

Notice of Meeting and Agenda Economy & Jobs Policy Board

Date	Time	Venue
Wednesday, 20 May 2015	13:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM
Head of Corporate Governance

Membership

Councillor John Caldwell: Councillor Lorraine Cameron: Councillor Andy Doig: Provost Anne Hall: Councillor Jim Harte: Councillor Michael Holmes: Councillor Paul Mack: Councillor Eileen McCartin: Councillor Marie McGurk: Councillor Sam Mullin: Councillor Iain Nicolson: Councillor Jim Sharkey

Councillor Roy Glen (Convener): Councillor John Hood (Depute Convener)

Further Information

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

A copy of the agenda and reports for this meeting will be available for inspection prior to the meeting at the Customer Service Centre, Renfrewshire House, Cotton Street, Paisley and online at www.renfrewshire.gov.uk/agendas.

For further information, contact
democratic-services@renfrewshire.gov.uk.

Members of the Press and Public

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

Items of business

Apologies

Apologies from members.

Declarations of Interest

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

- | | | |
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| 1 | Revenue Budget Monitoring Report | 5 - 10 |
| | Joint report by Directors of Finance & Resources and Development & Housing Services. | |
| 2 | Capital Budget Monitoring Report | 11 - 16 |
| | Report by Director of Finance & Resources. | |
| 3 | Social Enterprise Small Grants Fund | 17 - 22 |
| | Report by Director of Development & Housing Services | |
| 4 | Invest in Renfrewshire: Operating Budget 2015/16 | 23 - 30 |
| | Report by Director of Development & Housing Services | |
| 5 | Paisley Heritage Asset Strategy: Town Centre Operating Budget 2015/16 | 31 - 36 |
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| 6 | Paisley Heritage Asset Strategy: Progress Report 3 | 37 - 44 |
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	Report by Director of Development & Housing Services	



To: Economy and Jobs Policy Board

On: 20 May 2015

Report by: Director of Finance and Resources and Director of Development and Housing Services

Heading: Revenue Budget Monitoring to 27 February 2015

1. Summary

1.1 Gross expenditure and income are reported to be in line with budget which results in a breakeven position for the service reporting to this Policy Board.

This is summarised in the table below:

Division / Department	Current Reported Position	% variance	Previously Reported Position	% variance
Economic Development	Breakeven	-	Breakeven	-

2. Recommendations

2.1 Members are requested to note the budget position

2.2 Members are requested to note that there have been no budget realignments processed since the last report.

3. Economic Development

3.1	Current Position: <i>Previously Reported:</i>	Breakeven <i>Breakeven</i>

There are no significant variances to report.

3.2 Projected Year End Position

It is projected that a breakeven position will be achieved by the year end.

Implications of the Report

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

11. **Privacy Impact** - none

List of Background Papers

None

Author: David Forbes, Extension 6424

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2014/2015
1st April 2014 to 27 February 2015

POLICY BOARD : ECONOMY & JOBS

Description (1)	£000's	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)	
		£000's	£000's	£000's	£000's	£000's	£000's	%
Employee Costs		2,133	1,841	1,841	0	1,841	0	0.0%
Property Costs		216	189	189	0	189	0	0.0%
Supplies & Services		227	188	188	0	188	0	0.0%
Contractors and Others		382	667	667	0	667	0	0.0%
Transport & Plant Costs		7	5	5	0	5	0	0.0%
Administration Costs		559	94	94	0	94	0	0.0%
Payments to Other Bodies		6,370	3,493	3,529	(36)	3,493	0	0.0%
CFCR		0	0	0	0	0	0	0.0%
Capital Charges		2	0	0	0	0	0	0.0%
GROSS EXPENDITURE		9,896	6,477	6,513	(36)	6,477	0	0.0%
Income		(3,338)	(1,083)	1,363	(2,446)	(1,083)	0	0.0%
NET EXPENDITURE		6,558	5,394	7,876	(2,482)	5,394	0	0.0%

£000's

0
0

Bottom Line Position to 27 February 2015 is an underspend of

Anticipated Year End Budget Position is breakeven of

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2014/2015
1st April 2014 to 27 February 2015

POLICY BOARD : ECONOMY & JOBS

Description (1)	£000's	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)
		£000's	£000's	£000's	£000's	£000's	%
Economic Development		4,243	4,066	6,512	(2,446)	4,066	0.0%
Town Centre		1,315	1,054	1,090	(36)	1,054	0.0%
Paisley Town Centre Heritage Asset Strategy		1,000	274	274	0	274	0.0%
NET EXPENDITURE		6,558	5,394	7,876	(2,482)	5,394	0.0%

£000's	
0	0.0%
0	0.0%

Bottom Line Position to 27 February 2015 is an underspend of
Anticipated Year End Budget Position is breakeven of



To: ECONOMY & JOBS POLICY BOARD

On: 20 MAY 2015

Report by: Director of Finance and Resources

Heading: Capital Budget Monitoring Report

1. Summary

- 1.1 Capital expenditure to 27th February totals £0.380m compared to anticipated expenditure of £0.380m for this time of year. This results in a break-even position for those services reporting to this board, and is summarised in the table below:

Division	Current Reported Position	% Variance	Previously Reported Position	% Variance
Housing & Development Services (Paisley Town Centre Regeneration)	£0.000m u/spend	0% u/spend	£0.000m u/spend	0% u/spend
Total	£0.000m u/spend	0% u/spend	£0.000m u/spend	0% u/spend

- 1.2 The expenditure total of £0.380m represents 94% of the resources available to fund the projects being reported to this board. Appendix 1 provides further information on the budget monitoring position of the projects within the remit of this board.
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2. Recommendations

- 2.1 It is recommended that Members note this report.

