

Notice of Meeting and Agenda Leadership Board

Date	Time	Venue
Wednesday, 25 April 2018	13:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM
Head of Corporate Governance

Membership

Councillor Derek Bibby: Councillor Jacqueline Cameron: Councillor Eddie Devine: Councillor Andy Doig: Councillor Lisa-Marie Hughes: Councillor James MacLaren: Councillor Eileen McCartin: Councillor Cathy McEwan: Councillor Marie McGurk: Councillor John McIntyre: Councillor John McNaughtan: Councillor John Shaw: Councillor James Sheridan:

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

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 www.renfrewshire.cmis.uk.com/renfrewshire/CouncilandBoards.aspx

For further information, please either email democratic-services@renfrewshire.gov.uk or telephone 0141 618 7112.

Items of business

Apologies

Apologies from members.

Declarations of Interest

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

1 **Malawi Project**

Presentation

2 **Revenue Budget Monitoring** 5 - 16

Joint Report by the Directors of Finance and Resources, Children's Services and Development and Housing Services and the Chief Finance Officer, Renfrewshire Health & Social Care Partnership.

3 **Capital Budget Monitoring** 17 - 22

Report by Director of Finance and Resources

4 **Best Value: Management Arrangements** 23 - 28

Report by Chief Executive

5 **Best Value Assurance Report - Progress Update on Improvement Plan** 29 - 40

Report by Chief Executive

6 **Council Plan Performance Update** 41 - 80

Report by Chief Executive

7 **Gender Pay Gap** 81 - 94

Report by Director of Finance and Resources

8 **City Deal Update - Clyde Waterfront and Renfrew Riverside and Glasgow Airport Investment Area - Update** 95 - 100

Report by Director of Development and Housing Services

9 **The Renfrewshire Council (Cart Navigation) Harbour Revision Order 2018** 101 - 104

Report by Director of Development and Housing Services

10 **Provision of Temporary Grant - Renfrewshire Citizens' Advice Bureau** 105 - 108

Advice Bureau

Report by Chief Executive

11	Culture, Heritage and Events Fund	109 - 114
	Report by Director of Development and Housing Services	
12	Business Loans Scotland - Stream Marine Training Limited	115 - 120
	Report by Director of Development and Housing Services	



To: Leadership Board

On: 25 April 2018

Report by: Director of Finance and Resources, Director of Children's Services,
Director of Development & Housing Services and Chief Finance Officer
Renfrewshire HSCP

Heading: Revenue Budget Monitoring to 5 January 2018

1. Summary

1.1 Gross expenditure is £1,366,000 (1.7%) more than budget and income is £1,419,000 (6.5%) more than anticipated, which results in a net underspend of £53,000 for those services reporting to this Policy Board.

1.2 The financial position for services reporting to this Board is summarised in the table below:

Division / Department	Current Reported Position	% variance	Previously Reported Position	% variance
Leisure Services	Breakeven	-	Breakeven	-
Adult Services	Breakeven	-	Breakeven	-
Economic Development	Breakeven	-	Breakeven	-
Chief Executives	£53,000 underspent	1.1%	Breakeven	-

2. Recommendations

2.1 Members are requested to note the budget position.

3. Leisure Services

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

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

3.1 Projected Year End Position

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

4. Adult Services

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

Physical Difficulties

Current Position:	Net overspend of £81,000
<i>Previously Reported:</i>	<i>n/a</i>

The overspend within Physical Disabilities mainly relates to pressures within the Adult Placement budget reflecting both the impact of increasing demand and SDS.

Mental Health

Current Position:	Net underspend of £30,000
<i>Previously Reported:</i>	<i>not previously reported</i>

The underspend within Mental Health Services mainly relates to vacancies within the service which are actively being recruited to.

Addictions

Current Position:	Net underspend of £70,000
<i>Previously Reported:</i>	<i>Net underspend of £32,000</i>

The underspend within Addiction Services reflects the current client profile of care packages within this area. However, as this budget is

demand variable it is prudent to retain this level of budget provision to ensure there is adequate provision should the need arise.

4.1 **Projected Year End Position**

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

5. **Economic Development**

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

At this stage in the financial year Economic Development reflects a breakeven position with variances across several expenditure heads which will be offset by income. Budgets will continue to be realigned across the service over the remainder of the financial year to reflect the budgets required under each expenditure head to deliver the outcomes within the Economic Development and Regeneration programmes.

5.1 **Projected Year End Position**

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

6. **Chief Executives**

Current Position:	Net underspend of £53,000
<i>Previously Reported:</i>	<i>Breakeven</i>

Chief Executives is currently underspent by £53,000 as a result of employee vacancies during the year.

Projected Year End Position

It is projected that owing to employee vacancies a year end underspend of £60,000 will be incurred.

Implications of the Report

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

List of Background Papers

None

Author: Lisa Dickie, Extension 7384

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 05 January 2018

POLICY BOARD : LEADERSHIP BOARD

Description (1) £000's	Revised Annual Budget (2) £000's	Revised Period Budget (3) £000's	Actual (4) £000's	Adjustments (5) £000's	Revised Actual (6) = (4 + 5) £000's	Budget Variance (7) £000's %		
Employee Costs	35,030	27,100	27,278	(52)	27,226	(126)	-0.5%	overspend
Property Costs	966	745	738	(11)	727	18	2.4%	underspend
Supplies & Services	3,265	2,162	2,515	(29)	2,486	(324)	-15.0%	overspend
Contractors and Others	52,486	40,459	41,005	127	41,132	(673)	-1.7%	overspend
Transport & Plant Costs	674	447	440	(1)	439	8	1.8%	underspend
Administration Costs	1,944	219	310	(66)	244	(25)	-11.4%	overspend
Payments to Other Bodies	16,637	10,344	10,477	111	10,588	(244)	-2.4%	overspend
CFCR	0	0	0	0	0	0	0.0%	breakeven
Capital Charges	2,535	0	0	0	0	0	0.0%	breakeven
GROSS EXPENDITURE	113,537	81,476	82,763	79	82,842	(1,366)	-1.7%	overspend
Income	(28,424)	(21,939)	(23,357)	(1)	(23,358)	1,419	6.5%	over-recovery
NET EXPENDITURE	85,113	59,537	59,406	78	59,484	53	0.1%	underspend

	£000's	
Bottom Line Position to 05 January 2018 is an underspend of	<u>53</u>	<u>0.1%</u>
Anticipated Year End Budget Position is an underspend of	<u>60</u>	<u>0.1%</u>

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 05 January 2018

POLICY BOARD : LEADERSHIP BOARD

Description (1) £000's	Revised Annual Budget (2) £000's	Revised Period Budget (3) £000's	Actual (4) £000's	Adjustments (5) £000's	Revised Actual (6) = (4 + 5) £000's	Budget Variance (7) £000's %		
Adult Social Care	65,414	46,881	46,881	0	46,881	0	0.0%	breakeven
Leisure Services	12,443	4,781	4,653	128	4,781	0	0.0%	breakeven
City Deal	8	6	6	0	6	0	0.0%	breakeven
Economic Development	4,879	3,097	2,946	151	3,097	0	0.0%	breakeven
Town Centre	0	0	0	0	0	0	0.0%	breakeven
Chief Executive	2,369	4,772	4,920	(201)	4,719	53	1.1%	underspend
NET EXPENDITURE	85,113	59,537	59,406	78	59,484	53	0.1%	underspend

	£000's	
Bottom Line Position to 05 January 2018 is an underspend of	<u>53</u>	<u>0.1%</u>
Anticipated Year End Budget Position is an underspend of	<u>60</u>	<u>0.1%</u>

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 05 January 2018

POLICY BOARD : LEADERSHIP BOARD: ADULT SERVICES

Description	Revised Annual Budget	Revised Period Budget	Actual	Adjustments	Revised Actual	Budget Variance		
(1)	(2)	(3)	(4)	(5)	(6) = (4 + 5)	(7)		
£000's	£000's	£000's	£000's	£000's	£000's	£000's	%	
Employee Costs	27,848	21,998	21,612	0	21,612	386	1.8%	underspend
Property Costs	384	175	154	0	154	21	12.0%	underspend
Supplies & Services	1,558	783	862	0	862	(79)	-10.1%	overspend
Contractors and Others	51,628	40,157	40,499	0	40,499	(342)	-0.9%	overspend
Transport & Plant Costs	668	441	427	0	427	14	3.2%	underspend
Administration Costs	239	158	148	0	148	10	6.3%	underspend
Payments to Other Bodies	5,405	4,037	4,036	0	4,036	1	0.0%	underspend
CFCR	0	0	0	0	0	0	0.0%	breakeven
Capital Charges	0	0	0	0	0	0	0.0%	breakeven
GROSS EXPENDITURE	87,730	67,749	67,738	0	67,738	11	0.0%	underspend
Income	(22,316)	(20,868)	(20,857)	0	(20,857)	(11)	-0.1%	under-recovery
NET EXPENDITURE	65,414	46,881	46,881	0	46,881	0	0.0%	breakeven

	£000's	
Bottom Line Position to 05 January 2018 is breakeven of	<u>0</u>	<u>0.0%</u>
Anticipated Year End Budget Position is breakeven of	<u>(0)</u>	<u>0.0%</u>

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 05 January 2018

POLICY BOARD : LEADERSHIP BOARD: ADULT SERVICES

Description (1)	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)		
£000's	£000's	£000's	£000's	£000's	£000's	£000's	%	
Older People	43,191	21,931	21,941	0	21,941	(10)	0.0%	overspend
Physical or Sensory Difficulties	6,187	4,898	4,979	0	4,979	(81)	-1.7%	overspend
Learning Difficulties	13,587	15,485	15,494	0	15,494	(9)	-0.1%	overspend
Mental Health Needs	1,718	2,683	2,653	0	2,653	30	1.1%	underspend
Addiction Services	731	749	679	0	679	70	9.3%	underspend
Adults Change Fund	0	1,135	1,135	0	1,135	0	0.0%	breakeven
Social Work Management	0	0	0	0	0	0	0.0%	breakeven
NET EXPENDITURE	65,414	46,881	46,881	0	46,881	0	0.0%	breakeven

	£000's	
Bottom Line Position to 05 January 2018 is breakeven of	<u>0</u>	<u>0.0%</u>
Anticipated Year End Budget Position is breakeven of	<u>(0)</u>	<u>0.0%</u>

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 05 January 2018

POLICY BOARD : LEADERSHIP BOARD: LEISURE SERVICES

Description	Revised Annual Budget	Revised Period Budget	Actual	Adjustments	Revised Actual	Budget Variance		
(1)	(2)	(3)	(4)	(5)	(6) = (4 + 5)	(7)		
£000's	£000's	£000's	£000's	£000's	£000's	£000's	%	
Employee Costs	0	0	2	(2)	0	0	0.0%	breakeven
Property Costs	365	311	322	(11)	311	0	0.0%	breakeven
Supplies & Services	2	0	0	0	0	0	0.0%	breakeven
Contractors and Others	0	0	0	0	0	0	0.0%	breakeven
Transport & Plant Costs	0	0	1	(1)	0	0	0.0%	breakeven
Administration Costs	686	0	0	0	0	0	0.0%	breakeven
Payments to Other Bodies	9,235	4,713	4,571	142	4,713	0	0.0%	breakeven
CFCR	0	0	0	0	0	0	0.0%	breakeven
Capital Charges	2,535	0	0	0	0	0	0.0%	breakeven
GROSS EXPENDITURE	12,823	5,024	4,896	128	5,024	0	0.0%	breakeven
Income	(381)	(244)	(242)	(2)	(244)	0	0.0%	breakeven
NET EXPENDITURE	12,442	4,780	4,654	126	4,780	0	0.0%	breakeven

	£000's	
Bottom Line Position to 05 January 2018 is breakeven of	<u>0</u>	<u>0.0%</u>
Anticipated Year End Budget Position is breakeven of	<u>0</u>	<u>0.0%</u>

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 05 January 2018

POLICY BOARD : ECONOMY & JOBS

Description (1) £000's	Revised Annual Budget (2) £000's	Revised Period Budget (3) £000's	Actual (4) £000's	Adjustments (5) £000's	Revised Actual (6) = (4 + 5) £000's	Budget Variance (7) £000's %		
Employee Costs	3,043	2,289	2,349	21	2,370	(81)	-3.5%	overspend
Property Costs	173	258	261	0	261	(3)	-1.2%	overspend
Supplies & Services	124	61	247	0	247	(186)	-304.9%	overspend
Contractors and Others	842	293	478	130	608	(315)	-107.5%	overspend
Transport & Plant Costs	0	0	0	0	0	0	0.0%	breakeven
Administration Costs	517	36	60	0	60	(24)	-66.7%	overspend
Payments to Other Bodies	1,146	985	1,250	0	1,250	(265)	-26.9%	overspend
CFCR	0	0	0	0	0	0	0.0%	breakeven
Capital Charges	0	0	0	0	0	0	0.0%	breakeven
GROSS EXPENDITURE	5,845	3,922	4,645	151	4,796	(874)	-22.3%	overspend
Income	(967)	(825)	(1,699)	0	(1,699)	874	105.9%	over-recovery
NET EXPENDITURE	4,878	3,097	2,946	151	3,097	0	0.0%	breakeven

	£000's	
Bottom Line Position to 05 January 2018 is breakeven of	<u>0</u>	<u>0.0%</u>
Anticipated Year End Budget Position is breakeven of	<u>0</u>	<u>0.0%</u>

Chief Executives
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 05 January 2018

POLICY BOARD : LEADERSHIP BOARD: CHIEF EXECUTIVE

Description	Revised Annual Budget	Revised Period Budget	Actual	Adjustments	Revised Actual	Budget Variance		
(1)	(2)	(3)	(4)	(5)	(6) = (4 + 5)	(7)		
£000's	£000's	£000's	£000's	£000's	£000's	£000's	%	
Employee Costs	4,130	2,807	2,855	(72)	2,783	24	0.9%	underspend
Property Costs	44	1	2	0	2	(1)	-100.0%	overspend
Supplies & Services	1,581	1,318	1,405	(29)	1,376	(58)	-4.4%	overspend
Contractors and Others	16	8	24	(3)	21	(13)	-162.5%	overspend
Transport & Plant Costs	6	6	12	0	12	(6)	-100.0%	overspend
Administration Costs	502	25	101	(66)	35	(10)	-40.0%	overspend
Payments to Other Bodies	851	610	621	(31)	590	20	3.3%	underspend
CFCR	0	0	0	0	0	0	0.0%	breakeven
Capital Charges	0	0	0	0	0	0	0.0%	breakeven
GROSS EXPENDITURE	7,130	4,775	5,020	(201)	4,819	(44)	-0.9%	overspend
Income	(4,761)	(2)	(99)	0	(99)	97	4850.0%	over-recovery
NET EXPENDITURE	2,369	4,773	4,921	(201)	4,720	53	1.1%	underspend

	£000's	
Bottom Line Position to 05 January 2018 is an underspend of	<u>53</u>	<u>1.1%</u>
Anticipated Year End Budget Position is an underspend of	<u>60</u>	<u>2.5%</u>



To: LEADERSHIP BOARD

On: 25 APRIL 2018

Report by: Director of Finance and Resources

Heading: Capital Budget Monitoring Report

1. Summary

- 1.1 Capital expenditure to 5th January 2018 totals £8.267m compared to anticipated expenditure of £8.239m for this time of year. This results in an over-spend position of £0.028m for those services reporting to this board, and is summarised in the table below:

Division	Current Reported Position	% Variance	Previously Reported Position	% Variance
Leisure Services	£0.002m u/spend	0% u/spend	£0.007m o/spend	1% o/spend
Dev. & Housing	£0.028m o/spend	0% 0/spend	£0.004m o/spend	0% o/spend
Adult Social Care	£0.002m o/spend	7% 0/spend	£0.003m u/spend	9% u/spend
Total	£0.028m o/spend	0% o/spend	£0.008m o/spend	0% o/spend

- 1.2 The expenditure total of £8.267m represents 49% of the resources available to fund the projects being reported to this board. Appendix 1 provides further information on the budget monitoring position of the projects within the remit of this board.
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2. Recommendations

- 2.1 It is recommended that Members note this report.

3. **Background**

- 3.1 This report has been prepared by the Director of Finance and Resources in conjunction with the Chief Executive and the Director of Development & Housing Services.
- 3.2 This capital budget monitoring report details the performance of the Capital Programme to 5th January 2018, and is based on the Capital Investment Programme which was approved by members on 23rd February 2017, adjusted for movements since its approval.

4. **Budget Changes**

- 4.1 Since the last report budget changes totalling £0.350m have arisen which relate to the following:-
- **Leisure Services:**
Since the last report there have been no budget changes:
 - **Development & Housing Services:**
Budget re-profiled from 2017/18 to 2018/19:
 - Paisley Museum (£0.200m).
 - Paisley Museum Store (£0.150m).
 - **Adult Social Care:**
Since the last report there have been no budget changes.

Implications of the Report

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

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

List of Background Papers

- (a). Capital Investment Programme 2017/18 & 2018/19 – Council, 23rd February 2017.

The contact officers within the service are:

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

Author: *Geoff Borland, Principal Accountant, 0141 618 4786, geoffrey.borland@renfrewshire.gov.uk.*

Leadership - Appendix 1

RENFREWSHIRE COUNCIL

CAPITAL INVESTMENT STRATEGY - NON-HOUSING SERVICES

BUDGET MONITORING REPORT

BOARD: LEADERSHIP

Project Title	Approved Programme @23/02/17	Current Programme MR 10	Year To Date Budget to 05-Jan-18	Cash Spent to 05-Jan-18	Variance to 05-Jan-18	% Variance	Cash to be Spent by 31-Mar-18	% Cash Spent
LEISURE SERVICES								
Leisure Investment Programme	0	462	20	16	4	20%	446	3%
Grass Pitches & Changing Facilities	1,372	938	820	822	-2	0%	116	88%
Tweedie Halls - Fit Out	0	220	0	0	0	0%	220	0%
Ferguslie Outdoor Regional Sports Facility	4,318	0	0	0	0	0%	0	-
Total Leisure Services	5,690	1,620	840	838	2	0%	782	52%
DEVELOPMENT & HOUSING SERVICES								
Paisley Town Centre Regeneration	0	78	0	0	0	0%	78	0%
Russell Institute	0	334	334	334	0	0%	0	100%
Paisley Museum Store	0	1,482	970	970	0	0%	512	65%
Paisley Learning & Cultural Hub	1,800	200	60	61	-1	-2%	139	31%
Paisley Museum	1,000	350	30	31	-1	-3%	319	9%
City Deal - Airport Access	2,424	1,082	520	527	-7	-1%	555	49%
City Deal - Glasgow Airport Investment Area	5,835	4,479	3,990	3,966	24	1%	513	89%
City Deal - Clyde Waterfront & Renfrew Riverside	2,369	7,117	1,465	1,508	-43	-3%	5,609	21%
Total Development & Housing Services	13,428	15,122	7,369	7,397	-28	0%	7,725	49%
SOCIAL WORK SERVICES(Adult Social Care)								
Anchor Centre Roof Replacement	0	91	30	32	-2	-7%	59	35%
Total Social Work Services(Adult Social Care)	0	91	30	32	-2	-7%	59	35%
TOTAL LEADERSHIP BOARD	19,118	16,833	8,239	8,267	-28	0%	8,566	49%



To: Leadership Board

On: 25 April 2018

Report by: Chief Executive

Heading: Best Value: Management Arrangements

1. Summary

- 1.1 The purpose of this report is to seek approval to implement changes to the senior management arrangements for the Council, as outlined in the report. These changes will ensure that senior management structures continue to support the delivery of Council priorities and respond to the broader environment the Council operates in, and provide an effective management framework.
-

2. Recommendations

- 2.1 Members are asked to approve the changes to the senior management arrangement as detailed in the report, and delegate authority to the Chief Executive to implement the changes in consultation with the relevant conveners.
- 2.2 Members are asked to note that, in line with good practice, senior management structures will continue to be kept under review by the Chief Executive to take account of national and local policy developments.

3. **Proposed Changes to Management Structures**

- 3.1 Members will be aware that senior management arrangements were last reviewed by this Board in September 2017, and it is now an appropriate point at which to review how well senior management structures are aligned to, and effectively supporting the current Board remits and responsibilities, and the delivery of Council priorities.
- 3.2 In addition, as noted in the Accounts Commission's findings on our Best Value Assurance report, the Community Empowerment Act is placing significant and new expectations on public bodies, including the Council; and how we engage with citizens and communities. The act aims to give communities greater influence and involvement in policy development, service re-design and budget decisions at a local level, and it is important that the Council responds positively to these new statutory responsibilities, including ensuring senior management arrangements reflect sufficient focus on this policy priority, which is now contained in the new Council and Community Plan.
- 3.3 Finally, both the Director of Environment and Communities, and the Head of Child Care and Criminal Justice, have given notice of their retirement from the Council at the end of September and August this year respectively; and this provides an opportunity to review senior officer structures and responsibilities in the recruitment and selection of successor chief officers for the Council. The following changes are proposed, as detailed below.
- 3.4 The current Environment and Communities Services cover a wide range of high profile, front line, public facing services which have undergone a number of strategic changes over recent years as part of the Council's corporate change programme. The service has also been developing the Council's response to the wider requirements of community engagement as a result of the requirements of the Community Empowerment legislation, and also of the Council's decision to review local governance and decision-making, currently underway. The Director is a highly experienced chief officer who has effectively managed this broad remit and responsibility over a number of years. However, given the additional and heightened focus on community empowerment, it is proposed to transfer the post and responsibilities of the Head of Communities and Public Protection to the Director of Development and Housing Services to ensure sufficient capacity continues to be directed to these important remits, and for the new Director to be recruited as the Director of Environment and

Infrastructure, responsible for Roads and Transportation, Fleet, Streetscene and Land Services, Waste, and Hard and Soft Facilities Management.

- 3.5 It is also proposed to transfer the Head of Regeneration and the City Deal team to the Chief Executive's service, to more fully align officer structures with Policy Board responsibilities, and reflecting the strategic importance of the City Deal and regeneration projects to the delivery of the outcomes in the Council and Community Plan. Development and Housing services will be retitled 'Communities and Planning' more fully reflecting the role of the service and providing a more direct relationship to their main Policy Board, and responsible for Housing Services, Planning, Regulation and Enforcement, Public Protection and Civil Contingencies, Community Empowerment and Development, and the 2021 Legacy Delivery.
- 3.6 These proposals also therefore involve the transfer of Community Learning and Development from Children's Services to Communities and Planning Services. No changes to the post and remit of the Head of Child Care and Criminal Justice are proposed for the recruitment of the new Head of Service.
- 3.7 Finally, in September 2017 it was agreed to bring together the existing HR function with the Change/OD functions under a post of Head of HR and Organisational Change reporting directly to the Director of Finance and Resources. At present this post remains vacant following an unsuccessful recruitment process. In the intervening period progress has continued to be made to develop the Council's approach to Workforce Planning and Organisational Development through interim arrangements. In carrying out this work it has become clearer over recent months that the scale and focus of organisational development required to deliver on the Council's future transformation programme will be significant. In this context, it is proposed to change the title of this Head of Service post to Head of Transformation and Organisational Development and seek the recruitment of an individual with a skill set more aligned to these requirements. The post will retain the same functional areas of responsibility covering change, organisational development, workforce planning and human resource management, but with an additional focus on the leadership and development of the Council's transformation strategy.
- 3.8 These proposed changes substantially complete the realignment of officer structures to the Council's Policy Boards, and it is anticipated that this will deliver improved management arrangements for support to Boards, will more effectively rebalance workload across all services

and will ensure that Council priorities continue to have sufficient management capacity and oversight directed to them.

