

Notice of Meeting and Agenda Leadership Board

Date	Time	Venue
Wednesday, 20 April 2022	13:00	Teams Meeting,

MARK CONAGHAN
Head of Corporate Governance

Membership

Councillor Jacqueline Cameron: Councillor Eddie Devine: Councillor Andy Doig:
Councillor Edward Grady: Councillor Neill Graham: Councillor Lisa-Marie Hughes:
Councillor Eileen McCartin: Councillor Cathy McEwan: Councillor Marie McGurk:
Councillor John McIntyre: Councillor John McNaughtan: Councillor John Shaw:

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

Webcasting of Meeting

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

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

Apologies

Apologies from members.

Declarations of Interest

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

Budget Monitoring

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| 1 | Revenue and Capital Budget Monitoring as at 7 January 2022 | 4 - 14 |
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Joint report by Chief Executive, Director of Finance & Resources and Chief Finance Officer, Renfrewshire HSCP

Economy, Development, Regeneration and Renewal

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| 2 | COVID Economic Recovery Fund | 15 - 21 |
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Report by Chief Executive

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| 3 | Funding for Engage Renfrewshire 2022-2023 | 22 - 32 |
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Report by Chief Executive

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| 4 | Spotlight Report on the Retail Improvement Scheme – 2016 to 2022 | 33 - 44 |
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Report by Chief Executive

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| 5 | Scotland's National Strategy for Economic Transformation | 45 - 52 |
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Report by Chief Executive

Tourism, Leisure and Culture

- 6 Scottish Government Regeneration Capital Grant Fund: 53 - 55**
Award of Grant Funding – Paisley Learning and
Cultural Hub and Paisley Museum Reimagined

Joint report by Chief Executive and Director of Finance & Resources

- 7 Review of OneRen's Annual Business Plan – 2022-2023 56 - 82**

Report by Chief Executive

Ukraine Humanitarian Crisis

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| 8 | Update on Humanitarian Crisis in Ukraine | 83 - 90 |
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Report by Chief Executive



To: Leadership Board

On: 20 April 2022

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

Heading: Revenue and Capital Budget Monitoring as at 7 January 2022

1. Summary of Financial Position

- 1.1. The table below outlines the projected Revenue and Capital outturn position as at 31 March 2022 across all services reported to the Leadership Board. Further analysis on the expected variances for each service is provided in the Appendices to this report.
- 1.2. For the financial year 2021/22, the projected outturn position is split into Core (or business as usual) and COVID-19 related variances to help readers understand the impact of the pandemic on service finances.

Table 1: Revenue						
Division	Revised Annual Budget £000	Projected Outturn Core £000	Projected Outturn COVID-19 £000	Total Projected Outturn £000	Budget Variance £000	Budget Variance %
Adult Services	75,525	74,581	0	74,581	944	1.2%
Chief Executives	24,730	22,580	2,406	24,986	(256)	(1.0%)

Table 2: Capital						
Division	Revised Annual Budget £000	Projected Outturn Core £000	Projected Outturn COVID-19 £000	Total Projected Outturn £000	Budget Variance £000	Budget Variance %
Chief Executives	35,711	35,711	0	35,711	0	0%
Leisure Services	2,664	2,664	0	2,664	0	0%

2. Recommendations

2.1. Members are requested to:

- (a) Note the projected Revenue outturn position detailed in Table 1 above;
- (b) Note the projected Capital outturn position detailed in Table 2 above; and
- (c) Note the budget adjustments detailed at sections 4 and 6.

3. Revenue

3.1. The Revenue Budget Monitoring report at Appendix 1 identifies a projected annual underspend of £0.688m (0.7% of total budget) for all services reporting to this Board. Detailed division reports can be found in Appendix 2, along with an explanation of each significant projected variance.

3.2. The projected outturn is based on information currently available and assumptions made by service budget holders.

3.3. The main reasons for the projected outturn position are indicated in the appendices showing both the subjective analysis (what the budget is spent on) and the objective analysis (which division is spending the budget).

3.4. The most significant areas to bring to member's attention relate to the projected impact of the COVID-19 on both Renfrewshire Leisure (RL) and Renfrewshire HSCP:

- As previously reported, it was anticipated that the Council would require to provide OneRen with additional financial support over 2021/22. The forecast level of additional support continues to be in the region of £0.5m in the current financial year, as income secured from the Scottish Government in relation to hosting the public vaccination programme within OneRen premises has offset the reduced level of income from leisure services. The Board and management team of OneRen continue to put measures in place to mitigate the level of financial support required.
- Within Adult Services, managed by Renfrewshire HSCP, the service continues to take significant action in response to the pandemic, including providing substantial levels of support to external care providers in order to ensure their ongoing financial sustainability.

At Period 10, the service estimates that costs of £4.8m will be incurred specifically in relation to COVID-19 Adult Social Care services by the end of the financial year, this includes costs related to financial sustainability payments to private adult and elderly care providers.

The Scottish Government has again confirmed that all reasonable additional COVID-19 costs will be fully funded, once all Covid related reserves have been fully utilised. In this context, additional costs specifically relating to the COVID-19 response are not therefore included within this report. Outwith COVID-19 specific costs, the service is forecasting a £0.9m underspend on core service provision. This year-end core underspend will be added to existing unallocated balances, which the HSCP will carry forward and have available to support future change and transformation, as well as addressing pressures in future years.

- 3.5 A revised 2021/22 pay offer recently approved requires additional one-off funding to be contributed by local government; this is likely to be in excess of the provision made in the 2021/22 revenue budget and will require to be met from either reserves or in-year underspends. The revenue projections outlined in this report do not yet take account of the potentially unfunded pay award costs.

4. Revenue Budget Adjustments

- 4.1. Members are requested to note from Appendix 1 that budget adjustments totalling £1.218m have been processed since the last report. These relate mainly to:
- £0.050m transferred into Chief Executive's in relation to Citizen's Advice Bureau support;
 - £1.168m transferred into Adult Services following a redetermination of revenue funding from the Scottish Government for Adult Social Care wages.

5. Capital

- 5.1. The Capital Investment Programme 2021/22 to 2025/26 was approved by the Council on 4 March 2021.
- 5.2. The Capital Monitoring report at Appendix 3 indicates movement in the approved capital programme for the Chief Executive's Service for the year of £4.731m which is explained further below.
- 5.3. The Capital Monitoring report at Appendix 3 indicates no movement in the approved capital programme for Leisure Services.
- 5.4. Further detail, including reasons for significant variances, can be found at Appendix 3.
- 5.5. It is anticipated that due to both the impact of immediate COVID-19 lockdowns and the second phase impact on the construction industry through constrained supply chain capacity for all major building materials, coupled with

heightened demand across the globe as economies emerge from pandemic lockdowns, there will be increasing financial pressures and potential time impacts in several of the Council's capital building projects. In this context and as previously planned, it is anticipated that consequential cost pressures arising from COVID-19 will require to be addressed from COVID-specific reserve balances. Future reports will provide further detail as this issue develops more substantially over the coming weeks and months and such issues are progressed with individual contractors.

6. Capital Budget Adjustments

6.1. Since the last report the following budgets, totalling £4.731m, have had a net carry forward from 2021/22 into 2022/23 and beyond, reflecting updated cashflows for the timing of work :

- **Chief Executives**
 - City Deal Projects (£3.863m);
 - Paisley Town Centre and Infrastructure Projects (£0.835m);
 - Paisley Museum (£0.033m).
-

Implications of this report

1. **Financial** – The projected budget outturn position for the revenue budget reported to the Leadership Board is an underspend of £0.688m. Income and expenditure will continue to be monitored closely for the rest of the financial year and, where necessary, steps will be taken to mitigate any overspend.

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

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

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

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

List of Background Papers

Non-housing Capital Investment Programme, Prudential Framework and Treasury Management Strategy, and Capital Strategy 2021/22 to 2023/24
Council, 4 March 2021.

Authors: Valerie Howie (Revenue) and Geoff Borland (Capital)

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2021/22
1 April 2021 to 7 January 2022

POLICY BOARD : LEADERSHIP BOARD

Objective Summary	Revised Annual Budget at P8	Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Adult Services	74,356	1,169	75,525	74,581	0	74,581	944	1.2%	665	279
Chief Executive's Service	24,681	49	24,730	22,580	2,406	24,986	(256)	(1.0%)	(332)	76
NET EXPENDITURE	99,037	1,218	100,255	97,161	2,406	99,567	688	0.7%	333	355

Subjective Summary	Revised Annual Budget at P8	Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Employees	46,068	(1)	46,067	46,178	1,633	47,811	(1,744)	(3.8%)	(1,177)	(567)
Premises Related	1,110	0	1,110	1,141	109	1,250	(140)	(12.6%)	(186)	46
Transport Related	846	0	846	470	0	470	376	44.4%	377	(1)
Supplies and Services	14,685	0	14,685	14,721	504	15,225	(540)	(3.7%)	(617)	77
Third Party Payments	67,545	99	67,644	66,892	2,378	69,270	(1,626)	(2.4%)	(2,054)	428
Transfer Payments	9,939	1,218	11,157	9,506	2,611	12,117	(960)	(8.6%)	(784)	(176)
Support Services	116	0	116	113	0	113	3	2.6%	4	(1)
Depreciation and Impairment Losses	0	0	0	0	0	0	0	0.0%	0	0
GROSS EXPENDITURE	140,309	1,316	141,625	139,021	7,235	146,256	(4,631)	(3.3%)	(4,437)	(194)
Income	(41,272)	(98)	(41,370)	(41,860)	(4,829)	(46,689)	5,319	12.9%	4,770	549
NET EXPENDITURE	99,037	1,218	100,255	97,161	2,406	99,567	688	0.7%	333	355

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2021/22
1 April 2021 to 7 January 2022

POLICY BOARD : LEADERSHIP BOARD - ADULT SERVICES

Objective Summary	Revised Annual Budget at P8	Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Older People	47,195	1,169	48,364	47,558		47,558	806	1.7%	545	261
Physical or Sensory Difficulties	6,484	0	6,484	6,704		6,704	(220)	(3.4%)	(128)	(92)
Learning Difficulties	17,087	0	17,087	16,844		16,844	243	1.4%	78	165
Mental Health Needs	2,936	0	2,936	2,865		2,865	71	2.4%	119	(48)
Addiction Services	654	0	654	610		610	44	6.7%	51	(7)
NET EXPENDITURE	74,356	1,169	75,525	74,581	0	74,581	944	1.2%	665	279

Objective Heading	Key Reasons for Projected Variance
Older People	Underspends in employee costs reflecting vacancies due to recruitment issues. Under occupancy in external care homes due to COVID
Physical or Sensory Difficulties	Increase in adult care placement and reduction in income from supported living clients and Other Local Authorities due to reduced client
Learning Difficulties	Underspends in employee costs reflecting vacancies due to recruitment issues.
Addictions	Underspends in employee costs reflecting vacancies due to recruitment issues.
Mental Health Needs	Underspends in employee costs reflecting vacancies due to recruitment issues.

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2021/22
1 April 2021 to 7 January 2022

POLICY BOARD : LEADERSHIP BOARD - ADULT SERVICES										
Subjective Summary	Revised Annual Budget at P8	Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Employees	36,374	0	36,374	36,425	1,633	38,058	(1,684)	(4.6%)	(1,257)	(427)
Premises Related	588	0	588	583	109	692	(104)	(17.7%)	(151)	47
Transport Related	842	0	842	464		464	378	44.9%	379	(1)
Supplies and Services	1,747	0	1,747	1,718	4	1,722	25	1.4%	10	15
Third Party Payments	67,423	99	67,522	66,770	2,378	69,148	(1,626)	(2.4%)	(2,054)	428
Transfer Payments	4,902	1,168	6,070	6,059	705	6,764	(694)	(11.4%)	(713)	19
Support Services	70	0	70	61	0	61	9	12.9%	9	0
Depreciation and Impairment Losses	0	0	0	0	0	0	0	0.0%	0	0
GROSS EXPENDITURE	111,946	1,267	113,213	112,080	4,829	116,909	(3,696)	(3.3%)	(3,777)	81
Income	(37,590)	(98)	(37,688)	(37,499)	(4,829)	(42,328)	4,640	12.3%	4,442	198
NET EXPENDITURE	74,356	1,169	75,525	74,581	0	74,581	944	1.2%	665	279

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2021/22
1 April 2021 to 7 January 2022

POLICY BOARD : LEADERSHIP BOARD - CHIEF EXECUTIVE'S SERVICE

Objective Summary	Revised Annual Budget at P8	Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Chief Executive and Management	265	1	266	266	0	266	0	0.0%	(1)	1
Policy and Commissioning	4,685	48	4,733	4,634	0	4,634	99	2.1%	73	26
Marketing and Communications	3,097	0	3,097	3,008	0	3,008	89	2.9%	61	28
City Deal & Infrastructure	350	0	350	351	0	351	(1)	(0.3%)	3	(4)
Economy & Development	4,442	0	4,442	2,486	1,906	4,392	50	1.1%	25	25
Leisure Services (incl Renfrewshire Leisure)	11,842	0	11,842	11,835	500	12,335	(493)	(4.2%)	(493)	0
NET EXPENDITURE	24,681	49	24,730	22,580	2,406	24,986	(256)	(1.0%)	(332)	76

Objective Heading	Key Reasons for Projected Variance
Leisure Services (incl Renfrewshire Leisure)	The adverse variance continues to reflect the projected costs of supporting Renfrewshire Leisure with a revised level of requisition resulting from the continued limitations on service delivery over the coming year (in following the Scottish Government route map out of the pandemic).

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2021/22
1 April 2021 to 7 January 2022

POLICY BOARD : LEADERSHIP BOARD - CHIEF EXECUTIVE'S SERVICE

Subjective Summary	Revised Annual Budget at P8	Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Employees	9,694	(1)	9,693	9,753	0	9,753	(60)	(0.6%)	80	(140)
Premises Related	522	0	522	558	0	558	(36)	(6.9%)	(35)	(1)
Transport Related	4	0	4	6	0	6	(2)	(50.0%)	(2)	0
Supplies and Services	12,938	0	12,938	13,003	500	13,503	(565)	(4.4%)	(627)	62
Third Party Payments	122	0	122	122	0	122	0	0.0%	0	0
Transfer Payments	5,037	50	5,087	3,447	1,906	5,353	(266)	(5.2%)	(71)	(195)
Support Services	46	0	46	52	0	52	(6)	(13.0%)	(5)	(1)
Depreciation and Impairment Losses	0	0	0	0	0	0	0	0.0%	0	0
GROSS EXPENDITURE	28,363	49	28,412	26,941	2,406	29,347	(935)	(3.3%)	(660)	(275)
Income	(3,682)	0	(3,682)	(4,361)	0	(4,361)	679	18.4%	328	351
NET EXPENDITURE	24,681	49	24,730	22,580	2,406	24,986	(256)	(1.0%)	(332)	76

CAPITAL INVESTMENT STRATEGY - NON-HOUSING SERVICES
1st April to 7th January 2022
POLICY BOARD: LEADERSHIP

Project Title	Prior Years Expenditure to 31/03/2021*	Current Year 2021-22						Full Programme - All years			
		Approved Budget 2021-22	Budget Adjustments in 2021-22	Revised Budget 2021-22	Projected Outturn 2021-22	Budget Variance (Adverse) or Favourable		Total Approved Budget to 31-Mar-26	Projected Outturn to 31-Mar-26	Budget Variance (Adverse) or Favourable	
	£000	£000	£000	£000	£000			£000	£000		
LEISURE SERVICES											
Leisure Investment Programme	52,278	0	322	322	322	0	0%	52,600	52,600	0	0%
Grass Pitches & Changing Facilities	3,677	0	524	524	524	0	0%	4,201	4,201	0	0%
Community Halls Refurbishment	64	2,474	-656	1,818	1,818	0	0%	2,636	2,636	0	0%
Lagoon Internal Play Centre	0	0	0	0	0	0	0%	500	500	0	0%
Total Leisure Services	56,019	2,474	190	2,664	2,664	0	0%	59,937	59,937	0	0%
CHIEF EXECUTIVES											
City Deal Projects											
Glasgow Airport Investment Area	32,237	6,446	1,899	8,345	8,345	0	0%	43,053	43,053	0	0%
Clyde Waterfront & Renfrew Riverside	15,789	28,528	-22,310	6,218	6,218	0	0%	105,748	105,748	0	0%
Airport Access	2,934	0	0	0	0	0	0%	141,991	141,991	0	0%
Economic Development											
GAIA Regeneration	2,109	1,891	0	1,891	1,891	0	0%	5,500	5,500	0	0%
AMIDS: Public Realm Phase 1 Netheron Square	217	1,586	-1,546	40	40	0	0%	2,983	2,983	0	0%
AMIDS: District Heating Network	0	5,273	-187	5,086	5,086	0	0%	7,093	7,093	0	0%
Inchinnan Cycleway	0	0	220	220	220	0	0%	700	700	0	0%
Paisley Venues & Town Centre Infrastructure											
Paisley Art Centre Redevelopment	238	219	73	292	292	0	0%	3,050	3,050	0	0%
Paisley Town Hall Redevelopment	2,950	7,042	-2,155	4,887	4,887	0	0%	22,050	22,050	0	0%
Flexible Outdoor Facility/Travel & Accessibility Infrastructure	342	1,610	-1,307	303	303	0	0%	9,450	9,450	0	0%
Playing Fields and Sports Development	405	568	-467	101	101	0	0%	7,500	7,500	0	0%
Paisley Museum	7,320	11,801	-5,833	5,968	5,968	0	0%	43,100	43,100	0	0%
Town Centre Capital Fund	1,275	3,387	-2,676	711	711	0	0%	4,237	4,237	0	0%
Paisley Learning & Cultural Hub	1,710	2,581	-1,831	750	750	0	0%	7,000	7,000	0	0%
Townscape Heritage CARS 2	1,676	1,719	-820	899	899	0	0%	4,099	4,099	0	0%
Total Chief Executives	69,202	72,651	(36,940)	35,711	35,711	0	0%	407,554	407,554	0	0%
TOTAL LEADERSHIP BOARD	125,221	75,125	(36,750)	38,375	38,375	0	0%	467,491	467,491	0	0%

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

Objective Heading	Key Reasons for Potential Variance
City Deal Projects/City Deal Related Projects	The programme has been delayed as a result of the Covid-19 pandemic with net projected expenditure of £26.550m reprofiled into future years to reflect revised timescales.
Paisley Venues & Town Centres Infrastructure	As as result of the Covid-19 pandemic, a total £14.419m of programmed expenditure has been reprofiled into future years to reflect revised timescales.