3. **Background**

- 3.1 This report has been prepared by the Director of Finance and Resources in conjunction with the Chief Executive and the Director of Development & Housing Services.
- 3.2 This capital budget monitoring report details the performance of the Capital Programme to 27th February 2015, and is based on the Capital Investment Programme which was approved by members on 13th February 2014, and adjusted for movements since its approval.

4. **Budget Changes**

- 4.1 Since the last report there have been no budget changes.

Implications of the Report

1. **Financial** – The programme will be continually monitored, in conjunction with other programmes, to ensure that the available resources are fully utilised and that approved limits are achieved.
2. **HR & Organisational Development** – none.
3. **Community Planning** –
Greener - Capital investment will make property assets more energy efficient.
4. **Legal** – none.
5. **Property/Assets** – none.
6. **Information Technology** – none.
7. **Equality & Human Rights** – The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. 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.

List of Background Papers

- (a). Capital Investment Programme 2014/15 & 2015/16 – Council, 13th February 2014.

The contact officers within the service are:

- Paul Davies(Finance & Resources)
- Fraser Carlin (Housing & Development)

Author: *Paul Davies, Principal Accountant, 0141 618 7211, paul.davies @renfrewshire.gov.uk.*

Appendix 1

CAPITAL PROGRAMME 2014/15 - BUDGET MONITORING REPORT TO 27 FEBRUARY 2015 (£000s)

POLICY BOARD Department	Council Approved Programme	Current Programme	Share of Available Resources	Year to Date Budget to 27-Feb-15	Spent to 27-Feb-15	Variance to 27-Feb-15	% variance	Unspent Cash Flow For Year	% Cash Spent
<i>Economy & Jobs</i> Housing & Development Services (Paisley Town Centre Regeneration)	219	404	404	380	380	0	0%	24	94%
TOTAL	219	404	404	380	380	0	0%	24	94%



To: Economy and Jobs Policy Board

On: 20 May 2015

Report by: Director of Development and Housing Services

Heading: Social Enterprise Small Grants Fund Update

1. Summary

- 1.1 In March 2013 the Economy & Jobs Board committed £500,000 towards the development of the social economy and in September 2014 £100,000 from the Invest in Renfrewshire budget was committed to the establishment of a new Small Grants Fund for social enterprises across Renfrewshire.
 - 1.2 The fund was formally launched by the Leader of Renfrewshire Council, on 11th December 2014 at the 'Social Enterprise in Renfrewshire' conference and has been well received with 38 expressions of interest being received by the Development & Housing Service and five grants already issued.
 - 1.3 This paper summarises progress in delivering the Social Enterprise Small Grants Fund, provides further information on the awards made and seeks approval for an increase in the funds committed to the Grant Scheme as well as approval for an additional Grant to assist in feasibility work for a potential Community Asset project as part of the wider objective of Renfrewshire Council to maximise the potential benefits from the Social Economy.
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2. Recommendations

- 2.1 It is recommended that the Board:
 - (i) Note the successful delivery of the Social Enterprise Small Grants scheme and the awards made to date.

- (ii) Agree that a further £100,000 should be committed to the Small Grants Scheme from the Invest in Renfrewshire Social Enterprise Budget with updates provided to the Economy & Jobs Board on grants awarded and related social enterprise development work.
 - (iii) Agree to an award of up to £34,000, to the Paisley 2021 Community Development Trust for the purposes set out in section 5 below.
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3. Background

- 3.1 The Economy and Jobs Policy Board approved a new Strategic Framework and Action Plan for the development of the Social Economy in Renfrewshire in May 2014. The Strategic Framework and Action Plan is built around four priorities:
 - Awareness Raising
 - Capacity Building
 - Market Development
 - Community Assets
 - 3.2 The Social Enterprise Small Grants Fund was established as one of the key actions to support the capacity building priority in the social enterprise sector in Renfrewshire.
 - 3.3 Grants of up to a maximum of £5,000 are available to help organisations become more enterprising, to pilot or develop new services and to create economic impacts such as new jobs, training or volunteering opportunities.
 - 3.4 A formal process has been established for application appraisal, grant payment and monitoring. Each recipient also receives individual tailored support from an Economic Development Officer with expertise in assisting Social Enterprises.
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4. Small Grants Fund Progress

- 4.1 The Small Grants Fund is becoming well known and the Economic Development Team has already had 38 expressions of interest from local social enterprises.
- 4.2 All expressions of interest are followed by visits to the applicant organisation to discuss ideas and needs. While a number of the expressions of interest have not led to full applications five grants totalling £20,782 have been approved, leaving a balance of £79,218 to be allocated before 31 March 2016. A further 14 outline applications are currently being discussed and developed and it is expected that most of these will result in full applications.

