
- Demographics of participants
- Evidence of activity design that is accessible for protected characteristic groups and other target demographics

The final strategic outcome for Step Change 2 was to increase accessibility of cultural activities for all communities and to deliver an 'on your doorstep' cultural programme. This involved delivery of quality cultural experiences in different spaces, venues and formats in local neighbourhoods, designed to reduce barriers to access, create co-design opportunities and deliver cultural activity in every ward. This approach provided greater visibility of gaps in provision and the ability to strengthen commitments to equitable access for cultural entitlement for children and young people and strengthen the infrastructure that can enable larger-scale social prescribing in future.

57% of Future Paisley funded programmes included events, exhibitions, or participation sessions outside of Paisley town centre—where concentration of cultural activity would usually take place, benefitting 39,936 participants.

The aim was to grow arts activity in communities that were identified as lacking access. A series of Artist in Residence projects were launched in Gallowhill, Glenburn, Seedhill and Williamsburgh early in the Future Paisley programme. These projects sought to establish cultural communities in neighbourhoods identified as places for cultural growth. Of the programmes launched pre-pandemic, few sustained through lockdown. Only one of the early Artist in Residence projects was completed—a new Bothy at the Circle Recovery Hub in Seedhill, which delivered a community space to support people in recovery from using alcohol or drugs. The Bothy is the creation of service users who designed and led the programme, appointing a professional artist to assist in the decoration of the space. The Bothy is one of the strongest examples of co-production from Future Paisley and demonstrates the potential of Artist and Resident projects. There is an opportunity to rethink Artist and Resident activity through the Whole Family Wellbeing project, housing regeneration and Connected Communities.

The impact of lockdown helped to disperse programming across Renfrewshire. Commissioned theatrical productions, which might have premiered in Paisley Town Hall, such as John Byrne's *Underwood Lane* and Kick the Door's *Thread*, were staged in Johnstone and Renfrew respectively. Outdoor programming was prominent through the programme, and a necessity through the pandemic, and resulted in art installations in unusual, outdoors spaces and events. Significant programming also transitioned online, increasing accessibility, and included an investment in digital programming through Ren TV delivered by OneRen. The platform showcased local talent and shared stories about Renfrewshire and attracted over 30,000 viewers. While some projects were not originally planned to be delivered in this format at the outset of Future Paisley, they ultimately contributed to the Step Change.

The main driver of dispersed cultural activity was the Culture, Heritage and Events Fund (CHEF), which empowered groups and organisations to deliver cultural activity in locations that were more easily accessible to communities across Renfrewshire. A total of 42% of CHEF grants supported activity which took place outside of Paisley. In addition to CHEF, two grant programmes funded through the Culture, Arts, Health, and Social Care (CAHSC) Partnership were used to specifically remove barriers to access to culture and to improve the wellbeing of Renfrewshire residents (adults aged 18+) living with the impact of inequality. These funds helped to create new activity, improve planned activity and open activity to all, such as Paisley Community Circus developing accessible circus activities with Waterbaby's Dirty Feet dancing group and arts activities for adult learners engaged in Renfrewshire's ESOL classes.

During the final years of Future Paisley's investment, there were several initiatives which were funded in response to national policy. In summer 2023, Scottish Government confirmed an end to additional funding for summer activities, provided as part of Covid recovery. Future Paisley was able to pivot and contribute funding to the summer programme. Similarly, Future Paisley funded cultural activity as part of Winter Connections, providing welcoming spaces for residents to connect, access advice, activity and warmth, in response to the cost-of-living crisis.

By targeting barriers to access and increasing universal and targeted cultural activity across Renfrewshire and by being responsive to changing policy and local need, Future Paisley was able to flex investment to deliver cultural activity in different ways and reach several of its intended target groups across a wider geography. Programming for and with children and young people, older adults, people with a disability or people living in deprived areas was well evidenced. The same cannot be said in relation to evidence of delivering cultural programming that specifically reflects and is designed for ethnic minority communities, or programming that is specifically for the LGBTQ+ community. This must be addressed quickly, through future programming strategy.

Step Change 3: Paisley will be recognised for its cultural innovation

Future Paisley's third Step Change looked at Renfrewshire Council's innovative approach to cultural regeneration.

The use of arts and culture for creating economic change has been popular practice over the past two decades¹⁰. Renfrewshire Council has approached cultural regeneration through the lens of placemaking, a 'people-centred' practice where arts and culture interventions are used to affect change in an area according to the needs and desires of residents¹¹. This practice has been adopted by national agencies across the UK including Arts Council England's Levelling Up for Culture Places programme¹² and Creative Scotland's Place Partnership programme¹³. Through cultural placemaking, arts and culture can be utilised to affect social and economic changes without damaging the existing culture and community in a region.

Future Paisley incorporated the lessons from urban regeneration elsewhere in the UK and Europe. The programme demonstrates some of the best practices in cultural placemaking, seeing the sector as central to longevity. The step change recognised a thriving cultural sector which attracts diverse artists and makers will in turn create sustainable participation opportunities and employment opportunities.

Step Change 3 tracked Future Paisley projects which followed the principles of cultural placemaking, as well as how the programme positioned Renfrewshire as an exemplar for other towns and regions seeking to take a similar approach to cultural regeneration.

¹⁰ In 2002, economist Richard Florida wrote about his concept of creative cities and the impact of the "creative class" on urban areas. He claimed that cities wishing to increase economic prosperity needed to focus on developing infrastructure and amenities to attract highly educated individuals working in Cultural Sectors. This "creative class" would then in turn attract more profitable industries to the region. His theory was applied widely across the United States and Europe. However, Florida's work has been highly critiqued since its initial positive reception in the early 2000's. What was posed as a way of increasing prosperity for everyone in a region was quickly shown to deepen class inequality, and Florida was soon criticised for popularising gentrification in American cities. The practice which arose to counter Florida's creative cities approach was cultural placemaking.

¹¹ Developing a People-Centred, Place-Led Approach:
The Value of the Arts and Humanities (gla.ac.uk)

¹² Priority Places and Levelling Up for Culture Places | Arts Council England

¹³ Place Programme | Creative Scotland

Strategic Outcome: Renfrewshire has a thriving, resilient and diverse cultural sector

Supporting the Council Plan:

Economy—Improving lives and securing wellbeing through a stronger, inclusive and sustainable economy, being creative, imaginative and linking opportunities to enhance the benefits for Renfrewshire.

Indicators:

- Number of new artists and organisations established in Renfrewshire
- Engagement in creative networks
- Number of activities delivered by arts organisations supported by Council operated services and at signature events

Through Future Paisley, Renfrewshire has significantly expanded its creative networks and established a more resilient community of arts organisations. Local artists and organisations support Renfrewshire's wider cultural ambitions, creating opportunities for residents to engage in cultural activity, and devolving cultural delivery from the council into the wider community.

Support from Future Paisley helped several new grassroots organisations take root in the region. Jointly funded by Future Paisley and Creative Scotland's Place Partnership programme, Johnstone Textile Space and film and digital media organisation Refractive Scotland formed and took residency in units in Renfrewshire. These created new operational spaces where Renfrewshire-based artists could thrive. Additionally, there has been relocation of artists from outside of Renfrewshire to the region. Projects like the Sculpture House and the grant awarded to the Paisley Community Circus have brought professional artists from Glasgow to establish their permanent practice in Paisley.

Several artist networks were formed during Future Paisley's funding period which contributed to increased collaboration between artists and arts organisations. OneRen's Arts Team ran regular networking meetings for various artforms including music, theatre, and film. These networking groups had substantial engagement from local artists, with regular meet-ups hosting an average of 9.4 artists across 159 events and networking sessions. Early indicators from the final year of Future Paisley delivery suggest these facilitated spaces for the sector have helped Renfrewshire's cultural organisations to succeed in applications to funders outside of the region. Organisations have gone on to apply for joint funding on future projects¹⁴ and share physical building spaces¹⁵. Networks have brought together previously-disconnected organisations to share knowledge and resources. Overall, the networks and funding grant programmes helped Renfrewshire build a connected and collaborative cultural sector. However, long-term support is required to ensure these networks continue to develop and thrive, and there must be a commitment to reconnecting with groups such as the Ethnic Minorities Cultural Steering Group, to ensure Renfrewshire's cultural offer meets the needs of diverse local communities and all local voices are represented in shaping cultural policy and programming.

From the Future Paisley programme, 36% of all funding went directly to the cultural sector through grant programmes and more opportunities were created to commission creative work locally. These commissions create opportunities and partnerships for local artists and cultural organisations. Local cultural organisations are also recognised as service delivery partners, supporting health and wellbeing through projects such as CAHSC. By providing opportunities for organisations to grow and develop resilient business practices, Future Paisley has attempted to rebalance Renfrewshire's cultural sector, making public institutions less dominant and narrowing the gap with cultural organisations and artists to encourage cultural democracy across the region.

¹⁴ Dirty Feet Dancing and Paisley Circus collaborated on two grant projects from the Culture, Arts, Health and Social Care (CAHSC) grant programmes. Since completion of the grant, the organisations have gone on to obtain further funding to continue delivering accessible circus activities.

¹⁵ Two Paisley-based arts organisations, PACE Theatre and Outspoken Arts, cohabitate in a unit within the Paisley Shopping Centre. The Art Department—THE ART DEPARTMENT (outspokenarts.org)

All these projects have contributed to an infrastructure of organisations that act as a support network for individual artists in Renfrewshire. The impacts of Future Paisley for individual artists and pathways into the cultural sector are further analysed in Step Change 5.

Programme Highlight: The Sculpture House

The Sculpture House is a partnership between Renfrewshire Council and three artists—Sculpture House Collective (SHC). The partnership permits the council to lease a property at Blackstoun Road in Ferguslie Park, to the artists in exchange for delivery of cultural services that are equivalent to the market rental value of the house. The artists use the house as their professional studio space while developing the house into a communal cultural asset and delivering a full programme of cultural activities. During the Pilot Year, SHC delivered a total of 136 workshops and cultural sessions generating 2,012 instances of participation in arts and culture activities. They worked with a wide range of participants, including children, young people, carers, people with a disability, and people suffering from long-term ill health, as well as their immediate community members around the house.

A full evaluation of the Sculpture House Pilot Year can be found in Appendix 2d.



Sculpture House

Strategic Outcome: Community-led production and programming increases cultural participation and activism across Renfrewshire

Supporting the Council Plan:

Place—Developing our relationship with, listening to and involving our communities in the shaping of their future, particularly around the Council’s investment and budgeting decisions, and ensuring that a wide range of voices and views are heard.