To: Leadership Board

On: 20 April 2022

Report by: Chief Executive

Heading: COVID Economic Recovery Fund

1. Summary

- 1.1 As part of the COVID Economic Recovery Fund the Scottish Government has provided £80m between local authorities to provide support to businesses and low-income households. COSLA and Scottish Government have worked to agree to a flexible approach to the use of these funds to achieve the policy ambition.
 - 1.2 The purpose of this funding is to support business recovery and cost of living impacts on low-income households. Local authorities are seen as best placed to understand the needs of businesses and communities locally and have been asked to design and deliver interventions that best meet that local need.
 - 1.3 This report sets out proposals for the allocation of this funding in Renfrewshire.
-

2. Recommendations

- 2.1 It is recommended that the Board:
 - (i) Notes the allocation of funding to Renfrewshire Council;
 - (ii) Approves the proposed use of the funding;
 - (iii) Delegates authority jointly to the Head of Policy & Commissioning and the Head of Economy & Development to flexibly manage budget changes across individual proposals throughout the year to meet local demand as outlined in paragraph 4.3.
 - (iv) Notes that a final report outlining actual spend will come back to a future board meeting.

3. Background

- 3.1 On 21st February 2022, Scottish Government announced a new £80 million Covid Economic Recovery Fund aimed at supporting businesses and communities to help Scotland as it moves to a new phase in the Coronavirus pandemic.
- 3.2 This funding will be provided through the general revenue grant, with local authorities having flexibility to target support either using existing schemes, place-based investment programmes or individual grant schemes that can support both businesses and low-income households.
- 3.3 Following the approval by COSLA Leaders of the distribution methodology, Renfrewshire has been awarded £2.654M to be used to support covid economic recovery activity.
- 3.4 The challenge facing all local authorities is that the funding, whilst welcome, is finite in nature and will not fully satisfy the potential demand for support. To address this challenge, this proposal delivers a range of different supports with the dual policy aim of supporting both low-income households to become more economically active and local businesses to grow.
- 3.5 Scottish Government have confirmed that light touch monitoring and reporting is proposed, like that agreed for the Covid business support discretionary grants in 2020 and 2021.
- 3.6 The latest unemployment figures for Renfrewshire are outlined in Table 1 below to provide a context for members decisions today on funding options. Claimant count (universal credit) figures are now close to the pre-pandemic figures of March 2020 and in some cases, such as 18-24 years olds, are significantly lower now than they were two years ago.

4. Funding Proposals

- 4.1 Local interventions must meet one or more of the following principles of spend but innovative approaches that address multiple principles are encouraged.
 - 1. Interventions that support local economic recovery and contribute to **businesses** being able to move from surviving the period of trading restrictions towards **recovery, growth, adaptation and building resilience**.
 - 2. Projects that can rebuild consumer confidence and **stimulate demand and economic activity** in their specific contexts.
 - 3. Support the **low-income households**, that are disproportionately impacted by the pandemic and the current cost of living crisis, **become more economically active**.

Table 1: Unemployment (claimant count) statistics; Renfrewshire 2020-2022

	Claimant numbers	Of which male	Of which female	Aged 16-17	Aged 18-24	Aged 25-49	Aged 50+
Mar-20	4,015	2,655	1,360	20	745	2,250	1,000
Apr-20	6,685	4,395	2,290	25	1,140	3,855	1,665
May-20	7,530	4,910	2,620	35	1,360	4,270	1,860
Jun-20	7,480	4,825	2,655	30	1,475	4,155	1,815
Jul-20	7,765	4,965	2,800	30	1,550	4,280	1,905
Aug-20	7,780	4,975	2,805	25	1,565	4,250	1,935
Sep-20	7,535	4,825	2,710	25	1,505	4,120	1,885
Oct-20	7,045	4,510	2,535	25	1,370	3,830	1,825
Nov-20	7,150	4,580	2,570	25	1,330	3,900	1,895
Dec-20	7,045	4,505	2,540	25	1,305	3,810	1,900
Jan-21	6,960	4,470	2,490	25	1,290	3,755	1,860
Feb-21	7,190	4,630	2,560	25	1,325	3,930	1,910
Mar-21	7,240	4,650	2,590	20	1,360	3,995	1,860
Apr-21	7,030	4,495	2,525	20	1,320	3,870	1,820
May-21	6,630	4,190	2,325	20	1,190	3,605	1,700
Jun-21	6,080	3,860	2,125	20	1,060	3,340	1,565
Jul-21	5,890	3,765	2,125	15	1,090	3,265	1,520
Aug-21	5,635	3,545	2,090	15	995	3,160	1,465
Sep-21	5,075	3,215	1,860	10	825	2,905	1,335
Oct-21	4,725	2,970	1,760	15	740	2,745	1,225
Nov-21	4,515	2,850	1,665	15	695	2,615	1,190
Dec-21	4,420	2,810	1,615	15	685	2,565	1,155
Jan-22	4,325	2,785	1,540	15	635	2,525	1,155
Feb-22	4,330	2,815	1,515	15	650	2,550	1,115
Mar-22	4,180	2,710	1,470	15	620	2,470	1,075
change Feb 2022 - Mar 2022	-3.5%	-3.7%	-3.0%	0.0%	-4.6%	-3.1%	-3.6%
change Mar 2020 - Mar 2022	4%	2%	8%	-25%	-17%	10%	8%

- 4.2 The proposals listed in Appendix A to this report provide a mix of outcomes across the 3 criteria specified and can be delivered with 100% of the funding available being allocated to directly support local people (unemployed / low income / low skilled/ transitioning to employment) or to support the growth, adaptation, resilience, and recovery of local businesses stimulating local economic activity across Renfrewshire. This includes options for payments direct to individuals, by topping up previous funding allocations made for hardship payments to people experiencing financial insecurity.
- 4.3 There will be a need to take a flexible approach with funding and so spend will be reviewed quarterly and levels of funding and numbers supported will be changed according to demand.

Authority to flex the budget across proposals is sought and a full and final report of spend will come back to a future Leadership Board. The fund will be managed

jointly by the Head of Policy & Commissioning and the Head of Economy & Development.

- 4.4 At this point, a summary of the potential numbers supported through the funding, and the outcomes are estimated to be as follows:

Those Supported:	Description:	Outcomes	TOTALS:
150 businesses	Grant support to adapt and grow / to make future savings (financial and carbon)	<ul style="list-style-type: none"> 150 businesses grow / develop 50 businesses reduce carbon footprint Up to 150 businesses more efficient 	230 businesses financially supported 80 young people secure additional 6 months employment
80 employers / businesses, 80 young people	Grant support to 80 businesses to continue the employment of a young unemployed person (Kickstart Plus)	<ul style="list-style-type: none"> 80 businesses supported 80 young people employed for additional 6 months 	250 UC claimants get skills/qualifications 600 UC claimants financially supported to work/ search for work
UC claimants	Grant support to train/ reskill or to move into work	<ul style="list-style-type: none"> 250 UC claimants achieving new skills and qualifications 600 UC claimants provided free travel for 3 months 200 UC parents financially supported to move into work 	200 families in poverty financially supported to move into work 1000 people to receive further hardship payments
Financial Insecurity Payments	£100 payment to be provided to people experiencing financial insecurity as a result of the cost of living crisis. Applications will be made by referral initially through support.	<ul style="list-style-type: none"> 1000 payments to be supported 	

Implications of the Report

- Financial** – No additional finance is sought. Funding of £2.654M to support the proposed interventions is being provided by Scottish Government
- HR & Organisational Development** – None.
- Community/Council Planning** – None.
- Legal** – None.
- Property/Assets** – None.
- 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.

12. **COSLA Policy Position** – Not Applicable.

13. **Climate Risk** – Not Applicable.

List of Background Papers

None.

Author: Ruth Cooper, Economic Development Manager;

Email: ruth.cooper@renfrewshire.gov.uk

Appendix A: Covid Economic Recovery Fund 2022

Business Support and Low Income Household Funding Proposals

Project Title:	Description:	Financial Value:	Number Benefiting:	Proposed Budget:	Spend Criteria in order of impact (1/2/3)
Net Zero Business Grant	Additional funds to bolster the pilot £100k grant fund to support businesses to grow and adapt to meet net zero aspirations and to reduce reliance on gas / electricity with potential savings to be made.	Co-invest with business on 50:50 basis with grants of between £5k- £10k. (assume average grant of £8k)	50 businesses at £8k average	£400,000	1 and 2
Business Growth Grant	Expand the current programme to support Business Growth and Development of local businesses.	Co-invest with business on 50:50 basis with grants from £1k to £10k. (assume average grant of £5k)	120 businesses at £5k average	£600,000	1 and 2
Kickstart Plus Programme	Extend the current programme (ends 31 st March) to offer 6 month sustainment grants to local businesses retaining a young unemployed Kickstart Trainee for another 6 months.	Co-invest with Business. Grants average £3k each	150 grants at £3k average	£450,000	3, 1 and 2
UC Skills and Training grants programme	NEW: A flexible training fund for UC claimants (either unemployed or in low paid work) to increase their skills and qualifications to prepare them for higher paid employment (with employability support from the Invest team). Grant will mostly be spent in local businesses.	100% grant funded (but with checks that the training might already be available free of charge). Average grant £1000 but available support up to £2,500	350 grants at £1k	£350,000	3 and 1

UC Parental Employment Support Fund	NEW : Targeting parents on UC (unemployed) and moving into work this fund will support the additional costs they may face in the early stages before being paid (transport, childcare, work clothes, etc). Estimate 3 months of reducing support valued at around £1000/ person. Grant will mostly be spent in local businesses.	100% grant funded Estimate £1,000 per person	350 people	£350,000	3 and 1
UC adult travel support for starting work	3 months free bus travel for UC adults (who don't qualify for the young persons bus pass scheme) when they enter employment or training for employment. This allows additional support in the early stages of work while benefits change and pay is retrospective. Estimate £200 per person	100% grant funded Estimate £200 per person	1,000 people	£200,000	3 and 2
Financial Insecurity payments	£100 payment to be provided to people experiencing financial insecurity as a result of the cost of living crisis. Applications will be made by referral initially through support.	£100 payment	2,000 awards	£200,000	2 and 3



To: Leadership Board

On: 20 April 2022

Report by: Chief Executive

Heading: Funding for Engage Renfrewshire 2022-2023

1. **Summary**

- 1.1 This report recommends the award of funding to Engage Renfrewshire, in relation to its role as third sector interface in Renfrewshire to support the capacity and resilience of the voluntary and community sector. This builds on existing funding arrangements and relates to the 2022/23 financial year only. A grant support agreement in relation to this funding has been developed and performance against this agreement will be monitored during 2022/23.
- 1.2 In line with the Developing Communities review within the Right for Renfrewshire programme, all activity in relation to community empowerment and capacity building is currently being identified, and options for future funding and commissioning of local services to support this work will be considered during 2022.
-

2. **Recommendations**

- 2.1 It is recommended that the Leadership Board:
- approves grant funding of £360,610 to Engage Renfrewshire to deliver the service outlined within the grant support agreement attached at Appendix A

3. **Background**

- 3.1 Engage Renfrewshire is the designated Third Sector Interface for the Renfrewshire Council area. Engage provides services to support the operation and growth of community and voluntary sector organisations (also known as the third sector), including Social Enterprises, within the area.
- 3.2 In addition to its role supporting to its members, Engage Renfrewshire is also a key partner in Renfrewshire Community Planning Partnership. Engage Renfrewshire acts as a voice for the third sector within the Community Planning Partnership and helps co-ordinate the significant contribution made by the third sector in delivering the outcomes agreed by the Partnership.
- 3.3 Engage Renfrewshire is funded to provide support to local community and voluntary sector organisations by the Scottish Government, and to deliver against the TSIs outcome framework for Scotland. Engage also generates its own income through trading. Membership of Engage Renfrewshire is free to organisations and individuals.

4. **Key activities delivered during in 2021/22**

- 4.1 Engage Renfrewshire has delivered against the key activities within the Grant Support Agreement throughout 2021/22. Key activities through the 2021/22 financial year included:
- Building capacity within the community and voluntary sector by supporting members to access development, support and funding. Engage now has a membership of 402, including 388 local groups. This includes co-ordinating the Renfrewshire Social Enterprise network, enabling members to access specialist support to develop their organisations.
 - Working as a critical partner within networks across the Community Planning Partnership, including chairing the Forum for Empowering Communities, connecting Renfrewshire's third sector to the wider Community Planning agenda and playing a critical role in other partnership groups such as the Local Employability Forum.
 - Co-ordinating the Our Children Forum, and acting as a critical partner alongside Children's Services, including the Early Action Systems Change initiative and as part of the governance for the Children and Young People's Mental Health and Wellbeing strategy.

- Building solid cross-sector relationships with colleagues in health by supporting work which contributes to the aims of the Health and Wellbeing Priorities for Renfrewshire; Healthy and Active Living, Place and Connectedness, Mental Health, Inequalities, Early Years and Vulnerable Families and Housing as a Health Issue.
- Managing and distributing funding on behalf of the Scottish Government, including over £0.5million for the Community Mental Health and Wellbeing Fund and smaller funds such as the Community Based Adult Learning Fund alongside the Council.
- Supporting local volunteering activity, including being involved in the national evaluation and relaunch of the Volunteer Friendly Award, promoting Volunteers Week and co-ordinating Saltire Awards across Renfrewshire.
- Establishing a Leadership Learning Club in partnership with the Open University, the first Scottish pilot of its kind.
- Appointing an Affordable Credit Officer to support the work of the Renfrewshire Affordable Credit Alliance, and third sector organisations to support people around affordable credit options. Renfrewshire Affordable Credit Alliance was awarded the Stop Loan Sharks Charter Mark in November.
- Establishing and growing the Renfrewshire Integration Network (IN-Ren), including developing a Race Equality Toolkit to build capacity of Renfrewshire agencies to be more inclusive in both employment and service delivery.

4.2 In addition, Engage provides a third sector ‘hub’ for local organisations within the Engage offices – with tenants including West College Scotland, Quarriers, Renfrewshire’s Access Panel, Prince’s Trust & the Scottish FA. They also provide a range of payroll services to individuals, organisations and voluntary groups who employ people – this includes individuals in receipt of Self-Directed Support or Independent Living Fund employing personal care staff or workers in the community.

4.3 Further information on Engage Renfrewshire’s full range of services and activities for 2020-21 can be found within their Annual Report published on their website.

5. **Grant funding for 2022/23**

5.1 The recommended grant award would allow Engage Renfrewshire to continue to operate in Renfrewshire, and continue to support the delivery of the following key activities:

1) Building community and voluntary sector capacity by providing a range of supports to their member network

Supporting member organisations to meet operational and development needs in order to build community and voluntary sector capacity. This includes:

- Third sector constitutions, operating within the law and standards of good governance appropriate to business aims.
- Use of digital technology, social media and marketing.
- Growth and development of community and voluntary sector groups, including training and development and social enterprise.
- Cessation of operations of third sector groups.
- Funding opportunities.
- Management of finances on behalf of individuals and member organisations.
- Sourcing community benefits from public sector contracts.

2) Representing the third sector within Renfrewshire's Community Planning Partnership, and delivering on the key strategic priorities outlined within Renfrewshire Community Plan

Participate as a full partner agency in the Renfrewshire Community Planning Partnership with direct representation in community planning structures as required by the Renfrewshire Community Planning Partnership Oversight Group. This includes:

- The Chief Executive of Engage Renfrewshire will be a partner in the Renfrewshire Community Planning Partnership Executive Group and be a voice within this Group for the third sector contribution to addressing community planning priorities.
- Lead the Renfrewshire Forum For Empowering Communities, with support from Renfrewshire Council Chief Executive's Service, to facilitate partnership working on community planning priorities between community and voluntary sector agencies, public services and the private sector.
- Build the capacity of community and voluntary sector agencies to participate in Renfrewshire Community Planning Partnership arrangements and activity, providing advice and support as appropriate.
- Contribute as the Third Sector Interface and develop the contribution of community and voluntary sector organisations to addressing specifically the Community Planning Partnership strategic priorities identified within Renfrewshire's Community Plan.

3) Providing a strategic and operational lead for volunteering in Renfrewshire

Develop and promote a culture of volunteering in Renfrewshire by supporting placement of volunteers in appropriate volunteering opportunities. This will include the following:

- Promote and publicise the value and benefits of volunteering to members of the public, member organisations and partner organisations.
- Provide a service matching prospective volunteers with volunteering opportunities.
- Promote good governance arrangements in volunteer management and provide appropriate learning and development opportunities.