4.3 The details of the grants issued to date include:

- **Crisis Counselling:** Crisis provides specialist therapeutic services for adults and children experiencing mental health difficulties. The grant has enabled Crisis to enhance security systems and develop marketing materials for its new, innovative and 100% Green 'Eco-Pod' counselling and training facility. This will increase capacity and significantly expand the number of customers benefitting from Crisis' services. The Eco-Pod will allow Crisis to deliver Distance Counselling via Skype – this will be especially useful for clients experiencing trauma who find it difficult to travel, including ex-military personnel.
- **Erskine Music and Media Studio:** EMMS is a music, arts and media training and development enterprise, "run by young people for young people", and part of Renfrewshire's burgeoning creative industries sector. Through the Fund, EMMS is upgrading its equipment from analogue to digital and this will allow it to reach new markets, increasing turnover, training, volunteering and job opportunities.
- **Scottish Huntington's Association:** SHA is the national support organisation for Huntington's Disease, a progressive neurological disease. The Association is based in Linwood. The Fund is supporting the development of an innovative eBay online service. This will generate two new self-financing jobs and additional income for the Association to continue to expand its information, advice and development services throughout Scotland.
- **Kilbarchan Improvement Projects:** 'KipCo' encourages community regeneration activity within the village from its community facility base in the former library. KipCo has successfully secured funding to increase IT capacity and provide modernised CCTV security inside and outside the property. This will have a number of impacts including increased footfall, better usage of the facility and reduced insurance premiums and maintenance costs.
- **Environmental Training Team:** The ETT is a recently established enterprise providing environmental improvement support and training services in Ferguslie Park and other Renfrewshire communities. An establishment grant, primarily for office equipment, will enable the business to move to the next stage of development with the potential to secure commercial contracts.

4.4 Given the success to date of the Social Enterprise Small Grants Fund it is suggested that an additional £100,000 should be made available from the "Communities" element of the Invest in Renfrewshire initiative which makes specific budget provision for growing the Social Economy. This will also allow the implementation of the Small Grants to continue until March 2017.

- 4.5 Further reports will be brought forward to the Economy and Jobs Policy Board to update on progress.
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5. **Grant support for Paisley 2021 Community Development Trust**

- 5.1 The Council has received an approach from the Paisley 2021 Community Development Trust for support in developing the feasibility and business case for a new multipurpose performing and visual arts venue in Paisley.
- 5.2 The establishment of this arts venue accords with the Paisley Town Centre Heritage Asset Strategy and having tendered for suitable consultants to help deliver the feasibility and business case for the facility the Trust has approached the Council for assistance.
- 5.3 In March 2013 the Economy & Jobs Board committed £500,000 towards the development of the Social Economy. This included supporting social enterprises to develop the feasibility of community assets. Given the project being developed by Paisley 2021 has significant regeneration potential and capacity to deliver economic and social benefit it is recommended an award is granted on a phased basis up to a maximum level of £34,000, subject to appropriate 'Gateways' set by the Director of Development and Housing in consultation with the Director of Finance & Resources.
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Implications of the Report

1. **Financial** – A further £100,000 should be committed to the Social Enterprise Small Grants Scheme with an additional £34,000 made available to the Paisley 2021 Community Development Trust from the approved Invest in Renfrewshire Budget.
2. **HR & Organisational Development** – None
3. **Community Planning – Jobs and the Economy** – Support to local social enterprises will increase capacity to deliver services and build sustainability.
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 as 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
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List of Background Papers

- (a) Background Paper 1 – Growing the Social Economy – 21st May 2014
 - (b) Background paper 2 – Social Enterprise Small Grants – 3rd September 2014
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Author: Susan Boath, ext 7729, susan.boath@renfrewshire.gov.uk



To: Economy and Jobs Policy Board

On: 20th May 2015

Report by: Director of Development and Housing Services

Heading: Invest in Renfrewshire Operating Budget 2015-16

1. Summary

- 1.1 This paper summarises the broad range of activities and programmes which will be undertaken to deliver the Invest in Renfrewshire Programme in 2015/16 in pursuit of the Council's key objective of creating jobs and growing the local economy.
 - 1.2 Invest in Renfrewshire provides a business and employment focussed support programme designed to improve employment opportunities for Renfrewshire's residents and in doing so boost the performance of Renfrewshire's businesses and social enterprises. "Invest in Renfrewshire" is now the overarching brand for all economic development activity in Renfrewshire.
 - 1.3 This operating programme 2015/16 reflects the commitment made by the Council in allocating a total of £10.5M to Invest in Renfrewshire for the 2012 – 17 period and also seeks to allocate the significant levels of external funding that have been secured from a variety of sources including EU funding from the new Scottish programme 2014-20.
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2. Recommendations

- 2.1 It is recommended that the Board:
 - (i) Approves the operating programme for Invest in Renfrewshire Economic Development activity in 2015/16 as set out in the Report below,

- (ii) Note the continuing requirement to maximise outcomes from the Invest in Renfrewshire programme and authorise officers to work in conjunction with the Director of Finance & Resources to realign and re-profile the programme, as necessary, within the Councils overall requirement to maintain sufficient reserves, and apply for external funding to augment the programme,
 - (iii) Agree that regular reports on initiatives and projects will be brought to future meetings of the Economy & Jobs Policy Boards as a means of monitoring performance and agreeing funding submissions.
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3. Background

3.1 Invest in Renfrewshire is an integrated economic development programme which brings together the full range of economic development functions under a single and recognised brand. There are 3 specific strands that are subject to regular and ongoing reports to the Economy & Jobs Policy Board:

(i) **Invest in Business** - Engaging with and supporting the growth of local businesses; helping businesses to find, keep and develop their local workforce, and providing financial support to increase the capacity of Renfrewshire companies.

(ii) **Invest in Employability** - Helping unemployed and under-employed people become employable, get and keep a job, and progress within work; and

(iii) **Invest in Communities** – supporting community economic development through community based approaches and third sector development.

4. Invest in Business

4.1 A primary focus of Invest in Renfrewshire is to support business to start up, grow and provide increased local employment. A range of programmes, development incentives and support are available to new and existing companies across Renfrewshire:

4.2 **Business Advisory Support:** Individual advice and support to companies is available through the Invest in Renfrewshire Business Team at the Council and through the Councils Business Gateway service. Businesses can get access to a range of support from experienced and qualified staff. The Business Gateway service is managed by Renfrewshire Council for the delivery of support in the East Renfrewshire and Inverclyde areas.