Indicators:

- Percentage of programming that incorporates co-production
- Evidence of programme changes based on participant influence
- Positive feedback from participants in co-produced programmes

Community-led production and programming refers to a wide variety of practices in cultural production that includes co-production, co-design, and co-creation. These practices incorporate community members and participants into the creative process¹⁶. This involves artists and outreach programmes, and uses art to involve people in debate, conversations, and social interaction. Outputs can be artworks, performances, an event, an intervention, or an installation within the physical environment.

The collaborative process is as important as the final output. It helps communities unpack and overcome issues important to them. Arts professionals empower, encourage, and guide communities to develop solutions for themselves. This approach recognises people are more likely to participate in cultural activity they have designed themselves. Community-led production and programming helps communities identify what they feel passionate about and to create effective and positive social change.

¹⁶ Co-Production in Arts & Culture: A Review of Evidence, CCSE 2024.

Of the events, interventions, performances, and activities in the Future Paisley portfolio, 82% were co-produced.

Cultural activities designed for people with protected characteristics and other target demographics were particularly likely to be co-produced, ensuring that the activities for these groups reflected their unique needs. One such activity was the Promise Champions. Promise Champions were originally intended to be a youth activism group supported to influence national policy makers, similar to groups created by Who Cares? Scotland. However, when the young people came together for the group, they expressed the need for something different and were supported to design a project that suited their aspirations and needs. The group chose to explore how arts and culture could give a voice to their experiences, but also pushed for the group to have a more tangible local impact on other young care-experienced people in their community rather than taking a policy-driven approach. This led to projects like their Christmas present drive, a charitable project run by the Promise Champions to collect donations and gifts for other care-experienced children and young people.

“As Care-Experienced young people, we know that some of us won’t receive many presents at Christmas. We want to change this to help make these young people’s Christmas feel a little more special.”

Renfrewshire’s Promise Champions

69% of co-produced activity was achieved working with community organisations. Organisations served as community experts and trusted sources, advising on the needs for the area, as well as delivering the activities in partnership with the council or OneRen’s cultural producers. Among these programmes is the Paisley Museum Creative Learning programme. Considered ‘sector-leading’ by peer organisations, the programme involved schools across Renfrewshire in the design of the new educational opportunities to be offered at the transformed museum. The programme ensured the content of the learning materials would be interesting and relevant to Renfrewshire’s young people and reflect the diversity of the region’s history and current residents.

Of the co-produced activities, 44% were created directly with participants. One example of this direct engagement is through the Future-Paisley-funded theatrical production *Common is as Common Does*. The show, which explored how exposure to violence shapes ideas of masculinity, was created collaboratively with residents from Johnstone and Paisley. Acclaimed Glasgow-based dance company 21 Common led the sessions, helping Renfrewshire residents to make a high-quality artistic movement piece based on their lived experiences. Participants from Johnstone and Paisley engaged in development sessions, with six participations from these initial sessions continuing engagement throughout the production process. These six residents, who ranged from age 18 to 60, collaboratively choreographed the show and performed on stage alongside the professional dancers. Participants commented on the overwhelmingly-positive experience they had in creating the production, particularly the elements dealing with serious topic they'd seen in their own lives. The production went on to show at the Edinburgh Fringe Festival in 2024.

“I have direct experience of domestic violence, and this show makes me feel seen... It has been fantastic for me, to feel part of the company and so valued. I have loved every minute.”

Common is as Common Does Participant

Strategic Outcome: Innovation in programming leads to wider engagement by local and national audiences

Supporting the Council Plan:

Place—Demonstrating that Renfrewshire is a great place to grow up, it's a place of opportunity for those that live and work here, and it's a brilliant place for a day out.

Indicators:

- National reporting on new productions or models of practice
- Sector leaders and specialists come to Renfrewshire and generate external interest in Future Paisley's delivery
- Renfrewshire receives invitations to speak at national conferences and networking events

This Strategic Outcome called for an increase in new and original work being produced in Renfrewshire, sparked by Future Paisley investment. This delivered several premieres and unique live events including *Other Side of the River*, *Common is as Common Does*, *Underwood Lane*, and *Thread*. These major productions supported by Renfrewshire Council and OneRen had 4,233 attendees and toured beyond Renfrewshire, sharing original work from the region nationally.

However, Renfrewshire's 'innovation' goes beyond programming. Future Paisley's radical approach to cultural regeneration, including its commitment to partnership and investment in the cultural sector and community-led production, has received recognition from peers within government, cultural agencies and in the wider regeneration community. This included being the first-ever Scottish Winner of Best Town (Paisley) in UK, Ireland and Europe at the Academy of Urbanism in 2018. The unique models developed through partnership have continued to be focus of this attention.

Cultural leaders in Renfrewshire are frequently invited to speak regionally and nationally at sector events and policy round tables¹⁷ and contribute to national media, specialised publications featuring Future Paisley projects¹⁸. Cultural leaders, academics and experts in regeneration contributed to the Renfrewshire discussion through the Future Paisley's *Grande Conversazioni* in 2022. During its pilot year, The Sculpture House hosted curators from Jupiter Artland and Tate Britain, academics from Oxford University, and conservation specialists from Page Park Architects and The Prince's Foundation. Additionally, since 2018, Renfrewshire has hosted academics and policy experts in the field of culture, sport, and events via the University of the West of Scotland CCSE Symposiums—an annual event attracting national audiences and national speakers, placing Future Paisley and Renfrewshire's approach to cultural regeneration at the heart of policy discussions.

Emblematic of this success is Paisley's selection to host *About Us. About Us* was the opening event for *UNBOXED: Creativity in the UK*, a celebration of creativity which took place across the UK in 2022. Paisley was selected in recognition of its outstanding use of creativity for town revitalisation. Additionally, Paisley's Halloween Festival has been recognised at the Scottish Thistle Awards as the 'Best Cultural Event or Festival', and at the Scottish Event Awards as 'Best Large Festival', not only for the growth of the event, but for the festival's engagement with young people and the community.

The combination of quality productions and innovative partnerships have brought attention to Renfrewshire's cultural regeneration.

¹⁷ Head of Marketing and Communication—EventScotland conference, Cultural Leader round table events, Spirit of 2012 roundtable, DCMS planning, Major Events Manager—national events advisory group, Lead Officer (Future Paisley)—Creative Scotland and government roundtables, Castlehead School of Creativity—Education Scotland

¹⁸ Paisley's House Of Sculpture | Artmag | All The Arts In Scotland



Sma' Shot Day

Step Change 4: Transform Paisley into a vibrant town centre

Future Paisley's fourth Step Change centred around Paisley's physical transformation, funded by Renfrewshire Council. This included the Paisley Town Hall project¹⁹, the refurbishment of Paisley Arts Centre, Paisley Museum Reimagined²⁰, the construction of the new Paisley Central Library²¹, as well as the Paisley Townscape Heritage and Conservation Area Regeneration Scheme²². Collectively, the council invested £79.9 million into preserving Paisley's physical heritage and landmark buildings, whilst bringing them into 21st century use, which has been a catalyst for further significant investment from the private sector and other funders. Future Paisley investment was aligned to this capital transformation programme, to build audiences in anticipation of new cultural venues, to animate the town centre in innovative ways during the temporary closures of venues, and to support the cultural venues with their reopening by boosting programming and marketing budgets for year one. Delivery of this step change and the timing of the reopening of Paisley's refurbished venues, was significantly impacted by the pandemic. Paisley Town Hall and the new Paisley Central Library, originally planned to open in 2021, were launched in 2023 followed by the Paisley Arts Centre's reopening in 2024. The transformation of Paisley Museum is due to conclude in late 2025. Future Paisley's contribution to this large-scale investment programme was re-aligned to enable brand, marketing, audience development and programming support to be maximised.

¹⁹ Paisley Town Hall—Renfrewshire Website

²⁰ Paisley Museum Reimagined—Renfrewshire Website

²¹ Paisley Learning and Cultural Hub—Renfrewshire Website

²² Paisley Townscape Heritage and Conservation Area Regeneration Scheme—Renfrewshire Website

Strategic Outcome: Paisley town centre is revitalised through the opening of major cultural venues and attractions

Supporting the Council Plan:

Place—Demonstrating that Renfrewshire is a great place to grow up, it's a place of opportunity for those that live and work here, and it's a brilliant place for a day out.

Indicators:

- The opening of Paisley's cultural venues (Paisley Arts Centre, the Town Hall, the Museum, and the Library)
- Footfall in these venues
- Engagement with events in the venues and advertisement of the venues

It is too early to assess the impact of Paisley's new cultural venues on town centre vibrancy or the contribution of Future Paisley investment in the Museum marketing strategy, marketing and brand development for Paisley Central Library, Paisley Arts Centre, and Paisley Town Hall, and opening programme for each venue. OneRen will monitor and report on footfall and visitor numbers, supported by data collection through the Moffat Centre.

Renfrewshire's current visitor and tourism data reflects the impact of the loss of town centre attractions on visitor numbers for cultural venues²³. However, despite a delay to opening of the Paisley Museum and Paisley's cultural attractions, Renfrewshire's wider visitor economy and tourism sector indicate positive recovery and performance.

Programme Highlight: Opening Year Programme

Future Paisley aligned to the ambitious and exciting programme of capital investment in Paisley's cultural venues. Refurbishment of Paisley Arts Centre, Paisley Town Hall, and Paisley Museum, as well as the construction of the new Paisley Central Library, will continue to drive the vision for Future Paisley. Opening programming for the venues was supported by Future Paisley, which will continue through 2025, as was support for new brand identities and the marketing strategies for each venue, driven by OneRen.

A full summary of the opening year activities can be found in Appendix 2e.

²³ STEAM Report for Renfrewshire, 2010-2021.

Strategic Outcome: Paisley's town centre is revitalised through improvements to the public realm

Supporting the Council Plan:

Place—Demonstrating that Renfrewshire is a great place to grow up, it's a place of opportunity for those that live and work here, and it's a brilliant place for a day out.

Indicators:

- Number of works done to improve the public realm
- Increased footfall in the town centre's public spaces
- Positive perceptions of the town centre in feedback and surveys

This strategic outcome focused on maximising planned improvements to Paisley town centre's public realm and the spaces and places where local people and visitors choose to dwell.

It was originally envisaged that this Step Change would capture the impact of public realm projects at County Square and Paisley Abbey however due to changing priorities and the emergence of wider town centre regeneration plans proposed by the private sector, both projects were paused.