- 3.9 At this stage, no further structural changes are proposed to the remaining management arrangements. Members will be kept informed, and advised of any future implications for the management of the Council resulting from any national or local policy developments as appropriate.

Implications of the Report

1. **Financial** – The proposals will be met from existing resources
2. **HR & Organisational Development** – The proposals ensure the Council continues to have the right balance of skills, experience and capacity to support the management of Council service delivery, and the delivery of its strategic priorities. Senior management structures will continue to be kept under review as part of the Council's workforce planning arrangements.
3. **Community/Council Planning** – The proposed management structures provide a clearer alignment to the responsibilities of the Policy Boards of the Council, and the delivery of Council and Community Plan priorities.
4. **Legal** – n/a
5. **Property** – 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. 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** – n/a
9. **Procurement** – n/a

- 10. **Risk** – n/a
- 11. **Privacy Impact** – n/a
- 12. **Cosla Policy Position** – n/a

List of Background Papers

Author: Sandra Black, Chief Executive, Tel. 0141 618 7354



To: Leadership Board

On: 25th April 2018

Report by: Chief Executive

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

1. Summary

- 1.1 On 31st August, the Accounts Commission published the Best Value Assurance Report for Renfrewshire Council. The report provided an assessment of the Council and its performance, since its last audit in 2006.
- 1.2 Overall the report itself was positive, providing independent assurance to local residents and businesses on the extent to which the Council is achieving best value. The report confirmed Audit Scotland's view that the Council has a clear and ambitious vision for the area which is shared with partners, is working well with partners to address the challenges facing the organisation and the Renfrewshire area, and effectively manages the Council's finances. In publishing the report, the Accounts Commission noted that "Renfrewshire Council continues to improve and is making encouraging progress in the performance of its services".
- 1.3 In the report, Audit Scotland also provided direction on the key areas which the Council should focus its improvement activities on going forward. The report specifically included 7 recommendations relating to areas such as cross party working, community engagement, partnership working, workforce planning and governance arrangements. An action plan which set out the Council's proposed actions to progress these recommendations was approved by full Council in September 2017.
- 1.4 Progress in terms of implementing the recommendations is monitored on a quarterly basis by the Corporate Management Team. This report provides the first six monthly update on progress to elected members, with a full update

provided for each recommendation and related activity within Appendix 1 to this report.

- 1.5 The Council's appointed external audit team, Audit Scotland, continue to work with the Council as part the team's best value audit role. Specifically Audit Scotland will follow up the Council's progress in terms of implementing the recommendations contained within the Best Value Assurance report and report progress through the Annual Audit Report.
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2. Recommendations

- 2.1 It is recommended that members note:

- the progress achieved in terms of implementing the 7 recommendations outlined by Audit Scotland within the Best Value Assurance Report for Renfrewshire Council;
 - that Audit Scotland's assessment of progress will be reported through the Annual Audit Report in Spring 2019.
-

3. Background

- 3.1. The statutory duty of Best Value was introduced in the Local Government in Scotland Act 2003. The audit of Best Value is a continuous process that forms part of the annual audit of every council. Audit Scotland reviewed the methodology used to audit best value in 2015, and introduced a new approach based on a 5 year programme of engagement and audit, intended to provide greater reassurance to citizens on the extent to which **all** local authorities are achieving best value. Audit Scotland were appointed as the Council's external audit team for this purpose.

- 3.2 Renfrewshire Council was the second of six Councils selected to receive a Best Value Assurance Report in Year 1, as part of the new approach. The key areas which were considered by Audit Scotland through the process were:

- Council's vision
- The process and results of self-evaluation
- Financial management
- Financial and service planning
- Plans for achieving transformation, including the following
 - City Deals
 - Shared service development
 - Digitalisation of services
 - Difficult decisions and non-protected services
- Community engagement

- ALEO governance arrangements
- Workforce planning
- Overall assessment of outcomes/ performance and the reporting of these

3.3 The final Best Value Assurance Report was published in August 2017, following submission and consideration by the Accounts Commission. The overall report is positive, providing independent assurance to local residents and businesses on the extent to which the Council achieves best value. In publishing the report, the Accounts Commission noted that “Renfrewshire Council continues to improve and is making encouraging progress in the performance of its services”. The report by Audit Scotland recognises:

- the clear and ambitious vision for Renfrewshire which the Council shares with partners;
- the strength of partnership working in Renfrewshire;
- that the organisation has effective financial management processes in place; and
- that the Council has “a good record of delivering services differently”.

3.4 Within the report, Audit Scotland provided useful direction and recommendations as to areas where the Council should focus its improvement activities. The Best Value Assurance report includes 7 specific recommendations:

- Councillors should improve cross-party working, given the financial challenges that exist and the important decisions that will need to be made in future.
- Councillors should take advantage of the training and development opportunities that the council provides to ensure they have the necessary skills and knowledge to perform their role effectively.
- The council should review its governance arrangements to ensure they provide for a relationship with Renfrewshire Leisure Limited (RLL) that is clear, independent, and more easily understood by the public.
- The council should develop a detailed medium and long-term workforce strategy and plan and implement its organisational development strategy. Implementing both the workforce and organisational development strategies will be critical to managing how future services are provided.
- The council is continuing to review how it will achieve the savings required within the medium-term financial strategy. The council should prioritise how services need to be provided in future to meet these savings.
- Community Planning partners need to plan their budgets and finances together to provide a clearer picture of the overall resources available.
- The council and its partners need to continue to involve communities and work together on joint priorities and to strengthen partnership

working. This will provide a positive base to ensure the Community Empowerment (Scotland) Act 2015 is fully implemented.

3.5 Good progress has been made in terms of progressing the recommendations as follows:

- Cross party working has been strengthened through the establishment of the Cross Party Sounding Board which has met on three occasions since May 2017 to inform the development of the Community Plan and Council Plan, the review of local governance arrangements and the development programme for elected members.
- A comprehensive review of the Council's member development programme has been undertaken, in consultation with elected members. Feedback gathered through the process has informed changes to the existing annual programme to include more evening events and external speakers. A focused week of development activity also took place w/c 16th April, with the programme being structured around the key areas suggested by elected members.
- Significant progress has been achieved in terms of developing the Council's workforce planning arrangements. The Council's Workforce Plan was approved by Finance, Resources and Customer Service Policy Board in November 2017, with service level workforce plans being prepared by all Council services. The Council has enhanced its training and development activities for employees, launching managerial and leadership development programmes and refreshing the training programme which all staff can access.
- The Council is committed to maximising the opportunities for both communities and the organisation itself through community empowerment legislation. A review of local area committees has been progressed which has involved an extensive programme of consultation with all key stakeholders. Work is also being progressed to consider opportunities to enhance the support that the Council can offer community groups and organisations and to provide access to funding to support the growth and development of local groups and organisations.
- Initial work has been undertaken to review existing governance arrangements in terms of the Council's relationship with Renfrewshire Leisure. The board membership has been revised in order to replace two representatives from the Council with independent members, whilst Renfrewshire Leisure's summary Business Plan was considered for the first time as a public item by the Leadership Board in February 2018.

3.6 A full summary of progress against each recommendation is attached as Appendix 1 to this report.

4. Next steps

4.1 Progress in terms of implementing the recommendations will continue to be monitored on a quarterly basis by the Corporate Management Team, with the next update to elected members scheduled for Autumn 2018.

- 4.2 The Council's appointed external audit team, Audit Scotland, continue to work with the Council as part the team's best value audit role. Specifically Audit Scotland will follow up the Council's progress in terms of implementing the recommendations contained within the Best Value Assurance report and report progress through the Annual Audit Report.

Implications of the Report

1. **Financial** – the BVAR sets out how effectively the Council is using its resources and financial planning arrangements.
2. **HR & Organisational Development** – the BVAR sets out the Council's arrangements for Organisational Development and Workforce planning.
3. **Community Planning** – the BVAR assesses how well the Council works with its partners.
4. **Legal** - none.
5. **Property/Assets** – none.
6. **Information Technology** – The BVAR provides examples of how well the Council is using new technology.
7. **Equality & Human Rights** – none.
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – none.
9. **Procurement** – none.
10. **Risk** - Shared Risk Assessment is a proportionate and risk-based approach to assessing Scottish Councils.
11. **Privacy Impact** – none.
12. **COSLA** - Welcomed the risk based and proportionate approach to audits.

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

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

Audit Scotland Recommendations	What we will do	When will we do this by?	Who is leading on this?	Progress update
<p>1. Councillors should improve cross-party working, given the financial challenges that exist and the important decisions that will need to be made in the future.</p>	<ul style="list-style-type: none"> Continue to embed Cross Party Sounding Board and identify opportunities for all elected members to work together on issues of common interest and importance for the Council and the Renfrewshire area. 	<p>Ongoing</p>	<p>All elected members</p>	<p>The Cross Party Sounding Board was established following revisions to the Council's governance structures in May 2017.</p> <p>The remit of the Board is to act as a sounding board and discussion forum with no decision-making powers; to provide an opportunity to discuss matters of common interest or of Council-wide relevance; and to provide for cross-party discussion on non-partisan/non-political issues.</p> <p>The Cross Party Sounding Board has met several times since its establishment, in relation to the following areas:</p> <ul style="list-style-type: none"> In August 2017, the Cross Party Sounding Board met to discuss and approve outline Council and Community Plans which were subsequently approved by full Council on 28 September 2017. In December 2017, the board convened to consider recommendations relating to a review of local governance that had been undertaken, specifically relating to the role of local area committees. Following discussion on the change proposals it was agreed that a public consultation exercise should be launched in January 2018. In February 2018, the Cross Party Sounding Board met for a third time to consider further opportunities to strengthen the Council's member development programme.

				Recommendations from the review have informed the programme for the member development week in April 2018, in addition to the annual schedule of events and briefings for elected members which is co-ordinated by Committee Services.
2. Councillors should take advantage of the training and development opportunities that the council provides to ensure they have the necessary skills and knowledge to perform their role effectively.	<ul style="list-style-type: none"> Undertake a review of the current training and development programme through engagement and consultation with elected members, to identify potential opportunities to further support attendance and participation levels. 	31 December 2017	Chief Executive All elected members	<p>A review of the current development programme has now been completed.</p> <p>All members were surveyed following the completion of the induction programme following the local government elections. The Head of Corporate Governance subsequently met with all political group leaders and explored options for developing the current development offering for elected members.</p> <p>Subsequently a meeting of the Cross Party Sounding Board was held in February 2018 to explore member's views on the current programme in more detail, and to consider further options for strengthening and enhancing the current approach.</p> <p>In response to the feedback gathered, a member development week was held in mid April 2018, the content of which was informed by the views of elected members. This included arranging some evening sessions and the greater use of external speakers.</p> <p>A revised annual programme of councillor development has been produced for 2018 which will include new external speakers, service specific sessions and IT drop-ins following on from feedback received.</p>
3. The council should review its governance arrangements to	<ul style="list-style-type: none"> Undertake a review of existing governance arrangements 	June 2018 (subject to publication date of	Chief Executive	Following an initial review of existing governance arrangements, several changes have been implemented. It is recognised that there will be a further requirement to consider the findings of the

<p>ensure they provide for a relationship with Renfrewshire Leisure Limited (RLL) that is clear, independent, and more easily understood by the public.</p>	<p>between the Council and Renfrewshire Leisure Limited, being cognisant of the findings of the national review of ALEOs currently being undertaken by Audit Scotland. Engagement with Renfrewshire Leisure itself will be a key element of the review.</p>	<p>Audit Scotland's national review report – scheduled for Spring 2018)</p>		<p>Audit Scotland's national report on Arms Length External Organisations (ALEOs) which is scheduled to report in June 2018.</p> <p>In terms of action undertaken to date:</p> <ul style="list-style-type: none"> • A summary of Renfrewshire Leisure's Business Plan 2018/19 was reported to the Leadership Board in February 2018. Previously the Business Plan was considered by the Board as an exempt paper. • In February 2018 the Leadership Board approved proposals to change the composition of the membership of the Renfrewshire Leisure Board. The two places held by officers from Renfrewshire Council will now be filled by community representatives. • Regular monitoring meetings are held between Renfrewshire Leisure and the Head of Policy and Commissioning. Work is underway to further enhance the reporting of performance information relating to Renfrewshire Leisure. Six monthly internal scrutiny sessions also form part of the monitoring relationship with Renfrewshire Leisure.
<p>4. The council should develop a detailed medium and long-term workforce strategy and plan and implement its organisational development strategy. Implementing both the workforce and organisational development strategies will be</p>	<ul style="list-style-type: none"> • Roll-out Performance Development and Review programme across the Council • Implement new leadership and management development programmes 	<p>Ongoing with six monthly updates to board.</p>	<p>Director of Finance and Resources (in consultation with CMT)</p>	<p>The medium to long term OD strategy has been implemented and the strategic workforce plan is being rolled out. The focus continues to be on embedding effective workforce plans, organisational development and performance management.</p> <p>Working in collaboration with Services, HR is ensuring the strategic workforce plans at both Corporate and Service/Directorate level is meeting the organisational requirements to deliver improved and sustainable performance through a modernised, agile, resilient, skilled, developed and flexible workforce.</p> <p>The leadership and management development</p>

critical to managing how future services are provided.	<ul style="list-style-type: none"> • Provide 6 monthly updates on the recently approved corporate workforce plan to elected members • Implement new management arrangements to integrate existing HR, organisational development and programme management resources within one function to further strengthen the Council's approach to managing change 			<p>programmes commenced in June 2017 and are well underway, with over 150 delegates in attendance, across middle and senior management groups. Feedback from attendees and their line managers has been positively strong and the impact of the learning and development interventions are being assessed through line management one to ones, supported by the OD team.</p> <p>The revised PDR programme is in its final development stage following a process of stakeholder engagement. This was presented to CMT at the beginning of January 2018. Following board approval, HR will roll out the programme to managers and staff through a series of briefing sessions and online tools with the aim to go live with the roll out of Business World.</p> <p>Progress is underway to integrate HR, organisational development and programme management resources within one function to further strengthen the Council's approach to managing change following the approval at the Leadership Board in the Autumn of 2017. This took effect on 22 December 2017.</p>
5. The council is continuing to review how it will achieve the savings required within the medium-term financial strategy. The council should prioritise how services need to be provided in future to meet these savings.	<ul style="list-style-type: none"> • Continue to implement the agreed medium term financial strategy which will focus on delivering required savings through the Better Council Change programme, debt smoothing and effective workforce planning. 	March 2020 (<i>end date of Financial Outlook</i>)	Director Finance and Resources / Chief Executive (in consultation with elected members)	<p>The process of reviewing, forecasting and managing the Council's financial position and outlook continues, with the Scottish Government Budget announcement on 14 December being key in determining the 2018/19 financial position. A Financial Outlook report to the Leadership Board on 12 December 2017 outlined the Council's current and forecast financial position over the medium term.</p> <p>The Better Council Change Programme is a key element of supporting the delivery of sustainable budget savings which contribute to addressing the medium-term objective to reduce the Council's cost base and close the budget gap whilst supporting the release of resources to support investment in priority</p>

				<p>areas aligned to the Council's key strategic outcomes.</p> <p>The budget for 2018/19 was agreed on the 2nd March 2018, which delivered a balanced budget position, supported investment in priority areas whilst continuing to make in-roads to deliver savings which address the forecast medium term funding gap. As a consequence of savings and other decisions taken by the Council and individual policy boards over the last 12-18 months and net positive movements in respect key areas of uncertainty, the budget gap over the two year period 2018-20 has reduced from the initial forecast of £40 million to approximately £9m-£10m in 2019/20. It is recognised that this continues to be underpinned by forecasting assumptions, in particular in respect to future grant reductions and pay growth, but nevertheless represents significant positive progress in addressing the underlying scale of the financial challenge.</p> <p>An updated medium term financial strategy will be presented over the course of 2018 along with further phases of the change and transformation programme.</p>
<p>6. Community Planning partners need to plan their budgets and finances together to provide a clearer picture of the overall resources available.</p>	<ul style="list-style-type: none"> Undertake a Strategic Financial Overview exercise on an annual basis with community planning partners. 	<p>Annual basis – March</p>	<p>Chief Executive / Director of Finance and Resources</p>	<p>At the special meeting of the Community Planning Partnership Executive Group in March 2018, each partner provided an overview of the current financial outlook for their respective organisation.</p> <p>This provided a valuable opportunity for partners to discuss common issues and to explore any potential opportunities for wider collaboration.</p> <p>A key priority within Renfrewshire's Community Plan 2017-2027 is to develop a Community Planning Partnership that is sustainable and connected. Partners regularly discuss areas of resource pressure and it is proposed that members of the Partnership use the group to address areas of particular</p>

				resourcing pressure.
7. The council and its partners need to continue to involve communities and work together on joint priorities and to strengthen partnership working. This will provide a positive base to ensure the Community Empowerment (Scotland) Act 2015 is fully implemented	<ul style="list-style-type: none"> Finalise review of Local Area Committees in Renfrewshire Publish Renfrewshire's Community Plan 2017-2027 Embed new governance arrangements for community planning in Renfrewshire, developing shared work plans and priorities in consultation with partners, communities and people. Develop locality plan arrangements in line with the requirements of Community Empowerment legislation, with particular focus on working with partners to engage with those people who are most impacted by poverty in Renfrewshire. 	<p>December 2017</p> <p>1 October 2017</p> <p>March 2018</p> <p>June 2018</p>	Chief Executive	<p>Renfrewshire's Community Plan was approved by Council in September 2017.</p> <p>An outcomes and performance framework underpinning the plan has been developed and was approved by the Community Planning Partnership Executive Group and Oversight Group in March 2018. The framework sets out the key outcomes to be targeted and the key performance indicators which the Partnership will use to assess the impact of joint work.</p> <p>Following on from the approval of the framework, work is now also underway to develop and embed the new community planning governance structure and to establish key priorities and work programmes across the key thematic areas. Work has been undertaken to develop the Improving Life Chances Board which is the final area of development, and it is anticipated that the first meeting of the group will be held in May 2018.</p> <p>The review of Local Area Committees is reaching final stages. Following discussion at the Cross Party Sounding Board in December 2017, full Council agreed on 21 December 2018 for a public consultation to be conducted on proposed changes to current local area committee arrangements. The public consultation launched w/c 22nd January.</p> <p>A comprehensive range of consultation events have been undertaken, providing an opportunity for views of different stakeholders to be considered.</p> <p>The findings from the consultation will be submitted for approval to Council in May 2018.</p>



To: Leadership Board

On: 25 April 2018

Report by: Chief Executive

Heading: Council Plan 2017-2022: Six monthly progress update

1. Summary

- 1.1 The Council Plan is a key strategic document, which sets out for Council employees, local people, businesses, partner organisations and voluntary organisations, what the Council is aiming to achieve over a period of time.
- 1.2 The new Council Plan was approved by the Council on 28 September 2017, following an extensive programme of consultation and engagement. The Council Plan was developed in tandem with the Community Plan, with both plans being considered by the Cross Party Sounding Board in August 2017. This has allowed for the priorities as set out in the Council Plan, to be closely aligned to those of our key partners, as agreed in the Community Plan.
- 1.3 The Council Plan is purposefully high level and strategic in nature. It sets out how the Council will work with partners, communities and businesses to specifically progress 5 key outcomes:
 - Reshaping our place, our economy and our future
 - Building strong, safe and resilient communities
 - Tackling inequality, ensuring opportunities for all
 - Creating a sustainable Renfrewshire for all to enjoy
 - Working together to improve outcomes
- 1.4 On 12 December 2017, the Leadership Board approved the performance framework which will be used to measure progress in terms of implementing the Council Plan and the impact of activity across the 5 key strategic outcomes highlighted in the plan. Specifically, the framework includes a targeted suite of actions and indicators, progress against which will be

reported to the Leadership Board every 6 months. This report provides the first 6 monthly update to the Leadership Board.

- 1.5 A full summary of performance against each of the 5 strategic outcomes is provided in Appendix 1 of this report.

2. Recommendations

- 2.1 It is recommended that members:

- Note progress achieved to date in terms of progressing the key outcomes and priorities detailed in the Council Plan;
- Note that the next 6 monthly update will be reported to the Leadership Board in December 2018.

3. Background

- 3.1 The Council Plan 2017-2022 is a high level strategic plan which sets out for elected members, communities, businesses and partners what this organisation will aim to achieve over the period. The Plan was developed in tandem with the new Renfrewshire Community Plan during 2017, with both plans being approved by full Council on 28 September 2017.

- 3.2 The organisation has a strong focus on improving outcomes and tackling inequalities; outcomes which are intrinsically linked to the Community Plan 2017-2027. The Council Plan effectively sets out the organisation's role in working towards those partnership outcomes.

- 3.3 Specifically, the Council Plan is focused on driving improvements across 5 outcomes:

- Reshaping our place, our economy and our future.
- Building strong, safe and resilient communities.
- Tackling inequality, ensuring opportunities for all.
- Creating a sustainable Renfrewshire for all to enjoy.
- Working together to improve outcomes.

- 3.4 Services are taking forward a range of initiatives and improvement activities which will aim to deliver on the Council's 5 strategic outcomes. A performance framework to underpin the performance monitoring and reporting of Council Plan activity, was approved by the Leadership Board on 12 December 2017.

- 3.5 All of the indicators and actions contained within framework are embedded within Service Improvement Plans with progress monitored on a regular basis through service management teams.

- 3.6 Full detail of progress achieved against each strategic outcomes is contained in Appendix 1. A summary of key areas of progress is highlighted below:

Strategic Outcome 1: Reshaping our place, our economy and our future

Progress to date

- Planning applications for the City Deal projects at the Glasgow Airport Investment Area (GAIA) and the CWRR were submitted in July 2017, with consent granted for the core GAIA project in November 2017. Specimen designs for both the GAIA and CWRR projects have been completed, with the tender documents for GAIA due to be issued in February 2018.
- The Renfrewshire Economic Leadership Panel was established to work with leading partners across sectors to deliver economic regeneration and are developing a robust suite of data and performance indicators to measure progress.
- The Council is currently engaging with key partners to realise the vision for an advanced manufacturing innovation district (AMIDS) which will encompass the Netherton Farm site, Westway and Inchinnan Business Parks, with the potential to deliver thousands of jobs. AMIDS will capitalise on the advanced engineering and manufacturing expertise that exists across multiple technologies in both industry and academia in Scotland; and to further strengthen that capability to create competitive advantage for existing and new companies to remain globally competitive, and drive inclusive, sustainable growth in the Scottish economy.

The anchor for this is the new £65million National Manufacturing Institute for Scotland (NMIS), which will be located on the Netherton Farm site. NMIS will comprise a Manufacturing Skills Academy, a Digital Factory 2050 and an Innovation Collaboratory.

- Bringing the Business Gateway service in house has created a more structured approach to supporting businesses focusing on those businesses with growth potential and ambitions to grow. A range of interventions to support the local business base continued to be delivered in order to stimulate investment and growth in the local economy.
- Phase 1 of the public wifi project commenced in 2017 and is nearing completion. 29 out of the 33 Phase 1 buildings switched over to the new public wifi in mid November 2017. Phase 2 is progressing well, with Johnstone town centre wifi going live in December 2017.
- As part of the 2021 UK City Of Culture Bid Legacy Plan, there is an extensive cultural infrastructure programme which will deliver significant investment, addressing major lifecycle maintenance needs in key assets as well as directly supporting improvements and modernisation of cultural venues and town centre infrastructure.
- The destination brand "Paisley.is" was launched early March. This includes brand guidelines, toolkit for stakeholders and partners, a new website, social media

Strategic Outcome 1: Reshaping our place, our economy and our future

channels and new town centre dressing. The three-year marketing strategy will now be implemented and support the delivery of the Events Strategy (2018-2022), Renfrewshire Visitor Plan (2018-2022), City Deal activity and the Legacy plans to deliver the step changes from the UK City Of Culture bid.