4.3 **Business Growth Support:** A range of flexible grant funds are available to support local businesses looking to grow. Up to £20,000 per company is available (at maximum 50% grant rate) for new and additional company

developments including: Business Innovation, new product development, ICT, Feasibility Work, Tourism development and exporting and exhibitions.

- 4.4 Renfrewshire Council are strong partners in and promoters of **The Supplier Development Programme** which supports small local businesses to develop their understanding and capabilities in securing public sector contracts. Local companies are encouraged to take part in programmes that allow them to prepare for and bid for contracts on Public Contracts Scotland.
- 4.5 Export support is now available to Renfrewshire Companies through **Expo-Ren**, a partnership between Renfrewshire Council, Scottish Enterprise and the Renfrewshire Chamber of Commerce. The main purpose of Expo-Ren is to make it easier for local companies to explore export markets and to grow internationally.
- 4.6 Funding is available through the **Renfrewshire Business Training Scheme** for specific company training needs which allows the company to grow and develop.
- 4.7 **Retail Improvement Scheme:** A key element of Invest in Renfrewshire, this fund continues to assist small business, with a presence in retail areas, to improve or repair the fabric and appearance of qualifying properties.
- 4.8 **Business Start-Up Support:** Start up advice and support is provided through the Councils Business Gateway service with staff, workshops, access to professional advisors and business mentoring available. A new-start growth fund provides up to £1,000 towards the start-up costs of a new business and the young company development fund can provide grant finance of up to £10k.
- 4.9 **InCube: Retail Incubator:** The Councils new Creative Retail Incubator opens this summer with specialist support, advice and nurturing to young companies looking to establish a growing creative retail business in Renfrewshire. Specialist support includes: e-commerce advice; a test trading shop in the centre of Paisley; a business base in Paisley High Street and business mentoring and training from experienced and qualified staff.
- 4.10 **Business Loan Financing:** The West of Scotland Loan Fund supports SMEs, providing loans for working capital, plant and equipment and business property. Loans are available of up to £100,000 for businesses trading for more than two years and up to £30,000 for businesses trading for two years or less. The Invest in Renfrewshire Micro Loan and Invest in Renfrewshire Investment Funds aim to support the creation of new enterprises and the growth of existing micro and small businesses that have potential to create jobs and generate additional value. Interest free loans of up to £5k are available.
- 4.11 **Business Initiatives:** The Council supports a range of local business initiatives including a service level agreement with the Renfrewshire Chamber

5. Invest in Employability

5.1 Invest in Renfrewshire provides the focus for the Council's Employability activity. This integrated programme provides support to anyone in Renfrewshire aged 16 – 65 who requires support into work and delivers services alongside the main statutory providers DWP / Jobcentre Plus and Skills Development Scotland.

The Council uses existing resources to bring in a range of EU funds and is currently applying for a range of 3 year ESF programmes to support the Council's approach. These applications were presented to the previous Economy and Jobs Policy Board and final programmes, services and contracts are being developed but incorporate a wide range of training, personal support and job creation initiatives.

The Council Programmes fall under 3 EU Applications:

- Employability Pipeline programme including City Deal ESA Programme
- Youth Employment Initiative for 16 – 29 year olds
- Social Inclusion and Poverty ESF Employability Support Programme

These programmes collectively provide a range of integrated and flexible services, programmes, finances and staff support to around 2500 local people per year. The programmes have been designed to offer a continuum of employability support to help people along the employability pipeline and incorporate a range of programmes to support the creation of jobs, traineeships, apprenticeships and internships.

The full breakdown of the applications will be provided to future Policy Board once applications are approved.

5.2 City Deal ESA Programme “Working Matters” – as part of City Deal a new approach to support the employability of local people on health related benefits (Employment Support Allowance) is being piloted. The “Working Matters” programme will be delivered over 3 years, supporting over 450 unemployed people across Renfrewshire. The programme will be delivered as part of the overall Invest in Renfrewshire Employability Programmes detailed in 5.1.

5.3 Employability Support in schools: Invest in Renfrewshire continues to support Education Services to increase awareness and experience of the world of work to young people at school. The main aim is to improve contacts between businesses and education providers, to increase opportunities to gain work experience and to promote the use of SVQs in employability – especially in high schools as a subject option in S4-6. Invest in Renfrewshire

resources are used to fund additional support in terms of employability and to build capacity in schools.

- 5.4 Employability Fund Programmes (Training Opportunities in the Public Sector)** – Renfrewshire Council is one of the top delivery providers for the Skills Development Scotland Employability Fund programme. This contract provides the finance to support (during 2015-16) 65 work experience placements with training and qualifications for unemployed young people and adults across Renfrewshire. These placements are delivered through the participation of a wide range of Council services.
- 5.5 YEI Wage Subsidies and Apprenticeship Grants:** Alongside the Councils intention to deliver a range of wage subsidy / job creation programmes to generate new and additional jobs for local unemployed people the Scottish Government are also looking at providing a new Employer Recruitment Incentive for young people. Final details of this are still under discussion however it is anticipated that the programme will be rolled out over the summer period and an estimate of the Renfrewshire element of this has been made.
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6. Invest in Communities

- 6.1 Funding and Development Support:** local communities can receive support through the Councils Funding and Development Officer to support the development of new local projects and funding applications. This officer also supports Council Departments to grow local services.
- 6.2 Social Economy Development:** as part of Invest in Renfrewshire, the Council has made a significant commitment to increase the capacity of the Social Enterprise Sector. £700,000 has been committed to provide a range of grant and investment funding to Renfrewshire based organisations and a new Community Traineeships Renfrewshire programme will be launched next year as part of the Invest in Employability approach.
- 6.3 LEADER, Rural Development Programme:** The EU LEADER programme has made a significant contribution to social, economic and environmental improvements to Renfrewshire's rural areas over the last 4 years. The new programme for the rural areas for 2014 – 20 is expected to be launched in the summer 2015.
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7. Economic Development Programmes 2015 - 16

- 7.1** The anticipated outcomes from each strand of the programme outlined above are being compiled for the EU applications and will be presented to Board once these are finalised. Thereafter activity will be closely monitored and reported to Board on a regular basis.