Running parallel to Future Paisley was the Paisley Townscape Heritage and Conservation Area Regeneration Scheme²⁴. This separate programme funded the repair, restoration and preservation physical architecture in Paisley town centre and contributed to the enhanced experience of the town centre, ultimately supporting Future Paisley outcomes. Posts funded through Future Paisley worked closely with the Townscape Heritage and Conservation Area Regeneration Scheme, and Future Paisley co-funded projects in the scheme through cultural funding grants such as the refurbishment of Sma' Shot Cottages and collaboration on the Future Paisley Exhibition *Grand Conversazioni* series. Joint working between Future Paisley and the Townscape Heritage and Conservation Area Regeneration Scheme is one example of how Future Paisley achieved a strategic outcome by adding value to existing physical regeneration activity.

²⁴ Paisley Townscape Heritage and Conservation Area Regeneration Scheme—Renfrewshire Website

Future Paisley funded several self-guided heritage tours through Paisley town centre. These tours help to tell a different story of Paisley, improve visitor experience and encourage increased visitor footfall. Tours include the Paisley Radicals Tour which explores Paisley's role in the Scottish Radical War of 1820. The tour was created by Civil Disobedience in partnership with community groups across over 40 engagement sessions. A more recently completed tour is the Paisley Buddy Walk of Fame, a Hollywood-style trail that celebrates famous cultural Buddies such as Paolo Nutini, Phyllis Logan and David Tennant. Designed by Paisley First, and part-funded through Future Paisley, these plaques in the pavement were created as a further attraction to the town centre with the purpose of informing visitors about key figures from Paisley past and present²⁵. These types of activities have contributed to the improvement of Paisley town centre's public spaces as well as encouraging cultural participation.

While this strategic outcome was initially intended to focus on Paisley town centre, there was specific effort to disperse physical improvement activity across Renfrewshire and expand access for local people. Through Place Partnership with Creative Scotland, several projects led by community groups have improved both urban and rural spaces. Projects included temporary artwork installations along Renfrewshire's cycle routes which engaged over 3,000 people and a permanent sound garden installation in Erskine town centre.

²⁵ Paisley First received funding through an early round of CHEF funding for a series of murals across Paisley town centre. They then later received funding for the Paisley Walk of Fame, a trail of plaques through the town centre recognising key figures in Paisley's history.

Strategic Outcome: Paisley town centre is animated by cultural production and participation

Supporting the Council Plan:

Place—Demonstrating that Renfrewshire is a great place to grow up, it's a place of opportunity for those that live and work here, and it's a brilliant place for a day out.

Indicators:

- Number of events, festivals, and performances in the town
- Number of visitors to the town centre
- Positive feedback from participants about events and activities held in the town centre

In addition to investment in outdoor events to animate the town centre, there were several projects which temporarily inhabited vacant former retail units or created new permanent attractions.

The Future Paisley Exhibition, a multimedia installation showcasing Renfrewshire's cultural heritage and enabling local people to help reimagine the town's ongoing cultural regeneration, was hosted in a unit in the Piazza shopping centre and attracted 7,000 visitors and participants, including local school groups. The Piazza also hosted Binge, an interactive theatre production, part of the internationally recognised Take Me Somewhere Festival, attracting 156 visitors and participants. The Creative Scotland Place Partnership funded several new developments in Paisley. This included Refractive Scotland, mentioned previously, a new filmmakers group delivering workshops and network events for Renfrewshire's film, digital, and new media specialists, and the partnership funded artworks in town centre shop windows during COP 26, with an estimated footfall of 1,590. Renfrewshire's cultural sector is also investing in physical spaces in Paisley's town centre. The Art Department created a new cultural space in a former shopping store, joined by PACE Youth Theatre who have created temporary rehearsal studios, performance space and theatre space. Both organisations have benefited from Future Paisley support and grant funding.

Building on this, The Art Department, is set to take over a prominent formerly-vacant unit at 9 to 11 Causeyside Street as their new permanent location, with PACE in the process of refurbishing a former theatre and nightclub and creating their new Exchange Theatre, Scotland's first theatre dedicated for children and young people.

A significant project, initially identified through the UK City of Culture community engagement process, was the design and installation of Rattle: Little Mother in Dunn Square. The statue honours the 71 children lost in the Glen Cinema disaster on New Year's Eve in 1929, their families and the survivors. The statue was crafted by two acclaimed artists following considerable engagement with Paisley Community Trust, Star Project, and pupils from Paisley Grammar School, and was co-designed with survivors and community members whose families were impacted by the tragedy. The statue is a permanent fixture in Dunn Square and provides a place of remembrance and reflection in the town centre where people gather annually to remember the children lost. The project was part of a wider programme of activity to mark the 90th anniversary of the disaster, which included screenings of the information film about the disaster and a memorial service featuring a lantern walk with nearly 200 participants through Paisley town centre to the Paisley Abbey. Living descendants and survivors of the disaster attended the commemorative events and the unveiling of the statue, which attracted national broadcast media coverage.

During the final year of Future Paisley, a major partnership was confirmed with Jupiter Artland to animate Paisley's High Street with both art and learning through the Jupiter + Paisley project. A site-specific installation called *Stroke* by internationally recognised Paisley-born artist Anya Gallaccio, occupied a shop unit on the high street between September to December 2024, which was complimented by a Creative Learning Studio located directly opposite the artwork in the Paisley Shopping Centre. The Creative Learning Studio will operate for a year, providing art education and maker space for young people across Renfrewshire and will host a programme of public outreach events, schools' workshops, and a mentorship scheme called the *Orbit Youth Collective Programme*. *Stroke* already reached 3,876 visitors through to the end of October 2024 and will remain open until 21 December 2024. The programme has received significant coverage across editorial and broadcast media.

With the reopening of the town's cultural venues following their refurbishment—Paisley Town Hall, Paisley Art Centre, Paisley Central Library and Paisley Museum, cultural participation and programming in Paisley town centre is only expected to grow.

Step Change 5: Develop a sustainable and resilient creative economy in Renfrewshire

Future Paisley's final Step Change focused on celebrating and growing Renfrewshire's cultural and creative sectors and creating meaningful pathways for young people wishing to enter the sectors. To enable long-term impact through cultural regeneration, Future Paisley recognises the stability and sustainability of the cultural sector is critical for success. This will ensure breadth of opportunity to participate and diverse programming that works for all people in our communities and will help to sustain vibrant neighbourhoods and town centres and attract visitors. Future Paisley has endeavoured to help strengthen existing cultural organisations as well as provide opportunities for emerging cultural practitioners to base their work in Renfrewshire.

Strategic Outcome: Organisations and sole traders working in Renfrewshire's creative economy develop sustainable and resilient business models

Supporting the Council Plan:

Economy—Creating sustainable employment opportunities for people who live in Renfrewshire, attracting good employers to the area and encouraging growth of businesses already operating here, ensuring that all people can benefit from the inclusive growth in Renfrewshire.

Indicators:

- Legal status of arts and culture organisations
- Registered organisations and sole traders
- Participation in sector networks

This strategic outcome focuses on the sustainability of Renfrewshire's newly-expanded cultural infrastructure and how well the sector has been set up for ongoing success after the Future Paisley investment period. Progress has been steady and overall, since 2016, employment in Renfrewshire's cultural and creative sectors has increased from 1,910 to 1,970, and the number of registered charities in the region with advancement of the arts, heritage, culture or science as their purpose has increased by 40%.

The evaluation of the Cultural Organisation Development Fund (CODF) highlighted how CODF's approach to organisational development was fundamental to secure long-term sustainability for the sector. Unlike many other forms of support or development funding, CODF was bespoke to organisational need. The fund allowed organisations to determine where and how the funds could best be used to further their organisations strategic objectives. Due to the varying circumstances and needs among Renfrewshire's cultural sector, this flexibility enabled organisations to find the most impactful use of funds for their specific circumstances. The value of this approach was recognised by Renfrewshire Council's Economic Development service—"no other funder offers such support", as well as funded organisations—"I don't know of another funding scheme that particularly focuses on developing board, staff capacity and gives space for organisations to carry out structured work in developing their vision."

CODF-funded organisations developed several aspects of their business models that indicate they are now more resilient and sustainable for the future, including bolstering programming and developing more resilient business practices. Of the 14 organisations supported by CODF, three have newly-obtained charitable status during the funding period.

Sole traders in Renfrewshire's cultural sector have also benefitted from Future Paisley funding, through the establishment of strong networks and increased studio and visual arts space. Creative spaces established in partnership with Renfrewshire Council, such as the previously-mentioned Sculpture House and Refractive Scotland, as well as independently-owned spaces, have taken root across Renfrewshire. These making spaces and associated specialist equipment have been made available to new artists and professionals across artforms, and additionally, the networks established by OneRen and Renfrewshire Health and Social Care Partnership have promoted employment opportunities for artists to obtain paid work. For example, the POP newsletter managed by OneRen attracted more than 275 subscribers (artists and makers) across Renfrewshire to promote opportunities for employment and partnership and it is recommended that POP is re-established.

Crucial to the success of this Strategic Outcome is Renfrewshire Council's commitment to continuing sector support after the completion of Future Paisley. The Council has ringfenced £1million over the next three years to support the cultural sector, including funding from Future Paisley. Consultation with the sector to determine the shape of this support is under way. The commitment ensures the impact of Future Paisley is firmly embedded.

Programme Highlight: CODF

The Cultural Organisations Development Fund (CODF) was created to strengthen and build the capacity of local cultural and creative organisations in Renfrewshire. Through the four rounds of this funding grant, Renfrewshire Council has invested £663,102 into Renfrewshire's cultural sector.

A full review of CODF and CHEF funding can be found in Appendix 2f.

Strategic Outcome: Pathways into employment and progression routes in Renfrewshire’s tourism, cultural and creative sectors are being supported

Supporting the Council Plan:

Economy—Matching the skills developed in Renfrewshire with the opportunities available in Renfrewshire and equipping all children and young people to achieve success in life.

Indicators:

- Number of participations in career development programmes for young people
- Positive arts and culture destinations for Renfrewshire’s young people leaving school
- Presence of regular job opportunities for young people in cultural organisations

Creating pathways for young people to enter the tourism, cultural, and creative sectors in Renfrewshire will ensure those sectors can attract strong local talent for their future. This Strategic Outcome focused on delivering initiatives to raise awareness of the opportunities presented by the cultural and tourism sectors among local young people at different stages of their education.

Recognising that children begin to form opinions about careers from age nine²⁶, Future Paisley placed an emphasis on activity that would introduce young people to creative and cultural career options from an early age. Cultural Champions, the network connecting teachers to arts and culture opportunities for students, includes primary teachers as well as nursery teachers, and helps them to access CPD opportunities to bring creative skills into the curriculum. Additionally, activity funded by Future Paisley has greatly increased the number of opportunities available to young people outside of school hours and during holiday periods. This early engagement with arts and culture is intended as a green shoot, embedding creativity and promoting possible future careers.