- The Renfrewshire Visitor Plan 2018-2021 was approved by the Leadership Board in December 2017, following consultation with industry and endorsement by Visit Scotland. An internal tourism working group has been established to implement the 7 portfolios within the strategy – the group includes regeneration, employability, culture, tourism, marketing and community and environment teams.
- An enhanced events programme for Renfrewshire continues to be delivered, attracting increased audience numbers and positive media coverage. The events programme delivered £2.45m in local and visitors spend and audience numbers increased from 122,500 to 162,925 with event visitor numbers increasing from 24,100 to 56,200. In 2017 we also bid for and won the British Pipe Band Championships. The Scottish Album of the Year Awards, MG Alba Scottish Trad Awards 2017 and the Royal National Mod which will be hosted in either 2021 or 2022. External funding was received from Event Scotland for Weave and The Spree and the British Council for The Spree allowing an enhanced and international programme to be developed for both festivals.

Strategic Outcome 2: Building strong, safe and resilient communities

Progress to date

- The Scottish Government requires the Strategic Housing Investment Plan (SHIP) to be updated annually. Consultation on the new SHIP for the period 2018/19 to 2022/23 was carried out in August and September 2017 with the final SHIP being presented to the Communities, Housing and Planning Board on the 7th November 2017.
- Our housing regeneration programmes continue across Renfrewshire - rehousing and demolition in Johnstone Castle is progressing on target. Public consultations were held in June 2017 on the proposed West End Masterplan with the finalised masterplan being approved by the Leadership Board in December 2017. Housing development on the former ordnance factory site in Bishopton continues and officers from Development and Housing Services are reviewing options for housing investment in Ferguslie Park.
- We are working with housing associations to deliver new build housing projects within the Strategic Housing Investment Plan (SHIP). Sanctuary Scotland has completed the first phase of development at Andrew Avenue in Renfrew (77 new homes), with a further 67 new homes at Inchinnan Road in Renfrewshire under construction and due to be completed in May 2018. The second phase (60 new homes) at Andrew Avenue is due to be completed in December 2018.
- The final plans for the improved welfare facilities in the development of the Community Safety Hub have been approved to allow the project to be initiated and completed in quarter 4. The

CCTV operations room continues to run 24 hours a day to allow the detection and prevention of crime across Renfrewshire.

- During 2017/18 the Street Stuff programme had over 30,000 attendances delivering football, dance, clubbercise, boxercise and multi-media activities in communities across Renfrewshire on 6 out of 7 days. Holiday camps including festive programmes and weekend activities also provided healthy food. Street Stuff won the Community Champion award at Renfrewshire Chamber of Commerce ROCCO Business Awards, the Community Engagement category at the Scottish Public Sector Awards and the COSLA Excellence Awards in the 'Local matters' category.
- The reported number of incidents of anti-social behaviour in the year to date at the end of quarter 3 was 1,512. This was in line with the 1,471 reported at the end of quarter 3 in 2016/17. By the end of quarter 3, there were a total of 305 complaints regarding youth disorder. This is down from 602 complaints over the same period last year. 2017/18 was the baseline year for this indicator.
- The percentage of adults who agree that Renfrewshire is a safe place to live has increased from 82% in 2016/17 to 84.6% in 2017/18 meeting the annual target of 84%. The percentage of adults who agree with the statement "I am satisfied with my neighbourhood as a place to live" has increased from 81% in 2016/17 to 83.5% in 2017/18 but was below the target of 87%. Over the last five years performance for both indicators has fluctuated but has aligned in recent years so that a more consistent response is being received across both indicators. This is believed to reflect a more accurate measurement of feelings of safety and satisfaction across Renfrewshire and its neighbourhoods.
- 2017 saw the opening of Riverbrae School, the refurbishment of Mossvale and St James Primaries, and the commencement of work on the new shared campus for Bargarran and St John Bosco Primaries, and at St Paul's Primary and Foxlea Pre 5 Centre. Good progress continues to be made across all projects with St John Bosco / Bargarran scheduled to be completed in April 2018.
- A review of the Local Area Committees (LAC) structures in Renfrewshire is now nearing completion. The review included benchmarking the Renfrewshire model against those of other Scottish local authorities, undertaking significant engagement with all stakeholders and others not currently engaged in LACs and undertaking an analysis of grant funding applications and awards over the last five years. A report on the first phase of engagement was agreed by the Council on 21 December 2017, which approved a second phase based on nine proposals for action. This phase of engagement will be completed by April 2018 and finalised proposals reported to Council for approval and implementation during 2018/19.
- Work will take place during 2018/19 to build the Council's capacity to undertake participatory budgeting exercises. One of the proposals of the review of Community Level Governance Arrangements being consulted on during January-April 2018 is for participatory budgeting to become the means of deciding allocation of the Youth Challenge component of current LAC budgets during 2019/20.
- Following engagement with communities and community planning partners during 2017 and 2018, the 'Our Renfrewshire Community Plan 2017-27' was published by the Scottish

Government deadline of 1 October 2017. An associated Locality Plan was also published.

- A streamlined community planning structure was implemented during 2017/18 to create a fit for purpose vehicle to develop and implement the 'Our Renfrewshire Community Plan'. A Renfrewshire Community Planning Partnership Executive Group of chief officers of the key partners and an Oversight Group of elected members have been established to strengthen governance of the Community Planning Partnership.

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

Progress to date:

- Over £4 million of income has been generated through the Tackling Poverty programme for local people, with the programme continuing to support developments such as Renfrewshire's Advice Partnership, Affordable Credit Group and the Credit Union Forum. The Tackling Poverty Programme won the Programme of the Year award at the Association of Project Management Awards 2017.
- A programme of preparatory work is now underway to prepare for the roll-out of Universal Credit full service, due to go live in Renfrewshire in September 2018. Significant work has also been undertaken to assess the potential financial and service impacts of welfare reforms.
- Services have increased the percentage of pupils who have achieved the expected level for their educational stage in all curricular areas. At all stages (S4, S5 and S6), Renfrewshire pupils performed as well or better in all literacy and numeracy measures than the virtual comparator and national average figures.
- The total average complementary tariff for school leavers living in the 30% most deprived areas in Renfrewshire has improved, both compared with 2015/16 leavers and over a 5-year period. This positive trend suggests that although pupils in the most deprived areas do not yet perform as well as those from the least deprived areas, the number and level of qualifications gained by these pupils are consistently increasing. However, within Renfrewshire there has been improvement across the board which means that the attainment gap between most and least deprived pupils is largely unchanged.
- The four Attainment Challenge work-streams (Learning and Teaching, Families and Communities, Leadership and Data Analysis) are delivering a range of quality interventions and approaches in order to improve learning and teaching, health and wellbeing and to disrupt the pattern and relationship between poverty and attainment. Local outcomes and indicators for each project have been developed along with a growing evidence base. The evidence highlights the impact that each work-stream is having in relation to the attainment gap in Renfrewshire.
- Continuing the successful partnership with the University of Strathclyde with the Literacy Development Programme. A recent publication of a literacy evaluation suggests improved performance on reading attainment for all pupils.

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

- Work is underway in terms of planning the expansion of early learning and childcare from 600 hours to 1140 by 2020. A phased approach is currently being developed. An initial plan which outlined Renfrewshire's expansion proposal was submitted to the Scottish Government at the end of September 2017, this plan is now being further developed to reflect the level of resource that is expected to be made available to support the expansion. Governance arrangements have been established to support the expansion, this includes a steering board, workforce, infrastructure and policy groups. Renfrewshire is also an active member of the West inter-authority partnership group on the expansion of 1140 hours of early learning and childcare. The focus for this group relates to quality, workforce and delivery models.
- A Young Carers strategy has been developed which will be implemented from 1 April 2018. The service has also appointed a dedicated worker for young carers.
- Success in a multi-agency bid under the Scottish Government's Employment, Innovation and Integration Fund, for Criminal Justice services to improve employment opportunities for people with convictions.
- The HSCP supports numerous services including the Community Connectors Programme, Reaching Older Adults Renfrewshire and the Carers Centre which help people sustain and renew connections with others. Well in Renfrewshire (WiRE) provides access to over 600 community based resources that will help to improve health and wellbeing by providing opportunities to be more active, meet new people and try new activities. In the context of self-directed support, WiRE provides greater choice for adults and carers, enabling them to access information about resources in their communities, to support them to achieve their identified outcomes. Many people use Self Directed Support budgets to access services which allow them opportunities to interact with others and take part in purposeful activity.
- In addition to the main cultural, sport and leisure activities available in our cultural and leisure facilities, Renfrewshire Leisure runs a range of classes, activities and projects in our libraries, leisure centres, museum and town halls which advise on, promote, support and encourage positive health and mental well-being. The Vitality, Live Active NHS referral and McMillan Move More programmes directly help people to make changes in their lifestyles and help those recovering from illness and injury. Sports Services work closely with schools and in the local community to encourage participation in sports activities. The Library and Heritage teams also work closely with children and their families to encourage reading, play and participation in cultural related activities which all help contribute to positive physical and mental well-being.

Strategic Outcome 4: Creating a sustainable Renfrewshire for all to enjoy

Progress to date:

- The Team Up to Clean Up campaign was launched in October 2017 to improve the cleanliness of Renfrewshire's streets and local communities. A Team Up to Clean Up branded welcome pack was developed to support local communities and provides litter picking equipment and dedicated guidance to first time organisers on how to promote locally organised clean-up events through the use of branded posters and fliers. Over 20 community clean-ups took place in quarter 2 with over 400 bags of litter being removed from Renfrewshire streets. The work of well-established community groups has inspired and encouraged other locals to get involved with new community groups being created in Johnstone, Ferguslie, Foxbar and Paisley's west end. A Team Up to Clean Up Facebook page was launched and is proving to be a popular site for community groups and individuals seeking advice on community clean-ups and a great place to share good practice.
- The percentage of Renfrewshire's streets assessed as clean has improved from 88% in 2015/16 to 91.3% for 2016/17. In 2016/17 the Scottish average was 93.9% which was up 0.5% from the 2015/16 average. The cleanliness score is based on 3 sample surveys carried out throughout the year.
- Renfrewshire's Street Lighting Investment Strategy has been substantially completed, with 97% of Renfrewshire's 30,756 street lights converted to LED Lanterns (to be fully completed April/May 2018). The programme is on course to deliver the estimated gross revenue savings of £1.391m and the agreed net revenue saving of £750,000 per annum through reduced energy and carbon consumption and reduced maintenance costs.
- There has been a significant reduction in CO2 emissions from public space lighting in 2016/17 due to the implementation of the LED replacement programme. This figure continues to show a significant improvement during 2017/18 through the energy usage compared to previous years. Early indications are that CO2 emissions have been reduced by 64%.
- The draft Renfrewshire Air Quality Action Plan containing action measures aimed at improving air quality within the three Renfrewshire Air Quality Management Areas was prepared and submitted to the Scottish Government starting the formal consultation process.
- We continue to provide an ongoing, sector leading programme of work around Carbon Reduction across a range of council assets and activity and an increased focus on carbon and financial standing through monitoring and targeting.

Strategic Outcome 5: Working together to improve outcomes

Progress to date:

- During 2017 we developed a new Council Plan and Community Plan which were both approved by full Council in September 2017. The plans were developed in parallel through an extensive programme of consultation and engagement.

Strategic Outcome 5: Working together to improve outcomes

- In August 2017, the Best Value Assurance Report for Renfrewshire Council was published which provides independent assurance to local people, communities and businesses that the Council is working well to improve outcomes for local people. An improvement plan to address the recommendations met has made significant progress.
- The Data Analytics & Research Team is now well established with staff working to develop our Graphical Information Systems (GIS) and our research and analysis capabilities. Key projects in the current period are an open data platform, automated scheduling & routing using GIS and population modelling.
- We developed and are implementing the new Customer Strategy for the Council, focusing on using innovative technology and developing services that are based upon the needs of our customers.
- The Better Council Change Programme now has 34 projects split across 5 key themes including: Commercialisation, Customer Experience & Digital, New Delivery Models, Optimising the use of our assets and Organisational Change. Looking forward the team will look to develop proposals to support the delivery of savings and efficiencies for 2019 and beyond
- A new People, Performance and Talent Policy is in the final stages of development and is scheduled to be presented to the Finance, Resources and Customer Services Policy Board on 6 June 2018 for approval. Existing appraisal processes will continue until the new policy is approved.
- We have delivered online access to over 28,000 customers in Renfrewshire through the MyAccount Online Customer Portal, and this continues to grow steadily with each passing week.
- Phase 2 of the Lens intrapreneurship programme was launched in November 2017. The deadline for applications to be submitted from staff was 23 February, 11 applications were received and the judging panel shortlisted 8 finalists to pitch their ideas at the Lens final in June 2018.

3.7 Progress against all key activities outlined in the Council Plan, will be monitored by the Corporate Management Team on a regular basis. The next update to the Leadership Board on progress will be submitted to the Leadership Board in December 2018.

Implications of the Report

1. **Financial** – The key outcomes targeted through the Council Plan and associated initiatives will require to be managed within existing resources, with additional investment secured where appropriate. The financial pressures facing the organisation remain substantial, however the Council was recognised as having “effective financial management” in the recent Best Value Assurance report published by Audit Scotland.

2. **HR & Organisational Development** – The Council Plan highlights how the organisation will continue to develop its approaches to workforce planning, organisational development and the support which is offered to employees.
3. **Community / Council Planning** – The Council Plan is closely aligned to Renfrewshire's Community Plan 2017-2027, with the Council Plan clearly demonstrating the organisation's contribution to progressing the key priorities highlighted within the Community Plan.

Community Plan themes
 - *Our Renfrewshire is thriving*
 - *Our Renfrewshire is well*
 - *Our Renfrewshire is fair*
 - *Our Renfrewshire is safe*
Council Plan themes
 - *Reshaping our place, our economy and our future*
 - *Building strong, safe and resilient communities*
 - *Tackling inequality, ensuring opportunities for all*
 - *Creating a sustainable Renfrewshire for all to enjoy*
 - *Working together to improve outcomes*
4. **Legal** – n/a
5. **Property/Assets** – n/a
6. **Information Technology** – n/a
7. **Equality & Human Rights** - none
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report 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** – n/a
9. **Procurement** – n/a
10. **Risk** - n/a
11. **Privacy Impact** – n/a
12. **COSLA** - n/a

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

Council Plan Performance Framework




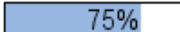



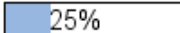








Action Status		Key:
	Overdue	CE – Chief Executive's CS - Children's Services DHS - Development and Housing EC - Environment and Communities FR - Finance and Resources HSCP - Renfrewshire Health and Social Care Partnership RLL - Renfrewshire Leisure
	Check Progress	
	In Progress	
	Completed	



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


ACTIONS

Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
CP17.DHS.08	Deliver our City Deal Projects – the Glasgow Airport Investment Area, the Airport Access Project, Clyde Waterfront and Renfrew Riverside and City Region wide employment programmes		<div><div>20%</div></div>	31 – Mar – 2022	DHS	Throughout 2017/18 progress continued on Renfrewshire's City Deal projects – in May 2017 we carried out the third (statutory) round of consultations on the Glasgow Airport Investment Area (GAIA) and Clyde Waterfront and Renfrew Riverside (CWRR) City Deal projects prior to submitting the planning applications. The extensive consultation process allowed communities the opportunity to input to the project development stages and influence the shape of the projects.


Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
						Planning applications for the City Deal projects at the GAIA and the CWRR were submitted in July 2017, with consent granted for the core GAIA project in November 2017. Specimen designs for both the GAIA and CWRR projects have been completed, with the tender documents for GAIA issued in March 2018.
CP17.DHS.01	Support the Regional Economic Framework and locally driving economic progress through the Renfrewshire Economic Leadership Panel			31-Mar-2022	DHS	We have established the Economic Leadership Panel to work with leading partners across sectors to deliver economic regeneration. We are currently developing a robust suite of data and performance indicators to establish baseline and measure progress.
CP17.CE.01	Progress our digital ambitions, implementing free public Wi-Fi across our town centres and working with partners to promote digital skills and development			31-Mar-2022	CE	Phase 1 of the public Wi-Fi project is nearing completion. 29 out of the 33 Phase 1 buildings switched over to the new public Wi-Fi in mid-November 2017. The anticipated go live date for Paisley and Renfrew Town Centres will be early June 2018. Johnstone Town Centre Wi-Fi went live in December 2017.
CP17.RLL.01	Invest in our cultural and economic infrastructures, transforming Paisley Town Hall, Paisley Learning Hub and Paisley Museum			31-Mar-2022	DHS/RLL	<p>As part of the Bid Legacy Plan, there is an extensive cultural infrastructure programme which will deliver significant investment, addressing major lifecycle maintenance needs in key assets as well as directly supporting improvements and modernisation of cultural venues and town centre infrastructure.</p> <p>A Cultural Infrastructure Director's post has been advertised and is currently at the final stages of recruitment. Following this, a team to support the workstream will be created.</p>
CP17.DHS.02	Deliver on the ambitions of our town centre strategies, and specifically working with partners to transform Paisley Town Centre			31-Mar-2021	DHS	<ul style="list-style-type: none"> • Early discussions with Network Rail regarding Paisley Gilmour Street. • Public Realm Masterplan commissioned by Environment & Communities. • West End Masterplan public consultations held in June 2017. • Paisley Town Centre Transport Strategy commissioned by Environment & Communities. • Supporting shopfront improvement for shopkeepers via Retail Improvement Scheme. • Property title searches carried out for Abbey Quarter area.





Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
						<ul style="list-style-type: none"> • Abbey Drain regeneration project – initial feasibility study completed (SLR Consultants). • ‘Wee Dig 2017’ archaeology project was delivered in Sept 2017 (HLF funding secured).
CP17.EC.01	Continue to invest in infrastructure to support growth – from road and rail links to bridges, cycle and pedestrian routes			31–Mar–2022	EC	<p>Support for the infrastructure associated with the Glasgow Airport Investment Area and other City Deal projects continues. Close working is being maintained with regard to the Renfrewshire Economic Strategy/Framework and the Paisley 2021 Legacy. Key service actions:</p> <ul style="list-style-type: none"> • Traffic and transport plans for Johnstone phase 1 of 4 has been completed. Phase 2 signage is progressing for delivery by the end of 2017/18 • Traffic and transport plans for Paisley town centre are in development in support of the Paisley Town Centre Action Plan • Cycling, Walking and Safer Streets Grant has been used to promote cycling and walking by introducing facilities to make Renfrewshire's infrastructure more accessible to cyclists and pedestrians
CP17.CE.02	Implement our destination marketing plans			31–Mar–2022	CE	<p>The destination brand "Paisley.is" was launched early March. This includes brand guidelines, toolkit for stakeholders and partners, a new website, social media channels and new town centre dressing. The three-year marketing strategy will now be implemented and support the delivery of the Events Strategy (2018–2022), Renfrewshire Visitor Plan (2018–2022), City Deal activity and the Legacy plans to deliver the step changes.</p>
CE.SIP.17.01.01	Deliver a range of diverse and exciting events to increase visitors to our town centre and grow local event attendances			31–Mar–2018	CE	<p>An enhanced events programme continues to be delivered, attracting increased audience numbers and positive media coverage. The events programme delivered £2.45m in local and visitors spend and audience numbers increased from 122,500 to 162,925 with event visitor numbers increasing from 24,100 to 56,200.</p> <p>We bid for and won the British Pipe Band Championships. The Scottish Album of the Year Awards, MG Alba Scottish Trad Awards 2017 and the Royal National Mod which will be hosted in either 2021 or 2022.</p> <p>Weave and Halloween were listed as top 20 events to attend. External funding was received from Event Scotland for Weave and The Spree and the British Council for</p>




Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
						The Spree allowing an enhanced and international programme to be developed for both festivals.
CP17.DHS.03	Work to increase the number of new business and social enterprise start ups in Renfrewshire, using innovative approaches to encourage entrepreneurship and innovation		<div><div>35%</div></div>	31– Mar– 2022	DHS	<p>Business Start Up – two Business Start Up Advisers are now in place and are operating from our enterprise hub at InCube on the High Street. Having had no high street presence for a number of years the location has served to raise the profile of the programme and to remind people of the wide range of support mechanisms that can be accessed from Business Gateway.</p> <p>Business Growth – Bringing the Business Gateway service in house has created a more structured approach to supporting businesses focusing on those businesses with growth potential and ambitions to grow. A range of interventions to support the local business base continued to be delivered in order to stimulate investment and growth in the local economy.</p>
CP17.DHS.04	Proactively work with property owners to bring some of the area's most valued assets back into use		<div><div>20%</div></div>	30– Mar– 2021	DHS	<p>Russell Institute After being vacant for four years, the category A-listed building was transformed through £5million investment into a Skills and Employability Hub, opening in 2017. Distinctive features of the building have been retained and restored, including the ornate sculptures on the outside of the building, and the staircase and balcony on the inside. It now houses around 120 employees, including careers and employability staff helping unemployed people across Renfrewshire, and works closely with local businesses to create further jobs and grow the local economy.</p> <p>Thomas Coats Memorial Church Following discussions during 2017, a community steering group has been working with the current trustees to explore options to preserve this important category A-listed landmark, which will require significant investment in order to be retained for future generations. A proposal will be developed to change the use of the building to an arts and events venue, as well as allowing continued use of the church by community groups who are currently based there. A new trust will be created, Coats</p>


Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
						Memorial Church Paisley Ltd., involving local people and businesses who are all keen to ensure this landmark is preserved.
CP17.DHS.05	Support growth activity in relation to emerging manufacturing, digital, culture and creative industries locally		<div><div>10%</div></div>	31-Mar-2022	DHS	<p>The Council are currently engaging with key partners to realise the vision for an advanced manufacturing innovation district (AMIDS) which will encompass the Netherton Farm site, Westway and Inchinnan Business Parks, with the potential to deliver thousands of jobs.</p> <p>AMIDS will capitalise on the advance engineering and manufacturing expertise that exists across multiple technologies in both industry and academia in Scotland; and to further strengthen that capability to create competitive advantage for existing and new companies to remain globally competitive, and drive inclusive, sustainable growth in the Scottish economy.</p> <p>The anchor for this is the new £65million National Manufacturing Institute for Scotland (NMIS), which will be located on the Netherton Farm site. NMIS will comprise a Manufacturing Skills Academy, a Digital Factory 2050 and an Innovation Collaboratory.</p> <p>As part of the Bid Legacy programme of work, we are developing support arrangements for creative industries to grow this area in Renfrewshire.</p>

INDICATORS


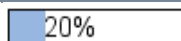
PI Code	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
CE.CP.EV01 Number of visitors to the events we create		122,500	115,000	162,925	140,000	190,000	27,000	20,000	20,000	20,000	84,958	60,000	An enhanced events programme continues to be delivered, attracting increased audience numbers. Attendances grew from 122,500 to 136,958.