- 7.2 In order to ensure that the impact of the Invest in Renfrewshire budgets are maximised it may be necessary to reallocate budgets within the programme or to re-profile the programme across financial years. Officers will work with the Director of Finance and Corporate Services to ensure that any request to re-profile resources is consistent with the policy on the use of General Fund balances and the requirement for the Council to maintain sufficient reserves over the course of any financial year.

8. Proposed Operating Budget 2015/16

Invest in Renfrewshire	2015/16 Programme
Management, Communications & Partner Engagement	£170,000
Invest in Business	£1,851,000
<ul style="list-style-type: none"> • Business Advisory and Start-Up / Staff • Support / Expo-Ren • Business Growth Support through Company Grants • Supplier Development Programme • Renfrewshire Business Training Scheme • Retail Improvement Scheme • InCube: Retail Incubator • Business Loan Financing • Business Initiatives 	
Invest in Employability	£4,585,000
<ul style="list-style-type: none"> • Employability Pipeline (Adult) programme including City Deal ESA Programme • Youth Employment Initiative (16 – 29 years) • Social Inclusion /Poverty ESF Programme • ERI Recruitment Incentive Programme • IIR Schools Employability Support • Employability Fund Programmes 	
Invest in Communities	£700,000
<ul style="list-style-type: none"> • Social Economy Grant Programme • LEADER • Funding & Development Support 	
TOTAL	£7,306,000
2015/16 Funding Sources:	
Economic Development Mainline Budget (inc Business Gateway)	£1,870,000
Invest in Renfrewshire	£2,630,000
European Funding (ESF / ERDF)	£1,906,000

LEADER (estimated)	£500,000
Scottish Government	£130,000
DWP (City Deal)	£170,000
SDS (Employability Fund)	£100,000
TOTAL	£7,306,000

Implications of the Report

1. **Financial** – The Invest in Renfrewshire budget is likely to be augmented over the year through additional applications for contracts and funding, most notably from the EU structural funds.
2. **HR & Organisational Development** – additional posts will require to be created over the coming year in line with service requirements and within any budget restrictions.
3. **Community Planning – Jobs and the Economy** – the Invest in Renfrewshire Programme makes a significant impact on the targets and aspirations within the Community Plan.
4. **Legal** – None
5. **Property/Assets-** none
6. **Information** - 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. 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

The contact officer within the service is Ruth Cooper, Economic Development Manager, 7868



To: Economy & Jobs Policy Board

On: 20 May 2015

Report by: Director of Development and Housing Services

Heading: Paisley Heritage Asset Strategy and Town Centres Operating Budget 2015/16

1. Summary

- 1.1. Paisley and the town centres of Renfrewshire are vital to the communities and the economic performance of all of Renfrewshire.
 - 1.2. This report sets out the proposed Operating Budgets for the Paisley Heritage Asset Strategy and for all of Renfrewshire's Town Centres and Events activity during 2105/16.
-

2. Recommendations

- 2.1 It is recommended that the Board:
 - i. Agrees the 2015/16 Operating Budget for the Paisley Town Centre Heritage Asset Strategy and the Town Centres Events Programme.
-

3. Background

- 3.1 Renfrewshire Council has committed significant resources to drive forward and support Town Centre Regeneration. This includes an exciting Events Programme, festivals and displays and a variety of capital investment plans that demonstrate the important role that Town Centres play in the economic, social and cultural wealth of our communities.

- 3.2 In this respect in February 2103, £1m was committed by the Council to progress investment in cultural and heritage assets with a further £2m added in February 2014. At the same time some £500,000 was made available to support an enhanced events and tourism programme.
- 3.3 The delivery of the Heritage Asset Strategy is now entering its second year and this will see a strong drive towards key investment projects including the refurbishment of Paisley Museum, the restoration of the Russell Institute and the progression of the TH/CARS 2 programme. These matters are referred to in more detail in a separate paper to this Board.
- 3.4 At the same time as the capital investment plans and the broader workstreams, including the City of Culture 2021 bid develop, the activity of the Town Centres Events team will also increase and additional resources will be required. Further detail on the Town Centres and Events operating programme is provided at section 4.
- 3.5 While the delivery of the Heritage Asset Strategy programme will extend into future years, the resources required to deliver the programme for 2015/16 are summarised in Table 2 below.