²⁶ What works? Career-related learning in primary schools (careersandenterprise.co.uk)

This engagement continues into the secondary curriculum. The Pathways Programme, a partnership between Renfrewshire Council and the University of West of Scotland, enabled 225 S3 pupils from Renfrewshire's high schools to participate in a two-day careers experience, hosted by University of West of Scotland and West College Scotland, which included visits to local cultural organisations and cultural venues, where pupils explored creative and cultural career opportunities. 62% of pupils who participated, provided feedback that the programme had successfully introduced new and different options for work or study—"there are lots of different opportunities through creative subjects, [more than] I thought". Future Paisley has demonstrated new ways, working with partners, to connect young people with available opportunities and career paths in the local cultural and creative sectors and to build awareness of cultural activity on offer.

Finally, several strands of Future Paisley work supported opportunities for young people to gain early career experience in the cultural sector outside of the educational context. A volunteering programme for Renfrewshire Council's signature cultural events generated more than 310 instances of participation for volunteers. Several bespoke posts for young people in cultural organisations were also funded. Additionally, through the Centre for Culture, Sport, and Events in partnership with the University of West of Scotland, Future Paisley supported four young researchers specialising in cultural policy and economy to pursue and complete PhDs.

Renfrewshire Council has taken a holistic approach to supporting young people participate in culture, through accessible population-level cultural programming, through targeted interventions and by adding value to the school curriculum. This has included encouraging new ways of thinking about creative careers and increasing adult participation in culture, to spark 'dinner-table conversations' about the value and opportunity offered by careers in the sector. Future Paisley investment has delivered a range of activity and access points to provide real-life experiences through co-design and co-production, volunteering opportunities, and specific projects linked to learning and career development.

Programme Highlight: Pathways Programme

The Pathway Programme was an educational programme designed to develop secondary school pupils' understanding of the cultural, creative and visitor economies in Renfrewshire and how to access those opportunities. The programme included pupils from every high school in Renfrewshire and was run in partnership with UWS, WCS, OneRen, and several local arts organisations, providing pupils with practical information, access to decision makers and behind-the-scenes sector insight.

A full evaluation of the Pathway Programme's pilot year can be found in Appendix 2g.

Strategic Outcome: The tourism and the cultural and creative sector in Renfrewshire are vibrant and employment opportunities are developing

Supporting the Council Plan:

Economy—Creating sustainable employment opportunities for people who live in Renfrewshire, attracting good employers to the area and encouraging growth of businesses already operating here, ensuring that all people can benefit from the inclusive growth in Renfrewshire.

Indicators:

- Employment opportunities for freelance artists
- Arts and culture jobs in Renfrewshire Council and OneRen
- Job opportunities offered in Renfrewshire funded by organisations based outside of the region

This final Strategic Outcome for Step Change 5 measured the impact Future Paisley activity has had on employment in Renfrewshire's cultural, creative and tourism sectors, recognising the creation of new employment opportunities was crucial for Renfrewshire to retain the talent being generated through the expanded creative pathways programmes. Over the timeframe of the Future Paisley programme, despite the significant negative impact of the pandemic on tourism and the cultural sector nationally, employment in Renfrewshire's cultural and creative sector has increased from 1,910 to 1,970, and tourism employment has risen from 3,054 to 3,356.

Fair work principles underpinned Future Paisley, and commitment was made to contract with freelance artists and creative practitioners and provide the Scottish Artists Union Rate. Local cultural networks and organisations such as Creative Renfrewshire helped promote opportunities for employment and partnership to freelance artists. Employment data was under-reported and not routinely captured by project leads, but where documented confirms more than 3,800 days of employment—the equivalent of 14.6FTE positions—directly generated by Future Paisley projects over the last six years. In addition to the opportunities provided for freelance artists, Future Paisley funded an increase in cultural workforce across the Council and OneRen, attracting experienced cultural practitioners from across Scotland. These new posts, which included a sector-leading workforce within OneRen and tourism specialism and major events and national programming experience within Renfrewshire Council, led and delivered Future Paisley projects and provided support for Renfrewshire's cultural organisations and freelance artists. Crucially, the individuals who led and contributed to Paisley's UK City of Culture Bid and Future Paisley have brought national profile and networks and new projects from across Scotland and beyond to Renfrewshire. The long-term impact of this investment in professional workforce is not yet fully understood, but it is predicted the national profile of Renfrewshire's approach and strong connections with Scotland's wider cultural sector will make it easier for Renfrewshire to attract creative talent in the future.

Awareness of Renfrewshire's cultural regeneration approach, the level of cultural investment, and the innovation delivered through Future Paisley, has most certainly influenced the area's ability to attract artists and cultural organisations to relocate. Evidence of this is detailed in Step Change 3.

**Renfrewshire's
future culture
strategy can
maintain a
positive impact
for communities
in Renfrewshire.**

Reflection

The final chapter in the evaluation reflects on the findings and lessons learned through Future Paisley and identifies recommendations for the council and its partners. The reflection considers how Renfrewshire's future culture strategy can maintain a positive impact for communities in Renfrewshire and contribute to Scotland's three national ambitions to strengthen culture, transform through culture, and empower through culture.

Future Paisley was a successful step in Renfrewshire's cultural regeneration journey and has made strides towards achieving five step changes for Renfrewshire, originally envisaged as an outcome of a UK City Culture title win. The programme has also contributed positively to Renfrewshire's cultural strategy 2016 to 2023, which stated eight ambitions for Renfrewshire; exceptional creative practice; community participation and opportunity in high-quality cultural experiences; exploring Renfrewshire's unique cultural identity; partnership commitment to strengthening Renfrewshire's cultural landscape; projects and initiatives that support business creativity; developing networks to support creative practice across disciplines; developing creative capacity through experimentation and reflection; and developing a strong sense of place through unique cultural development.

Future Paisley delivered a dynamic programme of activity and interventions, increasing participation across all age groups and demographics throughout Renfrewshire, building social capital, increasing wellness, strengthening the cultural sector and establishing 'a Renfrewshire approach' as an exemplar in Scotland. Several areas of work stand out as good practice and delivered exceptional results for the communities involved. Individual projects, such as Paisley Halloween Festival, Paisley Book Festival, the Sculpture House, Paisley Museum's creative learning programme and the Castlehead School of Creativity, have received national recognition for their innovative approaches to using culture and creative thinking to increase inclusion, wellbeing, and attainment. While there have been many successes within the programme, some projects faced challenges and some were not delivered, however, this accounted for less than 1% of the expenditure.

Maintaining the positive trajectory of Future Paisley will require the Partnership to continue to build place reputation, to continue to embed culture and creativity in the design of public services and from a health and care perspective, to commit to routinely refer individuals to cultural activity. It is important to continue to create opportunities for people in Renfrewshire to experience culture in a variety of ways and to maximise the positive impact of Renfrewshire Council's investment in its landmark cultural venues. This will require a partnership programming strategy that combines 'culture on the doorstep' and venues programming, delivered through OneRen and the cultural sector. Fundamental to future success, Renfrewshire requires a strong and resilient cultural sector, and it must be made easier for artists, cultural groups, and cultural organisations to work in collaboration with public services. Without the combination of these commitments, the benefits realised and evidenced by Future Paisley (reinforced by national research), will be temporary.

Highlight #1:

Creating positive place identity through Paisley

Paisley's UK City of Culture bid recognised that a poor area image and persistent negative media commentary has a demoralising impact on local people and civic pride, particularly when this is focused on a specific community or neighbourhood. By combining the development of a new town brand with the promotion of significant investment and positive change in Paisley, this project sought to reverse an out-of-date narrative, which was dampening local self-belief and providing a barrier to visitors and private investment. The Paisley town brand has been one of the most quantifiable successes of Future Paisley and the positive impact of brand activity has been assessed through the CCSE and by independent consultants. The original aim—to change how Paisley is perceived and portrayed in the media—has unequivocally been achieved. On every project metric, Paisley has been a success and this success has come with minimal investment and a commitment from Renfrewshire Council to deploy existing resource to drive the agenda. In addition to this, Paisley activity championed Renfrewshire's tourism sector, establishing the region's first tourism excellence award through Renfrewshire Chamber of Commerce, supporting customer service excellence training, driving product development, and creating space for local attractions in national campaigns.

The following recommendation is made:

Paisley has helped to re-establish Paisley as a place of culture and creativity, a place to visit, and has generated significant national profile and support. There must now be a clear plan for how the vastly increased positive media coverage about Paisley is maintained now funding has ended, recognising the impact place branding has had on boosting civic pride and attracting people and investment. A recent independent evaluation of the positive impact of Paisley has highlighted that some within Renfrewshire, wish to see the Paisley model extended through the development of a visitor brand for Renfrewshire. This will require the support of the tourism sector, to co-ordinate and drive visitor experience and to collectively promote the visitor offer. Given the end of Future Paisley, driving a regional approach to visitor marketing, as opposed to town promotion, could be achieved through Renfrewshire's Tourism Leadership Group. Building on Future Paisley investment to commission and access national visitor data and the quality of information currently collected about attendees to major events, a robust process is required to capture and share local visitor data and insights, especially those linked to Paisley's new cultural venues and to Paisley Museum.

Highlight #2:

Culture is valued in Renfrewshire

The benefits of cultural regeneration are understood and valued by Renfrewshire Council. By positioning Future Paisley within the Council Plan and through the seniority and breadth of council officers who contributed their time and expertise to the Future Paisley steering group, there has been innovation and collaboration between policy makers, service managers and cultural organisations and artists. Public service leaders appreciate that arts and culture can play a valuable part in helping to tackle some of the most challenging social and health conditions.

We will continue to celebrate the arts, culture and our heritage in Renfrewshire, increasingly recognising culture as a central pillar of wellness, flowing through local approaches to health, social care, education and skills development as well as our regeneration and economic development plans and strategies for Renfrewshire.

Renfrewshire Council Plan 2022 to 2027: Place—working together to enhance wellbeing across communities.