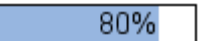



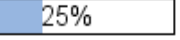



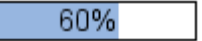


PI Code	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
CE.SIP17.EV0 2 Local spend at events		New measure for 2017/18		£2,050,000	£150,000	£700,000	£997,190	£150,000	£249,347	£150,000	£1,489,600	£150,000	The events programme contributed £2.05m to the local economy through the delivery of the Monte Carlo Rally, Food Festival, Weave, Paisley Pipe Band, Fireworks, Halloween Festival and Paisley Christmas Lights.
CE.SIP17.EV0 3 Regional economic impact of events		New measure for 2017/18		£402,000	£500,000	£1,200,000	£234,315	£250,000	-£44,656	£250,000	-	£250,000	Events contributed £402k to regional economic impact. This did not meet the target of £550k and was due to a larger local audience attending the events. The events have been further reprofiled for 2018/19 to target day visits and tourists.
CE.SIP17.EV0 4 Number of visits to Renfrewshire (and Paisley) attractions			1,740,000	1,770,000	1,130,000	1,800,000	1,830,000	Not measured for Quarters	Not measured for Quarters		Not measured for Quarters		Full 2017 data is not yet available, this figure is provisional at present. Figures are provided by the Moffat Centre and should be available mid May 2018.
CE.SIP17.EV0 5 Opportunities to see or hear something positive about Paisley and Renfrewshire		72,000,000	45,000,000	600,000,000	120,000,000	120,000,000	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters		Not measured for Quarters		Paisley 2021 generated 600 million opportunities to see or hear something positive about Paisley and Renfrewshire. 19.2 million social media reach was also achieved.
DHS.CP.RR01 Number of properties on Buildings at Risk Register		45	-	-	42	-	43	42	41	42	42	42	Kilbarchan Old Parish Church has been added since previous quarter. The congregation are no longer using it, and it has been identified as surplus to requirements. Overall building is in 'fair' condition.
DHS.EMP.01 Number of unemployed people being supported		1,464	-	848	1,500	-	287	375	323	375	238	375	This is the total number of new registrations in this period. Invest will still have an active caseload of customers registered in previous months.


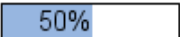

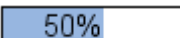
PI Code	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
through Renfrewshire Council Employability Programme (INVEST)													Caseloads are reducing as more people enter work. The Invest team now tend to get referrals for those most disengaged. *Following the budget setting process, targets for the coming years will now be set.
DHS.EMP.08 Number of new business start-ups in Renfrewshire with Business Gateway support		326	-	183	300	-	68	75	57	75	58	75	Figures for quarter 3 can be further broken down as follows: October 17 November 29 December 12
DHS.EMP.09 Renfrewshire Claimant Count (NOMIS)		3,040	-	Not yet available	-	-	3,065	-	3,030	-	3,090	-	Please note that this figure reflects the 'claimant count' for Renfrewshire at end of December 2017. Of this figure, claimants aged 18-24 years = 545 Claimants aged 50+ years = 845 This data is taken from NOMIS and describes the number of Renfrewshire residents in receipt of the main unemployment benefits. It doesn't include people who are not in employment but on other benefits or not in receipt of benefits, so doesn't count all unemployed people in the area.
DHS.SLAEDO C9 Town Vacancy Rate		11.8%	-	-	-	-	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		This annual indicator measures the vacancy units as a percentage of the total units in Renfrewshire's town centres. For comparison, the Scottish figure is 9.3% for 16/17.





PI Code	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
DHS.WORKP OP Percentage of Renfrewshire population working age (16-64)		64.4%	-	-	-	-	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		The overall % for the Glasgow City Region is 65.9% Renfrewshire has the joint third highest % with West Dunbartonshire. Glasgow City has the highest (70.4%) and East Renfrewshire the lowest (60.5%).

Local Outcome 02: Building strong, safe and resilient communities


Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
CP17.DHS.09	Deliver the Local Housing Strategy to ensure good quality and affordable housing is available which meets the needs of the local population going forward			31-Mar-2021	DHS	<p>The annual Local Housing Strategy (LHS) update 2017 was presented to and approved by the Communities, Housing and Planning Board on the 29th August 2017. Our Housing regeneration programmes continue across Renfrewshire – rehousing and demolition in Johnstone Castle is progressing on target. Public consultations were held in June 2017 on the proposed West End Masterplan with the finalised masterplan being approved by the Leadership Board in December 2017. Housing development on the former ordnance factory site in Bishopton continues and officers from Development and Housing Services are reviewing options for housing investment in Ferguslie Park.</p> <p>We are working with housing associations to deliver new build housing projects within the Strategic Housing Investment Plan (SHIP). Sanctuary Scotland has completed the first phase of development at Andrew Avenue in Renfrew (77 new homes), with a further 67 new homes at Inchinnan Road in Renfrewshire under construction.</p> <p>The Scottish Government requires the SHIP to be updated annually. Consultation on the new SHIP for the period 2018/19 to 2022/23 was carried out in August and September 2017 with the final SHIP being presented to the Communities, Housing and Planning Board on the 7th November 2017.</p>


Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
						94 private sector adaptation installations have been completed since April 2017, with grant support of £330,000. Renfrewshire and East Renfrewshire Council have concluded the joint tendering of private sector adaptation and small repairs services and a three-year contract was awarded commencing 1 November 2017.
CP17.EC.06	Work to tackle unregistered private landlords to ensure required housing standards are met		 80%	31-Mar-2022	EC	To date, 557 unregistered landlords have been identified with 268 of these having now registered and 151 who have failed to register, being issued with Rent Penalty Notices, the remaining are in the process of being pursued. There have also been 108 Repairing Standard investigations undertaken with four landlords being reported to the Housing and Property Chamber First Tier Tribunal for Scotland.
CHS.SIP.17.06.06	Implement recommendations flowing from the national reviews of child protection and the care system.		 40%	31-Mar-2019	CS	Updates on the work of the national Child Protection Improvement Programme is reported to Renfrewshire Child Protection Committee and the Chief Officers Group. We will continue to progress any recommendations as they emerge. Progress reflects the long-term nature of this action.
CHS.SIP.17.06.03	Continue to develop residential provision in childcare.		 25%	31-Oct-2018	CS	31 October 2018 has been agreed as the revised due-date. The contractor experienced delays in securing the necessary building warrants and work did not commence until mid-January 2018.
CP17.CE.03	Work with key partners in local areas to empower people to develop and deliver services, assets and facilities in their local communities		 5%	31-Mar-2022	CE / EC	Work is on-going with partners in relation to working with communities to realise their vision for improving their communities. The framework for delivering this is currently being drafted with discussions taking place with relevant services that work with and in communities to potentially re-align services.
CP17.EC.02	Develop and deliver strategies for how the Council will respond locally to the risks posed by serious organised crime and terrorism		 60%	31-Mar-2022	EC	Renfrewshire Council's Integrity Group sets the Council's strategy on reducing the threat posed internally from Serious Organised Crime and Corruption. The group membership encompasses representation from key Council Services, with Police Scotland acting in an advisory capacity.
CP17.HSCP.01	Design a new way of working with key partners to improve outcomes for the most vulnerable adults in our area, ensuring they get the right support at the right time		 5%	31-Mar-2022	HSCP	The Health and Social Care Partnership has been working to develop stronger relationships with key partners through the Strategic Partnership Group (SPG). The Integrated Joint Board's Strategic Plan sets the strategic direction for the HSCP and it has a locality focus which incorporates the GP cluster arrangements and sits with the HSCP's financial and workforce plans. The SPG meets every 2 months and the meetings allow partners to come together to discuss and decide on the strategic path





Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
						<p>the HSCP should take. This framework is supported by fora including the Leadership Network; Staff Partnership Forum; Provider forums; Strategic groups working on Dementia and Palliative care and engagement with partners such as the Carers Centre. The Integrated Joint Board has approved and is regularly updated on the HSCP's change and improvement programme which will support the delivery of the partnership's strategic outcomes.</p> <p>The HSCP is currently developing its approach to strategic commissioning which incorporates the HSCP's unscheduled care commissioning intentions. This work includes the production with its key partners of a market facilitation framework which will set out the services required within Renfrewshire and indicates the resources available to deliver them.</p>
CP17.DHS.07	Along with our key partners we will monitor and review the impact of the range of services we provide to homeless people and those threatened with homelessness			31 – Mar – 2022	DHS	<p>There continues to be a range of services provided to those who are homeless or threatened with homelessness in Renfrewshire, including:</p> <ul style="list-style-type: none"> • family mediation, • assistance when moving into a new tenancy, • tailored support from specialist providers such as Turning Point Scotland, Blue Triangle Housing Association and so on. <p>There is a range of temporary accommodation available utilising council properties, RSL stock and private sector leasing, and the satisfaction level from service users provided with temporary accommodation increased from 75% in 2015/16 to 83% in 2016/17.</p> <p>Similarly, the proportion of homeless applicants who sustained a Council tenancy for over 12 months increased from 72% to 78% in the same time period.</p> <p>The Renfrewshire Homelessness Partnership continues to meet quarterly, and closely reviews performance in tackling and preventing homelessness.</p>
CRSIP17.01.03.07	Develop and deliver phase 2 of the Renfrewshire Community Safety Partnership hub.			31 – Mar – 2018	EC	<p>The final plans for the improved welfare facilities in the development of the Community Safety Hub have been approved to allow the project to be initiated and completed in quarter 4. The CCTV operations room continues to run 24 hours a day to allow the detection and prevention of crime across</p>





Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
CP17.CE.04	Implement a new approach for Local Area Committees		<div><div>75%</div></div>	31 – Mar – 2020	CE	A review of Local Area Committees (LAC) structures commenced in 2017. The review included benchmarking the Renfrewshire model against those of other Scottish local authorities, undertaking significant engagement with all stakeholders and others not currently engaged in LACs and undertaking an analysis of grant funding applications and awards over the last five years. A report on the first phase of engagement was agreed by the Council on 21 December 2017, which approved a second phase based on nine proposals for action. This phase of engagement will be completed by April 2018 and finalised proposals reported to Council for approval and implementation during 2018/19.
CP17.CE.05	Work with communities to develop local action plans to tackle the issues people care about most		<div><div>10%</div></div>	31 – Mar – 2022	CE	A review of Community Level Governance Arrangements proposals is currently taking place during January to April 2019 and includes provision for the establishment of new Local Partnerships. It is intended that each Local Partnership would have, as an early task, the development of action plans that identify and address the issues that local people care about most.
CP17.CE.06	Make Renfrewshire a leader in supporting volunteering within communities		<div><div>5%</div></div>	31 – Mar – 2022	CE	Work has commenced to consider / map current approaches to volunteering in Renfrewshire.
CP17.CS.01	Continue to modernise our school estate, maximising opportunities for communities to benefit from new facilities		<div><div>25%</div></div>	31 – Mar – 2022	CS	Good progress continues to be made across all projects with St John Bosco / Bargarran scheduled to be completed in April 2018.



INDICATORS

PI Code	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
CHP/CF/DD/01 Number of acute bed days lost to delayed discharges (inc AWI)		1,910	-	-	-	-	554	-	892	-	810	-	Acute services are a demand led service and subject to multiple variables. Performance has been affected by the high prevalence of winter flu, the rise in accidents and emergencies associated with extreme weather coupled with a rising aging population.

PI Code	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
													<p>In addition service performance has been affected by the availability of services such as care home places. The number of places available during quarters 2 and 3 of 2017/18 has been reduced due to the care homes being under a moratorium due to Adult Protection inquiries into the care provided an outbreak of illnesses such as the Noro virus closing units temporarily.</p> <p>The service will look to put into place a maintenance level target for this indicator for 2018/19 based on 2016/17 and 2017/18 data.</p>
CHS/CJ/CPO/02 % of NEW unpaid work orders/requirement complete by the required date		New indicator for 2017/18		-	72%	72%	69%	72%	67%	72%	72%	72%	<p>Performance meets the target set, this is despite ongoing increases in workload. The capacity to improve beyond this is limited, pending budgetary constraints in terms of national funding allocation would significantly reduce capacity within this service.</p>
CHS/LGBF/01 Percentage of Looked After Children cared for in the community		93.8%	-	-	-	-			Not measured for Quarters				<p>The percentage of looked after children cared for in the community has remained stable at 93% in Q3 of 2017/18. Please note, this indicator is also reported annually and the figure for the annual figure is derived from the Local Government Benchmarking Framework indicator CHN9 'Balance of care for 'looked after children': % of children being looked after in the community'.</p>
													<p>Street Stuff uses statistical data and analysis to improve targeting for the delivery of the programme and maximise the effectiveness of resource.</p>
CR.PP.06c Number of recorded attendances at Street Stuff activities		43,758	50,000	Not yet available	32,000	25,000	6,252	8,000	10,095	8,000	5,568	8,000	<p>The profile of the Street Stuff programme is be amended to target the areas where incidents of anti-social behaviour are occurring. This is reviewed on a regular basis with the timetable changing on a quarterly basis. As one of the activities is the use of Street Stuff buses, these can be moved at short notice depending on attendance, demand and incidents.</p> <p>The number of attendances reflects a reduced number of sessions being held at the St Mirren Paisley 2021 Stadium where a higher number of</p>





PI Code	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
													attendees can be expected (typically around 100 young people) and increased numbers of sessions being held in outlying communities with lower numbers of attendances expected (typically between 10 – 30 young people).
													The reported number of incidents of anti-social behaviour in the year to date at the end of quarter 3 was 1,512. This was in line with the 1,471 reported at the end of quarter 3 in 2016/17.
CR.PP.07 Number of incidents of anti-social behaviour reported to Renfrewshire Council Community Safety Service		1,916	1,700	Not yet available	1,750	1,800	558	438	487	438	467	438	Performance reflects the very challenging nature of the target and a drive to improve reporting and recording of all incidents of anti-social behaviour. The types of anti-social behaviour recorded include Disorder/Youth disorder including youths gathering, gang fighting, drinking in public and carrying offensive weapons; Vandalism, graffiti, fireworks and fire raising, drugs including dealing and paraphernalia; Noise complaints including domestic, industrial and commercial, general banging, parties and disturbances; Verbal abuse, bullying/harassment and racist or sectarian incidents; Minimotos, joy riding, illegal parking and abandoned vehicles; suspicious persons, missile throwing and intruder alarms.
CR.PP.32 Number of complaints regarding youth disorder		747	750	Not yet available	740	740	169	185	50	185	86	185	By the end of quarter 3, there were a total of 305 complaints regarding youth disorder. This is down from 602 complaints over the same period last year. 2017/18 was the baseline year for this indicator.
HPCMT05 Average time from household presenting themselves as homeless to completion of duty (number of weeks)		23.02	21	23.43	23	23	23.1	23	23	23	24.2	23	A slight increase was predicted as a consequence of addressing the issue of 'repeat homelessness'. Additionally there has been an impact due to two cases being closed (one was 745 days duration and the other was 661). These two cases were both subject to Public Protection arrangements and length of time to secure accommodation is subject to environmental scan and agreement with the responsible authorities which always takes more time
HPCMT13a % of Council housing stock which meets		91.4%	100%	Not yet available	100%	100%	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Last year the service brought a further 698 properties up to SHQS. At the end of 2016/17, 11,168 of the Council's stock of 12,220 properties met the SHQS. The Council has 1,052 properties in abeyance where the


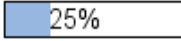

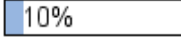

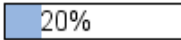


PI Code	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
the Scottish Housing Quality Standard													current tenant has refused internal works/ the Council has been unable to secure owner participation to allow external works to be carried out to comply with SHQS.
HPSIP01 Affordable housing completions		108	200	Not yet available	200	200	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		In relation to the delivery of affordable homes, there has been a steady rate of completions. This rate of new affordable homes completions is likely to increase in line with the housing supply targets, as Renfrewshire Council assist the Scottish Government with the 'More Homes Scotland' priority, delivering 50,000 new affordable homes over the next few years. It is anticipated that the ambitious target of 200 affordable homes per annum will be delivered over the coming years.
SOA10.10a Private housing completions		643	500	Not yet available	500	500	Not measured for quarters		Not measured for Quarters		Not measured for Quarters		The delivery of new homes in Renfrewshire has been increasing year on year since the challenging years of the recession. In terms of private sector completions, the number of new homes that have been delivered has been increasing by around 100 units per annum. This year there has been a significant number of private sector completions, numbers which have not been seen for around 10 years.
HSCP/AS/HC/02 Percentage of long term care clients receiving intensive home care (National Target – 30%)		27%	30%	Not yet available	–	–	30%	30%	27%	30%	27%	30%	<p>However we can look at both the number of clients that received a community meal in the period which was approximately 545 clients aged 65+ and the number of meals delivered within the week which was approximately 3.882 meals (this figure is for lunch and tea deliveries) in an average week in December 2017. Then if we look at each meal preparation taking approximately 15 minutes this would be an additional 970.5 hours of home care delivered in a week.</p> <p>The scheduled hours snapshot hours delivered in a week as at 31 December 2017 was 14,641 this additional 970.5 hours approximately would mean the new total would be 15,611.05. This would equate to a rise in hours delivered of 6.6%.</p>
HSCP/CI/HCES/02 Percentage of adults supported at home who agree that they are supported to live		Not yet available		–	–	–	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		The Health and Care Experience Survey is done on a bi-annual basis. The survey for 2015/16 was published in December 2017, with 81% of respondents agreeing they supported to live as independently as possible.




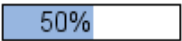
PI Code	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance			
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target				
as independently as possible																
SOA08.09o		82%	84%	84.6%	84%	85%	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Indicators SOA08.09o and SOA09.1218 are both annual indicators from the Council's Public Services Panel survey. This is a snap shot survey which takes place once a year. In the most recent survey there were 839 respondents (43% response rate).						
Percentage of adults who agree that Renfrewshire is a safe place to live.										The percentage of adults who agree that Renfrewshire is a safe place to live has increased from 82% in 2016/17 to 84.6% in 2017/18 meeting the annual target of 84%.						
The percentage of adults who agree with the statement “I am satisfied with my neighbourhood as a place to live” has increased from 81% in 2016/17 to 83.5% in 2017/18 but was below the target of 87%.																
Over the last five years performance for both indicators has fluctuated but has aligned in recent years so that a more consistent response is being received across both indicators. This is believed to reflect a more accurate measurement of feelings of safety and satisfaction across Renfrewshire and its neighbourhoods. Despite the fluctuations, overall current performance has improved for both indicators since 2014/15.																
SOA09.1218a % of adults who agree with the statement “I am satisfied with my neighbourhood as a place to live”.		81%	86%	83.5%	87%	88%	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	In addition to measuring the impact of reductions in anti-social behaviour, crimes and violence both indicators reflect a wider sense of well-being that has been driven by a range of investments and projects undertaken by the Council and its partners. These include: <ul style="list-style-type: none">• A strengthened and widened Community Safety Partnership, which incorporates daily tasking and investment by the Council in the Community Safety Hub and CCTV;• Renfrewshire Council’s Tackling Poverty programme;• Investments in the housing stock; and• Improved access to youth employability programmes. The overall combined impact of these investments has led to people continuing to feel safe in their community and neighbourhood.						



Local Outcome 03: Tackling inequality, ensuring opportunities for all

ACTIONS



Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
CE.SIP.17.02.10	Deliver a range of interventions to support financial inclusion across Renfrewshire		<div><div>75%</div></div>	31-Mar-2018	CE	A range of activities continue to be underway including supporting Renfrewshire's Advice Partnership, an Affordable Credit group and the Credit Union Forum. The recommissioning of external advice services in the area is underway and due to be completed by the end of this financial year. Angela Constance MSP launched the Scottish Government's funeral payments scheme in Renfrewshire in recognition of Renfrewshire's leadership in tackling funeral poverty in partnership with our network of Credit Unions.
CP17.CS.02	Take forward a "Celebrating Youth" programme, offering young people in Renfrewshire the chance to get involved and to participate in a range of social, cultural, digital and sport activities.		<div><div>10%</div></div>	31-Mar-2022	CS	Youth services continue to support our young people. Steering Group to be established to ensure all Council services embrace the celebrating youth approach.
CP17.CECS.01	Introduce a youth and equalities forum as a key element of local engagement		<div><div>5%</div></div>	31-Mar-2022	CE/CS	Initial scoping exercise on how youth services facilitates the forum is underway. Proposals will be developed by June 2018 for consideration by SMT.
CP17.CS.03	Ensure Renfrewshire is a "Child Friendly" place where children are nurtured and thrive.		<div><div>10%</div></div>	31-Mar-2022	CS	<ul style="list-style-type: none"> Continued development of the nurture strategy. Improving awareness of adverse childhood experiences (ACES) amongst staff Screening of the Resilience film to a wide audience of staff Working with the youth commission to develop a Renfrewshire approach to supporting the health and wellbeing of our children and young people






Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
						<ul style="list-style-type: none"> Preparation for the Implementation of the young carers strategy (from 1.4.18) to support young people to have a life outside caring
CHS.SIP.17.02.04	Further develop our early years curriculum to support new legislation and in particular the additional hours being allocated for early learning and childcare.			31-Mar-2020	CS	Work is underway in terms of planning the expansion of early learning and childcare from 600 hours to 1140 by 2020. A phased approach is currently being developed. An initial plan which outlined Renfrewshire's expansion proposal was submitted to the Scottish Government at the end of September 2017, this plan is now being further developed to reflect the level of resource that is expected to be made available to support the expansion. Governance arrangements have been established to support the expansion, this includes a steering board, workforce, infrastructure and policy groups. Renfrewshire is also an active member of the West inter-authority partnership group on the expansion of 1140 hours of early learning and childcare. The focus for this group relates to quality, workforce and delivery models.
CP17.CS.04	Provide high quality education and support to narrow the poverty related attainment gap			31-Mar-2022	CS	The four Attainment Challenge work-streams (Learning and Teaching, Families and Communities, Leadership and Data Analysis) are delivering a range of quality interventions and approaches in order to improve learning and teaching, health and wellbeing and to disrupt the pattern and relationship between poverty and attainment. Local outcomes and indicators for each project have been developed along with a growing evidence base. The evidence highlights the impact that each work-stream is having in relation to the attainment gap in Renfrewshire. A detailed analysis of the Renfrewshire Attainment Challenge progress can be viewed in the bi-annual report.
CP17.CE.07	Working with local equalities led community groups and employees to implement specific and meaningful equalities outcomes			31-Mar-2022	CE	Six new meaningful and measurable equality outcomes were developed in consultation with Renfrewshire community groups. Implementation of the outcomes is taking place in collaboration with local community groups. Inside the Council, two equality led staff networks are developing and will further contribute to the outcomes.
CP17.HSCP.02	Develop innovative approaches for tackling social isolation across all groups in society			31-Mar-2022	HSCP	The HSCPS is one of the lead organisations who support residents who are experiencing social isolation. It's strategic partnerships and operational interfaces with Housing and third sector organisations for example enable it to identify and support adults who may have little contact with other people. The work of the HSCP very much compliments the activity led by the Council to ensure Renfrewshire is a safe and thriving and inclusive community and help people to overcome the impacts of poverty and poor health.



Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
						<p>The HSCP supports numerous services including the Community Connectors Programme, Reaching Older Adults Renfrewshire and the Carers Centre which help people sustain and renew connections with others. Well in Renfrewshire (WiRE) provides access to over 600 community based resources that will help to improve health and wellbeing by providing opportunities to be more active, meet new people and try new activities. In the context of self-directed support, WiRE provides greater choice for adults and carers, enabling them to access information about resources in their communities, to support them to achieve their identified outcomes. Many people use Self Directed Support budgets to access services which allow them opportunities to interact with others and take part in purposeful activity.</p> <p>A key strand of the HSCP's health improvement activity is to ensure that people take steps to ensure they remain active and as healthy as they can to ensure they remain independent and mobile. Similarly, resources are targeted towards recovery based, rehabilitation and reablement services which successfully help people to overcome setbacks to their functioning and engage in activities of daily living and regain their confidence.</p> <p>Some early work is under way to further explore the opportunities to use technology through our Technology Enabled Care service. The roll out of the digital telephony network provides an opportunity to support housebound people to maintain connections.</p>
CP17.HSCP.03	Take forward targeted action to address the number of drug related deaths in Renfrewshire			31-Mar-2022	HSCP	<p>There are a number of actions currently underway as a result of the development of the Drug Deaths Action Plan. These include increasing the provision of Naloxone problem drug users as well as families and wider stakeholders; all drug related deaths in Renfrewshire reviewed by the Drug Deaths Action Group; an evening fixed site needle exchange pilot and the implementation of overdose awareness campaigns.</p> <p>The Community Planning Partnership recently agreed plans to undertake a local impact study on drug and alcohol and misuse in Renfrewshire which will be lead by the Chief Executive's Service.</p>
CP17.RLL.02	Maximise use of leisure assets in Renfrewshire, promoting positive health and mental wellbeing			31-Mar-2022	RLL	<p>In addition to the main cultural, sport and leisure activities available in our cultural and leisure facilities, Renfrewshire Leisure runs a range of classes, activities and projects in our libraries, leisure centres, museum and town halls which advise on, promote, support and encourage positive health and mental well-being. The Vitality, Live Active NHS referral and McMillan Move More programmes directly help people to make changes in their lifestyles and help those</p>

Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
						recovering from illness and injury. Sports Services work closely with schools and in the local community to encourage participation in sports activities. The Library and Heritage teams also work closely with children and their families to encourage reading, play and participation in cultural related activities which all help contribute to positive physical and mental well-being.
CP17.CS.05	Review support for young carers, identifying opportunities to improve life chances		<div><div>50%</div></div>	31-Mar-2022	CS	Young carer's social worker has been appointed. Eligibility criteria and young carers strategy approved at policy board. Contact with Carers Centre renegotiated in line with the aims of the strategy. Implementation plan progressed to ensure compliance with strategy responsibility commencing 1 April 2018.
CE.SIP.17.02.09	Deliver approaches to help mitigate the impacts on low income households of the next phase of Welfare Reforms		<div><div>75%</div></div>	31-Dec-2018	CE	A programme of preparatory work is now underway to prepare for the roll-out of Universal Credit full service, due to go live in Renfrewshire in September 2018. Significant work has also been undertaken to assess the potential financial and service impacts of welfare reforms.

INDICATORS


PI Code & Short Name	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
CHS/ATT/04 No. of opportunities for young people to achieve through accredited awards		1,004	1,030	Not yet available	1,130	1,130	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		Performance is slightly below the annual target as some services transferred to Renfrewshire Leisure (Go Mountain Bike, Bikeability, Sailability). The figure captures Duke of Edinburgh Award, Saltire, John Muir Award, Dynamic Youth Award, Youth Achievement Award through learning programmes and youth activities across school and community. Future targets will be revised.
CHS/ATT/10 Average complementary tariff score of pupils living in SIMD 30% most deprived areas		-	-	515	-	-	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		The total average complementary tariff for school leavers living in 30% most deprived areas has improved, both compared with 2015/16 leavers and over a 5-year period. This positive trend suggests that although pupils in the most deprived areas do not yet perform as well as those from the least deprived areas, the number and level of qualifications gained by these pupils are consistently increasing. However, within Renfrewshire there has been improvement across the








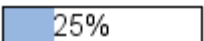


PI Code & Short Name	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
													board which means that the attainment gap between most and least deprived pupils is largely unchanged.
CHS/ATT/11 Average complementary tariff score of all school leavers in Renfrewshire		-	-	692	-	-	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		The total average complementary tariff from 2016/17 school leavers has improved on 2015/16 and over a 5-year period. The average complementary tariff had remained relatively static over the previous 3 years; however the 2016/17 figures represents a considerable improvement. Renfrewshire's results in the 2017 exam diet saw levels of National 5 and Higher awards being maintained, with an increase in the number of Advanced Higher awards. Advanced Highers are allocated a very high number of tariff points and therefore having more pupils reaching this level of attainment will have been a key factor in increasing the average complementary tariff for school leavers.
CHS/EY/02 % of entitled 2 year olds accessing 600 hours of early learning and childcare		-	-	65%	-	-	39.5%	-	65%	-	-		The 2017/18 year end position will not be available until the end of July 2018. The year-end position is captured at the end of the academic year, however, the data is required to undergo additional data quality and verification processes.
CHS/YC/01 Number of young carers engaged with services		New measure for 2017/18		Data not available yet	-	-			Not measured for quarters				Data is not yet available for 2017/18.
CP.RLL.PL.01 Number of attendances at pools		507,794	-	89,340	-	-	113,489	-	126,141	-	89,340		Swimming pool usage traditionally reduces over the winter period. Swimming lessons, family tickets and membership offers remain popular and will continue to be in place to encourage usage of the facilities.
CP.RLL.SL.01 Number of attendances at indoor sport and leisure facilities excluding pools		1,906,662	-	232,264	-	-	149,261	-	175,652	-	232,264	--	The figures reported to date excludes an adjustment for the usage of facilities by members; an adjustment will be made in q4 to account for usage of the facilities by members. A number of major events have been held in the facilities which has increased attendance figures in the facilities at different points in the year.
CR.FM(S).01 % uptake of free school meals in		69.4%	73%	72%	75%	75%	72%	75%	70.9%	75%	73%	75%	School meal uptake at the end of Period 3 was 72%. This is slightly below the target of 75%.


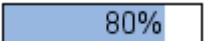


PI Code & Short Name	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
primary and secondary schools													For the first time pupil absence is now taken into account when calculating school meal uptake. This provides a more accurate record of actual meal uptake. However comparisons with historic uptake is now not possible as the data is not like for like.
HSCP/CI/HCES/08 Percentage of carers who feel supported to continue in their caring role.	 Not yet available	-	-	-	-	-	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	The Health and Care Experience Survey is carried out on a bi-annual basis. The survey for 2015/16 was published in December 2017: 39% of carers feel supported to continue in their caring role.
HSCP/HI/ADS/06 Reduce the estimated prevalence of problem drug use amongst 15-64 year olds (percentage of total population age 15-64)	 Not yet available	-	-	-	-	-	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	This figure is calculated on a 3-yearly basis. Data will be available Autumn 2018.

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



ACTIONS


Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
CP17.EC.03	Work to meet the challenging targets set in our carbon management plan – through our council fleet, street lighting, public		<div><div>50%</div></div>	31 – Mar – 2022	EC	The modernisation of the Council's street lighting to LED lanterns has reduced CO ₂ emissions from street lighting by 64%. The Council continues to purchase Euro 6 for heavy fleet and increase electric vehicles asset in the light fleet with 28 vehicles at present, which will increase to over 35 by the end of 2017/18.



Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
	realm and floodlight strategy					
CRSIP17.01.04.14	Ensure a residual waste treatment and disposal facility is fully operational by 2019 as part of the Clyde Valley Waste Management solution		 80%	31– Mar– 2019	EC	<p>The contract for residual waste treatment and disposal has been finalised and plant build has commenced. Discussions are now taking place regarding delivery of commissioning tonnage to the new plant prior to the formal contract commencing. This ambitious collaborative project remains on target to be fully operational by 2019.</p> <p>Primary Treatment works are ongoing at Viridor Clyde Valley at Bargeddie, North Lanarkshire. The secondary treatment plant at Dunbar is still in construction phase, but still on schedule to allow contract deliveries including commissioning waste to commence.</p> <p>The Linwood Waste Transfer station refurbishment works will now commence on 2 April 2018, with an estimated completion date of late June / early July.</p>
CRSIP17.01.04.15	Deliver the requirements of the Scottish Household Recycling Charter and related service changes.		 20%	31– Mar– 2019	EC	<p>The service changes approved by Board in November 2017, allows for transition to Household Recycling Charter compliance. This is being achieved through further segregation of dry recyclates into two distinct streams:</p> <p>(1) Paper / Card</p> <p>(2) Plastics, Cans and Glass</p>
CRSIP17.01.04.17	Finalise the delivery of the project to replace all street lighting in Renfrewshire with LEDs.		 96%	30– Sep– 2017	EC	<p>Renfrewshire's Street Lighting Investment Strategy has been substantially completed, with 96% of Renfrewshire's 30,756 street lights converted to LED Lanterns and 83% of the planned 1,356 column replacements as of mid-December 2017, increasing to 97% in February 2018. A further 2% will be converted as part of a specialist programme during 2018.</p>
CP17.EC.04	Review and update Renfrewshire's Sustainable Food Strategy and achieve Sustainable Food City Status		 25%	31– Mar– 2022	EC	<p>Work is ongoing with The Soil Association and Renfrewshire Council representatives to progress Sustainable Food Cities status.</p> <p>Environment & Communities has led on the implementation of Renfrewshire's Sustainable Food Strategy and delivering food education programmes with partners.</p>
CP17.EC.05	Deliver the Team Up, Clean Up campaign throughout		 10%	31– Mar– 2022	EC	<p>The Team Up to Clean Up campaign was launched in October 2017 to improve the cleanliness of Renfrewshire's streets and local communities. It has supported several enhanced operational programme activities and an integrated marketing and media campaign.</p>

Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
	Renfrewshire, involving local communities					<p>The operational activities have included; increased mechanical sweeping and gulley cleaning, a highly visible litter picking presence, an expanded Rapid Response Team service, and the removal of redundant infrastructure and the repair, replacement and cleaning of signage.</p> <p>A Team Up to Clean Up branded welcome pack was developed to support local communities and provides litter picking equipment and dedicated guidance to first time organisers on how to promote locally organised clean-up events through the use of branded posters and fliers.</p> <p>Over 20 community clean-ups took place in quarter 2 with over 400 bags of litter being removed from Renfrewshire streets. The work of well-established community groups has inspired and encouraged other locals to get involved with new community groups being created in Johnstone, Ferguslie, Foxbar and Paisley's west end.</p> <p>A Team Up to Clean Up Facebook page was launched and is proving to be a popular site for community groups and individuals seeking advice on community clean-ups and a great place to share good practice.</p>
CP17.EC.06	Ensure that the Council's integrated enforcement policy is adhered to, ensuring businesses and communities are treated fairly and consistently			31-Mar-2022	EC	The integrated enforcement policy continues to be adhered to with an annual report being provided to the Leadership Board. All enforcement activities take cognisance of the integrated enforcement policy and follow the principles of Better Regulation to ensure communities are treated fairly and consistently.
CRSIP17.01.04.18	Deliver a refreshed Air Quality Action Plan to improve air quality for Renfrewshire			30-Sep-2017	EC	<p>Three Air Quality Management Areas have been declared for Paisley Town Centre, Johnstone High Street and Renfrew Town Centre. A first draft of a Renfrewshire Air Quality Action Plan has been developed which covers these areas.</p> <p>Meetings were held with internal partners to devise specific action measures to tackle air quality and technical advisers were instructed to assist with developing sections of the plan which required specialist support.</p> <p>The refreshed draft Air Quality Action Plan was approved at the January meeting of the Infrastructure, Land and Environment Policy Board and has now been submitted to the Scottish Government for their approval before undergoing a consultation process with statutory consultees and the general public.</p>

INDICATORS




PI Code & Short Name	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
CR.PP.01 Air Quality – Annual average PM10 value across all continuous monitoring sites		13.7	18	Not yet available	18	18	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		<p>This performance indicator measures air quality across Renfrewshire's 3 automatic monitoring sites. It does this by measuring the average level of particulate matter (fine dust particles) which are 10 micro-meters or less in diameter (PM10). It is measured in micrograms per cubic meter (µg/m3).</p> <p>The annual target of 18 µg/m3 is the statutory objective that must be met for this pollutant. In 2016/17 the average PM10 value across the 3 monitoring sites in Renfrewshire was within the target value of 18. Renfrewshire's measured PM10 levels have been well within target in recent years.</p> <p>Air quality is affected by a number of factors including weather conditions. Whilst the results of monitoring during 2016/7 were positive it is likely that in future exceedances may occur and be recorded.</p> <p>On this basis, air quality monitoring will continue to be undertaken. A first draft of a Renfrewshire Air Quality Action Plan was approved at the January meeting of the Infrastructure, Land and Environment Policy Board for approval.</p>
CR.PP.01b Air quality – average nitrogen dioxide value of monitoring sites, within AQMA(s) exceeding limits		0	45	Not yet available	44	43	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		<p>This performance indicator measures air quality across monitoring sites in Renfrewshire. It does this by measuring the average level of nitrogen dioxide (NO2) and is measured in micrograms per cubic meter (µg/m3).</p> <p>The 2017/18 target of 44µg/m3 will be reduced to 40µg/m3 by 2020 to meet the Scottish Government's target for this pollutant.</p> <p>During 2016/17, no monitoring sites within the Air Quality Management Areas exceeded average nitrogen dioxide limits.</p> <p>Air quality is affected by a number of factors including weather conditions. Whilst the results of monitoring during 2016/7 were positive it is likely that in future, exceedances may occur and be recorded.</p>





PI Code & Short Name	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
													On this basis, air quality monitoring will continue to be undertaken. A first draft of a Renfrewshire Air Quality Action Plan was approved at the January meeting of the Infrastructure, Land and Environment Policy Board for approval.
													The percentage of Renfrewshire's streets assessed as clean has improved from 88% in 2015/16 to 91.3% for 2016/17. In 2016/17 the Scottish average was 93.9% which was up 0.5% from the 2015/16 average.
CR.SSL.01a Street Cleanliness Score – % of areas assessed as clean		91.3%	90%	Not yet available	90%	90%	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		<p>The cleanliness score is based on 3 sample surveys carried out throughout the year. The overall result relates to both internal and external audits. The external audit being carried out by the independent body, Keep Scotland Beautiful.</p> <p>This score represents the percentage of areas assessed as acceptably clean (categories A and B) using Keep Scotland Beautiful's Local Environmental Audit and Management System (LEAMS) methodology.</p> <p>Renfrewshire's ranking position relative to other Scottish Councils has improved from 29th in 2015/16 to 26th in 2016/17.</p>
CR.W.09a % of household waste recycled		48.5%	55%	Not yet available	50%	52%	43.6%	50%	53.2%	50%	48.6%	50%	<p>This is the data for the third quarter of 2017 calendar year and is an estimate which has not yet been verified by SEPA. The recycling rate was estimated to be 48.6%.</p> <p>Waste performance data is measured on a calendar year basis.</p>
SOA13CR.08 % of the vehicle fleet which uses alternative fuels, such as electricity		6.7%	5%	Not yet available	7%	9%	6.7%	7%	6.7%	7%	6.9%	7%	<p>The percentage of the vehicle fleet which uses alternative fuel such as electricity increased from 6.7% in quarter 2 to 6.9% at the end of quartet 3. This was up from 6.7% in quarter 2. This figure is based on a total of 28 electric vehicles. The vehicle replacement programme for light fleet is being reviewed to consider the feasibility of electric alternatives. All diesel is 7% biodiesel.</p> <p>The service is in the process of purchasing 9 additional electric vehicles. This would take the percentage of electric vehicles to 8.8%.</p>





PI Code & Short Name	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
SOA13CR.09 Amount of CO ₂ emitted by the public vehicle fleet		3,109	3,060	Not yet available	2,950	2,840	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		<p>This indicator reflects the tonnes of CO₂ emitted from Renfrewshire Council vehicle fleet based on the fuel usage with a reduction in the amount of CO₂ emitted by the public fleet in 2016/17.</p> <p>The fleet has reduced its CO₂ emissions and continues to purchase economical engines and increase the number of electric vehicles in the Council fleet.</p>
SOA13CR.12 Reduce the amount of CO ₂ emitted from public space lighting.		5,191	6,451	Not yet available	3,200	3,000	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		<p>There has been a significant reduction in CO₂ emissions from public space lighting in 2016/17 due to the implementation of the LED replacement programme. This figure continues to show a significant improvement during 2017/18 through the energy usage compared to previous years. Early indications are that CO₂ emissions have been reduced by 64%.</p>

Local Outcome 05: Working together to improve outcomes


ACTIONS

Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
CP17.FR.01	Continue to manage the Council's resources, ensuring financial sustainability of the organisation		<div><div>25%</div></div>	31-Mar-2022	FR	Work continues to manage the Council's resources with the Better Council Change programme continuing to expand. The Council agreed it's budget for 2018/19 at the Council meeting on 2 March 2018.
CP17.FR.02	Take forward opportunities for transformation, innovation and efficiency through our Better Council Change Programme		<div><div>25%</div></div>	31-Mar-2022	FR	The Better Council Change Programme has expanded significantly over the last 6 months and now has 34 projects split across 5 key themes including: Commercialisation, Customer Experience & Digital, New Delivery Models, Optimising the use of our assets and Organisational Change. Looking forward the team will look to develop proposals to support the delivery of savings and efficiencies for 2019 and beyond
CP17.CE.08	Review existing strategic partnership agreements and work with community		<div><div>20%</div></div>	31-Mar-2022	CE	Existing partnership agreements with the University of the West of Scotland and West College Scotland are currently being reviewed as part of the annual process.




Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
	planning partners to identify opportunities to share and connect resources					A template partnership agreement relating to work with Community Organisations is currently being finalised.
CP17.CE.09	Develop our data and analytics function, working with partners to build a better picture of how to improve outcomes for local people, businesses and communities using an early intervention approach		<div><div>50%</div></div>	31-Mar-2022	CE	The Data Analytics & Research Team is now well established with staff working to develop our Graphical Information Systems (GIS) and our research and analysis capabilities. Key projects in the current period are an open data platform, automated scheduling & routing using GIS, population modelling. We'll now work with colleagues in ICT and other services to help develop public services through the better use of data.
CP17.FR.03	Continue to modernise our services, taking advantage of new technologies to deliver better, more accessible and more efficient services that meet customer needs – such as My Account		<div><div>50%</div></div>	31-Mar-2022	FR	<p>There are over 28k customers in Renfrewshire with a My Account, and this continues to grow steadily each week. The main services available are Council Tax, Benefits, Housing Rent and Payments.</p> <p>A new digital end to end process for Special Uplifts is now live, resulting in a significantly streamlined process and improved response times for customers. Work is ongoing with Environment & Communities and our customers to define Roads and Lighting Fault Reporting utilising My Account.</p>
CP17.CS.06	Engage with proposed changes to education governance and local democracy, maximising opportunities for the organisation and communities		<div><div>5%</div></div>	31-Mar-2022	CS	Responses have been made to Scottish Government Consultations. Awaiting publication of draft Education Bill in June 2018.
CP17.CE.10	Implement an action plan for the organisation, addressing any recommendations from the recent Best Value Audit		<div><div>50%</div></div>	31-Dec-2018	CE	A Best Value Improvement Plan has been developed to address recommendations from the Best Value Audit. An update on progress against the Improvement Plan is being taken to Leadership Board in April 2018.

Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
CP17.FR.04	Roll-out the Performance Development and Review programme across the Council		<div><div>75%</div></div>	31-Mar-2018	FR	A new People, Performance and Talent Policy is in the final stages of development and is scheduled to be presented to the Finance, Resources and Customer Services Policy Board on 6 June 2018 for approval. Existing appraisal processes will continue until the new policy is approved.
CP17.FR.05	Implement new leadership and management development programmes		<div><div>40%</div></div>	31-Mar-2022	FR	New Management and Leadership Development Programmes have been launched and are progressing well with approximately 250 managers from across all services participating in Leaders of the Future, ASPIRE and the Chartered Management Institute (CMI) Level 3 Certificate in First Line Management. Across all programmes 14 cohorts have commenced, with 89 workshops having been delivered.
CP17.CE.11	Fully embed our staff "intrapreneurship" programme and recognising staff for success		<div><div>50%</div></div>	31-Mar-2020	CE	Phase 1 of the Lens programme was completed in May 2018 where 5 projects received funding to be taken forward. Phase 2 of the Lens intrapreneurship programme was launched in November 2017. The deadline for applications to be submitted from staff was 23 February, 11 applications were received and the judging panel shortlisted 8 finalists to pitch their ideas at the Lens final in June 2018.
CP17.FR.06	Implement our workforce plan for Renfrewshire Council		<div><div>40%</div></div>	31-Mar-2022	FR	The Council Workforce Plan, approved by the Finance, Resources and Customer Services Policy Board in August 2017 continues to be implemented across services. In addition, each service has implemented its own workforce plan aligned to the key themes of the Council Workforce Plan. Progress is being monitored through the Council's Pentana Performance System ensuring the robust monitoring of progress and workforce planning is not seen as a standalone activity. A progress report is due to be presented to the Finance, Resources and Customer Services Policy on 6 June 2018.

INDICATORS

PI Code & Short Name	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
CMTABS01d Councilwide –		10.19	8.96	Not yet available	–	–	2.54	1.79	2.32	1.79	3.32	2.69	The Council has recorded an overall absence rate of 3.32 days lost per FTE employee, which is 0.63 days above the target figure of 2.69 days.

PI Code & Short Name	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
Average number of work days lost through sickness absence per employee													Performance against the same period for 2016/17 2.64 has increased during 2017/18 (3.32) by 0.68 days
CW.SPSO.02d Number of complaints closed at stage 1 as a percentage of all complaints	✓	96.33%	95%	96.88%	95%	-	98.03%	95%	97.75%	95%	94.86%	95%	Performance has declined slightly in quarter 3. Performance for the year remains relatively stable. A review of the complaints handling procedure is due to commence in April 2018.
CWFOI01 % Of FOI requests completed within timescale	✓	New for 2017/18		94%	90%	-	98%	95%	96%	95%	89%	95%	A new system was introduced in September 2017 to track and monitor FOI's. This has taken a period of adjustment and is reflected in the dip in quarterly performance. A new Records Manager has been recruited to manage the FOI process alongside a new team and this will hopefully improve performance. For 2017/18, performance has exceeded target.
FCSCSU03 % of calls answered by the Customer Service Unit within target (40 seconds)	✓	52%	70%	69%	70%	70%	69%	70%	62%	70%	74%	70%	The service has continued to deliver strong performance over the year with an above target performance from September through to February despite the increase in call volumes associated with winter weather. As is usual, call response times were impacted by the increase in calls associated with the annual council tax billing exercise during March.
FCSKPI001 Percentage of Council Tax due in the year, collected by the end of the year (cumulative position to date)	✓	95.96%	96%	94.45%	93.99%	96%	32.68%	32.54%	60.27%	59.84%	88.32%	87.99%	Council Tax collection is 0.33% up on the same position for 2016/17. A proportion of this is due to the successful implementation and collection of the increased charges in bands E to H. A significant number of new chargeable properties, added, billed and collected by the Revenues Team have also boosted collection.
HPCHARTER13 % of reactive repairs carried out in the last year completed right first time	✓	94.8%	91.0%	Not yet available	92.0%	-	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters				More than 34,600 reactive repairs were completed 'right first time' last year. This represents more than 9 out of 10 repairs (94.8%) and shows very good performance in efficiently and effectively diagnosing repair problems and in planning for work to be completed.