Table 1 Projected Paisley Town Centre Heritage Asset Strategy Budget 2015/16

Workstreams	2015/16
Establish Paisley as a significant visitor destination:	£350,000
Including the development of feasibility/business cases and design, sourcing external funding and partnerships for projects such as Paisley Museum.	
Extending regeneration benefits through the town centre:	£175,000
Including the development of feasibility/business cases, sourcing external funding, partnerships and grants for projects including the Paisley Design and Fashion Centre, relocation of Museum stores, Townscape Heritage / Conservation Area Regeneration, property improvements and heritage walks.	
Develop community, business and cultural activity and use of the heritage asset base:	£25,000
Projects including, Paisley Volunteers Scheme, feasibility studies and business planning on the establishment of delivery partnerships/ companies/ trusts.	
City of Culture, promotion, marketing, events	£385,000
Establishing the City of Culture team and Activity geared to the rebranding of Paisley as a heritage destination, connecting the offers of Paisley and the wider Renfrewshire area and delivering a unified marketing and events strategy. All with the long term ambition of achieving City of Culture status.	
Management, support and communications:	£200,000
Programme and project management, specialist advice commissions, media, exhibitions and publications.	
TOTAL	£1,135m

- 3.6 Members will also be aware that Council has committed a further £5.833m to support the Councils economic regeneration plans through ambitious investment plans in Paisley's heritage assets. A future report to the Board will set out the revenue and capital expenditure of this funding in due course.

4. Town Centres and Events Programme 2015/16

- 4.1 Events and the tourism income that they generate are a valuable part of the cultural, social and economic fabric of Renfrewshire. The aim is to deliver an impressive and exciting year long events programme that is vibrant, lively and impresses both residents and visitors.
- 4.2 Appendix 1 sets out those events being led by the Council and the Town Centres and Events Team are working increasingly with partner organisations and communities to develop a Renfrewshire wide calendar of events.
- 4.3 Table 4 shows the Town Centres and Events Operating Programme for 2015/16.

Table 4 Town Centres and Events Operating Programme 2015/16

Workstreams	2015/16
Events & Activities	£482,000
As described in Appendix 1	
Managing Vitality	£112,000
Initiatives throughout the year that increase visitor numbers and enhance amenity	
Tourism & Marketing	£161,000
Develop of an action programme arising from the Renfrewshire Tourism Framework	
Management Resources & Communications	£243,000
Resources to secure an Events team to deliver an enhanced events programme.	
Town Centres & Events Programme – Total	£998,000
Funding Source	
Council Approved Resources	£114,000
Development & Housing Services (Service Budgets)	£884,000
Town Centres & Events Funding	£998,000

Implications of the Report

1. **Financial** – All funding of all projects and workstreams is being undertaken utilising the approved Council budgets for the implementation of the Paisley Heritage Asset Strategy, approved by Council in February 2014 and February 2015. The monitoring of this budget is undertaken by the Project Steering Board. Significant external resources are being sought to supplement this budget.
2. **HR & Organisational Development** – New posts are required within the Town Centres and Events Team utilising the budgets set out above. These will be confirmed to a future Council or Board meeting.
3. **Community Planning** –
Jobs and the Economy – The strategy will contribute to making Renfrewshire one of the best locations in Scotland to invest, in terms of its people, businesses and local communities.
4. **Legal** - None
5. **Property/Assets** - None
6. **Information Technology** – None
7. **Equality & Human Rights:** The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. 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** - The programme actively monitors key risks and issues associated with delivery in accordance with the Council's Project Management Framework.
11. **Privacy Impact** – None.

List of Background Papers

- (a) Report to Economy and Jobs Policy Board, 29 January 2014, Paisley Heritage Asset Strategy
- (b) Report to Economy and Jobs Policy Board, 21 May 2014, Paisley Heritage Asset Strategy: Progress Report 1
- (c) Report to Economy and Jobs Policy Board, 21 May 2014, Town Centres and Events Operating Budget 2014/15

- (d) Report to Economy and Jobs Policy Board, 3 September 2014, Paisley Heritage Asset Strategy: Submission of Funding Applications
 - (e) Report to Economy and Jobs Policy Board, 19 November 2014, Paisley Heritage Asset Strategy: Progress Report 2
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Author: Stuart McMillan, Policy and Regeneration Manager (Ext: 7850)

Appendix 1 - Council Led Events Programme 2015

All Renfrewshire

Doors Open Day	5 - 6 September
Mission Discovery	29 June – 3 July

Johnstone Town Centre

Johnstone Town Hall Opening Event	16 May
Fire Engine Rally	15 August
Christmas Lights	21 November

Paisley Town Centre

Paisley Real Ale Festival/Paisley Food Festival	22-25 April
StreetVelodrome	30 May
Sma Shot Day	4 July
National Youth Cycling race	12 July
Paisley Pipe Band Competition	18 July
The Spree	9 – 17 October
Halloween Festival	30 – 31 October
Fireworks	7 November
Christmas Lights	14 November
RSNO 'Takeover' Paisley	March-October

Renfrew Town Centre

Christmas Lights	28 November
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To: Economy & Jobs Policy Board

On: 20 May 2015

Report by: Director of Development and Housing Services

Heading: Paisley Heritage Asset Strategy: Progress Report 3

1. Summary

- 1.1. The Paisley Town Centre Heritage Asset Strategy (PTCHAS) highlights the world class standard of Paisley's built and cultural heritage and provides a framework for investment that will drive the economic and social regeneration of Renfrewshire.
- 1.2 This is the third update report to the Board and covers the period from October 2014 to March 2015. This period has seen significant progress in the series of ambitious projects and long term partnerships with local, national and international organisations.