Across the council there has been a willingness to test the integration of culture in service delivery and there has been collaboration across health and social care, childrens social work, education, youth services, housing services and neighbourhood regeneration. This includes projects such as The Making of Ferguslie Park leading to the delivery of The Sculpture House, Art Boss, CAHSC, and Percent for Art. The challenge, given the difficult financial outlook for public services, is to ensure arts and culture do not become peripheral, reverting to a view that they are nice-to-have but not an essential part of the response to improve services or to tackle mainstream conditions. Many cultural interventions that can improve wellness are commissioned through cycles of non-recurrent pilot or grant funding—such as Future Paisley, and there is rarely enough time to provide robust evidence on long-term impact to make the case for mainstreaming activity. Future Paisley has demonstrated Renfrewshire's culture sector can play an important role in the delivery Renfrewshire's public services, facilitated in part by the commitment of the council to maintain investment in the sector. Whether it's improving health and well-being through arts activities which engage people physically and emotionally, or using cultural organisations to build stronger communities, it is clear there are significant opportunities for long-term collaboration between public services and the cultural sector. To realise this opportunity, it is important to understand the

cultural sector—a mix of small and diverse organisations, often with charitable status, who find it hard to access public procurement. The sector has identified procurement as a barrier and there is a need to change how council services access the cultural sector and make it easier for both to work together.

Three main recommendations are made:

1. **Commissioning**—support the local cultural sector to engage more effectively with public-sector procurement systems and articulate the value of its offer against traditional models of service provision. There is an opportunity to make it simpler for cultural organisations and individual artists to connect with commissioning opportunities, and for the council to consider how procurement pathways can better support the cultural sector.
2. **Community benefits**—include cultural activity and creative practice as prescribed community benefits through Planning and pilot Percent for Art, a recognised national programme based on the principle that artists and craftspeople, working with local communities, bring added expertise and dynamism to a design team. Percent for Art has the potential to be a catalyst for cultural response to be included in the built environment and public realm, informed by the vision, needs and desires of the communities in which it is located.
3. **Asset management**—Renfrewshire needs to flex its assets to effect change and improve outcomes, and this includes the arts, culture and heritage assets that sit at the heart of many communities in Renfrewshire. These assets should be considered in line with the council's asset strategy to determine their contribution to local service delivery and 'culture on the doorstep'.
4. Developing Renfrewshire's **cultural workforce** is symbiotic with the action areas outlined above. This includes developing creative skills across the workforce, positioning culture as a core service and building awareness of its impact. It also means continuing to invest in cultural leadership and practitioners leading Renfrewshire's programming and operating cultural venues. It is this group of staff who will engage day-to-day with people in spaces where culture is experienced in less concentrated ways, but where significant wellbeing benefits can be delivered.

Highlight #3:

Embedding art and culture in service delivery—models of good practice

Future Paisley has funded several projects which provide evidence that culture contributes to delivering better outcomes for people when integrated in public services and there is a strong partnership with the cultural sector. As outlined previously, programme activity focused on two main groups—children and young people, and adults engaged in health and social care. Future Paisley's approach recognised many cultural organisations and groups sit in the heart of communities in Renfrewshire, with places and networks that people visit and use daily. They can be flexible and move at pace—participative and responsive to individual interests and are more likely to inspire continuing participation when compared to traditional services. Importantly, and significantly for some services, they can reach people without stigmatising them. Future Paisley aimed to provide a body of evidence to show that working in partnership with artists and the cultural sector can help services deliver better outcomes (and value for money), improve social outcomes for people using services, and deliver services that can prevent acute needs from arising in future. The approach considered two important points—that we are what we repeatedly do, and therefore cultural participation needs to be habitual and, that it may not be engagement in culture in itself that generates wellness, but the socialisation and relationships that often come with engaging in culture.

1. Embedding Arts and Culture in Health and Wellbeing—culture as an important health intervention for adults

The Culture Arts Health and Social Care (CAHSC) model demonstrates the potential for art and culture to be used in health and social work services as part of early intervention and support for older people. Future Paisley sought to build a robust foundation for the future commissioning of care services, which integrate culture and creativity and meet local and national policy goals such as preventing acute needs arising, developing person centred approaches, and improving individual and community wellbeing. Early links were made with colleagues in health and social care, with NHS Greater Glasgow and Clyde and Renfrewshire Health and Social Care Partnership joining the Future Paisley (Paisley 2021 Partnership Board) in 2015. This led to the creation of a new

partnership—Culture, Arts, Health, and Social Care (CAHSC), bringing together cultural professionals and experts in health and social care to identify where art and culture could meaningfully provide health and wellbeing benefits to adults. The aim was to create a permanent intersection between health and social care and art and creativity. Through the development of a dedicated post—a CAHSC Coordinator, placed within Renfrewshire Health and Social Care Partnership, a range of cultural activities supporting social prescribing were progressed and barriers to access removed. Activity has nurtured inter-generational relationships and has provided training for staff employed in health and social care services, improving their understanding of the impact of culture on health improvement and how to take the practice forward. The model enabled extensive and meaningful stakeholder engagement and new relationships between the cultural sector and professionals in health and social care. Activity funded through CAHSC's grant programmes delivered more than 800 events with numerous participation sessions for adults over 18 years old and improved access to cultural activities (and venues) across Renfrewshire, with a total investment of just over £80,000. This has resulted in being able to meet the specific needs of people who were otherwise unable to 'join in'. Feedback from participants evidences enhanced mood and feelings of belonging and wellness. Work driven by the CAHSC co-ordinator has helped to strengthen the relationship between health and social care and the cultural sector—investing in social prescribing pilots, in training for health and social care professionals, in collaborations with artists and cultural practitioners and through the provision of grants for organisations and groups to make cultural activity referral ready. There are opportunities for this model and practice to be extended, creating more, long-term options to support social prescribing, with OneRen playing a pivotal role. Future Paisley has contributed to a body of evidence that shows culture can make a sustained and meaningful contribution to early intervention, reducing the requirement for later stage costly health interventions.

2. Innovative Programming for Children and Young People

Recognising Renfrewshire's commitment to children and families, Future Paisley prioritised investment in projects aimed at increasing equitable cultural participation for children and young people. The volume of activity was matched by a commitment to quality programming, with projects reaching children and young people in new and innovative ways that the participants themselves were encouraged to design and shape. Like CAHSC, success can be attributed to the principle of delivering culture in the places already habitually occupied by children and young people. Several models have been introduced through schools, through children and young people's social work services and in the community. Each project had an overarching aim to create numerous joining in points through co-design, and to provide a model and evidence for further development and roll out across Renfrewshire. The flagship project Castlehead School of Creativity, sought to embed arts and creativity across school curriculum, develop creativity as an essential life skill and increase the number of young people embarking on further and higher education in art and cultural subjects. The project has enabled Castlehead pupils to engage in creative thinking and apply this to individual areas of interest, promoting problem solving and entrepreneurial thinking, and has significantly increased participation and attainment in art and design subjects, building on the success of key programmes over the full academic year, including Creativity Week held each May. While the primary objective of the School of Creativity partnership has been to boost attainment across the curriculum, it also supports progression pathways for young people into cultural and creative industries and the promotion of learning and employment opportunities that were previously under-represented. The partnership model has the potential to be introduced in other high schools in Renfrewshire through the roll-out of Creativity Week or by developing bespoke partnerships with other educational institutions that represent areas of core strength. Furthermore, there is the opportunity for schools in Renfrewshire to also adopt Daydream Believers (National 5) Creative Thinking course or the (National 5) Creative Industries course supported by West College Scotland through their *Minds of Young Artists* (MOYA) programme. Renfrewshire's Cultural Champions Network is another project encouraging children and their families to participate in culture. The appointment of a Cultural Champion Co-ordinator, based with OneRen, now supports a network of primary school and nursery staff to promote opportunities for children to access their cultural entitlement outwith term time and to tackle barriers to access. Through the council's

major event programme and The Promise, including the Art Boss programme, Future Paisley has supported intensive engagement with young carers and care-experienced children and young people who face barriers to access their cultural entitlement, to co-design cultural activity they can more easily take part in. Future Paisley was able to fund activity that brought culture to children and young people—at school, at home, in their immediate community, and at access points for services.

To protect the legacy of projects, investment has also supported continued professional development for staff working with children and young people, to raise awareness of how culture can be used to build confidence, agency, and skills. Evidence from Future Paisley projects indicates a beneficial impact on those who engage, and this should be tracked to understand long-term benefit through further and higher education, employment, and adulthood. Significant progress has been made, but regular, easy access to cultural activity, despite its proven health and wellbeing benefits for children and young people, is not yet achievable for everyone who wants to participate. Renfrewshire Council's commitment to investment in cultural venues is commendable, and this should be supported by accessible, free-to-access programming in places across Renfrewshire where children and young people ordinarily spend time. This will require a future programming strategy that is co-designed and inclusive of community-based artist and resident opportunities and free-to-access local events and performances.

Existing research supplemented by evidence gathered locally through Future Paisley demonstrates culture can help improve outcomes for residents. The opportunity is now to identify how this can be achieved and sustained, and if there are further areas where integration will deliver benefits and impact.

The following recommendations are made:

Four models developed through Future Paisley have consistently produced qualitative data that demonstrate positive outcomes: Culture, Arts, Health & Social Care (CAHSC), Social Prescribing, Castlehead School of Creativity and The Promise/ArtBoss. It is recommended these projects are continued to enable further evaluation of the long-term benefits. A library of case studies and evidence reviews has been established to support and inform future investment decisions, and this can be accessed online at <https://ccse.uws.resources>.

For Renfrewshire Council, within the council plan, there are priority areas where art and culture can continue to have an impact through integrated service design:

Place

- Continue to use arts and culture to drive positive area image, build tourism growth, and job creation through Renfrewshire's Tourism Action Plan.
- Encourage developers to invest in arts and culture strategy under community benefit obligations and Percent for Art.
- Integrate art and creative practice through the council's community engagement programme linked to housing regeneration and use culture in the co-design and ongoing maintenance of neighbourhood environments—homes, community spaces and green space.
- Use culture to boost inclusion, participation, and community cohesion, embedding art and culture within the emerging *Connected Communities* model and through the council's engagement policy, maximise the relationship between cultural engagement and civic engagement, identifying and supporting the diverse needs of communities.

Economy

- To help people access employment and training, use arts and culture to develop confidence and soft skills towards employment readiness, working with specific beneficiary groups.
- Continue to increase programmes for young people and school leavers that promote pathways in the cultural and creative sectors with University of West of Scotland and OneRen.

Fair

- Use art and culture to supplement school learning such as participatory experiences for cognitive development and academic achievement and to develop soft skills such as collaboration and problem solving and identify opportunities to roll-out the Castlehead School of Creativity model to other high schools.
- Identify opportunities to support young people and adults to re-engage with learning and to include cultural activity as part of the first Whole Family Wellbeing hub.
- Through CAHSC, develop a social prescribing framework in Renfrewshire, which uses referrals to art and cultural activity to reduce loneliness and build confidence for older people, support intergenerational work, act as a preventative measure in adult mental health services, extend to clinical settings as therapy and create more opportunities through self-directed support. Similarly, use arts and culture linked to physical health to support rehabilitation and building motor skills following physical trauma or ill-health and preventing falls among older people.
- Use art and culture to boost wellbeing and personal development for people engaged with criminal justice services to encourage positive life choices and build positive social connections.