- 5.2 In addition to the three priority areas detailed above, the Grant Support Agreement would require Engage Renfrewshire to continue to support the third sector in response to the COVID-19 pandemic locally, and as a strategic partner in the delivery of Renfrewshire's Social Renewal Plan.
- 5.3 Appendix A sets out the details of the proposed Grant Support Agreement between Renfrewshire Council and Engage Renfrewshire for 2022/23, which provides further detail on the services offered by Engage Renfrewshire.
- 5.4 Appendix B sets out a summary of Engage Renfrewshire's Business Plan for 2022/23, which will be used to inform monitoring of performance during 2022/23.
- 5.5 Engage Renfrewshire will continue to submit a quarterly performance monitoring report to officers in Renfrewshire Council Chief Executive's Service for review and agreement.
- 5.6 Moving forward, work will be undertaken as part of the Developing Communities workstream within Right for Renfrewshire to agree the ongoing requirements from Engage Renfrewshire in achieving the Council's strategic objectives and the most appropriate commissioning relationship moving forward.

Implications of the Report

1. **Financial** – commitment of £360,610 in grant funding to Engage Renfrewshire.
2. **HR & Organisational Development** - None

3. **Community/Council Planning** – funding for the Third Sector Interface supports the third sector contribution to all priorities detailed within both the Council and Community Plans.
4. **Legal** – None
5. **Property/Assets** - None
6. **Information Technology** - None
7. **Equality & 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. Supporting the Third Sector Interface would have a positive impact on equalities outcomes, by developing and engaging a range of diverse voices in the community planning process and supporting the development of equalities-led third sector organisations.
8. **Health & Safety** - None
9. **Procurement** - None
10. **Risk** – Funding the Third Sector Interface mitigates risk of community and voluntary sector organisations not being able to contribute to community planning outcomes.
11. **Privacy Impact** - None
12. **Cosla Policy Position** – Cosla supports the principle of community planning as a means of improving outcomes and reducing inequalities and the importance of Third Sector Interfaces in delivering this.

List of Background Papers - None

Author: Annabelle Armstrong-Walter, Strategic Partnerships and Inequalities Manager, annabelle.armstrong-walter@renfrewshire.gov.uk

GRANT SUPPORT AGREEMENT

between:

ENGAGE RENFREWSHIRE

And

RENFREWSHIRE COUNCIL

1. AGREEMENT OVERVIEW

1.1 This is an agreement between Renfrewshire Council, a local authority incorporated under the Local Government etc (Scotland) Act 1994 and having its Headquarters at Renfrewshire House, Cotton Street, Paisley, PA1 1AX and Engage Renfrewshire, a private limited company, limited by guarantee, having a registered company office at 10 Falcon Crescent, Paisley, Renfrewshire, PA3 1NS and a registered company number of SC120101.

1.2 Engage Renfrewshire is a third sector interface that supports charities and other not-for-profit groups. Engage Renfrewshire empowers other organisations to be safe, resourceful and effective, and to grow and develop their services. They have a leadership and coordinating role that is regional and national.

1.3 This Grant Support Agreement relates to the provision of Third Sector Interface activities by Engage Renfrewshire in the Renfrewshire during financial year 2022/23.

1.4 The Grant amount to be paid to Engage Renfrewshire relative to the support it will provide pursuant to this Grant Support Agreement is £360,610, payable quarterly in advance and commencing from 1st May 2022 until 31 April 2023. The Grant is governed by the Council's Conditions of Grant forming appendix A of this Grant Support Agreement.

2. GOALS AND OBJECTIVES OF THIS GRANT SUPPORT AGREEMENT

2.1 This Grant Support Agreement sets out the elements of support provided by Engage Renfrewshire pursuant to its award of grant funding from Renfrewshire Council.

3. PERIODIC REVIEW

3.1 The Grant Support Agreement will be reviewed on an annual basis following the end of the financial year. Performance against the service agreement will be reviewed on a quarterly basis or on a more frequent periodic basis where determined by Renfrewshire Council.

4. SUPPORT AGREEMENT

4.1 Engage Renfrewshire is required to develop and maintain positive relations with and between community and voluntary groups operating within Renfrewshire.

4.2 Engage Renfrewshire is required to demonstrate the provision of the following support in fulfilment of its remit as the Third Sector Interface organisation for Renfrewshire:

Building community and voluntary sector capacity by providing a range of supports to the Engage Renfrewshire member network

Support member organisations to meet their operational and development needs in order to build community and voluntary sector capacity. This will include provision to community and voluntary organisations of support provided directly and/or signposting to other available services on the following subjects:

- Third sector constitutions, operating within the law and standards of good governance appropriate to business aims.
- Use of digital technology, social media and marketing.
- Growth and development of community and voluntary sector groups, including training and development and social enterprise.
- Cessation of operations of third sector groups.
- Funding opportunities.
- Management of finances on behalf of individuals and member organisations.
- Sourcing community benefits from public sector contracts.

Providing a strategic and operational lead for volunteering in Renfrewshire

Develop and promote a culture of volunteering in Renfrewshire by supporting placement of volunteers in appropriate volunteering opportunities. This will include the following:

- Promote and publicise the value and benefits of volunteering to members of the public, member organisations and partner organisations.
- Provide a service matching prospective volunteers with volunteering opportunities.
- Promote good governance arrangements in volunteer management and provide appropriate learning and development opportunities.

Representing the third sector within Renfrewshire's Community Planning Partnership, and delivering on the key strategic priorities outlined within Renfrewshire Community Plan

Participate as a full partner agency in the Renfrewshire Community Planning Partnership with direct representation in community planning structures as required by the Renfrewshire Community Planning Partnership Oversight Group. This includes:

- The Chief Executive of Engage Renfrewshire will be a partner in the Renfrewshire Community Planning Partnership Executive Group and be a voice within this Group for the third sector contribution to addressing community planning priorities.
- Lead the Renfrewshire Forum For Empowering Communities, with support from Renfrewshire Council Chief Executive's Service, to facilitate partnership working on community planning priorities between community and voluntary sector agencies, public services and the private sector.
- Build the capacity of community and voluntary sector agencies to participate in Renfrewshire Community Planning Partnership arrangements and activity, providing advice and support as appropriate.
- Contribute as the Third Sector Interface and develop the contribution of community and voluntary sector organisations to addressing specifically the Community Planning Partnership strategic priorities identified within Renfrewshire's Community Plan.
- Develop the contribution of community and voluntary sector organisations to other strategic work in Renfrewshire including Future Paisley, Tackling Poverty, Digital Renfrewshire, Promoting Good Health Behaviours and Active Ageing, Implementation of the Community Empowerment (Scotland) Act 2015 and Promoting Equality.

Continuing to support the third sector in response to the COVID-19 pandemic locally, and as a strategic partner in the delivery of Renfrewshire's Social Renewal Plan

5. MANAGEMENT OF AGREEMENT

Maintain a membership database of community and voluntary organisations who are members of Engage Renfrewshire and ensure data protection in accordance with General Data Protection Regulations. Provide on request data and analysis regarding membership and trends.

Provide Renfrewshire Council with all appropriate management information necessary to manage the performance of the agreement. Reports are required on a quarterly basis, aligned to grant payments, setting out performance against the elements of service outlined above. A quarterly meeting between Renfrewshire Council Chief Executive's Service and Engage Renfrewshire will take place to discuss performance and agree any changes required to deliver fully the elements of service required.

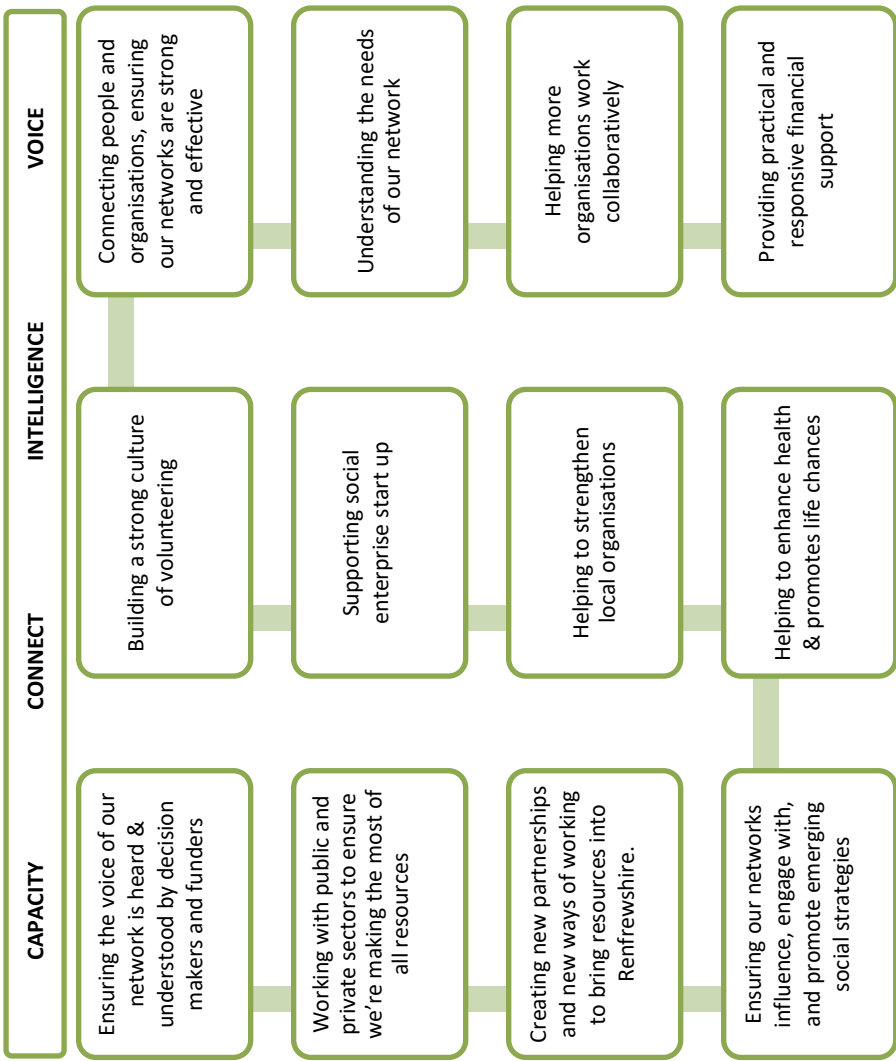
Please confirm that you can comply with the Grant Support Agreement:

RESPONSE: YES, CAN COMPLY ☐

NO, CANNOT COMPLY (please comment) ☐

Engage Renfrewshire – Business Plan 2022/23

Our aim is to help charities and community groups to be well managed, well resourced, well represented and well connected.



Schedule of Monitoring

6 monthly report for Scottish Government

Medium Term Outcomes (2022 to 2027)



**Renfrewshire
Council**



**The Scottish
Government**

During 2022/23 we will:

- Support Scottish Government, Renfrewshire's Community Planning Partnership and Renfrewshire's communities within the 'Recovery' agenda
- Deliver on agreements associated with the Community Mental Health & Wellbeing fund
- Continue to Support Scottish Government, Renfrewshire's Community Planning Partnership and Renfrewshire's communities with EU transition as required
- Support high standards of volunteer recruitment and management within our network while promoting volunteering as part the employability pipeline
- Promote social enterprise as a viable business model through workshops and training programmes
- Assist partners to increase and develop their awareness and understanding of the local third sector
- Develop a Renfrewshire Social Enterprise Overview Report
- Promote Engage Financial Services to all members and partners
- Arrange and facilitate area based initiatives in support of developing community assets
- Support the delivery of the IN-Ren Network
- Increase the number of external funding applications being submitted by members
- Provide advice and support in response to humanitarian crises as they arise
- Increase volunteer retention rates and/or positive destinations
- Evaluate, survey and gather stats on the impact of volunteering
- Promote digital as a platform for engagement and use digital communications to promote the work of the Third Sector
- Deliver a training timetable reflective of the needs of our members
- Support promotions and engagement sessions around access to fair and affordable forms of credit.
- Promote financial governance as a key responsibility for local organisations and local trustees



To: Leadership Board

On: 20 April 2022

Report by: Head of Economy and Development

Heading: Spotlight Report on the Retail Improvement Scheme – 2016 to 2022

1. Summary

- 1.1 Since 2016, the Retail Improvement Scheme has helped 58 Renfrewshire businesses and owners improve their commercial shop frontages. This has included both enhancements to existing commercial properties and support to return some 16 vacant units to beneficial use.
 - 1.2 Outcomes of the scheme have supported the economic viability of our town, local and village centres and in doing so have supported them as centres for their communities, the '20-minute neighbourhood' principle of our place making objectives. The scheme has also supported a range of local businesses and contractors, generating wider economic benefits across Renfrewshire.
 - 1.3 This report provides a summary of the scheme from 2016/17 – 2021/22. Updates on future rounds of the scheme will be reported to the Board as appropriate.
-

2. Recommendations

- i. The Board is asked to note the content of the Retail Improvement Scheme Report contained in Appendix 1.
-

3. Spotlight on the Retail Improvement Scheme 2016 – 2022

3.1 The spotlight report attached as Appendix 1 sets out the key highlights of the Retail Improvement Scheme between 2016 and 2022. These include: -

- Enhancements to 58 commercial properties have been funded since 2016/17, representing an investment of £475k.
- Applications have varied in both type and scale, from full ‘conservation’ style shop fronts to simple gable repairs or replacement of solid roller shutters.
- 16 vacant units have been brought back into use as a direct result of RIS assistance since 2016-17. The 2021/22 round will contribute to a further 4 units being brought into use.
- In 2020/21 funding for the scheme from Invest in Renfrewshire was redirected into local business support measures to help the local economy through the restrictions of the Covid-19 pandemic.
- The scheme’s relaunch for 2021/22 utilised funds from the Place Based Investment Programme and 14 applications will be funded in this round with a predicted spend of £92k.

3.2 Officers continue to consider how the RIS could be developed further to support opportunities for economic growth, town, and village centres and 20-minute neighbourhoods across Renfrewshire. Updates on future rounds of the Retail Improvement Scheme will be reported to the Board.

Implications of the Report

1. **Financial** – None.

2. **HR & Organisational Development** – None.

3. **Community/Council Planning**

- Our Renfrewshire is thriving – regeneration projects result in a stimulus to the local economy via contracts won and visitors and user numbers. The RIS supports the objectives to develop Renfrewshire’s economy, including its Town Centres as thriving places, supporting local places, businesses, and communities.
- Our Renfrewshire is well - The delivery of actions through RIS projects have the potential to positively impact on physical, emotional, and mental health and wellbeing.

- Our Renfrewshire is safe - Working in partnership with community, public and private sector stakeholders, and organisations to achieve positive outcomes.
- Reshaping our place, our economy, and our future - The projects secure the productive re-use of a buildings and provide new facilities and services which will contribute to supporting growth. Increased footfall offers potential benefits to traders, assisting the economy of our town centres.
- Working together to improve outcomes - Renfrewshire Council is working with businesses and owners and providing support to maximise the opportunities for regeneration in Renfrewshire's settlements.

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.

12. **COSLA Policy Position** – Not Applicable.

13. **Climate Risk** – Not Applicable.

List of Background Papers

- a) Report to Leadership Board, 15th September 2021 - Place Based Investment Fund 2021/22.
 - b) Report to Leadership Board, 20 June 2018 – Invest in Renfrewshire Future Funding and Services.
 - c) Report to Economy and Jobs Policy Board, 25th May 2016 – Invest in Renfrewshire: Retail Improvement Scheme Update.
-

Author: Edward Roscoe, Assistant Regeneration Officer



Spotlight on...