PI Code & Short Name	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
HPCHARTER31 Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.		5.35%	8.00%	Not yet available	6.00%	-	4.69%	6.00%	5.13%	6.00%	5.07%	6.00%	Rent arrears have reduced from the previous quarter and remain below target
PT.DS.PPF.CMT01 Average Time for processing Planning Applications (Householder)		7.6	-	Not yet available	-	-	7.1	-	7.5	-	8	-	Performance has remained fairly steady so far this year although shows a slight decline in processing time
PT.DS.PPF.CMT.06 Application Approval Rate		97.7%	-	Not yet available	-	-	98.6%	-	98.6%	-	98.2%	-	Performance has remained steady so far this year and shows an improvement from last year.



To: Leadership Board

On: 25 April 2018

Report by: Chief Executive

Heading: Council Gender Pay Gap

1. Summary

- 1.1 The purpose of this report to Council is to provide members with information relating to the Council's current Gender Pay Gap, following the motion on 21 December 2017 by Councillors Begg and Strang. The Council's gender pay gap herein referred to as the 'pay gap' is simply a measure of the difference between a male and female's average earnings across the Council.
- 1.2 The motion read *'The Elected Members recognise the excellent work done by previous Councils and their officers in reducing this Council's gender pay gap and clearing any backlog of gender equality claims. At a recent board meeting it was stated that a modest five percent remains. This Council, with four and a half years still to run, commits to taking all reasonable steps to reduce the gender pay gap to zero before the end of that period.'*
- 1.3 The Council's pay approach supports the fair treatment, reward and recognition of all staff irrespective of gender. The Council believes in equality of opportunity in employment and is committed to ensuring that procedures and systems used to determine the pay and conditions of employment for employees do not discriminate unlawfully and are free from bias regardless of their sex or any other protected characteristic.
- 1.4 The Council uses pay scales and grades in line with the national pay scales and as recommended by COSLA. Pay scales vary according to the level of responsibility for a role. Job roles in the Council are divided into job families and assigned a grade on the pay scale as appropriate. Each grade has a set pay range with spine points in between grades. The majority of employees across the Council have a sliding scale for pay.

- 1.5 Gender pay is different to equal pay. Whilst both gender pay and equal pay deal with the disparity of pay females receive in the workplace, they are two different matters. Equal pay means that males and females in the same employment performing equal work must receive equal pay. Equal pay law, as defined in Equality Act 2010 sets out ways an employee's work can be determined to be equal to that of another employee such as:
- **Like work** – work which is the same or broadly similar.
 - **Work related as equivalent** – when a job evaluation had rated 2 jobs as being the same or similar.
 - **Work of equal value** – work found to be of equal value, for example in terms of effort, skill or decision-making.
- 1.6 The Council managed all its equal pay claims during the period of 2007-2012, with the vast majority of claims being settled by 2012. The Council has no live equal pay claims relating to the implementation of the Single Status Agreement.
- 1.7 Following detailed analysis of the pay gap which is highlighted in section 5 of this report, the Council's key objective is to take all reasonable steps, as part of its workforce planning approach, to reduce the pay gap which is currently in favour of male employees. More rigorous scrutiny of the pay gap movements and its reasons will help the Council better understand its gender make-up across the organisation, better understand what drives and influences the existing pay gap and consequently what measures and actions are likely to have the greatest impact to reduce the pay gap. This will demonstrate the Council is complying with its equality duties considering its 'due regard' to the need to advance equality of opportunity between males and females in relation to pay.
- 1.8 Renfrewshire Leisure (RL) recently published their pay gap, which as of April 2017, was 4.4% or £1.04 per hour in favour of female. This compares favourably across the Leisure Industry which has an average pay gap of 8.4% in favour of male. RL employ approximately 491 employees, of which 55% are female. Analysis of the pay gap shows the majority of senior employees are female which contributes to a positive pay gap in favour of female. More information can be found at [RL Gender Pay](#).
-

2. Recommendations

2.1 The Board is asked to note:

- Note the contents of this report.

3. Key Points

- The pay gap was calculated most recently in January 2018 and is now **4.59%** in favour of male, which is slightly better than average for local government in Scotland and materially better than the general position across Scotland and the UK.
- The position is more pronounced in the Council's local government job population at 10.94% in favour of male compared to the teaching population where the pay gap is 5.55 %.
- The Council's workforce is predominantly female with broadly a 3:1 ratio of female to male in non-teaching staff and a 4:1 ratio in teaching.
- Across all grades within the Council's pay structures the female population predominates, with a general pattern of a materially greater dominance at the lower levels and a lower but nevertheless strong dominance continuing as grades progress upwards.
- This presents a positive position where the Council can demonstrate that its commitment to gender equality and existing arrangements and policies to support females within the workplace are having a positive impact.
- However, the division of male and female job populations across pay structures differ, with the male population having a proportionately greater weighting towards the higher grades than females. This differential is the major factor driving the pay gap in favour of male for the Council as opposed to the absolute number of females in the upper grades of the organisation.
- **Section 8** of this report proposes actions to be taken forward with the objective of closing the pay gap whilst promoting improved gender balance across the Council.
- Importantly, the objective of "closing the gap" will target actions which seek to bring into closer balance the division of male and female job populations across our pay structures.
- A number of actions will look to positively inform and strengthen the policies, processes and development opportunities across the Council in terms of supporting the promotion, retention and recruitment of females across the organisation.
- However, given the balance of the female job population and in particular the element at the lower grades within the Council, such actions however successful in increasing female numbers at higher grades, would have only a limited impact on the closing the pay gap.

- A greater impact on closing the pay gap will be achieved by implementing actions which target and encourage the recruitment of male employees into lower graded posts. Such actions would seek to have a positive impact on the Council by reducing the major gender imbalance in favour of females across specific staff groups (this would mirror and compliment existing strategies aimed at recruiting females into male dominated trade professions). Given the lower balance of the male population, positive progress in this regard will have a proportionately greater impact on the calculated male pay levels, providing the opportunity to accelerate the closing of the pay gap.
- **Appendix 2** displays the pay gap in the format of an infographic supporting the key points above.

4. Background

- 4.1 In Scotland, the Public Sector Equality Duty (PSED) requires the Council to publish its pay gap information every two years on the percentage difference, among its employees, between male and female's average hourly pay (excluding overtime). This was last published by the Council in April 2017.
- 4.2 The Chief Executive, on 20 April 2017, submitted a report to Council entitled 'Equality Outcomes and Mainstreaming Progress Report'. The report detailed steps taken by the Council to achieve its equality outcomes and reported the Council's pay gap of 4.86% in favour of males. The next report to Council is due in **April 2019**. As a general rule, guidance from The Equality and Human Right Commission (EHRC) suggests that a difference of 5% or more on the gender pay gap, or any recurring differences of 3% or more merit further investigation.
- 4.3 The regulations associated with gender pay are concerned only with its publication and sets out what should be included, calculations and timings of publication. Scotland's PSED does not require the Council to provide any contextual information around the pay gap, however the EHRC do state information will be more accessible if the Council can highlight any key trends, or provide a short narrative to introduce the information that is being published. Additionally, the regulations do not require the Council to have a 0% gender pay gap. The focus is more on understanding the reasons for the pay gap, and the areas where pay gaps exists, taking all reasonable steps to improve it.
- 4.4 The pay gap has been an issue for many years and its causes are complex. Social and cultural pressures and norms influence gender roles and often shape the types of occupations and career paths which males and females follow, and therefore impact their level of pay. National data suggests that females are the most likely to work part-time in typically lower paid jobs. Females are also most likely to take time out from their careers for family reasons i.e., to look after children or care for elderly family, which may impact their career progression opportunities. To address these matters requires a social and cultural shift not only from the Council but also from its employees.

- 4.5 The EHRC suggest that the three main causes of the pay gap between male and females are occupational segregation (the division of men and women into different occupations), a lack of flexible working and development opportunities, and discrimination in pay and grading structures. These factors which underpin the pay gap can be addressed, to some degree, by the Council's own employment policies and practices.
- 4.6 The UK's gender pay gap for all workers is currently **19.1%** and **15.6%** in Scotland. At current rates of progress, it's been reported it will take 100 years to close the pay gap according to The Fawcett Society, who are one of the UK's leading charities campaigning for gender equality and women's rights.
- 4.7 **Appendix 1** from the Improvement Service shows by Council, the gender pay benchmarking data from 16/17. Figure 1 in this report shows how the Council compares to other Scottish Councils. Figure 2 shows how the Council compares to other Scottish Councils of similar population density. Some caution should be applied when comparing to other Councils due to size of other workforces and the occupation groups employed, in particular those councils where greater use of ALEO arrangements are prevalent do not provide a like for like comparison.

5 Analysis of the Council's Gender Pay Gap

- 5.1 The Council's pay gap was calculated again in January 2018 and reduced slightly to **4.59%** or £0.70 per hour in favour of male. It was calculated using the percentage difference between male and female's average hourly pay (excluding overtime) for the Council's circa 8000 employees. The female average hourly rate was £14.63 and £15.33 for males.
- 5.2 The pay gap is inclusive of the living wage supplement and was calculated taking into account employees which are governed by four different national agreements (Local Government, Teachers, Chief Officers, and Craft).
- 5.3 The Council's 4.59% pay gap is made up from pay gaps across these staff groups as follows:
- Local Government employees show a 10.94% in favour of male;
 - Teachers show a 5.55% in favour of male;
 - Craft employees show a 100% in favour of male and;
 - Chief Officers show a 4.67% in favour of female.
- 5.4 The measured pay gap by itself, is an important indicator but one which requires deeper analysis to develop a full understanding of the Council's position in respect to gender equality. In this context, understanding the gender make-up of the Council across employee groups and grades is critical to developing a wider appreciation of the key drivers of the pay gap.

5.5 Overview of the Council's Gender Profile

5.6 The Council's gender profile is predominantly female at 73% - across the Council's circa 8000 employees therefore, for every male employee within the Council there is approximately three female employees.

5.7 In terms of the Local Government job population and Teachers, both of which represent the vast majority of employees, the predominance of females to males is consistently evident from the bottom of the pay scales through to top of the pay scales. This provides reassurance that the Council's existing commitment to gender equality and policies to support female employees progress through the organisation are having a positive impact, albeit it is recognised there is always more that can be done to support and improve on this.

5.8 Critically and what is the key driver in the calculation of the pay gap, the scale of predominance of females to males in broad terms is more significant at the bottom end than at the top end of the pay grades. Although female employees outnumber males across all pay grades, the greater proportion of the female job population at the lower end of the scale has the impact of lowering the average hourly rate for females, thus creating the pay gap.

5.9 Local Government Employees

5.10 The data for Local Government employees show that overall there is three times the number of females to males across all grades. In the lower section of the pay model this predominance increases where there is five times the numbers of females to males in grades A to C which represents 28% of the local government job population. In addition, half of all females work part time, mainly in lower paid jobs in Catering, Cleaning, Home Care and CBS and could indicate that the disparity is due to the employment of males and females in posts that in social and economic traditions attract specific genders.

5.11 As you move beyond grades A to C and into grades D to Q, the predominance of females continues to exist across but to a lesser extent with approximately twice the number of females to males. This data analysis demonstrates that females do progress through the grading structure of the Council's local government employee group, and the SPI reported to Audit Scotland reinforces this showing 56% of the top 5% of the Council's earners are female.

5.12 Teachers

5.13 The data for Teachers presents a broadly similar picture but with a greater overall predominance of females with four female employees to every male. Approximately 25% of all females work part time. The primary sector has a pay gap in favour of females whilst ASN and most significantly Secondary Schools have a pay gap in favour of males.

- 5.14 Again a broadly similar pattern to the local government job population exists, where each teaching grade is predominantly female, however the predominance of female to males reduces as progress is made through the grading structure.
- 5.15 Again, the greater proportion of the female job population at the lower end of the teaching posts lowers the average hourly rate, thus creating the pay gap. This is less pronounced than the local government job population due to the fact that the lower end of the teaching posts are at a much higher level than the lower end of the local government pay scales.

5.16 Chief Officers / Craft Groups

- 5.17 Chief Officers have a pay gap in favour of females, which provides a positive counterbalance to the overall pay gap. Craft trades employ no females resulting in 100% gap pay in favour of males. However, in terms of scale, neither of these staff groups is significant in number relative to the overall population and therefore has a limited impact on the pay gap.

6 Current measures to reduce the Council's Pay Gap

- 6.1 Since 2013, the Council has been publishing its pay gap in order to comply with the PSED. The trends have shown that the pay gap has fallen from 5.7% to the current 4.59%. The Council will next report its pay gap to Council in **April 2019**, along with reasons for the gap and steps taken to improve it. The Council also revised its Equal Pay Policy in March 2017 demonstrating its commitment to paying males and females equal pay in the same employment performing equal work.
- 6.2 The Council has in place several HR Policies which help to support females in employment. These include Flexible Working, Supporting Attendance, Maternity/Adoption/Paternity Leave, Parental and Shared Parental Leave, Buying Annual leave, Special Leave, Flexible Retirement, Carers Leave, Equality and Diversity and Respect at Work. Others in development due to be implemented later in 2018 include People, Performance and Talent and Recruitment policies. These policies will be supported by guidance and training for managers and employees, encouraging both males and females to share family responsibilities promoting a fairer work environment allowing both to reach their full potential.
- 6.3 To ensure fair and just pay systems are in place, the Council uses the Scottish Joint Council (SJC) Job Evaluation Scheme to evaluate posts allowing an objective and reliable measure of the size and relative worth of each job to be determined. Evaluations are based on factual and objective documentation and are carried out by fully trained Job Analysts. For Teachers and Educational Psychologists a job sizing exercise determines the placing on the salary scale for promoted posts.

- 6.4 The Council is also investing in the development of its management tiers through the popular Corporate Leaders of the Future and ASPIRE development programmes. These programmes are offered out across the Council with approximately 233 managers participating, of which most are female (71%). This figure broadly mirrors that of females who have attended Corporate Training Courses during 2017 and undertook self-development e-learning courses on I 'learn. Services are also delivering leadership and management development activity/programmes at a local level and female participation is high. This demonstrates the Council's commitment to supporting females through all development.
- 6.5 As part of the Corporate People Development Review, the 'Your Development, Our Future' People survey will seek to ascertain from females the perceived barriers and challenges to development and progression. This will allow the Council to take steps to better understand the reasons why these challenges exist and to put remedial measures in place to address them, promoting a fair, inclusive, healthy and thriving working environment for all.
- 6.6 The Council's Modern Apprenticeship Programme has worked hard over a number of years to encourage young females to apply for the craft / construction apprenticeships, with limited success. There has for some time been a significant gender gap in terms of young females accessing the craft / construction apprenticeships with the vast majority of places taken up by young males. This situation is similar across Scotland. Therefore, the Council and its partners have agreed to take a positive action approach to deliver events aimed at young females only, with the support of colleagues in Schools. The Council in partnership with DYW West, Invest in Renfrewshire, West College Scotland and a number of local businesses are launching Phase 2 of our Young Women into STEM initiative. The initiative was launched early March 2018 and was aligned with the Scottish Apprenticeship Week and International Women's Day 2018.

7 Summary

- 7.1 There is no one-size-fits-all solution to reduce or minimise the pay gap. The analysis shows that the pay gap is complex and structural, and therefore requires a strategic, cohesive response to address its complex, inter-related causes. Council strategies to reduce the pay gap may not work on their own as some research suggests. Research also suggests pay gaps are an indicator of female's inequality not just in employment but also areas of education, skills, and unpaid care. There is the potential for strategies to reduce the pay gap not being limited to just employment but extending more widely to also consider areas such as childcare, early years, primary and secondary education, further and higher education, skills, the public sector equality duty and economic development.

8 Key actions to address the pay gap

- 8.1 Although the pay gap is a modest figure in comparison to other local and national data, the Council has the scope and ability to take steps to improve the pay gap by implementing a balanced range of internal actions as detailed below. This can be done with input and support from key stakeholders.
- 8.2 Implementing the actions will ensure the Council monitors the pay gap movement more rigorously, whilst developing a better understanding of the reasons for the pay gap and outlining a range of internal interventions to be put in place. Progressing such actions will demonstrate the Council continues to take reasonable steps to 'advance equality of opportunity' to reduce the pay gap as required by the PSED.
- 8.3 Actions include:
1. More rigorous monitoring and benchmarking of the pay gap by officers and reporting of progress to members;
 2. Implementing revised HR & OD policies to encourage male and females to share caring responsibilities;
 3. Promoting flexible working provisions, making jobs at all levels across the Council available on a flexible basis where appropriate;
 4. Re-launching of the Council's Mentoring scheme with a focus on encouraging females to become mentors or mentees;
 5. Developing campaigns to positively encourage greater levels of applications from males for traditionally female dominated jobs; and develop managers to use positive action when recruiting;
 6. Implementing targeted development programmes supporting females in lower grades to apply for more senior roles.

Implications of the Report

1. **Financial** – The Council's key objective is to all reasonable steps, as part of its workforce planning approach, to reduce the pay gap which is currently in favour of male employees. Section 8 of this report highlights actions to be taken forward by the Council to reduce to pay gap. These actions will be progressed with existing resources.
2. **HR & Organisational Development** – The actions to be implemented in section 8 of this report will be supported by HR&OD.
3. **Community Planning** –
Children and Young People –
Community Care, Health & Well-being – N/A.
Empowering our Communities – N/A..
Greener – N/A.

Jobs and the Economy – To address the gender imbalance, the Council, as part of its future recruitment exercises will look to increase the number of applicants from underrepresented groups applying for historically gender specific jobs.

Safer and Stronger – Taking steps to reduce the pay gap will have a positive impact on the large percentage of female employees living with Renfrewshire.

Legal – Taking steps to reduce the pay gap will demonstrate the Council is complying with its equality duties considering its 'due regard' to the need to advance equality of opportunity between males and females in relation to pay.

Property/Assets - N/A.

4. **Information Technology** – N/A.
5. **Equality & Human Rights** -
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. Appendix 2 highlight a series of impacts across the workforce. Section 8 of the report details actions to be taken forward by the Council to reduce to pay gap.
- 6 **Health & Safety** – Reducing the pay gap will support the Council to achieve a fair, inclusive, healthy and thriving working environment for all.
- 7 **Procurement** – N/A.
- 8 **Risk** – If the Council can't make progress by taking key all reasonable steps to reduce the pay gap, the Council risks losing key skilled employees to other organisations.
- 9 **Privacy Impact** – N/A.
- 10 **Cosla Policy Position** – N/A.

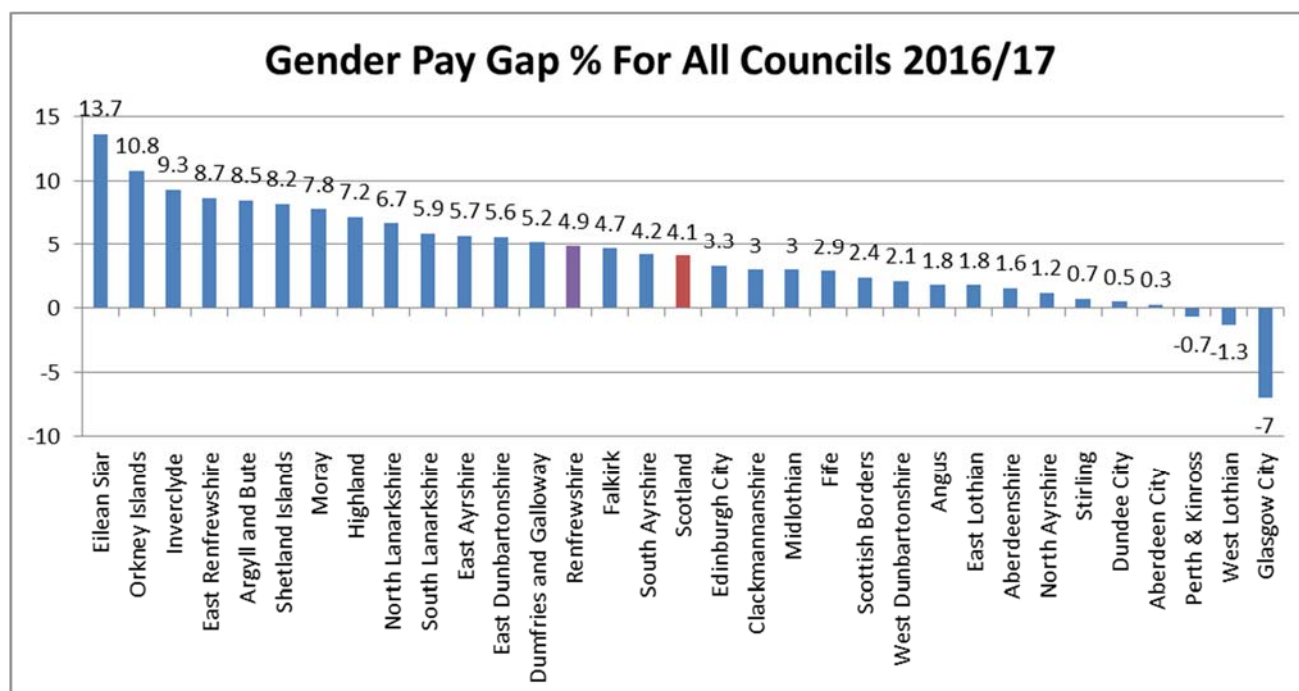
List of Background Papers

Nil

Author: Sandra Black, Chief Executive (0141 618 7355)

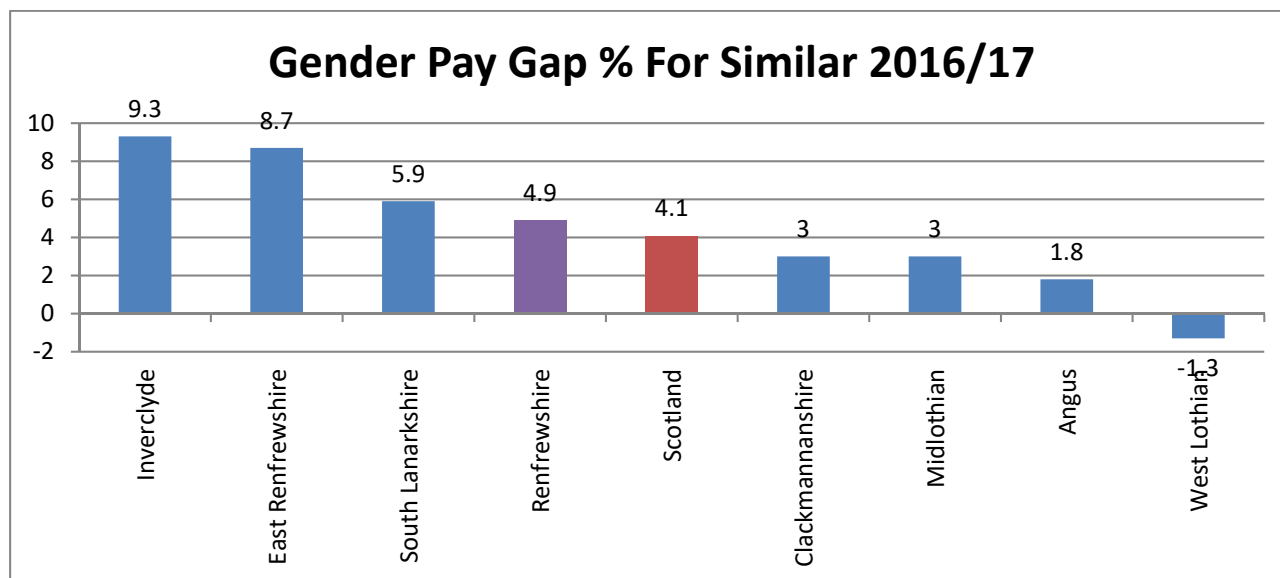
Appendix 1

Figure 1



Source:- <http://www.improvementservice.org.uk/benchmarking/explore-the-data.html>

Figure 2

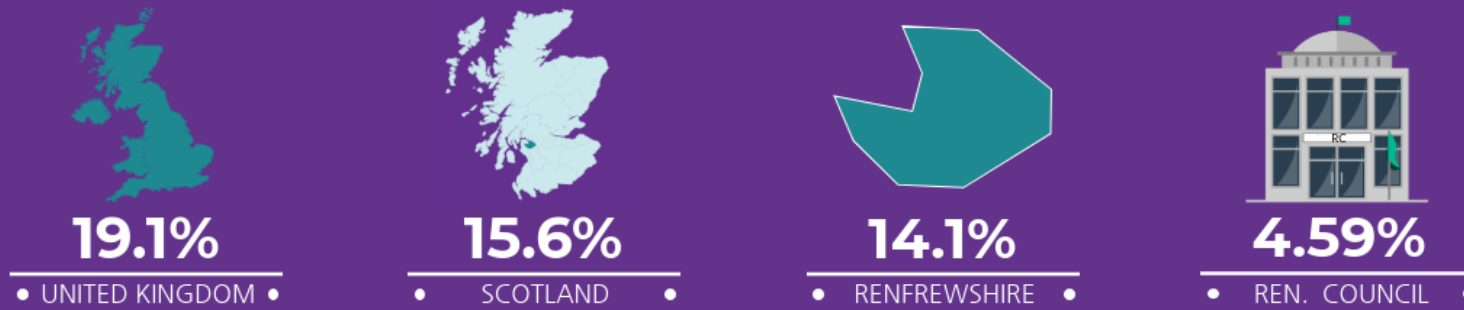


Source:- <http://www.improvementservice.org.uk/benchmarking/explore-the-data.html>

Note:- For Corporate Services, Economic Development, Environmental Services and Culture Leisure Services similar types of councils are grouped by their population density.