Green

- Through RenZero, use art and culture as a tool to explain ideas and prompt debate about climate change and engage the cultural sector to actively contribute to Renfrewshire's response to the climate crisis.

Highlight #4:

Programming strategy

Future Paisley invested in diverse cultural programming and created capacity across the cultural sector to ensure cultural activity was delivered in multiple locations—established venues and in surprising, unusual locations, mixing free-to-access and paid-for experiences. Future Paisley followed two distinct routes to increase wellness through its programming. The first involved piloting intensive small-scale cultural interventions with groups of individuals experiencing similar challenges, such as Art Boss (care-experienced children and young people) and the Wallneuk Crafters (social justice programme). This type of activity is widely recognised as having a positive impact on health and wellbeing and can drive long-term benefits for the individual and reduce the requirement for public-service intervention in future. While this has been further evidenced through Future Paisley, given the relatively small numbers of individuals involved, it can be a costly intervention to sustain long-term.

In addition to targeted activity, Future Paisley recognised the importance of regularly engaging large numbers of people in less intensive cultural activity—attending free outdoor events, museum and cinema visits or gig attendance, and the potential of this type of cultural experience to generate significant population level change and to help people to live longer, happier, and healthier lives. Evidence gathered from attendees at Renfrewshire's large-scale cultural experiences confirms social benefits as well as economic impact for Renfrewshire. Future Paisley has demonstrated the value of both targeted and less intensive cultural activity. There was an impressive commitment to remove barriers to cultural attendance and to create a diverse offer of 'joining-in opportunities', based where people naturally spend their time. This has made it easier for people to initially engage with culture and has provided stepping stones to increase participation.

Investment in CHEF enabled an expansive programme to be delivered across Renfrewshire from Tawyna Selene Renelle's transatlantic creative writing workshops culminating in the publication of Paisley Writing Threads, to Johnstone Brass Festival, to PACE Youth Theatre's Enchanted Forest at The Art Department, to School of African Culture's Afro-tire project, celebrating African culture through textiles as part of Black History Month. Cultural activity which responded to community interest (and need) was extensive. Art was used in different ways to support communities tackle issues important to them, from the commissioning of new work Rattle: Little Mother to The Other Side of the River, co-written with community about the stigma of living in a place defined by its deprivation through the media. Culture was delivered in unusual spaces, through town centre and neighbourhood art installations, in pop-up shops, through Paisley Opera at the Piazza, Jupiter + on Paisley High

Street, The Cycle Art Festival on Renfrewshire's cycleways, and through Dark Skies at Clyde Muirshiel regional park. Spectacular performances and premieres took place in Renfrewshire's main cultural venues and outdoors spaces with Paolo Nutini and Optimo X Bicep at Paisley Town Hall, John Bryne's Underwood Lane at Johnstone Townhall, 50,000 people at Paisley Halloween Festival, and multiple venues hosting the 2023 Royal National Mòd. In addition, targeted cultural programming was delivered through the many intervention programmes documented through the evaluation. The challenge is to find new ways to continue to deliver programming in a sustainable, inclusive, and co-ordinated way. While Future Paisley was able to deliver a geographically-dispersed programme and reached several demographic groups, there was a notable gap in programming specifically for people from ethnic minority communities and LGBTQ+ people. Support was removed too early from the Ethnic Communities Cultural Steering Group, which had begun to see success creating a network of community organisations working with minority ethnic groups. Future Paisley funded cultural programming through CAHSC, The Promise and Paisley Book Festival included LGBTQ+ content and activities, but this was limited. Programming specifically targeted to the LGBTQ+ community was not identified or evidenced through reporting, and this must be addressed in future.

Three main recommendations are made:

- 1.** Deliver a co-ordinated programming strategy progressed through the Renfrewshire Cultural Programming Group, pooling programming resource and audience, bringing together outdoor events, venue programming, community-based programming, and targeted interventions. The group will expand to include leadership from cultural organisations and across art forms.
- 2.** Undertake mapping of cultural and heritage assets across Renfrewshire and determine their contribution to delivering programming cultural activity and targeted health, wellbeing, and sustainability interventions.
- 3.** Establish a Cultural Development Group, made up of leaders representing all artforms across Renfrewshire to oversee the development and implementation of a new Cultural Strategy for Renfrewshire and to promote the importance of community and cultural engagement in relation to wellbeing, quality of life, health and the vibrancy and sustainability of Renfrewshire.

Highlight #5:

Supporting the Cultural Sector

To achieve Renfrewshire's cultural ambition requires a strong, thriving cultural sector. The vibrancy and diversity and contribution of Renfrewshire's cultural sector is a core part of the region's cultural infrastructure. The development of new funding programmes has undoubtedly helped to build organisational capacity and sustainable practice and ensure a more diverse representation of communities in cultural activity. The positive impact of this is evidenced through sector growth and through direct feedback from those who have been supported through grants and partnership. Additionally Future Paisley projects created employment opportunities for hundreds of freelance artists who have been able to develop their practice and collaborate with local and national partners. Investment in strengthening the sector has leveraged external funding by cultural organisations, furthering their work and business models. Through evaluation of the funding programmes, recipients have increased capacity, delivered new and innovative work and collaborated with local, national, and international partners. CHEF grants have provided crucial stepping stone and gateway opportunities, including securing advocacy of local MSPs, bringing projects and programmes to parliamentary attention. Many cultural organisations who have received CODF funding have commented on the transformative impact of that investment, enabling development of governance and legal structures and building professionalism. The flexible and bespoke nature of CODF was heralded as unique and resulted in a new network of arts organisations. A critical mass of activity has been activated by investing in new organisations and those who are well-established and their feedback makes clear that regular, multi-year funding would enable recipients to plan on a firmer, long-term basis and to access other national funding sources. With a three-year commitment already confirmed by the council, there is the potential

to develop that ambition. Less visible, perhaps, are the networks established in the early years of Future Paisley, across art forms to encourage individual artists and practitioners to network and collaborate to access new opportunities for employment and creative practice. It is essential those important networks are refreshed and reestablished and that Renfrewshire's cultural sector can benefit from opportunities created through the council's investment in its cultural venues. Renfrewshire's cultural strategy must prioritise and advocate for the diverse network of cultural organisations and practitioners now based and practicing locally. Where Creative Renfrewshire plays an important role to support artists, across all artforms, to meet and collaborate and to promote commissions and employment opportunities, there is a similar opportunity for advocacy within public services to build strong relationships with the cultural sector by raising awareness of the value of arts and culture in local services; building capacity to bid for public sector work; engaging with the sector at a strategic level; changing procurement to better engage arts and cultural organisations; and changing monitoring and evaluation approaches to focus more on outcomes.

The next phase of cultural regeneration

For a decade, Renfrewshire Council has worked with OneRen and cultural partners to deliver brilliant work against a range of outcomes that directly contribute to Renfrewshire as a great place to live, work and learn—economic growth, boosting wellbeing, improving pride in place, and supporting the talent and skills of the next generation. Partner-led cultural regeneration is a proven way of ensuring Renfrewshire will thrive economically and be a fairer place.

To continue the ambition of Future Paisley and to ensure Renfrewshire remains a culturally vibrant place, ongoing collaboration is needed, as no single organisation has the funding or capacity to do this alone. That requires pooled and aligned funding, open and transparent conversations with communities about what they need, and a shared vision. Future Paisley has been effective because it has drawn on the unique culture and heritage of Paisley and wider Renfrewshire, directly informed by its communities. As Future Paisley funding ends, the role of the council and OneRen remain vital. As leaders of place, the council can continue to embed culture in its economic development, regeneration, and planning strategies, and engage with partners to ensure culture is recognised in wider approaches to community wellbeing, and with OneRen, play an important role in democratising culture and making sure Renfrewshire communities are involved in co-designing the cultural services that affect them. The council's funding of culture has a significant impact, and it supports a wide cultural ecology in Renfrewshire, including everyday cultural activity, a vibrant civil society and growth in the cultural and creative sectors. Working in partnership with the sector will be critical to future success and sustainability.

Renfrewshire's Cultural Infrastructure

People: local cultural leadership within the council and OneRen, wider cultural leadership within cultural organisations, creative businesses, the community and voluntary sectors, local cultural partnership, and networks e.g., Creative Renfrewshire and The Arts Connection, and the community as participants in and leaders of culture.

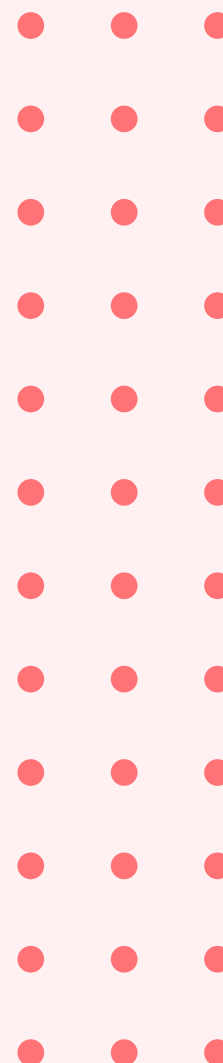
Regional organisations: third sector organisations e.g., Engage Renfrewshire, community organisations e.g., Active Communities, Star Project, cultural organisations such as PACE, The Art Department, Right to Dance, Creative Renfrewshire, Erskine Arts, Paisley Opera, The Sculpture House, Bricklane, and Loud 'n' Proud.

Physical assets: cultural assets such as libraries, Paisley Museum, The Secret Collection, arts centres, music venues, parks and heritage sites and the wider public environment, including the historic environment, connectivity to green space and nature, town and village squares, high streets, and public realm.

Funders: Renfrewshire Council, arms-length bodies such as Creative Scotland, VisitScotland, EventScotland, National Lottery Heritage Fund, Trusts and Foundations, Scottish Government, British Council, UKRI's research councils.

Place-makers outwith the cultural sector: Renfrewshire nurseries and primary and secondary schools, West College Scotland and University of the West of Scotland, research institutions e.g., Centre for Culture, Sport and Events, Renfrewshire Health and Social Care Partnership, NHS Greater Glasgow and Clyde, Scottish Enterprise, Renfrewshire Chamber of Commerce, and Business Improvement Districts.