2 Recommendations

- 2.1 It is recommended that the Board:
 - (i) Notes the significant progress that has been made in the delivery of the Paisley Town Centre Heritage Asset Strategy

3. Background

- 3.1 Paisley and its town centre is vital to the economic and social performance of all of Renfrewshire. The Paisley Heritage Asset Strategy brings forward a strategy for the town centre that seeks to exploit its wealth of heritage and cultural assets as a basis for regeneration.
- 3.2 It sets out an ambitious vision for Paisley including the development of a signature museum project of national status, developing opportunities to improve the visitor offer and rebrand Paisley as a visitor destination, providing employment and regeneration opportunities. As a regeneration platform the Strategy identifies the opportunities to ensure that the economic gains made are seen across Renfrewshire and are beneficial to local people in terms of training, employment and business development.
- 3.3 In addition many of the assets involved are located close to areas of deprivation, offering the potential to connect those communities with economic and job opportunities created by the delivery of projects. The Strategy highlights the potential to significantly improve the performance of Paisley's tourism economy, creating around 800 new jobs in the town.

4 Progress to date

- 4.1 This is the third update report to the Board and covers the period from October 2014 to March 2015. This period has seen significant progress in mobilising the series of ambitious projects and forging important long term partnerships and working relationships with local, national and international organisations as detailed in the paragraphs below.

Museum Refurbishment / Extension

- 4.2 A team of specialist consultants led by the internationally regarded museum designers Metaphor as well as Page & Park Architects has been appointed to deliver the transformation of the museum. This will provide the robust Outline Business Case required to gain wider support and funding for project delivery from organisation such as Heritage Lottery Fund, Historic Scotland and a range of other organisations. A client team has been established within the Council to drive and manage this seven month programme of work and a final report will be to a future meeting of the Economy and Jobs Board.
- 4.3 The project programme follows HM Treasury and RIBA guidance for the development of capital projects and indicates that finalised design and approvals of the museum will emerge during 2017. Construction will take two years with the museum operational in late 2019 / early 2020. The project team will continually review delivery timescales at each stage of the programme and where possible seek to expedite the processes involved. Furthermore it is intended to commission fundraising and sponsorship work to build the external funding package to deliver the project.

Relocation of Renfrewshire Museum Stores

- 4.4 This project seeks to relocate the Council's museum collections storage facility from Whitehaugh Barracks into the lower ground floor of the former Littlewoods store on Paisley High Street. This vacant space is owned by Associated British Foods (ABF). A significant proportion of the collections are not on display at the Council's museums. The project will make them available for controlled public access, bringing people into the town centre and providing a decant space during the museum refurbishment / extension of the Museum.
- 4.5 Lease arrangements with ABF are nearing completion but in advance of this a license to occupy has been prepared to allow the Council's design team access to develop the refurbishment proposals.
- 4.6 An application to the Heritage Lottery Fund (HLF) has been submitted for £300,000 towards the costs of cataloguing and preserving the collections prior to the relocation. HLF requires dedicated staff to deliver funded projects, but allow for staff costs to be reclaimed. On this basis appropriate provisions for staff have been made within this application to cover both development and implementation phases.
- 4.7 An application for a further £500,000 to the Scottish Government's Regeneration Capital Grant Fund (RCGF) will also be submitted in May.

InCube Business Incubator

- 4.8 In October 2014 Council approved the lease and refurbishment the former H.M Samuel unit at 27 High Street as a business incubator for the Invest in Renfrewshire programme. This service has now launched under the name InCube with a full opening of the unit due to be open in June.

Townscape Heritage/Conservation Area Regeneration Scheme II

- 4.9 As reported to the Board on 18 March 2015 the Heritage Lottery Fund has approved a Stage 1 award with £113,300 allocated to develop detailed plans for a large-scale project to restore buildings on the High Street and in the area around Shuttle Street. This funding allows for dedicated project staff to be employed to develop the full Stage 2 application for submission in early 2016, staff recruitment has now concluded. An application for Historic Scotland's Conservation Area Regeneration Scheme will be submitted in the same timescale.

UK City of Culture Bid

- 4.10 Following a consultation process over December and January the Department of Culture, Media and Sport (DCMS) have confirmed that the bid process will progress in 2017 with 2021 as the delivery year. Preliminary work to prepare for the bid has commenced. A partnership approach is a prerequisite of a bid and planning is underway to form an appropriate structure for Paisley's bid. This will inform the approach to bid preparation, opportunities and funding, marketing and communications, community engagement, volunteering, events and venue development. A report to Council will be made in June on the recommended way forward.

Events, Festivals and Cultural Strategy

- 4.11 The traditional autumn and pre Christmas events were supplemented this year with a new Halloween Event. The aim is to make Paisley's autumn festivals the best of their kind in Scotland.
- 4.12 The development of the Events Programme continue into 2015 and the Spring/Summer events programme have already witnessed great success with the newly developed Paisley Beer & Food Festival. This will be followed by the StreetVelodrome, Sma' Shot Day, British Cycling's National Youth Circuit Race Championships, Paisley Pipe Band competition, Fire Engine Rally and Doors Open Day.
- 4.13 Arrangements are progressing to host a 'Paisley Takeover' event where up to sixty local 15 to 24-year-olds will work with the Royal Scottish National Orchestra in the build up to a major concert, for which the date and venue is still to be decided. The engagement and learning aspect of the project will see RSNO to deliver one-hour musical workshops to more than 500 primary school pupils around Renfrewshire.

Partner Engagement

- 4.14 The Organisation for Economic Co-operation and Development (OECD) has been engaged to assist the Council to explore best practice in heritage and cultural led regeneration from across Europe including an examination by an international peer group.
- 4.15 This was reported to the Board in November 2014 and two 'missions' have been held to date. The first in January set the scene for the review and was well supported by national agencies and local partners. The second focussed on the potential for growth of creative sector business in Renfrewshire particularly around textiles, design and university spin off business incubation. The third session will take place in June and will focus on maximising benefits from economic regeneration.