Retail Improvement Scheme 2016 - 2022



Renfrewshire
Council

Overview

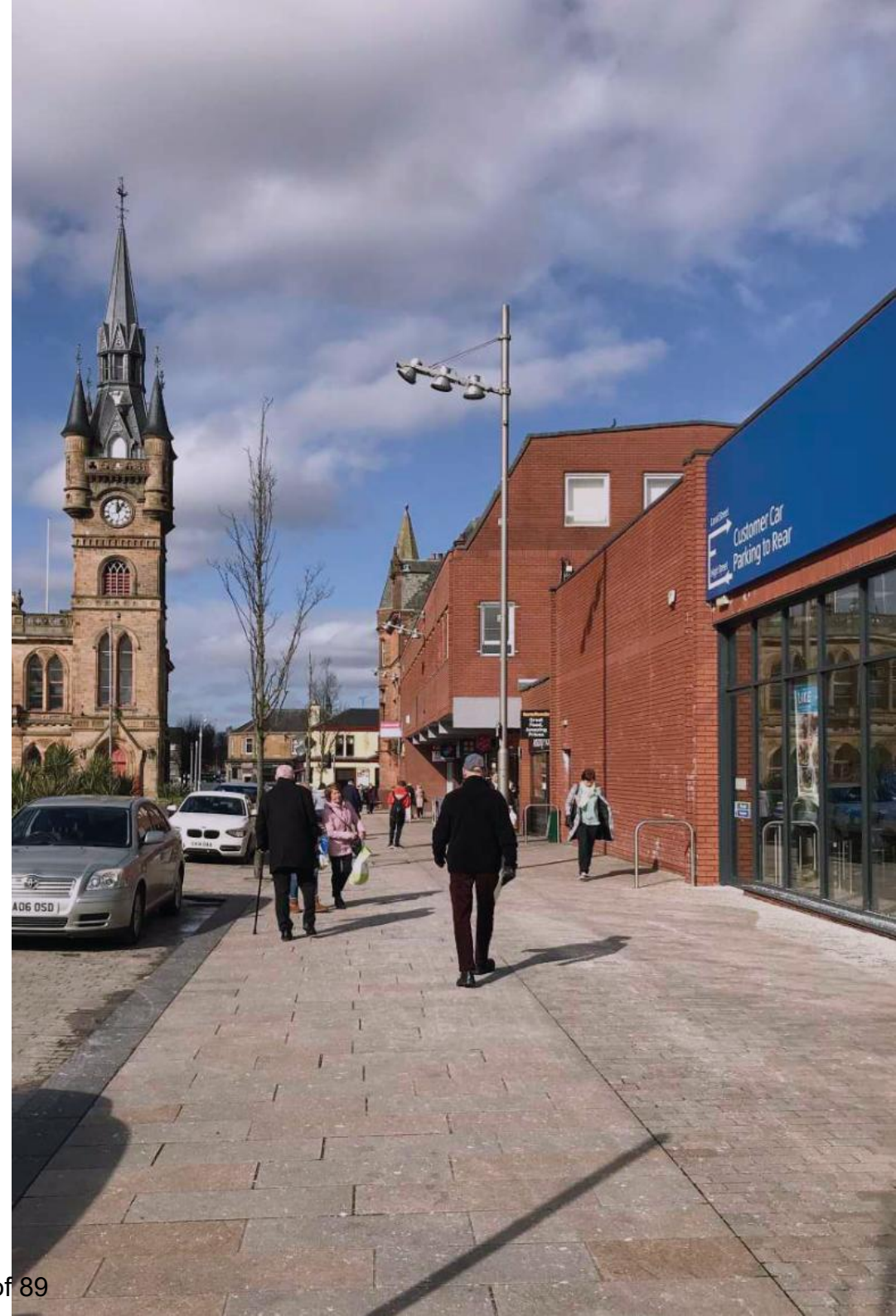
The Retail Improvement Scheme (RIS) supports owners and occupiers of small business properties in retail areas throughout Renfrewshire with grant assistance towards the cost of shopfront/front elevation improvements.

Since its launch (circa 2012), the RIS has helped over 175 businesses improve their commercial shop frontages and has contributed to a number of vacant units being returned to beneficial use.

Outcomes of the scheme have supported the economic viability of our town, local and village centres, supporting their role at the heart of communities and the principle of the '20 minute neighbourhood'. The scheme has also supported a range of local businesses and contractors, generating wider economic benefits across Renfrewshire.

Applications have achieved a wide geographical coverage and vary in both type size and scale, from 'conservation standard' shop front enhancements to simple gable repairs and replacement of solid roller shutters.

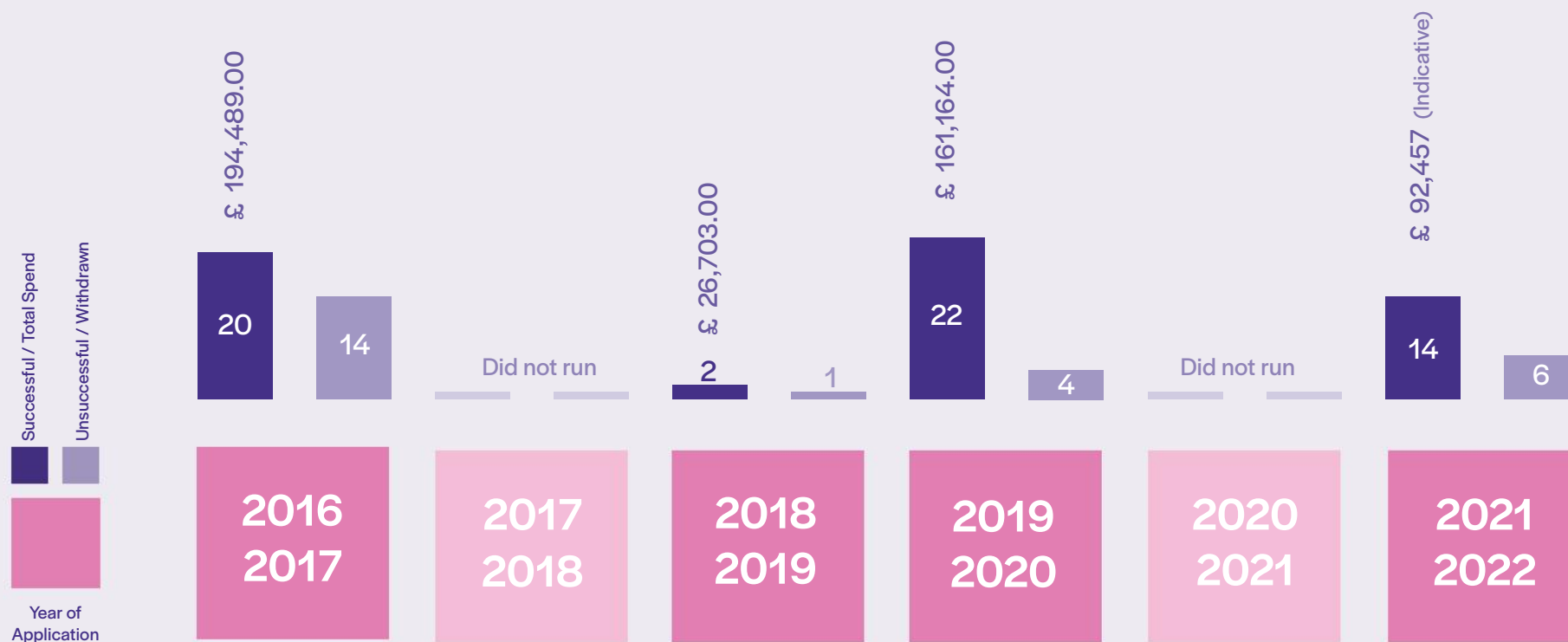
This report sets out the key highlights of the RIS over the last 5 years and includes the current 2021/22 round. It should be noted that the scheme did not operate in 2017/18 or 2020/21.



Key Statistics 2016 - 2022

Number and spend

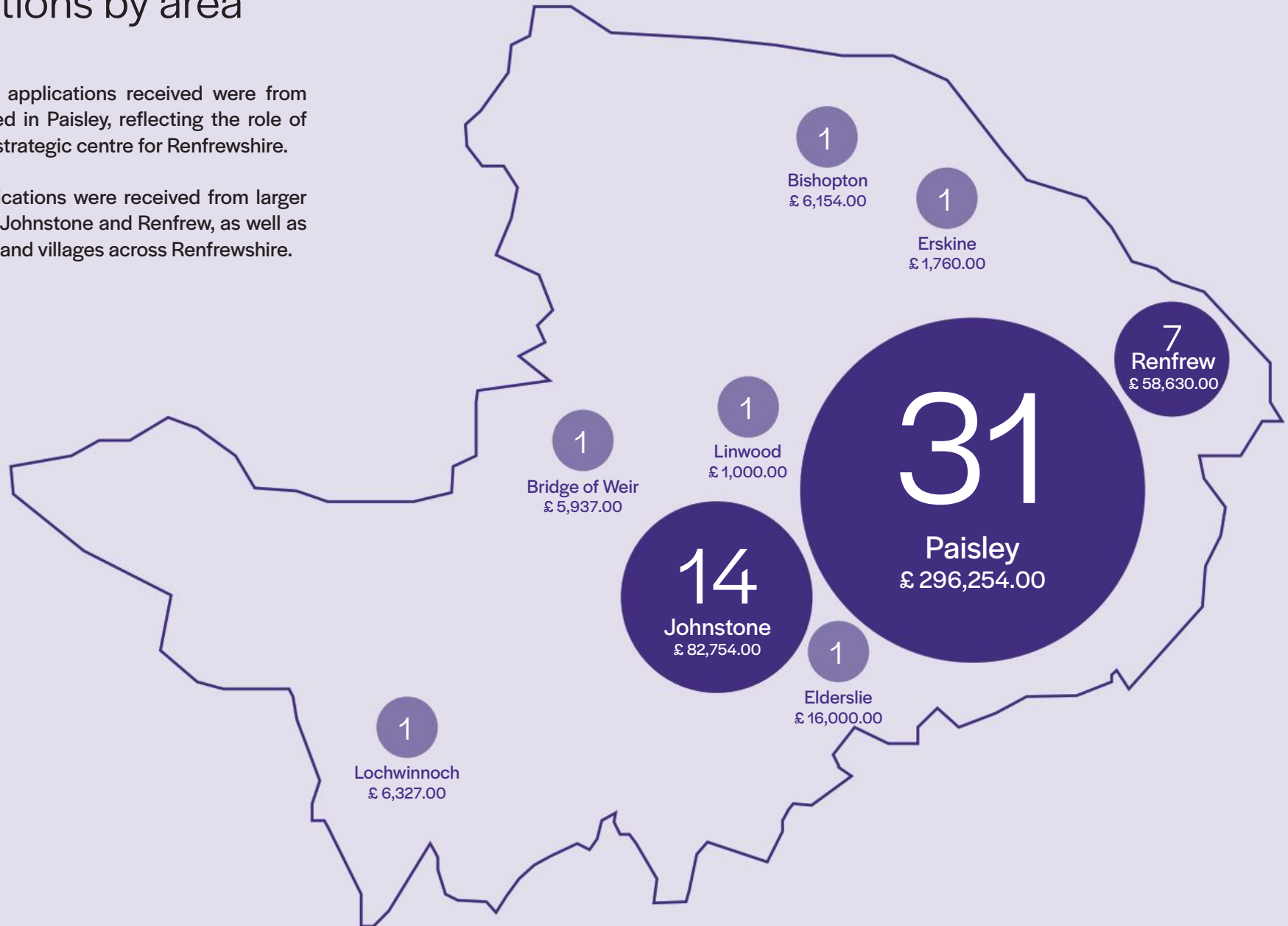
A total of 58 awards applications were made between the 2016/17 – 2021/22 period, including 14 in the current round. This represents some £461,000 of grant funding supporting local businesses across Renfrewshire.



Applications by area

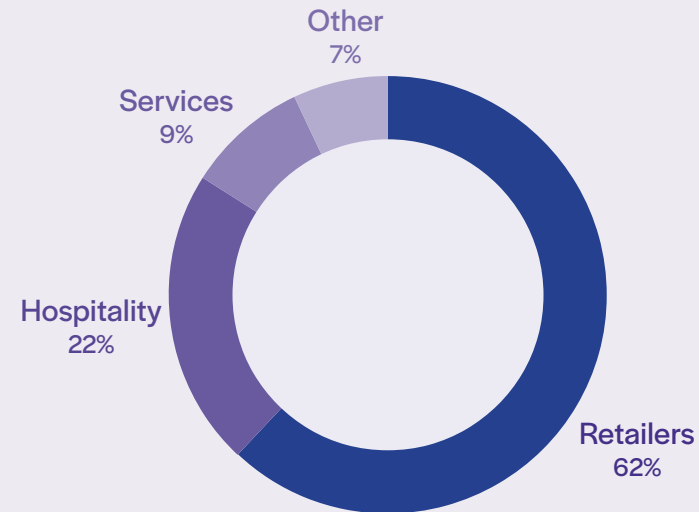
The majority of applications received were from businesses based in Paisley, reflecting the role of the town as the strategic centre for Renfrewshire.

A range of applications were received from larger centres such as Johnstone and Renfrew, as well as with from towns and villages across Renfrewshire.



Applications by use

The vast majority of applicants were retailers followed by cafes, restaurants and drinking establishments, professional services and finally sui-generis businesses such as hot food takeaways.



Number of vacant premises brought into use

In the five-year period, 20 businesses were vacant at the time of their RIS application. Following approval and subsequent work undertaken on frontages, 16 premises have been returned to beneficial use and are presently trading.

The remaining 4 vacant businesses are included in the current 2021/22 round. These businesses have received grant awards but are yet to undertake works. It is anticipated that following completion, these premises will become occupied.



Current RIS round (2021/22)

RIS 2021/22 was launched in October 2021 operating with a total budget of £100k allocated via the Place Based Investment Fund (PBIIF). Following the close of the grant deadline on 31 January 2022, a total of 20 applications were received with 14 receiving grant awards.

Final consents, checks and paperwork are currently in process, with projects anticipated to be complete in autumn/winter 2022.



2016
2017

Bridge of Weir

Support for enhancement of salon within the village centre of Bridge of Weir.

Works included repair of stall risers, new paintwork and signage.

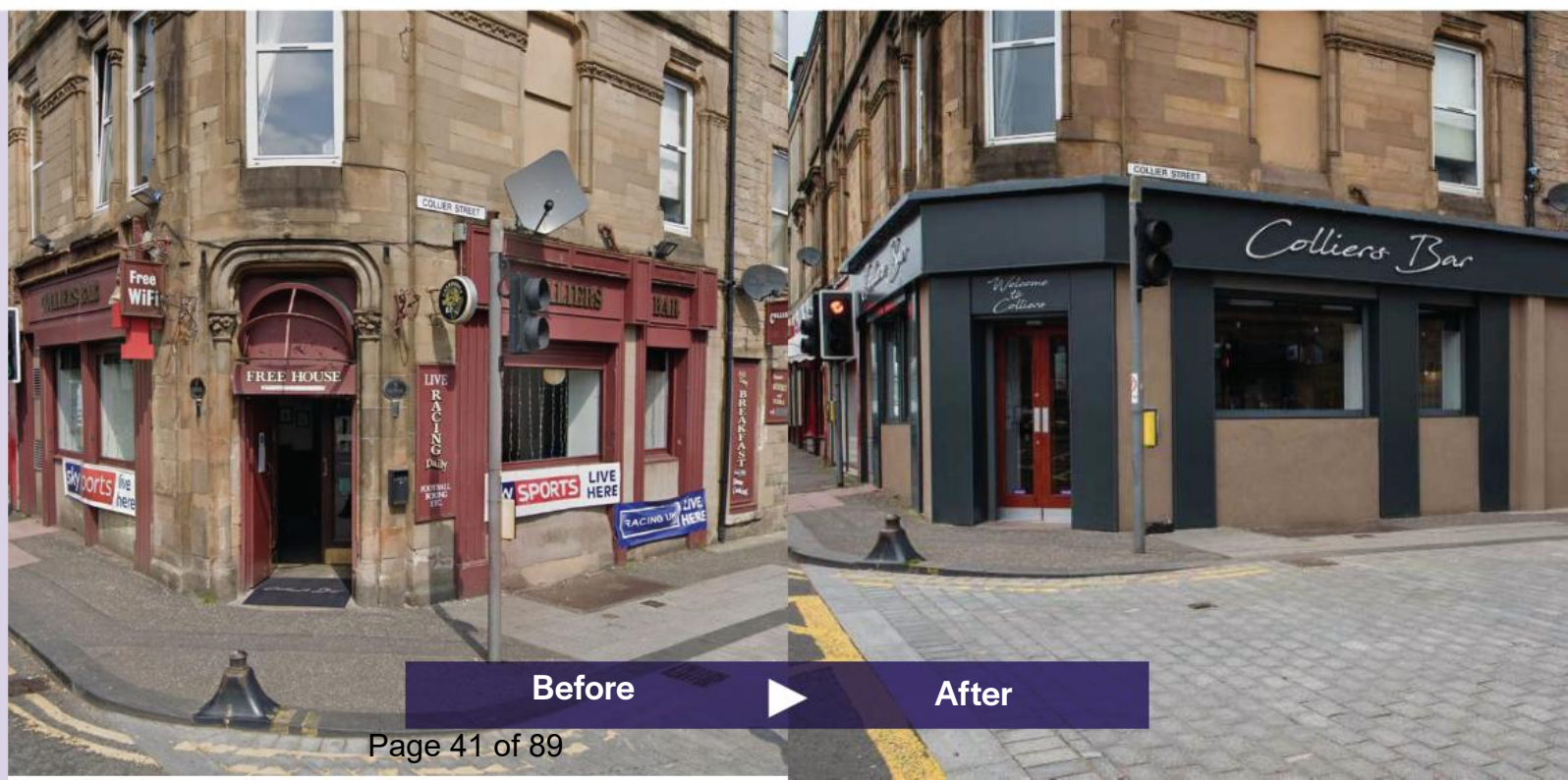


2018
2019

Johnstone

Uplifted grant provided due to quality of proposal and prominence of unit.

Works included new fascia, repairs to stonework, improved entrance and windows and brick bond roller shutters.



2019
2020

Renfrew

Grant support provided to assist in the modernisation of a longstanding commercial unit in Renfrew High Street.

Works included new brick bond roller shutters, new fascia, frontage painting and stall riser repair.