Maintaining a local strategic partnership, currently through the Future Paisley Partnership Board, provides a strong basis on which to build a shared understanding of culture and place between the council, the cultural sector, community and voluntary sectors, business partners and the wider public sector, and this should continue.



Renfrewshire's civic buildings play an important role in engaging, connecting, and empowering people, with cultural infrastructure outside Renfrewshire's main towns providing access to cultural participation for young people and others who experience barriers to travelling to access cultural venues and activities in urban areas. Understanding where culture can be best be delivered should be mapped and understood.

There is significant literature on the relationship between health and wellbeing and culture and cultural programmes have been shown to have specific benefits in clinical treatment of conditions such as dementia and depression. Through Future Paisley we have evidenced that cultural participation can support a preventative approach to mental ill-health and loneliness and that more broadly, good cultural infrastructure and universal provision of cultural services at a population level is beneficial to community wellbeing and building connected, resilient communities. Through Paisley Museum and regular cultural programming, Renfrewshire has a real opportunity to build culture into positive health and wellbeing outcomes.

There is a wealth of research illustrating the negative impact a lack of access to cultural participation can have on educational and employment life chances, that cultural is linked to social mobility, and that access to opportunity and aspiration to enter cultural or creative occupations is not equally distributed. Through Future Paisley, we have demonstrated we can support the growth of the creative industries and open access to jobs and skills to a diverse range of people currently under-represented in the sector. This should start with ongoing investment in cultural programmes to address low levels of participation with those least likely to engage, while the long-term sustainability of the culture sector, which underpins the development of the wider creative sector, needs public funding and recognising this symbiosis is vital. Against a backdrop of significant financial challenges for public services, investment in culture could be considered a nice-to-have. But it is for the same reason, that culture remains crucial. Cultural services, organisations, and practitioners support people through times of crisis, particularly the most vulnerable, and provide social connection, jobs, new adaptive skills, and underpin empathy and critical thinking.

Through the evaluation of Future Paisley and at the close of the current funding programme, we have identified five main areas of ambition for culture in Renfrewshire that will require detailed actions to be developed, and theme leads to be identified:

- 1. Strategy and partnership**—continue a partnership approach to cultural regeneration and the development of a new culture strategy and programming strategy for Renfrewshire, that continues the journey to the five Step Changes.
- 2. Access and inclusion**—provide locally accessible and inclusive cultural infrastructure and programming for all, addressing persistent inequalities exacerbated by the ongoing cost-of-living crisis, and protecting cultural provision for the general population.
- 3. Creative growth**—remove barriers to growth for cultural and creative industries, significantly increase commissioning opportunities for the cultural sector, and pursue development of creative sector as a driver of inclusive economic growth.
- 4. Increase cultural education and pathways to creative employment**—provide access for all children and young people to high-quality cultural education and routes to the cultural and creative industries from schools through to further and higher education and employment, partnering with the cultural sector and linking Renfrewshire's cultural attractions.
- 5. Health and wellbeing**—through CAHSC and OneRen, take a strategic approach to health and wellbeing that recognises the preventative and health benefits of culture in supporting people live longer and healthier lives.

To achieve this, there are five conditions that are required:

- 1.** Build capacity and resilience by continuing to fund and create participation opportunities for culture across Renfrewshire, targeting inequalities.
- 2.** Redistribute power and resource to enable a greater diversity of communities, cultural providers and practitioners to influence and shape local decision-making.
- 3.** Take a coherent approach to fund culture that supports the delivery of place-led strategies and continues to tackle the fragility of the cultural sector, by moving to a strategic, long-term and collaborative approach to funding culture at a place-based level.
- 4.** Contribute to a co-ordinated approach to develop an effective evidence base for the impact of culture on people and place, to effectively measure value and shape future investment.
- 5.** Build the cultural network in rural Renfrewshire, building links between cultural venues and events in rural areas to create a greater critical mass of activity that benefits all partners.

Where Renfrewshire Council can continue to have the most impact:

- 1.** Through place leadership, setting the context for a culturally thriving area by publicly championing culture and bringing together partners to develop a shared approach to supporting local culture and promoting tourism.
- 2.** Through strategy setting, coordinating the development of a new place-led strategy for culture, which sets out how local assets and resources will be mobilised to meet local needs.
- 3.** Through advocacy, working internally and with partners to ensure culture is reflected in the work of health, education, and economic development teams.
- 4.** Through community voice and engagement, work with different communities to ensure a diverse range of voices are heard when decisions are being made.
- 5.** Through Planning, integrate culture in the Local Development Plan so the historic environment is protected and enhanced, and consider cultural spend as part of contributions from developers.
- 6.** Through procurement, consider the opportunity for Percent for Art to link developers with artists and craft makers as part of the design process and explore a creative response to community benefits.
- 7.** Through estates and licensing, set the context in which cultural venues and creative businesses can flexibly operate.
- 8.** Through our commitment to equalities, understand the equality implications of our approach to cultural service delivery and our wider strategy for cultural regeneration.
- 9.** Through evidence-gathering, consistently monitor the economic, social, and cultural contribution of local services and establish baselines and measure the impact of cultural interventions on outcomes for people.
- 10.** Through national networking, work collaboratively and collegiately with local authorities across Scotland to share learnings and models of practice, identify joint projects and opportunities to collectively advocate for and access cultural funding.

Culture...
it's who we are;
our shared
traditions,
our communities,
our values.

Final remarks

I want to begin by thanking the Bid Team, the Future Paisley Partnership, the hundreds of local cultural organisations and individuals who contributed to the embedding of culture in the lives of people in Paisley and Renfrewshire and ultimately to the culture led regeneration we see around us. Most of all, I want to thank the people of Renfrewshire—your enthusiasm for cultural opportunities in their widest sense has been the key to the success of Future Paisley.

Culture is a bit of a nebulous concept; it's architecture, and art and music and theatre, and it's who we are; our shared traditions, our communities, our values. At its core, Future Paisley was a plan to use all of these versions of culture to develop our cultural offering, expand the cultural workforce, and offer as many opportunities to access cultural offering as possible, and to harness culture to regenerate Paisley.

Like many of our constituents I grew up in relative poverty, I know how life-changing it is to be able to visit museums, borrow books from libraries, try drama, take art classes. The breadth of the opportunities delivered and commissioned through Future Paisley have provided jumping in points for people of all walks of life, as well as targeting programming for people who would benefit most. I've had the pleasure of visiting organisations and attending events over the past seven years; it has been an absolute joy to see people embrace culture, developing skills and confidence, and supporting wellbeing. It has been a privilege to watch as people's life view and experiences have changed.

The ultimate aspiration of the programme is to make Paisley and Renfrewshire a place where people thrive, where they want to live, work and play, where their wellbeing is improved. A key part of that is the redevelopment of our cultural buildings, and renewed programming within them. The Town Hall, Library and Arts Centre have welcomed audiences both returning and new. We will soon welcome people back to the reimagined Paisley Museum, where we have worked with hundreds of people from communities both local and international to tell the true story of Renfrewshire's museum collection and create a museum that is for the people, co-designed by the people. These projects, along with significant housing regeneration projects in and around the town centre and ongoing programming, are bringing new residents and visitors to Paisley, and we are seeing more businesses open year-on-year.

Throughout this report there are examples of projects, partnerships and programming that have been enormously successful, accompanied by data that shows the scale of opportunity and change in Paisley and Renfrewshire over the past seven years. It has been an enormous effort, and though Future Paisley now comes to a close, the ambition continues.

Councillor Lisa-Marie Hughes
Chair of Future Paisley Partnership Board

Appendices

Appendix 1:

Project Information

- 1a: Future Paisley Budget
- 1b: Future Paisley Activities (Full List)
- 1c: Future Paisley Cultural Funding Grants (Full List)

Appendix 2:

Programme Highlights

- 2a: Paisley
- 2b: Castlehead School of Creativity
- 2c: CAHSC
- 2d: Sculpture House
- 2e: Opening Year Programmes
- 2f: CODF & CHEF
- 2g: Pathways Programme

Appendix 3:

CCSE and the Evaluation Framework

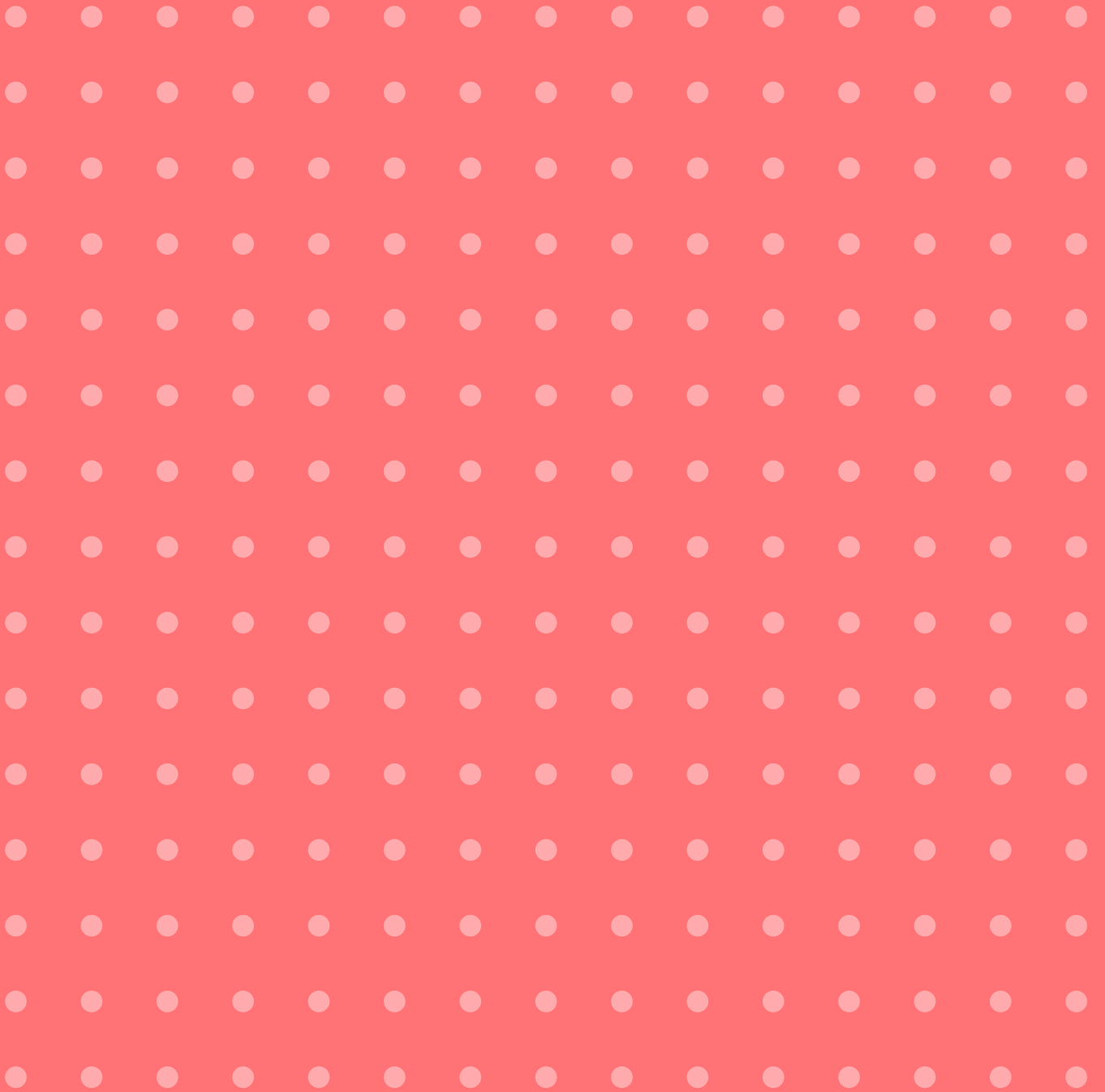
- 3a: CCSE Final Report
- 3b: Future Paisley Evaluation Framework
- 3c: Paisley Halloween Case Study
- 3d: Art Boss Case Study
- 3e: Glen Cinema Case Study
- 3f: Open Mind Summit Case Study