1. GENDER PAY GAP

1.1

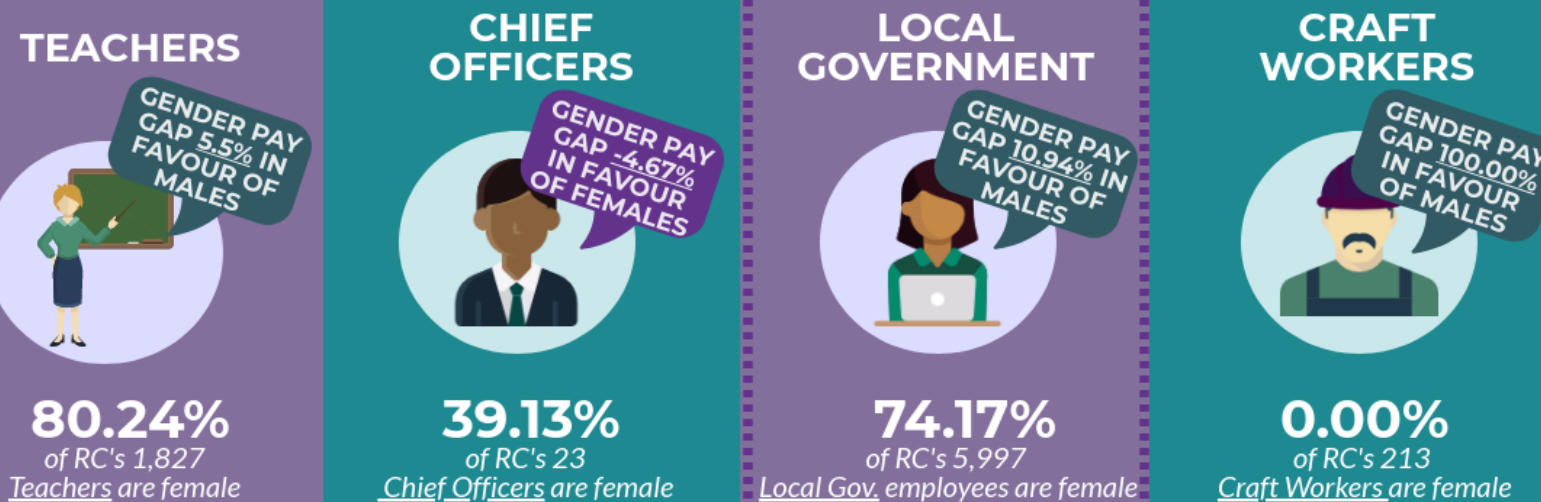


1.2

DIFFERENCE IN FEMALE AND MALE HOURLY RATE



1.3



2. LOCAL GOVERNMENT

2.1 CHIEF EXECUTIVE'S	DHS	RHSCP	ENVIRONMENT & COMMUNITIES	CHILDREN'S SERVICES	FINANCE & RESOURCES
-13.22%	2.78%	9.53%	16.74%	17.78%	27.23%
(-£2.58%) difference between male and female hourly rate	(£0.44) difference between male and female hourly rate	(£1.22) difference between male and female hourly rate	(£1.94) difference between male and female hourly rate	(£3.79) difference between male and female hourly rate	(£4.60) difference between male and female hourly rate

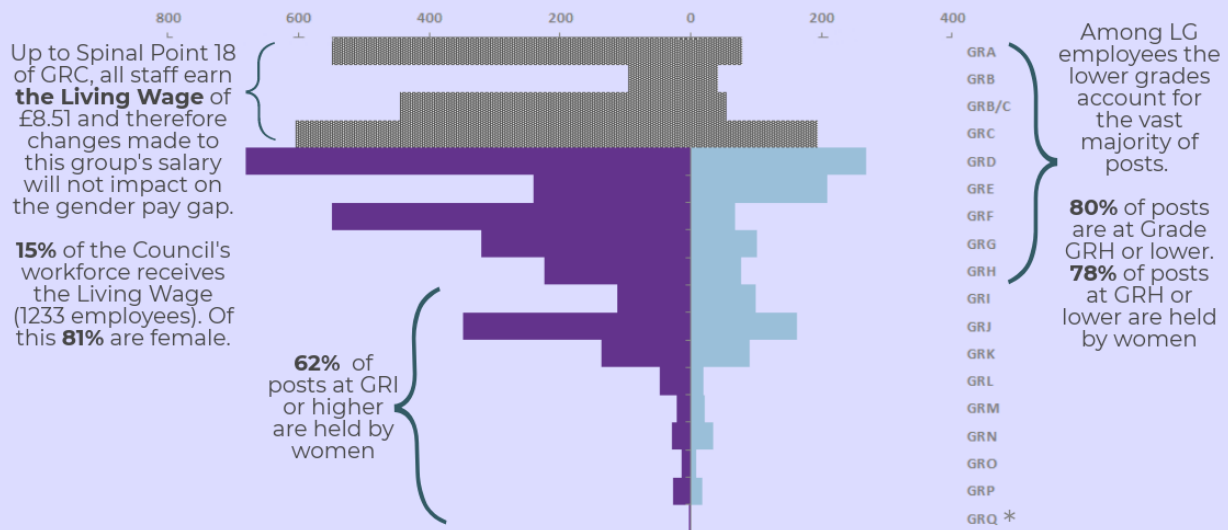
2.2 PROPORTION OF EACH GENDER IN EACH GRADE BAND

Higher concentration of female staff in lower grades.



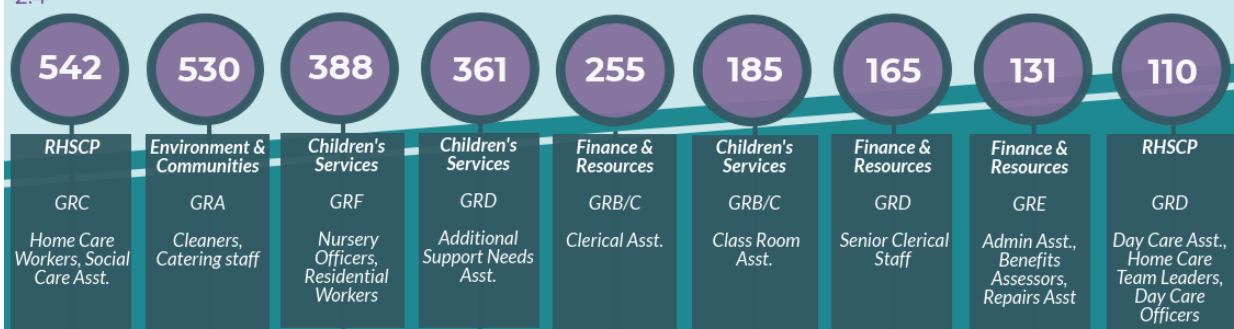
A small number of employees who are paid by grades out with the local government scale are not shown in the graphic above.

2.3 EMPLOYEES BY GRADE



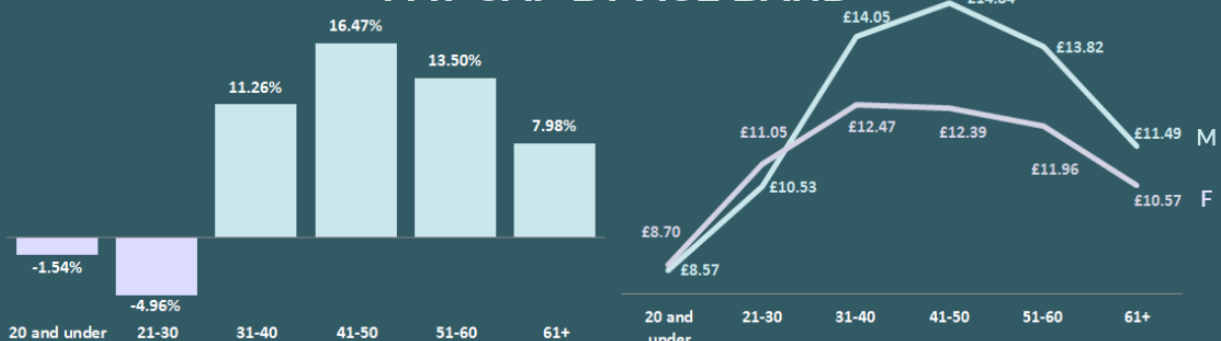
*Grades with small numbers of staff have been excluded from graph but are included in overall figures

2.4 LARGE GROUPS OF FEMALE STAFF



2,667 female employees currently in these traditionally female lower paid roles i.e. caring, clerical, cleaning etc.

2.5 PAY GAP BY AGE BAND



3. TEACHERS

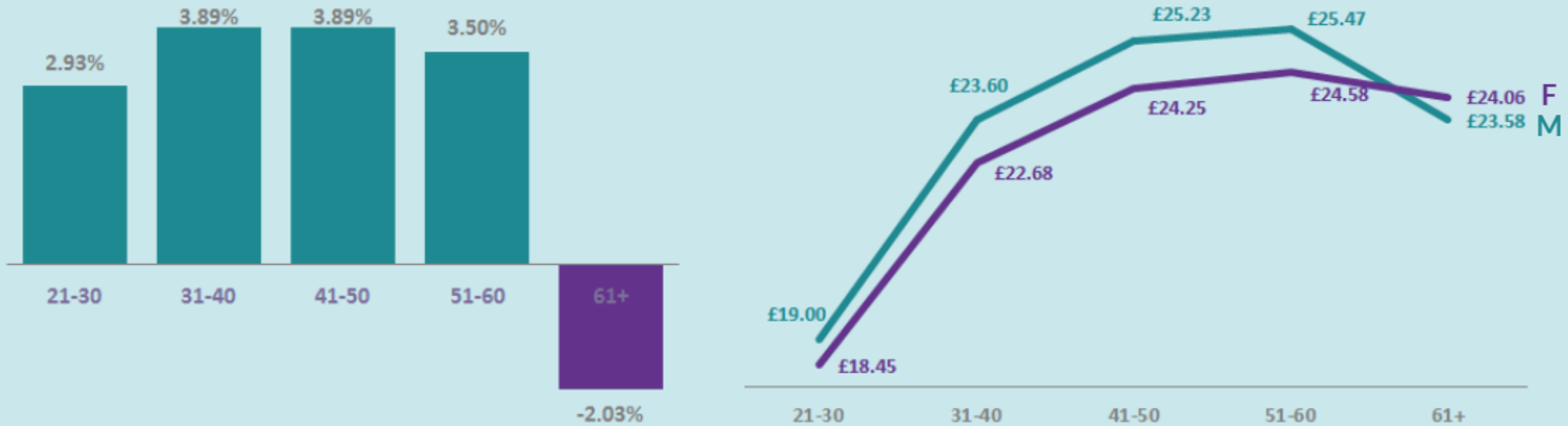
3.1



* Attainment Challenge, Pupil Equity Fund etc.

3.2

PAY GAP BY AGE BAND



powered by



To: LEADERSHIP BOARD

On: 25 April 2018

Report by: Director of Development and Housing

Heading: City Deal Update – Clyde Waterfront & Renfrew Riverside and Glasgow Airport Investment Area

1. Summary

- 1.1 This report provides an update on the considerations that have been given, since the Leadership Board on 21 February, to the potential for a revised Clyde Waterfront and Renfrew Riverside project to maximise the economic potential and impact of the existing GAIA project.
- 1.2 The proposals outlined to the Leadership Board on the 21st February, followed the December 2017 announcement by the Scottish Government that the National Manufacturing Institute for Scotland (NMIS) is to be located at Netherton Farm within the Glasgow Airport Investment Area (GAIA), one of the City Deal projects led by this Council on behalf of the City Region.
- 1.3 The potential of the GAIA site for Renfrewshire and the City Region has been radically altered by the Scottish Government announcement, being the only facility of its kind in the country and has the strong potential to lever in and attract significant international investment creating thousands of jobs for the local and regional economy.
- 1.4 The review takes account of the significantly updated context and seeks to maximise the opportunity offered by the proposed National Manufacturing Institute for Scotland and other emerging new economic development opportunities in the area between Paisley Town Centre and Glasgow Airport. It sets out the proposed way forward for the existing Clyde Waterfront &

Renfrew Riverside (CWRR) project and for developing a separate business case for complementary GAIA project.

2. Recommendations

2.1 It is recommended that the Board:-

- i) Note the contents of this report and the update provided to the Glasgow City Region Cabinet on the 10th April 2018;
 - ii) Note the outcome of the preliminary economic assessment of the revised project scope as approved by Board on 21st February 2018.
 - iii) Note that the Council will continue to progress the current CWRR project to Full Business Case stage in line with previous board approvals at November 2016;
 - iv) Note that as previously approved by the Board, that a separate business case will continue to be developed for a complementary GAIA project.
-

3. Background

- 3.1 The Glasgow City Region City Deal Infrastructure Fund Programme, with an overall value of £1.13billion, includes a significant investment on three infrastructure projects in the Renfrewshire area, together with additional investment into employment support through labour market projects.
- 3.2 A report was brought to the 21st February Leadership Board that set out the changing context for the Glasgow Airport Investment Area Project (GAIA) in light of the Scottish Government's announcement in December 2017 that the National Manufacturing Institute for Scotland (NMIS) is to be located at Netherton Farm within GAIA and the emerging proposal for the Advanced Manufacturing Innovation District Scotland – AMIDS (to include GAIA, Inchinnan Business Park and Westway).
- 3.3 As outlined in the 21st February report, the potential of the GAIA site for Renfrewshire and the City Region has been radically altered by the Scottish Government announcement, being the only facility of its kind in the country and has the strong potential to lever in and attract significant international investment creating thousands of jobs for the local and regional economy.

- 3.4 In this context, it was proposed and agreed by the Board that the authority be sought from the City Region Cabinet to progress a review of the existing Clyde Waterfront Renfrew Riverside business case, reflecting this significantly updated context and seeking to maximise the opportunity offered by the proposed National Manufacturing Institute for Scotland and other emerging new economic development opportunities in the area between Paisley Town Centre and Glasgow Airport.

4. Review of CWRR business case and amended GAIA scope

- 4.1 Since the previous Leadership Board in February, officers have commenced early consideration and preliminary work linked to the review of the CWRR business case and GAIA scope within the context of ensuring that the currently allocated available City Deal funding is used to its best effect, within the overall existing City Deal governance and approval processes, while maximising the opportunities for the City Region and Renfrewshire that will flow from NMIS/AMIDS.
- 4.2 Initial development work has confirmed that as expected there is considerable economic merit in developing an amended scope for GAIA, to better connect NMIS/AMIDS to Paisley and Renfrewshire, providing much improved access to the new job opportunities for Renfrewshire residents, including from the Gallowhill and Shortroods areas. This would also open up new development sites within Paisley North/GAIA South and enhance the opportunities that will arise from the West College Scotland campus redevelopment and from the redevelopment of the Chivas site. It would also link in with the other significant investment plans of the Council in and around Paisley.
- 4.3 The preliminary work undertaken to assess the potential comparative economic impact of a revised scope project, has included consideration of potential additional development sites that could be brought through a revised project and a review of the previous transport assessment work undertaken for GAIA south. This preliminary work has provided sufficient indication at this stage that, whilst significant economic benefits could be delivered by a revised project, it is unlikely that an amended GAIA scope would deliver similar or greater economic growth benefits in comparison to that forecast from the original CWRR project. As outlined to the Board previously, in the context of the limitations of the existing City Deal funding, delivery of a revised project scope for GAIA would have implications for delivery of the existing CWRR project. As such, under existing City Deal governance arrangements, the economic impact analysis for a revised project scope would have to be able to demonstrate an equivalent or better ratio of costs to economic benefits for the overall programme.

- 4.4 The current CWRR project, as set out in the Outline Business Case approved by Leadership Board on 30 November 2016, was one of the best performing of all the City Deal projects in the initial City Deal programme assembly process. In addition to the significant GVA growth that it delivered to the City Region, it also performs very well in transport economic terms, delivering a significantly positive cost- benefit ratio. It also better connects communities on both sides of the river to employment, education and healthcare opportunities.
- 4.5 Work that has been undertaken on the development of the AMIDS proposition has shown the importance of connecting the NMIS/AMIDS development to the wider community. While this would also apply to the amended GAIA scope proposal, the new opening bridge across the Clyde will connect the wider City Region communities to the job opportunities, aiding in the inclusive growth agenda. It would also assist existing businesses (including SMEs) to be better connected to NMIS/AMIDS, allowing businesses across the City Region to benefit from the innovation and collaboration opportunities presented by NMIS/AMIDS.
- 4.6 Taking account of this updated information leads to an informed conclusion that there remains a very strong case for delivery of the existing CWRR project that is unlikely to be outweighed by the benefits that would flow from a City Deal business case for the amended scope GAIA project. In the context of the wider City Deal programme and taking account of the financial risks to the Council previously outlined to the Board, it is now the intention to continue with progressing the CWRR project to full business case. Members will however be aware that the planning application for the project was called in by the Scottish Ministers and that determination of the application is awaited, and is fundamental to the delivery of the project.
- 4.7 Preliminary work undertaken by the City Deal team has reinforced that there is a strong economic case for an expanded scope for the existing GAIA City Deal project and that work should continue to develop a business case which fully explores the opportunities to include the elements for Paisley North/GAIA South set out in the previous Board report. The key outputs from this work will be of considerable strategic interest to both the Council and the City Region Cabinet in considering how to maximise the opportunities arising from NMIS/AMIDS for both Renfrewshire and the City Region to deliver inclusive economic growth.
- 4.8 In this context the Glasgow City Region Cabinet meeting of 10th April 2018 was provided with an update on the potential of NMIS/AMIDS to have a transformational effect on the City Region economy, the importance of connecting the City Region to the job opportunities at NMIS/AMIDS and

ensuring inclusive growth and the proposal to review of the CWRR / GAIA business case.

5. Next Steps

- 5.1 As outlined above there remains significant potential economic advantage in continuing to develop a business case for an amended GAIA scope project, including the elements that were set out in Section 3.11 of the previous Board report. It is recommended that this work continues to develop a business case for these elements with the intention of reporting back to members as required.

Implications of the Report

1. **Financial** – the proposals outlined in this report will be met from within existing approved city deal resources.
2. **HR & Organisational Development** – N/A
3. **Community/Council Planning** – The delivery of the City Deal projects are a key component of the Council's ambitions, and those of its partners, to provide the economic infrastructure locally to grow the Regional economy.
4. **Legal** – the project will continue to be developed in line with the City Deal assurance framework.
5. **Property/Assets** – the proposals contained in this report would continue to support the delivery and development of significant property and assets in Renfrewshire.
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. 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.

The results of the assessment will be published on the Council's website.

8. **Health & Safety** – N/A
 9. **Procurement** – the recommencement of the CWRR project will involve the planned procurement of the design and build of the bridge from Renfrew to Yoker, as contained in the existing CWRR City Deal project.
 10. **Risk** – *the extent of the risks previously flagged in the 21st February report will be mitigated through the proposed recommencement of the CWRR project as outlined in this report.*
 11. **Privacy Impact** – N/A
 12. **COSLA Policy Position** – N/A
-

List of Background Papers

Author: Director of Development and Housing



To: Leadership Board

On: 25 April 2018

Report by: Director of Development and Housing Services

**Heading: RENFREWSHIRE COUNCIL (CART NAVIGATION) HARBOUR
REVISION ORDER 2018**

1. Summary

- 1.1 This report seeks to obtain the Boards approval to make an application to Scottish Ministers for a Harbour Revision Order in relation to the White Cart in the vicinity of Wright Street, Renfrew.
-

2. Recommendations

- 2.1 It is recommended that the Board:
- (i) grant authority to the City Deal Director in consultation with the Head of Corporate Governance to make an application to the Scottish Ministers under Section 14(1) of the Harbours Act 1964 for a Harbour Revision Order as detailed in section 3 of this report.
-

3. Background

- 3.1 The Glasgow Airport Investment Area (GAIA) project comprises the realignment of Abbotsinch Road between Arran Avenue and Greenock Road / Inchinnan Road; a new bridge over the White Cart at Wright Street (the Wright Street Link) and improved facilities for cyclists and pedestrians, all aimed at improving connections between the Westway, Inchinnan and Airport Business Parks as an enabler for the delivery of the Advanced Manufacturing Innovation District including the anchor of the location of the National Manufacturing Institute of Scotland at the Netherton site.

- 3.2 The Wright Street Link includes a new bridge with a shared cycleway across the White Cart Water linking Wright Street and adjacent areas east of the river with the proposed Abbotsinch Road realignment, west of the river. Planning consent for the bridge was granted on 7 November 2017 at the Community, Housing and Planning Board as part of the “Glasgow Airport Investment Area planning application Glasgow Airport Investment Area, Abbotsinch Road, Paisley (reference 17/0485/PP)”.
- 3.3 In order to be able to construct the bridge and implement the planning consent, it will be necessary to promote a Harbour Revision Order
- 3.4 The Council is the Harbour Authority and has statutory powers under section 14(1) of the Harbours Act 1964, to apply for a Harbour Revision Order for securing the improvement, maintenance, or management of the harbour in an efficient and economical manner. The extent of the Council jurisdiction is shown on the Plan at the end of this report entitled Harbour Jurisdiction Plan.
- 3.5 The new bridge over the White Cart will inhibit navigation to the extent that the exercise of such rights would be prevented or hindered by the construction, presence, use or maintenance of the bridge and as such falls within these statutory powers. The proposed interference with navigation relates only to a short stretch of the river upstream of Wright Street as the river is currently not navigable further upstream towards the old Paisley Harbour.
- 3.6 There is an existing Renfrewshire Council (Cart Navigation) Harbour Revision Order 2007 confirmed by Scottish Ministers to enable a private bridge downstream of Wright Street and the proposed new bridge to be constructed directly into the Westway Business Park. This has never been implemented and the interference with navigation confirmed by the Order have therefore never come into force. An effect of this Order will be to repeal the relevant provisions of the previous Order to ensure clarity and so the interference with navigation affects a shorter length of river than the previous 2007 Order had it been implemented.