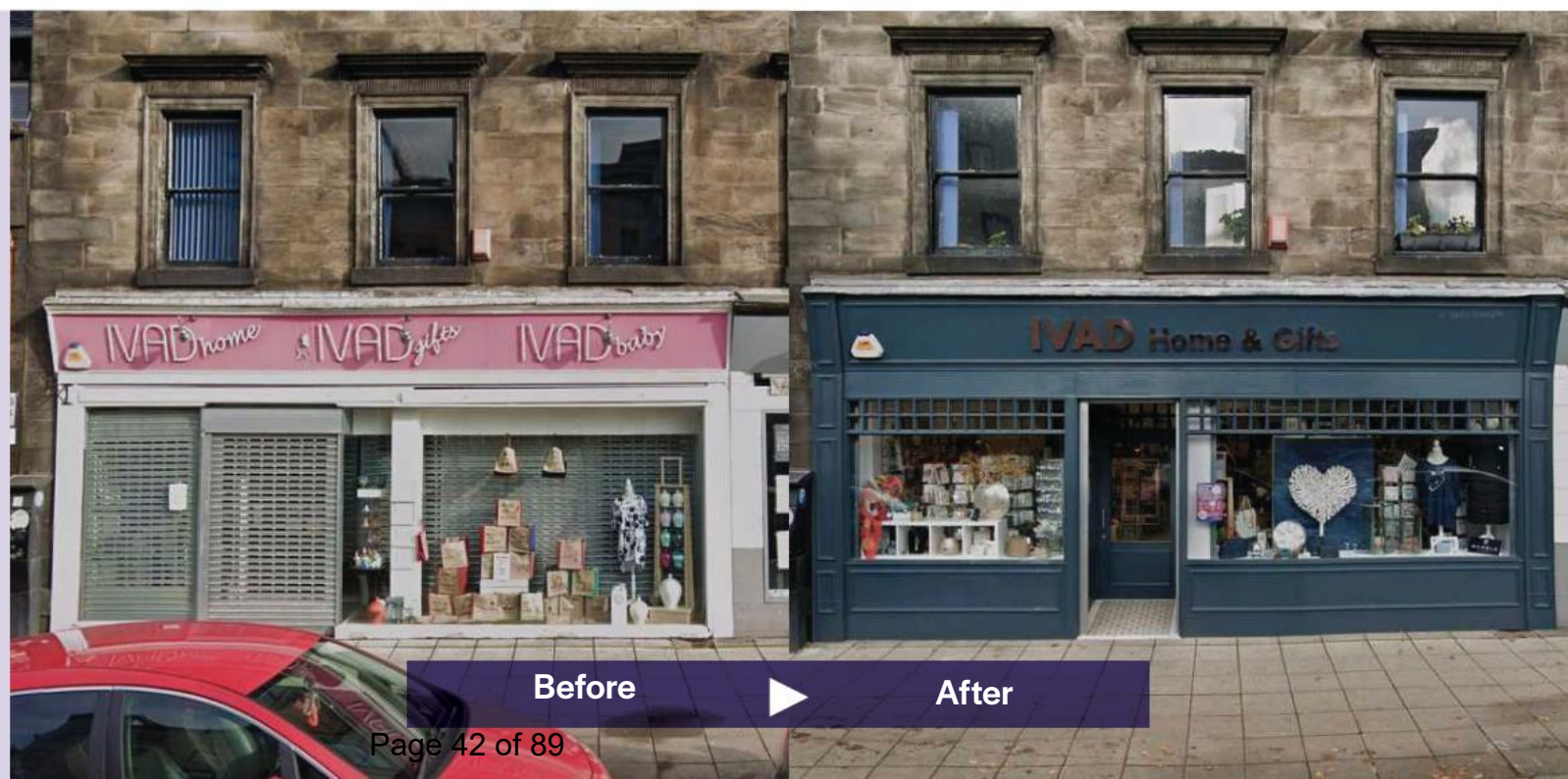


2019
2020

Paisley

Support provided to enhance commercial unit within Paisley.

Works included new frontage, fascia and paintwork.



Impacts of the Pandemic

As with all parts of Renfrewshire, the pandemic significantly impacted the RIS. In March 2020, businesses across the UK went into formal lockdown and 'non-essential' premises in Renfrewshire were required to close for long periods.

As the RIS relaunched for the 2021/22 round, interest in the scheme was limited as businesses began to re-establish and recover from the pandemic restrictions. In addition many businesses reported difficulty in obtaining quotes for works as a result of the high demand on contractors.

In this context several mitigation measures were introduced in the 2021/22 round, including:

- More substantive marketing promoting the RIS, including a targeted social media campaign.
- Extension of the deadline for submission of applications.
- The level of maximum grant uplifted to £12,000 to reflect rising material costs seen across the construction market.
- A more 'hands on' approach in pre-application guidance.

Future of RIS

The Council meeting of 3 March 2022 allocated a further £150k for the RIS which will be utilised in 2022/23.

A review of the RIS format, guideline and criteria is being undertaken to support the successful scheme in future years. This will be informed by key lessons from previous rounds and will seek to ensure that the regeneration and economic benefits of the scheme continue to be realised across Renfrewshire.

In this context options are being considered to support more flexible timeframes, supporting increased opportunities to apply for funding, as well as the development of an online 'portal' approach to simplify the procedure for applications.



To: Leadership Board

On: 20 April 2022

Report by: Chief Executive

Heading: Scotland's National Strategy for Economic Transformation

1. Summary

- 1.1 This report brings to member's attention the recently published National Strategy for Economic Transformation (NSET) and its significance for Renfrewshire and the City Region as a whole. The main ethos of the NSET is to not only deliver economic growth but to tackle other big challenges such as structural inequality, the transition to net zero and securing a green recovery from the pandemic.
-

2. Recommendations

- 2.1 It is recommended that the Board:
- (i) notes the content of the report on the NSET.
-

3. Background

- 3.1 The purpose of this update is to inform members of the content of the NSET which was published by the Scottish Government in March 2022 and sets out their 10 year vision for the Scottish economy. The Strategy sets out priorities for Scotland's economy as well as the actions the Government feel are needed to maximise the opportunities over the next decade to achieve the vision of a wellbeing economy. This paper will summarise the key themes of the Strategy and how they link into the Council's and City Region's respective economic strategies.

- 3.2 In terms of preparing the NSET the Scottish Government undertook a degree of engagement with various stakeholders including COSLA and Regional Partnerships, however the proposed content was not shared for comment in advance of publication.
- 3.3 The NSET is limited in terms of specific references to Renfrewshire. For instance, aviation and Scotland's airports do not feature strongly in the new economic strategy. Although advanced manufacturing is identified as a significant future employment sector, AMIDS does not feature specifically within the published documents.

4 National Strategy for Economic Transformation

- 4.1 NSET was an election commitment of the Scottish Government and has been in development since the summer of 2021 with it being officially published in March 2022. It highlights how Scotland's position in new markets and industries could be strengthened, generating new and well-paid jobs. It also highlights the need for a just transition to net zero and the reorientation of the economy towards wellbeing, fair work and reduced poverty. NSET states that the Government wants to: *"build an economy that celebrates success in terms of economic growth, environmental sustainability, quality of life and equality of opportunity and reward"*.
- 4.2 The strategy sets out Scottish Government's vision and ambitions for the Scottish economy and the areas or programmes which will require action.
- 4.3 The overall vision for Scotland is to have **A Wellbeing Economy** by 2032, which is thriving across economic, social and environmental dimensions. The Government expects the next decade to outperform the last in terms of economic performance and tackling structural economic inequalities. Modelling contained in the accompanying evidence paper estimates that this strategy could increase the size of the Scottish economy by at least 4.9% (or £8 billion) more than it otherwise could have been in 2032.
- 4.4 The ambitions of NSET are to have an economy which is:
- **Fairer:** Ensuring better wages and fair work, reducing poverty and improving life chances.
 - **Wealthier:** Increasing productivity by building an internationally competitive economy founded on entrepreneurship and innovation.
 - **Greener:** Delivering a just transition to a net zero, nature-positive economy, and rebuilding natural capital.
- 4.5 NSET outlines five policy **Programmes for Action** which have been chosen as they are the areas where the Government considers progress is likely to have the greatest economic impact, with the supporting evidence and stakeholder engagement supporting these areas of focus.

These cover the following:

- **Entrepreneurial People and Culture:**

Create a culture in which entrepreneurship is encouraged, supported and celebrated.

- **New Market Opportunities:**

Strengthening Scotland's position in new markets and industries. Deriving economic opportunity from a just transition to net zero and other potential growth sectors such as high-value manufacturing, digital technology and the green and blue economies.

- **Productive Business and Regions:**

Make Scotland's businesses, industries, regions, communities and public services more productive and innovative, enhancing productivity performance and addressing regional inequalities in economic activity as well as boosting traditional and digital infrastructure.

- **Skilled Workforce**

Ensure that people have the skills they need at every stage of life to have rewarding careers and meet the demands of an ever-changing economy and society. Particular focus on activity associated with the transition to net zero, the digital revolution, and lifelong training making sure employers have the supply of skills they need.

- **Fairer and More Equal Society**

Reorient the economy towards wellbeing and fair work, to deliver higher rates of employment and wage growth and to significantly reduce structural poverty.

4.6 NSET states that these five policies are all interconnected and mutually reinforcing and should not be seen in isolation.

4.7 A sixth programme on delivery introduces a new streamlined delivery model in which all participants are clear about their roles and accept accountability for their actions. The Strategy seeks to create a culture of delivery and accountability in which objectives are shared and responsibilities are clearly allocated and accepted across the public, private and third sector.

4.8 The following diagram sets out the structure of the Strategy:



4.9 The strategy has a chapter devoted to each of these six programmes of actions, and in order to meet objectives of the Vision and Programmes for Action, NSET outlines 18 projects and 77 associated actions. These projects and actions are wide ranging and whose objectives include boosting entrepreneurship, innovation, investment, infrastructure, skills and reducing poverty and barriers to the labour market. There is also a strong ethos on having clear plans for measuring success.

4.10 We now examine the new NSET against the Council's own Economic Strategy (2019) and Recovery Plan (2020) as well the Regional Economic Strategy (2021).

Renfrewshire Council Strategies

4.11 The **Renfrewshire Economic Strategy** was launched in December 2019 and it set out a 10 year vision to boost the economy, tackle unemployment and to enhance the area's economic infrastructure.

4.12 The Strategy set out 8 economic challenges which needed to be addressed to strengthen and grow the Renfrewshire economy. A number of the objectives of these challenges chime with the overall vision and ambitions of the NSET. These include:

- Creating a stronger and more inclusive economy, improving economic participation and reducing inequalities;
- Fostering and supporting an entrepreneurial culture, increasing the number of business start-ups. Also supporting new and growing businesses that are successful and enhancing supply chain clusters;

- Promoting Renfrewshire internationally to attract and increase foreign direct investment and enhancing the area's image as a productive business location;
 - Boosting the productivity and competitiveness of Renfrewshire's businesses across all economic sectors through promoting investment in R&D and innovation;
 - Enhancing the skills provision of the local labour market so that it is more attuned to the needs of local economy and to the job requirements of the emerging sectors of growth;
 - Improving the economic infrastructure of the Renfrewshire economy, including the provision of new digital connectivity and networks.
 - A clear action plan was provided which set out how the goals of the strategy would be met and who would be responsible for achieving their delivery. This corresponds to the culture of delivery set out in the NSET.
- 4.13 The Renfrewshire Economic Strategy also refers to meeting the challenges of climate change and the setting of targets which will resonate throughout the economy and the infrastructure that supports it.
- 4.14 Realisation of the Economic Strategy's Action Plan has been impacted by the pandemic with a number of projects being put on hold. However, with the country now moving out of the pandemic, Council officers will again prioritise the successful delivery of the Strategy and its goals and objectives, taking into account the vision of the NSET.
- 4.15 In response to the pandemic, the Council in conjunction with the Renfrewshire Economic Leadership Panel, produced an **Economic Recovery Plan for Renfrewshire** which set out priority actions for the Renfrewshire economy over the next 2 years. It was intended to build on, rather than replace, the existing Renfrewshire Economic Strategy.
- 4.16 The Recovery Plan set out a number of overarching objectives, themes and priority actions which again tie in closely with those outlined in the NSET. These include:
- Supporting our young people through developing a refreshed employability programme and promoting enterprise and entrepreneurship in schools;
 - Supporting business and their workforce through enhancing supply chain management, supporting work-place wellbeing and developing a productivity and innovation programme;
 - Promoting economic wellbeing through raising awareness among locally based companies of potential procurement opportunities arising from Council projects and bringing forward actions to reduce health inequalities and improve economic participation;

- Improving skills and employability through targeted interventions for recruitment, upskilling and re-skilling across Renfrewshire's key sectors and the promotion of the Renfrewshire Apprentice Framework;
 - Promoting a green recovery through the creation of active travel routes between neighbourhoods, town centres and business locations.
- 4.17 A number of these priority actions are still ongoing. Officers will strive to realise these actions taking cognisance of the overall aims of the NSET.

Glasgow City Region Economic Strategy

- 4.18 In December 2021, Glasgow City Region launched a new Regional Economic Strategy (RES) which aims to have a significant impact on public sector policy, decision making and spend over the next ten years for the local area. This new strategy takes into account the impact on the regional economy from the covid pandemic which has seen a number of economic shifts beginning to materialise.
- 4.19 The RES was prepared in the year of COP26 and the net zero agenda underpins a significant amount of policy direction over the next period.
- 4.20 The RES sets out three grand challenges for the city-region. As well as addressing the climate emergency (1), the strategy also seeks to tackle the legacy issue of below average productivity (2) and creating an inclusive economy (3). All these challenges are issues which are also identified in the NSET.
- 4.21 RES has three interlinked missions which aims to address the three grand challenges. These include by 2030 being the most inclusive and most productive city-region economy in the UK as well as being the most advanced in terms of the race to net zero and climate resilience. Again, these all link in closely to the overall aims and objectives of the NSET.
- 4.22 RES also defines 12 priority programmes to develop further economic activity across the city-region before 2030. A number of which are relevant to NSET. These include:
- The realisation of a number of **existing programmes** such as Glasgow City Deal; Innovation Districts (one of which is AMIDS); and Clyde Mission (which has funded the Renfrew- Paisley Active Travel Route) which will help create a more economically productive Region which is in a better place to access new market opportunities ;
 - Ones that are **in development** such as the Glasgow Metro project and the energy retrofit of the city-region's housing stock which will help towards the drive for net-zero ; as well as
 - Some that are **emerging** such as a Foundational Economy Pilot; a Green Demonstrator Programme; a Future Skills Programme; and a Fair and Healthy Work Programme which should contribute to having a more skilled workforce and a fairer and more equal society;

5 Conclusions

- 5.1 Overall, both the Renfrewshire Economic Strategy and Recovery Plan, alongside the RES, raise a number of issues and challenges which align closely with the NSET. Issues such as addressing the climate emergency, enhancing productivity, encouraging entrepreneurship and creating a more inclusive and fairer society are covered in all the Strategies. The development of high growth sectors such as advanced manufacturing and the digital economy are also common goals across these policy documents.
 - 5.2 Officers from within the Council will continue to work with colleagues across the City Region and Scottish Government to advance the economic prospects of Renfrewshire in the future, ensuring that the goals of the NSET are taken into account during the delivery of the Renfrewshire Economic Strategy and Recovery Plan.
-

Implications of the Report

1. **Financial** – No additional finance is sought. All funding is accounted for within existing Council budgets.
2. **HR & Organisational Development** – None.
3. **Community/Council Planning** – None.
4. **Legal** – None.
5. **Property/Assets** – None.
6. **Information Technology** – None.
7. **Equality & Human Rights**
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report.
8. **Health & Safety** – None.
9. **Procurement** – None.
10. **Risk** – None.
11. **Privacy Impact** - None.
12. **COSLA Policy Position** – Not Applicable.
13. **Climate Risk** – Not Applicable.

List of Background Papers

None.

Author: George Hunter; Chief Economic and Regeneration Officer; Tel 07483 947410.

Email: george.hunter@renfrewshire.gov.uk



To: Leadership Board

On: 20 April 2022

Report by: Chief Executive and Director of Finance & Resources

Heading: Scottish Government Regeneration Capital Grant Fund: Award of Grant Funding – Paisley Learning and Cultural Hub and Paisley Museum Reimagined

1. Summary

- 1.1 The Leadership Board has previously considered and approved a number of submissions to the Scottish Government's Regeneration Capital Grant Fund (RCGF). This fund is one of the mainstays of capital funding for regeneration and is available through a competitive annual application process.
 - 1.2 The purpose of this report is to inform the Board of additional awards of RCGF funding for the Paisley Learning and Cultural Hub and Paisley Museum Reimagined project and to note the Chief Executive's acceptance of the grant award.
-

2. Recommendations

- 2.1 It is recommended that the Board
 - i. Notes the Chief Executive's acceptance of the offer from the Scottish Government Regeneration Capital Grant Fund of £1.4 million for the Paisley Learning and Cultural Hub and of £1.8 million for the Paisley Museum Reimagined project.
-

3. Background

- 3.1 In 2016 and 2017 Renfrewshire Council was awarded RCGF grants for the Paisley Learning and Cultural Hub (£1.5 million) and the Paisley Museum Reimagined project (£4.0 million). Both projects are funded through multiple strands of external funding as well as significant capital commitment from the Council.

- 3.2 The Scottish Government regularly monitors the progress of projects that they have contributed towards. These two projects have moved forward during the period where there have been impacts on supply chains, labour availability and materials due to the coronavirus pandemic and Brexit. Both projects have therefore experienced inflationary pressures that have necessitated draw downs from contingency and risk reserves far earlier than was anticipated. Through their monitoring process the Scottish Government became aware of this strain on the projects and approached the Council to explore the potential for additional funding to set the project on a more secure basis.

4. Additional funding awards

- 4.1 Following discussions with Scottish Government officials, applications for additional funding were made. The Council has been awarded an additional £1.4 million for the Paisley Learning and Cultural Hub and a further £1.8 million for the museum. Further support from the National Lottery Heritage Fund has also been applied for by the museum project team.