Appendices can be found at:

<https://www.renfrewshire.gov.uk/future-paisley-evaluation>









To: Leadership Board

On: 4 December 2024

Report by: Director of Environment, Housing and Infrastructure

Heading: Artificial pitches - £800k budget allocation

1. Summary

1.1 At the Council meeting on 29 February 2024, £0.800m was allocated to improve artificial playing surfaces across Renfrewshire.

1.2 The wording of the allocation stated:

“Recognising the importance of outdoor play and sports, commit £0.800 million to the provision of artificial playing surfaces through investment in sports facilities and through match funding bids for financial support from external grant providers; with a report on the allocation of funding to specific projects being the subject of a future report to the Leadership Board”.

1.3 Work has been undertaken over this period to understand what the fund is to be used for and for discussions with partners including OneRen and Sportscotland. This also includes work undertaken to commission work to understand and identify the location and usage of pitches across Renfrewshire.

1.4 This paper outlines the grant criteria for funding to be awarded, the Governance around the allocation of the fund, and the proposed launch of the fund.

1.5 It should be noted that the grant funding is to be used by external organisations on land that they either own or have a long-term lease and the funding is not to be used on Council run facilities e.g. lifecycle upgrades of existing pitches.

2. Recommendations

2.1 It is recommended that the Leadership Board:

- (i) Approves the grant funding criteria noted below in Section 4;
 - (ii) Notes that a future paper will come to this Board outlining any proposed projects that would be eligible for grant funding.
-

3. Background and Governance

- 3.1 To assist with the assessment of the grant applications, these will be discussed at the Officer Group (Sustainable Communities Fund) before being taken back to the Leadership Board for final approval. The Renfrewshire Council grant application form will be used for applications to ensure consistency with other grant funds.
 - 3.2 It should be noted that the £0.800m funding is not time barred and will carry forward into 2025/26 to allow it to be distributed appropriately.
 - 3.3 These funds have to be used as match funding for organisations to bid into, in the anticipation that additional funding is going to become available from the SFA or Sportscotland.
 - 3.4 Renfrewshire Council/OneRen are not aware of any organisation that have a “shovel ready” project at this time, however, the Council is aware of several organisations who have made significant progress to date in developing proposals. It is hoped that this funding can assist in acting as a lever for obtaining further additional funding.
 - 3.5 This funding should be used on land owned or leased by the organisation. It cannot be used on existing Renfrewshire Council core land e.g. schools and should not be used as a replacement for lifecycle maintenance of the current provision of artificial pitches.
 - 3.6 As part of the £0.800m allocation, Officers have procured a consultant to review the current provision of pitches, review the usage and access across the whole of Renfrewshire to provide a better understanding as to where the criteria is met in Section 4.2, to ensure the appropriate provision across Renfrewshire.
-

4. Criteria

4.1 The following criteria will be set for the Renfrewshire Artificial Pitches Grant Fund.

4.1.1 Renfrewshire Council has almost £800,000 to invest and award to relevant constituted groups/charities/organisations to support local grassroots sports organisations/clubs to deliver 'new build' artificial pitches. These will be fully managed and operated by the applicant's organisation.

4.1.2 Applications may be awarded up to the sum of £400,000. Applicants must have funds (or be actively seeking funds) that is match funding (or very close to) for this grant.

4.1.3 Artificial pitches (which may be from a range of durable types) will be awarded from this funding stream. Fencing, goals, flood lights or associated structures/accessories may be considered as part of this fund, however, wherever possible, these should be funded from an alternative source. There must be evidence that the works will increase the provision of use in Renfrewshire.

4.2 **Factors your project needs to demonstrate when you apply for the funding:**

4.2.1 Positive Impact:

- You have identified the community need and support for your project, as well as clearly showing the benefits your project will bring.
- You can clearly explain the impact your project will have and how you will know whether you have achieved benefits.

4.2.2 Strategic fit with the fund objectives and criteria:

- Your project meets some or all of the fund objectives - the strongest projects will meet the greatest number of objectives.
- Your project supports the strategic priorities of Renfrewshire Council and Renfrewshire Community Planning Partnership.
- Your project is complementary to existing facilities and provisions in the local area and does not duplicate existing provision where unmet need or demand from the local community cannot be demonstrated.

4.2.3 Project is viable and sustainable:

- You can demonstrate how your project is financially viable.
- Your organisation has the appropriate skills experience and qualifications and access to the resources required to deliver the project and to sustain the benefit or has a plan for engaging people and accessing the resources required.

- Your organisation has suitable governance arrangements in place for the scale of the project and has clear succession plans in place for the recruitment of Board members or trustees.
- Your organisation has the agreement of the landowner and the relevant permissions and licenses in place to allow the project to be delivered.
- You have or are arranging a feasibility study.

4.2.4 Good working relations:

- You can demonstrate that you are able to develop and sustain good working relationships with others.
- You have a commitment to partnership working.

4.2.5 Value for money and additional funding:

- You are able to demonstrate value for money.
- You are able to identify and secure other funding sources to support the development of your project, including the leveraging of additional funding into Renfrewshire.
- You are able to demonstrate the appropriate plan/funding available for on-going repairs and lifecycle maintenance.

4.3 **Fund Objectives**

- Pitches may facilitate multi-sport activities (if possible) and be open and available for communities to access at weekends and evenings.
- Sustainability, both environmental and financial, should be at the core of the project.
- That the local community support the delivery of improved community provision for sports and are aware of the distinct community benefits.
- Increase levels of external funding delivered into Renfrewshire from partner sports funders.
- Strengthen capacity in Renfrewshire - increasing participation in sports.
- Pitches will be fully inclusive and should be able to be used in all weather conditions.
- New pitches must be on land already secured by the applicant, or a community asset transfer well underway.

4.3.1 Failure to complete the works proposed as outlined within the application will result in the withdrawal of funding.

4.4 **How we'll assess your application:**

- Identified need for your project.
- The impact your project will have.
- How you will measure if it has made a positive change.
- How your project will work with existing local facilities and services.

- How your project will be environmentally and financially sustainable
- Confirmed sources of external funding.
- Sustainability – on-going repairs and maintenance

4.5 **How much can I apply for:**

4.5.1 This grant funding is being awarded to hopefully assist with match funding to complete projects. It is not for starter projects e.g. feasibility studies to get a project started and off the ground.

- £100,000 - £200,000 – medium allocation
- £200,000 - £400,000 – large allocation

4.5.2 Successful applications will be approved by Renfrewshire's Leadership Board for approval following discussion at the Grants Approval panel – a sub-group of the Sustainable Communities Fund.

4.6 **How to apply for the Artificial Pitch Fund:**

4.6.1 What Information we need:

- basic information about your organisation and it's governance arrangements.
- a detailed description of your project including timelines.
- which tier of funding you're applying for.
- the costs associated with your project.
- the outputs and outcomes of your project and how these will be measured.

4.6.2 What supporting evidence we need:

- a bank statement less than 3 months old.
- a copy of most recent Annual Accounts or Income and Expenditure Statement. These should be less than 15 months old, dated and signed as approved. You can provide a link to an OSCR or Companies House submitted file.
- if you're a new organisation, you should submit estimates of income and expenditure for the first 12 months.
- a signed, dated copy of the organisation's Constitution or Memorandum and Articles of Association. You can provide a link to an OSCR or Companies House submitted file.
- any other relevant reports or information to support your application as supporting evidence, including media coverage, press cuttings, images, past publicity materials, reviews and letters of support, consultation carried out and results to evidence support of community, results of any surveys or professional opinion sought, business case or

plan. This information should be submitted in electronic format where possible.

- 4.6.3 All grant applications should be completed using the standard Renfrewshire Council grant application form.
-

5. Next Steps

- 5.1 Following approval at the Leadership Board, the proposal is to launch the fund to assess if there are any suitable organisations that are currently looking to upgrade/improve or develop an artificial surface where they currently have match funding.
- 5.2 Officers from Renfrewshire Council and OneRen will engage with existing organisations, discuss the criteria and the aim of the grant funding.
- 5.3 To assist with the match funding, Officers will assess the level of funding available for organisations and communities e.g. SFA, Sportscotland and discuss with partners to try and level money into Renfrewshire for these upgrades.
-

Implications of the Report

1. **Financial** – There is £0.800m allocated for improvements to artificial pitches and this resides with Corporate Services until allocated to projects.
2. **HR & Organisational Development - None**
3. **Community/Council Planning –**
 - **Place** – *Working with clubs, organisations and communities to improve artificial surfaces and facilities will enhance wellbeing across our communities.*
4. **Legal - None**
5. **Property/Assets** – This paper outlines the criteria for grant funding, and whilst the paper doesn't currently have any implications, by issuing funding, the community assets will improve.
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. 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 – N/A**
- 10. **Risk - None**
- 11. **Privacy Impact - N/A**
- 12. **COSLA Policy Position - N/A**
- 13. **Children's Rights - N/A**
- 14. **Climate Risk – N/A**

List of Background Papers

None

Author: Chris Dalrymple, Head of Facilities and Property Services, Environment, Housing and Infrastructure