Implications of the Report

1. **Financial** – the cost of the application to Scottish Ministers is circa £4K
2. **HR & Organisational Development** – none
3. **Community/Council Planning** –
 - *Our Renfrewshire is thriving* – n/a
 - *Our Renfrewshire is well* – n/a
 - *Our Renfrewshire is fair* - n/a
 - *Our Renfrewshire is safe* – n/a
 - *Reshaping our place, our economy and our future* – n/a
 - *Building strong, safe and resilient communities* – n/a

- Tackling inequality, ensuring opportunities for all – n/a
 - Creating a sustainable Renfrewshire for all to enjoy – n/a
 - Working together to improve outcomes – n/a
4. **Legal** – the Council has statutory powers under section 14(1) of the Harbours Act 1964 to make an application for such an Order
 5. **Property/Assets** – none
 6. **Information Technology** – none
 7. **Equality & Human Rights**
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
 8. **Health & Safety** – none
 9. **Procurement** – none
 10. **Risk** - none
 11. **Privacy Impact** - none
 12. **Cosla Policy Position** – n/a
-

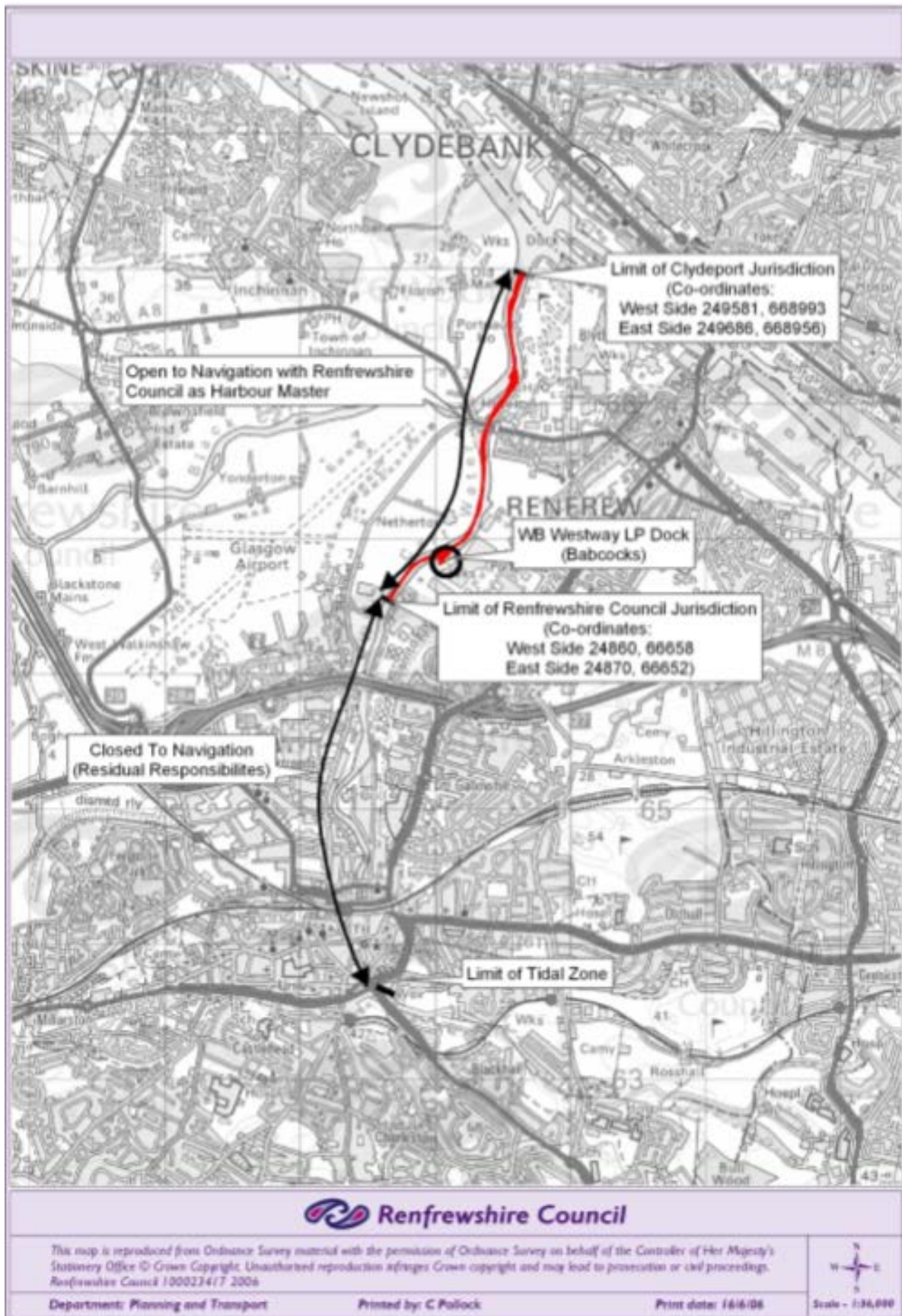
List of Background Papers

None

BW
19 April 2018

Author: Barbara Walker, Depute Project Director (City Deal); Tel: 0141 618 7156

Harbour Jurisdiction Map





To: Leadership Board

On: 25 April 2018

Report by: Chief Executive

Heading: Provision of Temporary Grant – Renfrewshire Citizens Advice Bureau.

1 Summary

- 1.1 As part of Renfrewshire Council's commitment to supporting local people impacted by poverty, grant funding has been allocated to organisations which provide free advice and information to support local people. Renfrewshire Citizens Advice Bureau (RCAB) and Renfrewshire Law Centre (RLC) have historically received funding for this purpose.
- 1.2 As reported to the Leadership Board in February 2018, a review of funded advice provision was undertaken during 2017 with a view to a re-commissioning exercise being undertaken during 2017/18. The purpose of the review and re-commissioning exercise is to ensure that the advice and support being funded by the Council is appropriate to the requirements of local people, particularly in light of welfare reform.
- 1.3 On 21 February 2018 the Leadership Board agreed to extend funding to RCAB and RLC for the three months to 30 June 2018, to allow for the completion of a procurement process for advice provision, including the required approval by the Finance, Resources and Customer Service Policy Board.
- 1.4 On 27th February 2018, Renfrewshire Law Centre formally advised Council officers of its intention to close, confirming that the extension of grant funding to 30 June 2018 would not be drawn down. In addition,

the organisation formally withdrew from the procurement process for the provision of external advice services outlined at 1.2.

- 1.5 To maximise provision to those in need of legal advice and support, this paper seeks approval to provide two months of grant funding to RCAB to provide a legal advice service commencing from 1 May 2018 until the new advice contract commences on 1 July 2018. The cost of this is £18,350 which is in line with the current grant arrangement and will be met within existing resources.

2 Recommendations

- 2.1 It is recommended that the Board:

- Agree to allocate temporary grant funding to Renfrewshire Citizens Advice Bureau to provide a legal advice service from 1 May 2018 to 30 June 2018 at a cost of £18,350.

3 Re-commissioning of External Advice Services

- 3.1 As reported to the Leadership Board in September 2017 and February 2018, a review of funded advice provision was undertaken during 2017 and an advice re-commissioning exercise commenced in late 2017. The purpose of the review and re-commissioning exercise is to ensure that the advice and support being funded by the Council is appropriate to the requirements of local people, particularly in light of welfare reform. Renfrewshire Citizens Advice Bureau (RCAB) and Renfrewshire Law Centre (RLC) have received grant funding in previous years for this purpose.
- 3.2 On 21 February 2018 the Leadership Board agreed to extend funding to RCAB and RLC for three months to 30 June 2018, to allow for the completion of a procurement process for advice provision including the required approval by the Finance, Resources and Customer Service Policy Board.
- 3.3 On 27 February 2018, Renfrewshire Law Centre formally advised Council officers of its intention to close, confirming that the extension of grant funding to 30 June 2018 would not be drawn down. In addition, the organisation formally withdrew from the procurement process for external advice services. Clients and stakeholders were advised and RLC worked through an exit strategy agreed with the Council to minimise the effect on clients prior to closure.
- 3.4 The Finance, Resources and Customer Service Policy Board on 28 March, subsequently approved the recommendation to award the

contract for legal advice provision to Renfrewshire Citizens Advice Bureau from 1 July 2018.

- 3.5 To maximise provision to those in need of legal advice and support, this paper seeks approval to provide two months of grant funding to RCAB to provide a legal service commencing from 1 May 2018 until the new legal advice contract commences on 1 July 2018. The cost of this is £18,350 which is in line with the current grant arrangement and will be met within existing resource.
- 3.6 For this two month period, RCAB would provide legal advice and representation for clients on issues such as housing, homelessness, employment, debt, public law, community care and disability rights and welfare rights. In addition to this type of legal assistance, the service will also involve providing legal representation at court and tribunals.

Implications of the Report

1. **Financial** – The cost of the temporary grant is £18,350 which will be met from existing resources.
2. **HR & Organisational Development** – No implications.
3. **Council Plan and Community Planning** – The service being commissioned supports two Council Plan priorities: 'Building strong, safe and resilient communities' by delivering strong community based services and 'Tackling inequality, ensuring opportunity for all' by tackling key causes of poverty and deprivation.
4. **Legal** – The grant funding will be governed by the Council's Conditions of Grant and monitored in accordance with existing policies and procedures.
5. **Property/Assets** – No implications.
6. **Information Technology** – No implications.
7. **Equality & Human Rights** - It is anticipated that the proposal will have a positive impact on Equality and Human Rights considering the overrepresentation on equality groups within low-income households. Without this funding, there would be a lack of access to free legal advice until the new contract commencement date of 1 July 2018.

8. **Health & Safety** – The Health and Safety implications of each project within the programme and where risks are identified, appropriate steps will be included within the implementation plan to mitigate these.
 9. **Procurement** – No implications
 10. **Risk** - These will be managed through the Strategy's management and governance arrangements.
 11. **Privacy Impact** – No implications.
 12. **COSLA Policy position** – n/a
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Author:

Laura McIntyre, Head of Policy and Commissioning 0141 618 6807



To: Leadership Board

On: 25 April 2018

Report by: Director of Development and Housing Services

Heading: Culture, Heritage and Events Fund

1. Summary

- 1.1 The purpose of this report is to seek approval from the Leadership Board for the award of grants selected from the sixth round of Culture, Heritage and Events Fund applications following recommendations from the Paisley 2021 Partnership Board.
 - 1.2 The Culture, Heritage and Events Fund has been designed to act as a significant building block in the development of Paisley's bid to become UK City of Culture in 2021 and legacy thereafter. The initial resources of £500,000 earmarked from April 2016 was doubled in February 2017 to provide £1m to support relevant activities in support of the bid. The fund stood at £360,000 at the end of 2017, therefore a further £140,000 was added in March 2018 to top the fund back up to £500,000 to support relevant legacy activities up to year 2021. This brings the total resources allocated to the CHEF over the bid and legacy period to £1.14m. This is the first funding round in 2018, after the UK City of Culture bidding period which is a critical time to demonstrate that the fund is still unlocking creative potential and building cultural capacity in Renfrewshire.
 - 1.3 The next deadline for applications is 10 May 2018
-

2. Recommendations

- 2.1 It is recommended that the board:
 - i. notes the high level of interest generated in this sixth round of the culture, heritage and events fund;

- ii. approves the recommended grant awards, as detailed in Section 4 of this report to the total value of £81,906; and
- iii. notes the committed funds to date of £715,646 which leaves £424,534 available from the fund approved by Renfrewshire Council for projects up to 2021.

3. Background

- 3.1 The Economy and Jobs Board of 18 November 2015 approved the establishment of a Culture, Heritage and Events Fund. The fund was launched on 8 February 2016 and applications were encouraged from individuals, businesses and networks that would help to develop capacity to support the ambitions of Paisley's UK City of Culture 2021 bid. The fund has been publicised via the Bid's creative and cultural networks, Creative Scotland website and social media channels. The deadline for submissions for the sixth round of grants was 12 February 2018.
- 3.2 Potential applicants received guidance on the aims, objectives and outcomes required to be successful for grant funding. Furthermore a clear evaluation framework was set out to allow assessment of applications received.
- 3.3 The key objectives of the fund are to:
 - increase the number of people taking part in creative activity in Renfrewshire;
 - increase opportunities for young people to develop their creative ambition;
 - stimulate the local economy;
 - realise the potential contribution creativity can make to education, social inclusion and quality of life;
 - strengthen and broaden the network of people developing exciting cultural and creative projects and events in Renfrewshire;
 - increase the number of people visiting Renfrewshire; and
 - raise the profile of Renfrewshire throughout the UK.
- 3.4 The fund is intended to support relevant activities to support the bid from April 2016 and up to year 2021. Three grant application rounds were held in 2016, a further two in 2017, with 4 rounds to be held in 2018 to demonstrate that the fund is unlocking creative potential in Renfrewshire. The total amount of funds committed to projects to date is £633,740;

CEH Fund 2016-2021			Fund Total: £1,140,000
Round	No. Projects	Awarded	Balance
Round 1 - March 2016	17	£105,776	£1,034,224
Round 2 - Aug 2016	18	£125,906	£908,318
Round 3 - Dec 2016	17	£152,679	£755,639
Round 4 - May 2017	13	£78,180	£677,459
Round 5 - Sep 2017	15	£171,199	£506,260
Total to date	80	£ 633,740	
* Round 6 - Feb 2018	8	£81,906	£424,354
Cumulative total	88	£ 715,646	

* recommended for the current round

- 3.5 £81,906 is recommended for approval for 8 projects in the sixth round in February 2018.

4. Sixth Round Grant Recommendations

- 4.1. Twenty five applications were received by the deadline date of 12 February 2018. The total value of requested grants to the sixth round of grants was £213,913.00. A specially convened assessment panel met on 6, 7 and 9 March 2018 to conduct an assessment of applications. Eight grant applications are recommended for approval in the sixth round.

4.2 Recommended Grant Applications (assessments 6, 7 & 9 March 2018)

Name	Project Description	Amount
Bricklane Studios - Lead Boot Records U25's Recording Deal Project	The Record Label will sign 10 Artists/Bands under the age of 25 from Renfrewshire on an EP deal. The deal will include recording and releasing 100 3 track EP's per Artist/Band. The release will be backed by a music video and media Management and will conclude with each Artist/Band showcasing their EP Live at a launch show in a well known local venue, all in 2018 The Year of the Young Person.	£15,450
Abhinaya - Paisley Mini Mela	Conduct multicultural event to embrace diversity in culture & arts. Alongside, celebrate Academy's 100+ young talent's contribution to the Scottish culture & arts by collaborating / involving professional dancers & musicians from national & UK networks	£9,570

Renfrewshire Carers Centre Choir	Funding would allow them to increase the membership of the choir by offering free or subsidised places, allowing more carers to benefit from the therapeutic benefits and support that singing in the choir offers. Choir members would like to advance their skill and knowledge and learn how to harmonize and make the choir sound more accomplished. The main aim being to hold a fund raising concert that will take place during The Scottish mental health film and arts festival.	£5,700
Tarang Dance Academy	They propose to run a series of Kathak dance therapy workshops for people of all age groups focussing particularly on people who are challenged due to physical disabilities, learning difficulties, visual impairment and poor mental health. Kathak is a very expressive style of dance and it can be adaptive to suit the particular needs of the individual to demonstrate a range of emotions. The workshop will encourage participants to use their bodies as their voice. This will help participants to build their confidence and self esteem and give them a opportunity to learn how to express themselves through movement and dance.	£9,800
Paisley International Tango Festival 2018	To showcase Paisley once again using the Paisley International Tango Festival by having an even bigger and better event as well as encouraging more participation in dance at a local level.	£12,500
Paisley FM	Paisley FM will reflect Renfrewshire culture and events by promoting these events and cultural activities for artists, performers, organisations and communities with on-air promotion and active involvement.	£9,848
West College Scotland – Cuttin' a Rug	To perform an iconic play written by local, successful playwright and artist, John Byrne, in it's also iconic set location - Paisley Town Hall	£9,038
Loud n Proud – Girls Rock	To attract more girls into playing in a band and break down the barriers stopping them from doing so. As well as music lessons and band rehearsals, there will be workshops, ranging from lyric writing to learning to care for instruments and equipment solder pedals and instrument maintenance to Social Media and Marketing and magazine making.	£10,000
TOTAL		£81,906

- 4.3 Funding decisions are based on the criteria set out in the report approved by the Economy and Jobs Policy Board on 18 November 2015:
- best strategic fit with the fund objectives, themes and criteria
 - value for money and leverage of additional funding and/or resources
 - event viability, quality of programme, management, marketing and promotion
 - public benefit/audience
 - legacy opportunities
- 4.4 Subject to board approval, officers will correspond with all applicants to provide feedback and where appropriate to encourage future applications.

5. Spend to Date

- 5.1. The Board are asked to note the overwhelming interest in the Culture, Heritage and Event Fund since it was initiated. The combined number of applicants over the first six funding rounds has been 267 – from communities, businesses and cultural organisations in Renfrewshire and across Scotland. This amounts to a total funding request so far of £3,079,707 of which 88 projects have been supported, amounting to £715,646 committed funds to date which leaves £416,864 available from the £1.14m approved by Renfrewshire Council to date.

Implications of the Report

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

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

Jobs and the Economy – The City of Culture programme aims to deliver positive economic impacts.
4. **Legal – None**
5. **Property/Assets – None**
6. **Information Technology - None**

7. **Equality & Human Rights** - The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report the projects and criteria have been developed to provide opportunities across equality groups.
 8. **Health & Safety – N/A**
 9. **Procurement – N/A**
 10. **Risk** – risks relating to events arising from this fund will be assessed at a project level.
 11. **Privacy Impact – N/A**
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List of Background Papers

- (a) Economy and Jobs Policy Board of 18 November 2015 report Culture, Heritage and Events Fund

The foregoing background papers will be retained within Development & Housing Services for inspection by the public for the prescribed period of four years from the date of the meeting.

MC/JC/NO
19 April 2018



To: Leadership Board

On: 25 April 2018

Report by: Director of Development and Housing Services

Heading: Business Loans Scotland (BLS) – Stream Marine Training Ltd

1. Summary

- 1.1 Business Loans Scotland (BLS) is a Scotland-wide local authority business loan fund offering loans of up to £100k to Scotland's Businesses.
 - 1.2 Renfrewshire Council membership was agreed at the Economy and Jobs Policy Board, 28 January 2015, and there is currently a lending pot of £200,000 available to Renfrewshire Businesses for the period February 2017 to 31 December 2018.
 - 1.3 The current Scheme of Delegation allows approval for BLS loans of up to £50,000 by named officers, and over this limit requires Board approval.
 - 1.4 This paper seeks approval to award a loan of £100,000 from Renfrewshire Council's funds held in Business Loans Scotland (BLS) to Stream Marine Training Ltd.
-

2. Recommendations

- 2.1 It is recommended that the Board:
 - (i) approves a BLS loan of £100,000 to Stream Marine Training Ltd. That the loan is repayable over 60 months at 6% interest per annum. The loan will be conditional on a bond and floating charge over the assets of the company.
-

3. Business Loans Scotland - Background

- 3.1. Business Loans Scotland is a consortium of the 32 local authorities throughout Scotland and was incorporated as a company limited by guarantee in March 2015, as a successor to the West of Scotland Loans Fund. The Fund provides loan finance up to £100,000 to new and growing, small and medium-sized enterprises (SMEs) across Scotland.

4. Stream Marine Training Ltd - Background

- 4.1 Stream Marine Training Ltd was set up in 2014 to cater for the growth in the Marine training sector due to both regulatory changes (which require offshore workers to have greater and more frequent accreditations) and the anticipated growth in demand for offshore workers and qualified seafarers.
- 4.2 The company provide a range of training courses, for the global maritime industry, covering a variety of areas including health & safety, firefighting, fire prevention, security awareness, personal survival techniques, entry into enclosed spaces etc.
- 4.3 Around the time of starting up, the company approached Renfrewshire Council through the West of Scotland Loan Fund to secure £50,000 funding to support their start-up costs at Kintyre House and Bute Court. This loan funding has now been fully repaid.
- 4.4 Stream Marine have identified that the maritime training sector will grow significantly as a result of the Standards of Training, Certification & Watch-keeping Act. This is an international maritime convention, governed by the maritime coastguard agency. The UK market alone for all mandatory courses is estimated at £80m+.
- 4.5 In recognition of the growth in this sector the company recognised that the facilities at Kintyre House and Bute Court were no longer viable to run courses and accommodate staff. In order to accommodate the company's expansion they identified a larger property on Campsie Drive to become the HQ of the business.
- 4.6 The new premises offer a 18,000 sq ft training facility, comprising of a survival pool, firefighting facilities, 10 classrooms, a training suite and office accommodation.
- 4.7 Customers range from passenger ferries, cruise ships, cargo vessels, work boats, ports and ship management companies.

- 4.8 The company employs twenty-four people and utilises twenty-four consultants. They have issued over six thousand Training Certificates to industry within the last year, offering more than thirty courses across central Scotland and the Western Isles. Much of the investment to date has been achieved by reinvesting company profits, arising from quarter on quarter growth producing annual revenues of £2 million in less than three years from a standing start.
- 4.9 The loan application has undergone a full scrutiny and appraisal including a full analysis of all financial aspects of the business and its proposal. Stream Marine Training Ltd has a strong credit rating and is therefore viewed as very low risk. It has a very experienced management team and the backing of their shareholders who provide support on a regular basis.

5. Funding Proposal

- 5.1 Company are looking to secure a funding package of £200,000 where £100,000 will be secured through a new share issue from existing shareholders and the £100,000 balance is being sought from Business Loans Scotland.
- 5.2 The investment will provide the necessary working capital to undertake the required property refurbishments in order that the new headquarters can be utilised to its full potential.
- 5.3 It should be noted that the company have previously been successful in securing funding of £850k which helped with the initial phase of the works and included the installation of the sea survival pool.

6. Benefits of the Development

- 6.1 The development will ensure the following:
- sustaining 24 local jobs in Paisley;
 - the creation of 8 new jobs over the next 12-18 months;
 - will assist the company in developing and training their own staff, as opposed to using external consultants;
 - maintain and develop relationships with key customers by promoting their new headquarters as a centre of excellence, for training in the maritime industry;

- increase their range of courses from 40 up to 55-60 over the next 12 months; and
- increase their current sales of £1.3m to approaching £2m over the next 2 years.

Implications of the Report

1. **Financial** – None, Business Loans Scotland has funding available for Renfrewshire to support the loan
2. **HR & Organisational Development** – None
3. **Community Planning** –
Jobs and the Economy - Delivery of financial support programmes to businesses will have a positive impact on developing the economy within Renfrewshire.
4. **Legal** – None
5. **Property/Assets** – None
6. **Information Technology** – None
7. **Equality & Human Rights**
 - (a) The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report.
8. **Health & Safety** – None
9. **Procurement** – None
10. **Risk** – None
11. **Privacy Impact** – None

List of Background Papers

(a) Background Paper 1 – None

RC/GK
18 April 2018

Author: Ruth Cooper, Economic Development Manager, 0141 618 7868