5. Next Steps

- 5.1 A formal offer of grant has been made by Scottish Government to the Council for these two awards of grant. These have been accepted by the Chief Executive. The management and monitoring of the grant will be carried out by Council officers and progress reports submitted to the Scottish Government as required.

Implications of the Report

1. Financial

Grants awarded to the Council will be monitored in accordance with the terms and conditions of grant. The Council will liaise with Scottish Government to comply with RCGF drawdown requirements and financial reporting requirements. Where grants are awarded to third parties, officers will liaise with those organisations to ensure they comply with requirements.

2. HR and Organisational Development - None.

3. Community Planning

- Our Renfrewshire is thriving – Regeneration projects result in a stimulus to the local economy via contracts won and visitors and user numbers. The project will support the objectives to develop Renfrewshire's economy, including its Town Centres as thriving places, supporting local places, businesses and communities.
- Our Renfrewshire is well - The delivery of actions through the projects have the potential to positively impact on physical, emotional and mental health and wellbeing.
- Our Renfrewshire is safe - Working in partnership with community, public and private sector stakeholders and organisations to achieve positive outcomes.

- Reshaping our place, our economy and our future - The projects will secure the productive use of town centre buildings and provide new facilities and services which will contribute to supporting growth. Increased footfall offers potential benefits to traders, assisting the economy of our town centres.

4. **Legal** - None.
5. **Property/Assets** – None.
6. **Information Technology** - None.
7. **Equality & Human Rights**

The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health & Safety** – None.
9. **Procurement** – None.
10. **Risk** – None.
11. **Privacy Impact** – None.
12. **COSLA Policy Position** – None.
13. **Climate Risk** – None.

List of Background Papers

- (a) Report to Economy and Jobs Policy Board, 22 March 2017: Paisley Learning and Cultural Hub

Author: Stuart McMillan, Regeneration and Place Manager; 07958 009520



To: Leadership Board

On: 20th April 2022

Report by: Chief Executive

Heading: Review of OneRen's Annual Business Plan – 2022-2023

1. Summary

- 1.1 Under the terms of the Service Agreement, Renfrewshire Leisure Limited, now trading as OneRen, is required to submit an annual Business Plan to the Council which sets out priorities for the year and outlines how it will deliver the services specified in the Service Agreement.
- 1.2 OneRen's Business Plan sets out the priorities and main actions that will be undertaken in 2022-23, and that will support the delivery of the charity's strategic objectives.
- 1.3 The Business Plan for 2022-23 has been reviewed by the Head of Policy and Commissioning who acts as "the monitoring officer" for OneRen, in terms of compliance with the service agreement and funding arrangement. Overall, the annual Business Plan meets the conditions of the service agreement. However, it is acknowledged that there are still areas of recovery as a result of the COVID-19 pandemic that will continue to impact on the charity's operating model, including OneRen's support for the region's mass vaccination programme.
- 1.4 OneRen will maintain an agile response to an ongoing, fluid context for the delivery of cultural, leisure and sports services, adapting delivery as appropriate to maintain public service as fully and safely as possible. The implementation of the plan will continue to be monitored on a

quarterly basis and a six-monthly update report on OneRen will be provided to the Leadership Board on an ongoing basis.

2. Recommendations

2.1 It is recommended that the Leadership Board:

1. agrees OneRen's annual Business Plan for 2022-23 which meets the terms of the service agreement; attached in appendix one of this report.
 2. notes the monitoring arrangements in place by the Head of Policy and Commissioning (the OneRen monitoring officer) to undertake quarterly performance monitoring meetings with OneRen and provide six monthly progress reports to the Leadership Board; and
 3. agrees that as outlined in section 6 a letter of financial support is provided to OneRen from the Council as part of providing the necessary level of assurance to external audit for the closure of OneRen's 2021-22 accounts.
-

3. Background

- 3.1 The remit of the Leadership Board includes the required delegations relating to OneRen, and the Head of Policy and Commissioning in the Chief Executive's Service is the named officer within the Council responsible for monitoring the ongoing performance of OneRen.
- 3.2 OneRen is responsible for the strategic management, operation and development of cultural, sport and leisure services in Renfrewshire. It provides indoor and outdoor sport and leisure, town halls, community venues, libraries, heritage, arts, museums, sports and health development services for the public of Renfrewshire.
- 3.3 Each year, OneRen prepares an annual Business Plan which is submitted to the Council in line with the terms of the Service Agreement. The annual Business Plan for 2022-23 sets out the main priorities for the next twelve months and reflects the priorities set out in the Council Plan where they relate to the role and remit of OneRen.
- 3.4 The plan recognises the main factors which will influence OneRen over the next few years; particularly, the recovery and renewal of services as a consequence of the COVID-19 pandemic including the public health impacts faced by the population; the major investment being made in Renfrewshire's cultural venues, notably Paisley Museum, Paisley Town Hall, Paisley Learning and Cultural Hub and Paisley Art Centre. This investment will generate economic and tourism benefits

for the area and create opportunities for OneRen to attract a wider customer base, however the associated markets will also face some recovery challenges in light of the COVID-19 pandemic.

- 3.5 A copy of the annual Business Plan is attached in appendix one of this report.

4. Review of Annual Business Plan 2022/2023

- 4.1 One of the requirements of the Service Agreement is to produce an annual Business Plan for review by the Head of Policy and Commissioning (OneRen's monitoring officer). OneRen's annual Business Plan for 2022-23 was approved by its Board of Directors on 17th March 2022. The plan sets out OneRen's key priorities for 2022-2023.
- 4.2 The Head of Policy and Commissioning reviewed OneRen's Business Plan for 2022-23 to assess whether it met the requirements set out in the Service Agreement. The findings are set out in the sections below.
- 4.3 The funding agreement supports delivery of the service specification set out in the Services Agreement to deliver cultural, leisure and sport services in the Renfrewshire area. It sets out the standards, procedures and other requirements to be followed by OneRen. However, it is recognised that market conditions remain challenging for OneRen to deliver the exact specification during 2022-23 given the ongoing recovery of its customer base as a result of the pandemic and continued support required from the charity to deliver the region's mass vaccination programme, both of which have an impact on the charity's earned income projections. These will be subject to ongoing monitoring and discussion.
- 4.4 Overall, the plan takes account of current Council Plan priorities and the plan is also clearly linked to local and national strategies and references and aligns to local social and economic recovery plans and the role OneRen will play in their delivery. The focus on OneRen's strategic objectives which collectively support an outcomes approach which more explicitly recognises the work of the Community Planning Partnership, the Council and other key stakeholders.

5. Annual Business Plan - performance profile and priorities

- 5.1 In recognition of the growth of the charity in recent years, OneRen's work over the last two years has been focused on a review of the organisation as part of its transformation journey, at the same time as adapting to and learning from the experience of adapting its business to mitigate the impact of the pandemic. The strategic focus for 2022-23

will continue this progress, enabling effective delivery for Renfrewshire, working to the strategic objectives outlined above, by driving forward the following key areas, and the activities outlined in the plan.

- Building health and wellbeing programmes across culture, leisure and sport services through effective pathways between programmes and services, creating a core social prescribing offer, focusing on the most socially isolated and inactive, in collaboration with partners.
- Progressing the transformation programme by reviewing current operating models and organisational design to ensure culture, sport and leisure services play a meaningful, pivotal, yet sustainable, role supporting the health and wellbeing of local communities through the delivery of the strategic objectives.
- Continually working to ensure delivery for Renfrewshire by looking for ways in which we can transform outcomes by being open to delivering services in new ways.
- Continuing to transform the charity's business model to be sustainable and high-performing by building on the initiative, drive and professional development of staff, and in partnership with the Council and other stakeholders, action the key recommendations from review work undertaken 2019-20 and throughout 2021.
- Effectively partnering with the Council on the cultural infrastructure programme and Future Paisley, enhancing Renfrewshire's key attractions and cultural programme for local residents whilst placing them on a national and international stage to encourage direct and indirect benefit to communities through the provision of ambitious new services and related inward investment.

5.2 Implementation of the Business Plan and achievement of key priorities are reviewed by the Head of Policy and Commissioning on a quarterly basis. This is an area in which OneRen's Leadership team and their Board members will need to continue to focus their attention, particularly as the operating context remains uncertain as a result of COVID-19 restrictions and changes in markets and consumer behaviour.

6. Annual Business Plan – Finance

6.1 OneRen is also required to identify the expected expenditure to implement obligations under the service agreement. The service payment for 2022-23 has been budgeted at £11,740,400.

6.2 Careful monitoring and tracking of the budget is essential to enable

OneRen to maximise both its income generation and manage its expenditure. The Chief Executive of OneRen provides regular financial monitoring reports to the OneRen Board to enable timely action to be taken where necessary.

- 6.3 The Director of Finance and Resources is satisfied that OneRen's budget is prudent in its funding assumptions and expenditure commitments. However, with the impact on earned income due to ongoing recovery from the pandemic, the current challenging financial climate is likely to continue for the foreseeable future; and as in 2021-22 it is forecast that commercial income to OneRen will be under-recovered in 2022-23.
- 6.4 In preparing the 2021-22 financial accounts, the OneRen Board will require to make active disclosures of the impact of COVID-19 on the organisation and earned income losses on cash generating activities. The external auditor will seek appropriate assurances over the financial going concern of the Trust in the following 12-month period covering 2022-23. In order to meet this requirement (and as agreed by Council in 2020 and 2021 in relation to the audit of the previous two years' annual accounts), a letter of support will require to be provided by the Council, providing assurance that OneRen will over the course of 2022-23 be financially supported by the Council to offset the loss of earned income due to COVID-19 disruption, providing financial security and allowing the 2021-22 accounts to be compiled on a going concern basis.

7. Governance arrangements

- 7.1 OneRen has a Board of eleven directors providing a wealth of experience in business, community, cultural, leisure and sports activities. The Board is comprised of six independently appointed directors, two staff directors and three appointments by Renfrewshire Council. The Head of Policy and Commissioning and Head of Finance have been appointed as Council observers to the Board.
- 7.2 Meetings between the Head of Policy and Commissioning (OneRen monitoring officer) and officers from OneRen take place on a quarterly basis to review the submitted performance report and authorise payment of the service payment. An update on OneRen is provided to the Leadership Board on a six-monthly basis.

8. Conclusion

- 8.1 The Head of Policy and Commissioning (OneRen monitoring officer) concludes that OneRen's Annual Business Plan for 2022-23 meets the conditions of the service agreement. OneRen is operating as a

company limited by guarantee, maximising opportunities which benefit both the Council and residents of Renfrewshire.

- 8.2 The plan is realistic in terms of the Trust's and Renfrewshire's recovery needs responding to COVID-19, and ambitious in bringing to life the opportunities presented by the legacy of the 2021 City of Culture bid, to achieve the cultural and regeneration aspirations for the area. It recognises the changes in consumer behaviour and the longer-term impact this is likely to have on both service usage and income and has built into its plans actions to mitigate these risks. The new strategy and focus on partnership approach will enable the trust to continue to deliver for Renfrewshire.

Implications of the Report

1. **Financial** – The annual Business Plan for OneRen covers the financial year 2022-23. The budget in the funding agreement for 2022-23, for the provision of cultural and leisure services delivered by OneRen, is £11,740,400. The risk of earned income losses in 2022-23 remains active, which the Council will likely require to support in addition to the agreed requisition funding.
2. **HR & Organisational Development** – A transformation programme is underway. Job evaluation will continue through 2022-23.
3. **Community/Council Planning** – Senior officers from OneRen were closely involved in the development of the Council Plan and Community Plan, and the key strategic priorities in OneRen's Annual Business Plan are closely aligned to both of these plans, specifically in relation to Council plan priorities relating to tackling inequality, health and wellbeing and cultural and economic regeneration amongst others.
4. **Legal** – None.
5. **Property/Assets** – None.
6. **Information Technology** – None.
7. **Equality & Human Rights** – The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be

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

- 8. **Health & Safety** – None.
- 9. **Procurement** – None.
- 10. **Risk** – None.
- 11. **Privacy Impact** – None.
- 12. **Cosla Policy Position** – None.

List of Background Papers

- (a) None.

Author: Laura McIntyre (0141 618 6807) laura.mcintyre@renfrewshire.gov.uk

ONE REN



Business Plan
2022-23

oneren.org



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Introduction

OneRen is the trading name of Renfrewshire Leisure Limited, a company limited by guarantee with charitable status. It is the local charitable trust established by the Council to provide culture, leisure and sporting opportunities to help people enjoy active and healthy lives. We are passionate about the part we play in improving life-long physical and mental health in every one of our communities. Our trust provides a range of affordable, accessible and ambitious services that are open to all and designed to improve personal, social and economic outcomes.

OneRen's business plan for 2022-23 sets out the key priorities for the year ahead. The plan outlines the activities we will undertake to achieve our vision: Everyone locally living lives that are healthy, happy and fulfilled. It is based on our mission to improve our community's health and wellbeing by working in partnership to design and deliver a range of life-enhancing and accessible cultural, leisure and sporting opportunities that meet local needs and improve life chances across the population, and is framed around our four strategic objectives: A Sustainable Economy; A Healthy Community; A Great Place to Live, Play and Visit; and A Sustainable, High-Performing Charity.

This is a rolling plan which is updated annually to reflect emerging changes for the region and any new priorities which may impact on the delivery of our long-term objectives. Progress is reported to the OneRen Board of Directors and the Council's Leadership Board. Quarterly performance reports to the Council's chief executive office are made through the Council's monitoring officer for OneRen. We measure and report on progress through performance indicators.



Business Planning

Since refreshing the business strategy in 2021 and working to our four new strategic objectives, this year's plan continues to reflect the learning and innovative practice developed as we have steered our course through the pandemic, whilst supporting critical delivery of the national mass vaccination programme. These extraordinary times have enabled us to think creatively about the range of ways we continue to deliver for Renfrewshire and how we are responding to changing community and customer needs. The year ahead combines a focus on continuing the recovery journey from the pandemic and returning income streams, as well as finalising preparations to bring some of Renfrewshire's most significant cultural venues back into operation. Collectively, these areas of focus also support our transformation programme.

Our transformation programme has taken significant strides forward over the past year, working to our new strategic objectives, vision and values, which informed a powerful new brand identity for the organisation, its staff and communities, conveyed through OneRen. This development involved a deeply considered package of brand architecture and palette, supporting a completely new name, digital profile, image bank and animations, organisational website, uniforms, signage, and messaging. It not only supports promotion of our charity's services, but the experiences we provide throughout the lifetime of all Renfrewshire residents. The feedback from stakeholders

has been overwhelmingly positive and builds further on the new strategy launched through last year's business plan.

In our planning over the last two years, we acknowledged OneRen's rapid expansion in recent times and the significant legacy of Paisley's 2021 City of Culture bid. The development of these major culture-led regeneration opportunities for the region will inform the design of future service delivery. We also acknowledged that these developments, whilst presenting significant and exciting opportunities, present risks in consideration of the leisure and entertainment marketplace and the increasing financial pressures on Scotland's public sector, particularly as leisure and culture sectors are still deeply affected by the impacts of the pandemic and subject to long term recovery. Furthermore, OneRen continues to support the Council and NHS in delivering the region's mass vaccination programme. Combined, these scenarios present challenges for the charity in how we will maintain a viable operating model. As such, in planning for 2022-23, we acknowledge national and local strategic contexts within our own strategy and business delivery plans and activity.

Our business model requires us to earn more than 40% of our total operating costs, which we achieve largely through our leisure operations. In 2020-21 this income stream was, in the main, closed off to us, due to Covid-19 restrictions and remained severely impacted through 2021-22.

We are deeply grateful for the additional support we received from our partners Renfrewshire Council during this time, as well as other government business grants and support, and the maintenance of funding from other partners such as sportscotland, Macmillan and the NHS. This support enabled us to protect jobs and adapt many of our services to be delivered in alternative models. We will continue to feel the impact of the pandemic through 2022-23 and we are therefore committed to adapting service delivery to ensure it is maintained and will be prioritising our commercial activities to stabilise our financial position.

The business plan for 2022-23 takes account of the challenging financial picture for the public sector and our transformation programme will continue to be developed to ensure we can accommodate potential future savings requirements whilst minimising impacts on service delivery and jobs. Our business strategy is our roadmap for the next 5 years. It incorporates a review of the charity's core message suite and strategic objectives to ensure they are representative of the goals of key stakeholders including community needs, Council and Community Planning Partnership objectives and the Scottish Government's national performance framework.

OneRen's Business Strategy

In 2021 we launched OneRen's new business strategy following a significant piece of research undertaken with staff, partners and other stakeholders

As a community planning partner, we have sought to integrate the partnership's work in our new strategic plan, such as the social renewal plan, Renfrewshire's economic strategy, the recommendations of the alcohol and drugs commission, schools attainment challenge and the vision for Paisley town centre, all of which will continue to influence the design of our programmes and services.

Our Vision

Everyone locally living lives that are healthy, happy, and fulfilled.

Our Mission

To improve our community's health and wellbeing by working in partnership to design and deliver a range of life-enhancing and accessible cultural, leisure and sporting opportunities that meet local needs and improve life chances across the population.

Our Values

Integrity

We value honesty and high ethical standards in how we work within and outwith our organisation; we are passionate in our determination to always do the right thing.

Excellence

We will work collaboratively in pursuit of our community's shared goals; in everything we do, we aim to deliver a quality experience and actively champion high standards.

Creativity

We are innovative and flexible in responding to local needs; in meeting challenges, we are creative thinkers, with a consistent focus on outcomes.

Fairness

We focus on inclusion to ensure we deliver for everyone across our community; we are caring and kind to each other and in the way we support the community.



Strategic Objectives

A sustainable local economy

We aim to play a positive role in developing the local Renfrewshire economy. We want to create opportunities for high quality and sustainable jobs as well as build wider local employability through providing positive development pathways. We will contribute to the local partnership effort to build inclusive economic growth that benefits everyone.

A healthy community

We aim to help everyone lead healthier, happier and more fulfilled lives. We want to play an active role in improving health and well-being outcomes, addressing inequalities and improving life chances amongst the people of Renfrewshire. We will work collaboratively to deploy a range of interventions to tackle poor mental and physical health in our community.

A great place to live, play and visit

We aim to keep building a positive reputation for Renfrewshire as a place for a wide range of exceptional leisure and cultural experiences. We want a growing recognition for our regional leisure opportunities, rich local heritage and diverse cultural programme. We will help provide a high profile platform for local economic and civic opportunities.

A high-performing, sustainable charity

We aim to build a sustainable business founded on fairness, providing flexible services which enable everyone locally to live lives which are healthy, happy and fulfilled. We want to build on our charitable credentials, allowing diverse funding streams to be used to challenge inequality. We will provide modern services based on deep rooted values.



National Policy Context

Public services in Scotland continue to operate in a challenging environment, never more so than with the devastating impacts on communities caused by the Covid-19 pandemic. Prior to Covid-19, the dominant trend was one of increasing demand with diminishing resources over the past decade with leisure and culture sectors seeing significant reductions in funding nationally. OneRen's remit touches on a wide variety of national and local policy contexts. These include:

- National Performance Framework
- Public health, wellbeing and sport
- Active Scotland Outcomes Framework
- Tourism, events and destination marketing
- Cultural
- Heritage
- Learning
- Communities
- Equalities

Each of these contexts are influenced by some, or all, of the following key policy drivers:

- A focus on outcomes and prevention
- Co-design of services with people using or affected by these services
- Increased efficiency, coordination and integration
- Partnership across sectors
- Increased and improved access to services
- Growing a digital capability
- Audience development

The main challenges influencing these drivers are:

- Demographic shifts including an ageing population
- Increasing social care and health demands
- Funding pressures
- Poverty and inequality
- Improving public sector outcomes and transformation
- Enabling sustainable economic growth
- Economic and political issues linked to Brexit and Covid-19

In February 2021, the Scottish Government's latest update clearly indicated that we should not anticipate a return to 100% normal activity but rather that people and businesses will need to manage a series of 'trade-offs' to enable some aspects of life to resume and some restrictions to be lifted.

Renfrewshire Strategic Context

OneRen's objectives are aligned to Community Planning Partnership and Council outcomes to ensure that, through the contract for services we have with the Council and as a community planning partner, we demonstrate how we deliver for both residents and visitors to Renfrewshire.

Renfrewshire Community Planning Partnership published a 10-year plan (2017-27) with four community plan themes:

- Our Renfrewshire is thriving: maximising economic growth that is inclusive and sustainable.
- Our Renfrewshire is well: supporting the wellness and resilience of our citizens and communities.
- Our Renfrewshire is fair: addressing the inequalities that limit life chances.
- Our Renfrewshire is safe: protecting vulnerable people, and working together to manage the risk of harm.

The Council's plan outlines five strategic 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

OneRen is a strategic partner in the region and has a key role to play in helping deliver these high-level outcomes and priorities. It is vital that we are able to clearly demonstrate how we already contribute to these shared priorities, as well as our potential, in partnership with others, to do more.

Following the election in May 2022, we will review the new Council Plan and refreshed Community Planning Partnership priorities and consider the implications for our own business plan.

The Community Planning Partnership's work has clearly identified that the pandemic has disproportionately impacted some people and communities, particularly those already facing life challenges and inequalities prior to the pandemic. The Social Renewal Plan also highlighted concerns raised by local people concerned about their physical and mental health, increasing levels of anxiety and isolation, with children and young people being a significant concern. The link between physical and mental health is well documented, as is the link with school attainment.

Background

OneRen is the local charitable trust providing culture, leisure and sporting opportunities to help people enjoy active and healthy lives. We are passionate about the part we play in improving life-long physical and mental health in every one of our communities. Our trust provides a range of affordable, accessible and ambitious services that are open to all and that improve personal, social and economic outcomes. By providing opportunities for people to be physically and culturally active throughout their lifetime, we also support their capacity to make a social and economic contribution to Renfrewshire, whilst generating a sense of pride and belonging. The charity also leads the development of the cultural and sports strategies for Renfrewshire.

Our services are designed to be inclusive, accessible, and adaptable to benefit much of the population through a preventative model. Targeted services are designed to support those with long-term health conditions, recovery needs, or who have been long-term physically or socially inactive. Partnerships and pathways to specialist services, sporting facilities or third-party

providers will ensure individuals' particular needs or talent can be appropriately identified and supported.

Given the well documented impacts of the pandemic, we believe there is more we can do if we can make service adaptations to support people's health. This is particularly important for people who are not involved through 'traditional' forms of leisure and exercise (often centred around organised sport) and these groups include children, families and people with long term health issues, including those who are more physically deconditioned as a result of the pandemic. We will continue to build into our transformation work relevant methodologies, such as social prescribing and co-production, as we continue to review the design of service provision to support our community health and wellbeing focus.

As a charity, every pound spent with OneRen services, or in our venues, is for the benefit of supporting communities across Renfrewshire to be healthy, active and lead fulfilling lives. The Council provides an annual management fee for the delivery of these services that covers approximately 60% of our operating costs. Therefore, the charity's

financial model requires it to meet its full operating costs through a range of commercial income and fundraising activities. As such, the charity has the fluctuating pressures of local markets and consumer discretion to consider in balancing its budget. We have therefore identified the need to develop our commercial activities if we are to secure our full operating income each year, helping us to protect vital community services. Last year we established the new function of Business Development to oversee and drive our commercial activity. We will also continue to be imaginative in the way we develop our service provision, looking at new ways to deliver for local people within a challenging financial and social context.

As a charity, we are accountable to Renfrewshire Council and the residents of Renfrewshire, and to the Office of the Scottish Charity Regulator (OSCR) and Companies House (UK Company Act). OneRen is the trading name of Renfrewshire Leisure Limited, a Company Limited by Guarantee (490998), with Charitable Status (SCO 33898). OneRen has a Board of eleven directors providing a wealth of experience in business, community, cultural, leisure and

Background cont.

sport matters. The Board comprises of six independent directors, two staff directors, and three elected member Directors appointed by Renfrewshire Council.

OneRen employs over 500 people who deliver a year-round programme of cultural and leisure activities and services, supported by seasonal and casual workforce to meet customer demand. We also provide a wealth of volunteering opportunities for local people each year. We typically receive over 2 million users to our services across our libraries, museums, pools, leisure centres and outdoor pitches. OneRen is also responsible for the stewardship and care of objects and archives in Renfrewshire Council's Museum Collections and for Renfrewshire's Heritage Archives, through the provision of Renfrewshire's Museums Service.

The charity plays a key role in supporting the economic regeneration and civic renewal of Renfrewshire through the development, promotion and delivery of cultural, leisure and sporting activity and provision. In addition to supporting and serving local communities, OneRen's developing cultural portfolio is designed to enhance the

profile of Renfrewshire as a national and international cultural and tourism destination. Together with a developing arts programme gaining national interest through events such as the Paisley Book Festival, OneRen is co-lead for Future Paisley with responsibility for delivery across much of its cultural programme. Over the last few months we have been working with cultural partners to review the region's cultural strategy and to refresh the associated steering group, overseen by the Chair of the Board.

We work in every community across Renfrewshire. Through the provision of our services, community engagement, and by working in partnership with others, we play an important role in the quality of life in local communities. The venues, sites and services we manage include a network of local, cultural heritage, leisure and sports facilities, a range of community development and learning services and some of the most historic buildings in the area. A number of our services are identified as sector leading, for example our Macmillan Move More programme and Paisley Museum Reimagined's (PMR) co-production work with community organisations. This

year will see PMR's work continue with the co-production of the Introductory Gallery with young people, the co-production of the schools programme with the 63 local schools, and co-production of the activity plan relating to themes already identified on health and wellbeing, play and creativity, local history, social isolation, a sense of identity.

We are demonstrably working to support the region's regeneration through a number of capital projects under development. We also have a strong track record of providing learning and employment opportunities – though recognise we can do more to communicate these opportunities within our communities. We are fortunate to have skilled and dedicated staff that support each other, and we are building on this strong foundation as we review our people strategy. We have shown that we adapt to change, demonstrating agility and innovation through the Covid crisis, again building on these experiences to transform the charity. We will work harder to ensure our services are embedded in communities, recognising the opportunities presented through enhanced partnership working.

Activity Plan

In recognition of the growth of the charity in recent years, OneRen's work over the last two years has been focused on a review of the organisation as part of its transformation journey, as well as adapting to and learning from our experience, and those of our communities, of the global pandemic. The strategic focus for 2022-23 will continue this progress, enabling us to deliver effectively for Renfrewshire, working to the our strategic objectives, by driving forward the following key areas, and specific activities outlined on the following pages.

- Building our health and wellbeing programmes across cultural, leisure and sport services through effective pathways between programmes and services, creating a core social prescribing offer, focusing on the most socially isolated and inactive, in collaboration with partners.
- Progressing our transformation programme by reviewing current operating models and organisational design to ensure our cultural, sport and leisure services play a meaningful, pivotal, yet sustainable, role supporting the health and wellbeing of local communities through our strategic objectives.

- Continually working to ensure we deliver for Renfrewshire by looking for ways in which we can transform outcomes by being open to delivering services in new ways.
- Continuing to transform the charity's business model to be sustainable and high-performing by building on the initiative, drive and professional development of staff, and in partnership with the Council and other stakeholders, action the key recommendations from review work undertaken 2019-20 and 2021.
- Effectively partnering with the Council on the cultural infrastructure programme and Future Paisley, enhancing Renfrewshire's key attractions and cultural programme for local residents whilst placing them on a national and international stage to encourage direct and indirect benefit to communities through the provision of ambitious new services and related inward investment.



A sustainable economy

We provide skills development and pathways to employment

We will support young people, adults (re-) entering the workplace, people in recovery, and partners tackling inequalities.

We will use transformation as the opportunity to create a career pathway from entry level employment.

We will improve opportunities for casual and volunteer engagement.

We will become an employer of choice for a diverse range of roles.

We will expand on work with Children's Services for improved school outcomes by supporting more children to get involved in activity and sports participation.

We will provide opportunities for training, employment and apprenticeships in fields of construction, digital and design; and potential procurement of local suppliers through the Paisley Museum Reimagined project.

We support life-long learning

We will continue to provide life-long learning opportunities through Library information services, connecting residents with opportunities to read, discover, learn, and live well.

We will provide support for job seekers, and for digital learning.

We will review our public programme across all service areas.

We support people with their productivity

We will help local people with their physical, mental and emotional wellbeing by continuing to deliver safe activities, particularly in areas where participation is low.

We will continue to operate services with public safety as our priority, supporting the gradual withdrawal of Covid secure measures in line with legislation and government guidelines.

We will support and contribute towards the return to business spaces, introducing new ways of working including hybrid and smart working practices.

We will lead the cultural and sports strategies, reporting regularly to Board.

We are a local employer

We will manage our recovery from the impact of the pandemic to protect jobs and continue to recruit staff from local communities.

We will support a local supply chain where possible and research procurement options for developing catering and retail options.

We will support the refreshed cultural strategy to attract and retain creative communities across Renfrewshire.

We support other businesses

We will provide professional support for sector development within the creative industries, local sporting organisations and the local events economy.

We will provide a range of commercial lets for other businesses.

We will work closely with teams, clubs, groups or organisation showing interest in CATS, leases, LTOs in partnership with Renfrewshire Council.

We will continue to progress cultural infrastructure plans to act as a catalyst for Paisley High Street regeneration.

Through an estates review, and working with partners, we will improve usage levels and explore secondary opportunities such as shared space, conferencing, and training venues.

We will develop business recovery plans with partners and local businesses who make use of our estate and service areas.

A healthy community

We provide a Covid response and recovery

We will assist in the delivery of the mass vaccination programme by providing management, venues and staff resource.

We will prioritise the support of community and staff health and wellbeing to mitigate impacts on them from Covid-19.

We will continue to provide services through alternative delivery models where needed to maintain provision.

We will work with our NHS partners to support Covid-19 rehabilitation for patients.

We will support a sense of belonging by continuing to develop and deliver community programmes, celebrating key events.

We will review and update Standard Operating Processes and Risk Assessments in place in line with Scottish Government guidance.

We focus on social prescribing

We will continue to develop effective referral routes to our health and wellbeing service and promote all opportunities for social prescribing through culture, leisure or sport.

We will undertake R&D to design an in-person wellbeing referral hub within the Lagoon.

We will develop more ways to access physical activity services for those with no previous experience.

We will provide a tailored range of health and wellbeing programmes for older people; people with a disability; and identified excluded groups with health improvement needs.

We build effective partner engagement

We will promote our work to build understanding of our value with community planning partners, Council teams and sector organisations.

We will co-lead the HSCP Health & Active Living Group.

We will deliver programmes that support Children's Services priorities and sportscotland's strategy to prioritise social deprivation, inclusion and inactive young people.

We will continue to engage with the LAPs to help us understand and respond to local community needs.

We will co-produce PMR's Activity Plan with colleagues and partner organisations across Renfrewshire.

We will co-produce the PMR Learning Programme with all 63 schools in Renfrewshire.

We will co-produce Paisley Museum's Intro Gallery working with young people and Create Paisley.

We will deliver the carer's work stream targets with the Health and Social Care Partnership such as a Carer's Passport.

We will promote our service activities, programmes and events with the

positive stories and achievements that encapsulate them.

We will progress the delivery of a joined-up outreach programme.

We deliver targeted interventions

We will respond to Renfrewshire's Alcohol and Drugs Commission findings, starting with a volunteer and access programme for people in recovery working with Invest in Renfrewshire.

We will continue dialogue with the RAH to establish a new pre and post-operative referral scheme.

We will continue dialogue with Scottish Disability Sport to build programmes that support children and adults with additional support needs.

We will continue to develop and introduce programmes to support children and adults with additional support needs.

We will support Council delivery of, and improvements to the outcomes from, the school Learn To Swim programme.

A great place to live, play and visit

We have a strong and confident business profile

We will promote our new core message suite and values to support community and staff unity, progressing phase 2 rollout.

We will continue to improve and strengthen our marketing and comms activities.

We will build evidence to support the value we bring to the population's health and local economy.

We will be pro-active in our sales and marketing approach to generate income.

We will progress the refresh of our brand in readiness to operate the major cultural attractions.

We will create a common language for audience profiles providing a

consistent approach to programming, reporting and evaluation.

We will improve our comms capacity in support of our strategic objectives and transformation programme.

We build local pride and visitor markets

We will build a strong family friendly focus in our programming, progressing future play investment plans.

We will develop a strategy to deliver excellent visitor experience and customer service standards across our physical and digital sites.

We will enable front facing teams to support all elements of OneRen operations, to improve customer experience and service delivery.

We will progress delivery of cultural infrastructure plans for Paisley Town Hall, Paisley Arts Centre, Library Learning & Cultural Hub and Paisley Museum including associated brand deliverables.

We will tell inspiring stories through our exhibitions and events programme.

We will review our service standards to improve visitor experience.

We will procure a new Leisure Management System to develop our online booking system and digital customer interface.

We will deliver phase one of a new catering model at Lagoon and On-x.

We support local talent and sector ecologies

We will continue to administer sector specific grant programmes.

We will work with local talent and partners to prepare plans for Paisley Book Festival 2023-27.

We will deliver our Future Paisley cultural programmes.

We will provide support for local artistic, literary, and sport ecologies, talent and pathways.

We will continue our active engagement with NGBs, sector bodies and associated forums.

We will continue to work in partnership with organisations actively engaged in our sites.

A great place to live, play and visit cont.

We make effective use of our estate and assets

We will undertake an up-to-date review of how we use, maintain and improve our estate.

We will develop a new approach to improving standards in venue presentation and maintenance.

We will maximise the numbers of population attending programmes, facilities, events and utilising our services.

We will deliver for the PMR project through the onsite construction of the basebuild programme; the appointment of suppliers to conserve and repair the museum collections ahead of redisplay; the appointment of companies to develop and deliver digital interpretation.

We will review and deliver a Pitches and Playing Fields strategy for OneRen and Renfrewshire Council that aligns with local, regional, and national strategy for sport and participation.

We will deliver a review and action plan that ensures the long-term sustainability of Renfrewshire's Community Halls and the services they provide that aligns with the Council's Community Halls Improvement Strategy.

We will plan for a robust handover of all four buildings within the CIP programme.

We will agree an operational model for venue Facility Maintenance, Cleaning and Front of House delivery



Integrity Creativity Excellence Fairness

A sustainable, high-performing charity

We provide a Covid response and recovery

We will focus our energies on managing income shortfall for the short-term and building a positive financial recovery in the medium-term, to develop and maintain affordable operating models.

We will conclude the refresh of leisure membership packages to attract returning and new members.

We will continue to support our employees through the exiting of pandemic restrictions including supporting their wellbeing and provide related staff training and development.

We are financially stable

We will proactively manage the charity's financial position.

We will review our budget planning process and financial management skills across the charity.

We will address our reserves policy in line with good business practice.

We will continue to develop a flexible and efficient staffing model through improved workforce scheduling.

We will ensure strategic use of our estate to recover and strengthen our best income streams.

We will seek to increase funding streams through more effective use of our charitable status and initiate a fundraising and development strategy and action plan.

We will develop an organisational pricing policy for bookable activity.

We will develop a new income opportunity plan.

We will continue to deliver our transformation programme, engaging with staff, Trade Unions and our Council partner at each stage of our transformation journey.

We have effective and transparent governance

We will develop the performance management framework and suite of indicators to report on the business plan outcomes.

We will prepare an update of delegated functions for the charity.

We will develop a Director training programme and implement based on training needs.

We will provide staff updates on Board cycles, quarterly performance monitoring reports and annual reports.

We will embed the risk management framework, reporting strategic risks to the Board on a six monthly basis.

We will review business critical systems, information and ICT to support financial budgeting and reporting, sales information, forecasting, planning and performance.

We will refresh the Quality Management System architecture and online tool

to manage policy, risk assessments, standard operating procedures and protocols across the organisation.

We have a clear people strategy

We will undertake an internal process review for HR, including payroll, establishment, recruitment, vacancies and absence.

We will review policies and procedures to be undertaken in line with QMS timelines.

We will update our staff training and development programme.

We will continue to enhance staff engagement and communications.

We will develop the staff health and wellbeing forum and associated programme of activity.

We will improve our management tools to support change management.

Appendix A – Financial Context

OneRen is the trading name of Renfrewshire Leisure which is a registered charity and company limited by guarantee. The charity spends around £20 million each year to provide culture, leisure and sport services in Renfrewshire. Any surpluses generated from our activities are reinvested in our services and facilities for the benefit of the local community. The services and facilities which we operate are funded by a service payment, customer charges, sales, grant income and charitable donations.

Over the last two years, service delivery arrangements have been adapted to support the local community throughout the national lockdown restrictions. The Covid-19 pandemic resulted in a significant loss of income for the charity in

2020-21 and 21-22 and a range of measures were taken by the management team to minimise the impact of the loss. This included the utilisation of Government support arrangements and spend control measures in place throughout the year.

OneRen has restarted services when it was safe to do so in line with Government guidelines. We are delighted to welcome customers back to enjoy our services and have seen some recovery in footfall; however, the operating environment for the charity is expected to remain challenging, with rising supply chain cost pressures and exceptional rises in utility costs. In this context, a range of assumptions has been built into the financial strategy for OneRen in 2022-23.

Budget for 2022/23

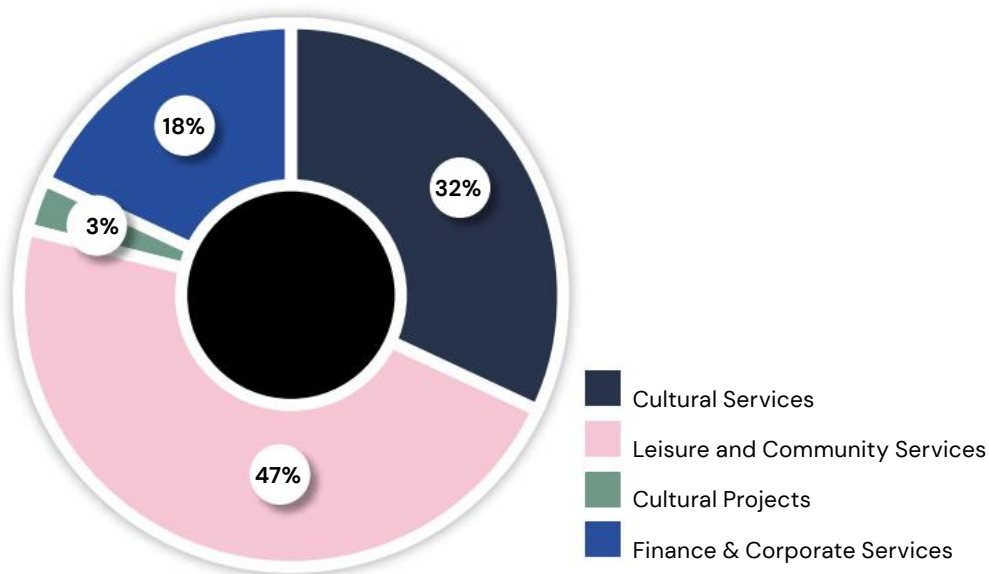
The financial resources are summarised in the table below:

	2020/21	2021/22	2022/23
Budget Heading	Actual £000	Budget £000	Budget £000
Income	-17,281	-20,516	-22,355
Employee costs	13,564	14,522	15,373
Property costs	1,779	2,289	2,959
Transport costs	48	81	57
Supplies and services	1,047	1,815	2,284
Support Services	330	379	354
Other expenses	513	1,430	1,329
Total Expenditure	17,281	20,516	22,355
(Surplus)/Deficit	0	0	0

Appendix A – Financial Context cont.

The chart below shows the total expenditure budget by service division:

Budget for 2022/23 (1st April 2022 to 31st March 2023)



Fees and charges – 2022/23

To encourage customers back to OneRen, sales, fees and charges will initially be frozen in 2022/23, whilst a review of the pricing strategy is undertaken early in the new financial year. The pricing review will consider market conditions, affordability and accessibility of services.

The charity currently operates a concession policy which gives a 30% reduction in pricing for concession access and 50% reduction for youths. Charges for commercial entities and for those delivering commercial activities will be considered within the pricing review. Throughout the year, OneRen also operates a range of promotional offers and discounts for customers to access our services and activities.

Each service manager will produce a full set of charges for all admission, hires and services for their service area and has the flexibility to negotiate an increased service/hire charge from commercial lets based on an assessment of the market and anticipated income generated from the hire. For social/community benefit hire, managers have the discretion to reduce charges subject to the hire meeting OneRen's priorities and social aims and based on a minimum of full cost recovery.



ONE REN


FURTHER INFORMATION

For further information about OneRen,
please visit our website at: **oneren.org**

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oneren.org

#WeAreOneRen

@weareoneren   





To: Leadership Board

On: 20 April 2022

Report by: Chief Executive

Heading: Update on Humanitarian Crisis in Ukraine

1. Summary

- 1.1 This paper provides an update on the local response to the humanitarian crisis in Ukraine, with a specific focus on the recent development of schemes by the UK Government which allow Ukrainian nationals to come to the UK to seek refuge here.
- 1.2 Section 4 of the report provides an overview of the main routes of entry, and provides an overview of the role that the Council has in terms of supporting resettlement through these routes.
- 1.3 Section 5 outlines initial work that has been progressed in Renfrewshire at the request of the Scottish Government, to establish a Welcome Hub at Glasgow Airport to support any arrivals through this port of entry. This places very specific resource requirements on the organisation, and the paper provides an update on the work that has been undertaken to date, and the mutual aid arrangements that have been initially agreed with other local authorities to support the operation of the welcome hub, should this be required.
- 1.4 Officers across the Council have worked at pace to prepare for the resettlement of refugees in recent weeks, and separately to establish the Welcome Hub arrangements. Renfrewshire has strong partnership networks which have supported refugees arriving in Renfrewshire through the Syrian and Afghan resettlement programmes, and have established expertise within the organisation through our refugee resettlement and unaccompanied

asylum seeking children and young people teams. These provide strong foundations for building the support that is required to support Ukrainian people to settle in Renfrewshire.

2. Recommendations

2.1 It is recommended that members of the Leadership Board:

- Note the contents of this report;
- Note that the Council will have a role in the resettlement of refugees who may come to Renfrewshire via one of the visa schemes outlined in Section 4 of this paper.
- Note the additional requirement for the Council to establish and manage welcome hub arrangements for refugees who enter via Glasgow Airport.
- Delegate authority to the Chief Executive to put in place such arrangements and resources as may be required to support both the operation of the Welcome Hub and the resettlement and support of refugees from Ukraine within Renfrewshire.

3. Background

3.1 In response to the invasion of Ukraine and the unfolding humanitarian crisis, Council agreed a motion on 3rd March which specifically noted that:

“Council stands ready to assist in all appropriate ways with humanitarian support and refuge to the people of Ukraine in this ordeal” and “Additionally Council instructs officers to urgently investigate what steps Council can take to assist UK based international aid groups and charities in the collection of public donations in regards to personal goods, medical and relief supplies in order to assist the Ukrainian people in their time of need”

3.2 Work was undertaken quickly to investigate the options for offering support to people impacted by the crisis, given the very strong desire of local people and communities to do something to help those who have had to flee their homes with little or no possessions.

3.3 In line with the advice from national and international aid agencies, the Council has used its social media channels and website to signpost local offers of support to fundraising appeals co-ordinated by the Disasters Emergency Committee (DEC), SCIAF and UNICEF. Aid agencies have advised that financial donations rather than physical donations allow these organisations to respond flexibly and at pace to emerging need on the ground, and therefore to target need more effectively. As agreed by Council on 3rd March, the Council made a donation of £10,000 to the DEC Appeal in respect of the pressures on its UK based activities as a result of the crisis.

- 3.4 As elected members will be aware, the humanitarian crisis has worsened significantly in Ukraine in recent weeks, and it was estimated by mid April that in excess of 4.5m people had fled the country to seek refuge in surrounding countries such as Slovakia, Poland, Hungary and Moldova amongst others. Many more Ukrainians are displaced within the country itself, with many seeking safety in more Western areas of the country.
- 3.5 In recent weeks, the UK Government have introduced various routes by which Ukrainian nationals can come to the UK to seek refuge. Section 4 of this paper provides an overview of these key routes, with subsequent information on the role of the Council and its partners in supporting Ukrainian refugees that may come to Renfrewshire as a result.

4 Overview of recent developments

- 4.1 In response to the humanitarian crisis, the UK Government has established several routes by which **Ukrainian nationals can come to the UK to seek refuge and support.**
- The Ukraine Family Scheme allows family members of British nationals, UK settled persons and certain others to come to or stay in the UK.
 - The Ukraine Sponsorship Scheme allows Ukrainian nationals and their family members to come to the UK if they have a named sponsor under the Homes for Ukraine Scheme.
- 4.2 ***It is important to note that these arrangements are not the same as resettlement programmes that have operated in relation to for example Syrian refugees.*** Under these specific arrangements, Ukrainian nationals and their families receive a visa to access the country independently and to live in the UK for a period of up to 3 years, with the ability to work, and to access support such as benefits, housing, health and education. Further detail on these entry options are available at : [UK visa support for Ukrainian nationals - GOV.UK \(www.gov.uk\)](https://www.gov.uk/uk-visa-support-for-ukrainian-nationals)

Homes for Ukraine scheme

- 4.3 On 14 March, the UK Government launched its Homes for Ukraine Scheme to enable people in the UK to volunteer accommodation to be used by people escaping the conflict. The Homes for Ukraine Scheme will offer a route to the UK for people who have linked up with someone in the UK who is willing to provide them with a home, or a room or rooms within their home. It will enable individuals (and subsequently charities, community groups and businesses) to volunteer accommodation and provide a route to safety for those forced to escape their homeland.
- 4.4 Sponsors are asked to provide accommodation for a minimum of 6 months, and the UK Government will offer a thank you payment of £350 per month for the first 12 months period of this agreement. Local authorities across the UK

will receive funding of £10,500 for each individual that settles within their area through this scheme. The UK Government requires that local authorities undertake accommodation and safeguarding checks in relation to the sponsor and the accommodation, and facilitate the £350 payment as required.

- 4.6 It is important to note that initially the UK Government did not match offers of accommodation to Ukrainian visa applicants, and this was essentially an independent process which is then recorded through the visa application process. This means that Ukrainian nationals could come to the Renfrewshire area and require support, without prior information being provided to the Council.
- 4.7 As outlined above officers will be required to undertake accommodation and safeguarding checks in relation to all private sponsorship arrangements which may have been made by local residents. Officers have engaged in national working groups to develop the processes and guidance required to undertake these checks and have identified required resources to support this work. National guidance has now been published by the Scottish Government: - [Super Sponsor Scheme and Homes for Ukraine: guidance for local authorities - gov.scot \(www.gov.scot\)](https://www.gov.scot/publications/super-sponsor-scheme-and-homes-for-ukraine-guidance-for-local-authorities/pages/2.aspx)
- 4.8 In line with national guidance, private sponsors will be asked to undertake disclosure checks, and officers and partners will require to be alert to potential protection issues that could arise on an ongoing basis, including the potential for breakdown of the private arrangements.
- 4.9 It is anticipated that children who arrive within the area will be accompanied by a parent or carer, however given the often chaotic way in which people have fled Ukraine, officers will also be required to provide support and protection should any child or young people arrive with someone who is not a direct family member. National guidance and protocol has been established to support these situations, and local protection arrangements remain in place as required.

Super sponsor arrangement – Scottish Government

- 4.10 In mid March, it was agreed that the Scottish Government would act as a super sponsor through the Homes for Ukraine Scheme. From 18 March, visa applicants under the scheme have been able to select Scottish Government as their sponsor, rather than providing details of a private sponsorship arrangement.
- 4.11 In effect this means that Ukrainians applying for a visa under this scheme do not require to confirm their accommodation in the country ahead of entry. Scottish Government have committed to providing temporary accommodation and support to all people that arrive through this route, with up to 3000 people offered entry through this route initially. Resettlement within local authority areas across Scotland would then be facilitated.
- 4.12 Scottish Government have been working with COSLA and all local authorities to identify accommodation that could be utilised for resettlement across Scotland. Renfrewshire Council have engaged with all local partners on this

issue, including local social landlords and are making preparations to support the resettlement of Ukrainian people in Renfrewshire. This would include the need to support people in relation to employment, benefits, health needs, school requirements etc.

- 4.13 As elected members may be aware, the organisation has in place specialist resource to support the resettlement of refugees and asylum seeking children or young people. There are very strong foundations upon which to build support requirements for Ukrainian people that come to Renfrewshire, with commitments from wider community planning partners and local community and third sector organisations to welcome people to the area and to support their longer term integration and resettlement.
- 4.14 A multiagency group has been established since early March and has been preparing for arrivals through a number of workstreams. Local welcome packs have been developed to supplement national information sources that have been developed.

Resource requirements

- 4.15 In recognition of the additional resource that will be required to support resettlement, Scottish Government have confirmed that £7.2m of additional funding will be made available to local authorities. Funding of £100,000 will be allocated initially in Renfrewshire to support local resettlement teams to manage additional demand on these services. This will be utilised to recruit additional officers to provide practical resettlement support in the first instance. It is anticipated that the balance of the national funding will be made available within local authority areas to support improvements to properties required or to fund wider community support, however this is subject to ongoing discussion and agreement.

5 Establishment of Welcome Hubs

- 5.1 To facilitate a “warm welcome” to Scotland, Scottish Government have asked several local authorities to establish Welcome Hubs at entry points to the country. The purpose of these hubs is to ensure that any Ukrainian individual or family is able to be signposted to relevant information and support if this is required. Three Welcome Hubs have been established at key points of entry – Glasgow Airport, Edinburgh Airport and Cairnryan Port.
- 5.2 For people arriving under the super-sponsor arrangement, the Welcome Hub will also provide temporary accommodation and support, and an initial assessment of need and requirements will be made and passed to the COSLA Migration team to allow matching of the family or individual to offers of accommodation within local authority areas across Scotland.
- 5.3 Renfrewshire Council has been asked to lead the Glasgow Airport Welcome Hub and has established all initial requirements. A small number of arrivals have been supported to date, and mutual aid arrangements have been put into place with a number of other local authorities that have offered to support the operation of the Welcome Hub, should numbers increase significantly over a short period of time.

- 5.4 Scottish Government have indicated that costs incurred by local authorities hosting welcome hubs will be met, and agreement on the detail of this financial arrangement is currently being progressed by officers through COSLA.

6. Next steps

- 6.1 Whilst there remains considerable uncertainty about the scale of any Ukrainian resettlement, officers have undertaken significant preparations to ensure the council and partners are ready to deal with arrivals at both the Welcome Hub and through formal resettlement in Renfrewshire.
- 6.2 Given this level of uncertainty, and the requirement of the local authority to respond at pace to any requests for support, it is recommended that the Chief Executive is authorised to put in place such arrangements and resources as may be required to support both the operation of the Welcome Hub and the resettlement and support of refugees from Ukraine within Renfrewshire.
- 6.3 It is intended that regular updates will be continue to be provided to all elected members as this emerging situation develops further.

Implications of the Report

1. **Financial** –. The paper notes the funding that will be allocated to local authorities by the UK Government for each arrival through the Homes for Ukraine scheme. Funding arrangements for the Welcome Hubs remain subject to further agreement with the Scottish Government. £100,000 initial funding has been allocated by the Scottish Government to strengthen the capacity of our local resettlement team.
2. **HR & Organisational Development** – none
3. **Community/Council Planning** – the recommendation in this report supports ‘Our Renfrewshire is fair’ and ‘Our Renfrewshire is safe’ given the potential for addressing inequalities and protecting the vulnerable.
4. **Legal** - none
5. **Property/Assets** - none
6. **Information Technology** - none
7. **Equality and Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals’ human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council’s website.

8. **Health and Safety** - none
 9. **Procurement** – none
 10. **Risk** – none
 11. **Privacy Impact** – none
 12. **COSLA Policy Position** – COSLA Leaders agreed that local authorities would support those seeking refuge in Scotland through the UK Government schemes, and would work with Scottish Government to ensure support was in place to any Ukrainian arriving through the super sponsor arrangements in place as part of the wider Homes for Ukraine scheme
 13. **Climate Risk** – none
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List of Background Papers:

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