The engagement with the Organisation for Economic Co-operation and Development has highlighted the benefit to be gained from the exchange of knowledge and best practice across Europe and to this end visits from French, Italian as well as UK and Irish regeneration experts has proved invaluable in raising Paisley and Renfrewshire's profile to an international audience.

5 Award success

- 5.1 The Paisley Heritage Asset Strategy was successful in picking up two awards in the recent UK Placemaking Awards (formerly the Regeneration Awards). It won the national award for best use of arts, culture or sport in place-making and the regional award for Scotland.

6 Next Steps

- 6.1 Many of the next steps for the project have been highlighted above but in summary the next quarter will see –
- Commencement of the OBC for the Museum extension;
 - Commencement of the design process for the relocation of the Museum stores;
 - Development of the vision for the Paisley Textile/Design Centre;
 - The launch of the Invest in Renfrewshire Business Incubator, InCube;
 - Appointment of the team and start of the Townscape Heritage development project;
 - Development of a draft cultural strategy for Renfrewshire;
 - The third OECD review visit;
 - Delivery of the spring/summer events programme;
 - Commissioning of fundraising and sponsorship resources to support the museum project and the wider capital and events programme.

Implications of the Report

1. **Financial** – All funding of all projects and workstreams is being undertaken utilising the approved Council budgets for the implementation of the Paisley Heritage Asset Strategy, approved by Council in February 2014 and February 2015. The monitoring of this budget is undertaken by the Project Steering Board. Significant external resources are being sought to supplement this budget.
2. **HR & Organisational Development** – None

3. **Community Planning –**

Community Care, Health & Well-being - The delivery of actions within the Heritage Asset strategy have the potential to positively impact on physical, emotional and mental health and wellbeing.

Jobs and the Economy – The strategy will contribute to meeting all of the outcomes of the Plan, for Renfrewshire to –

- Be one of the best locations in Scotland to invest, in terms of its people, businesses and local communities.
- Have a growing local economy creating employment for a well trained, qualified and motivated workforce — where unemployment is reduced and employment opportunities are growing.
- Be the best connected local economy in Scotland, internationally, nationally and regionally.
- Have attractive environments and successful town centres created through successful area regeneration that contribute positively to local community and economic growth

Safer and Stronger - Implementing the strategy will assist Renfrewshire citizens to have a positive attitude to their community.

4. **Legal** - None

5. **Property/Assets** - None

6. **Information Technology** – Provision of ICT infrastructure to the Business Incubator has been discussed with IT Business Relationship Officers to ensure a timely delivery.

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. 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** – The fundraising and sponsorship commission referred to in this report will be procured through the appropriate procedures set out in the Council's Standing Orders Relating to Contracts.

10. **Risk** - The programme actively monitors key risks and issues associated with delivery in accordance with the Council's Project Management Framework.

11. **Privacy Impact** – None.

List of Background Papers

- (a) Report to Economy and Jobs Policy Board, 29 January 2014, Paisley Heritage Asset Strategy
 - (b) Report to Economy and Jobs Policy Board, 21 May 2014, Paisley Heritage Asset Strategy: Progress Report 1
 - (c) Report to Economy and Jobs Policy Board, 3 September 2014, Paisley Heritage Asset Strategy: Submission of Funding Applications
 - (d) Report to Economy and Jobs Policy Board, 19 November, Paisley Heritage Asset Strategy: Progress Report 2
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Author: Stuart McMillan, Policy and Regeneration Manager (Ext: 7850)

Ref: I:\Policy & Regeneration\Board Reports\Economy and Jobs\150520\150520 PTCHAS Progress Report 3.docx

Date: 06/05/2015



To: Economy and Jobs Policy Board
On: 20 May 2015

Report by: Director of Development and Housing Services

Heading: Invest in Renfrewshire: Retail Improvement Scheme Update

1 Summary

- 1.1 This report provides an update on the Retail Improvement Scheme 2014/15 and seeks agreement to an allocation of £300,000 for the continuation of the Scheme during financial year 2015/16.
-

2 Recommendations

- 2.1 It is recommended that the Board:
- i. Agrees to the allocation of £300,000 of Invest in Renfrewshire funding to allow a Retail Improvement Scheme to be operated across Renfrewshire during 2015/16;
 - ii. Notes the successful delivery of the Retail Improvement Scheme in 2014/15, as set out in Appendix 1.
-

3 Background

- 3.1 The Retail Improvement Scheme (RIS) is part of the Invest in Renfrewshire Programme and allows owners and occupiers of small business properties in established retail areas throughout Renfrewshire, to apply for assistance of up to 80% and £10,000 of the cost of shopfront improvements.

- 3.2 During 2014/15, 42 projects were supported and Appendix 1 provides summary details on the properties:

Number of awards made	42
Total amount awarded	£307,000
Overall approximate expenditure by applicants	£570,000

- 3.3 Approximately 45% of the awards made were for the maximum allowable and it is estimated that approximately 92% of the total expenditure is being, or has been, paid to Renfrewshire based contractors.
-

4 Retail Improvement Scheme 2015/16

- 4.1 Considerable interest continues to be expressed in the RIS and over 120 preliminary applications for funding are to hand.
- 4.2 The guidelines for 2015/16 will be broadly similar to those as before, and it is proposed to continue to use the assessment framework previously approved by the Board, to ensure that assistance is given to properties which will deliver the greatest impact.
- 4.3 The Scheme will also cover parts of Paisley which had previously been eligible from the Paisley Town Centre Property Improvement Grant Scheme. However, the areas covered by the Townscape Heritage Initiative and Conservation Area Regeneration Scheme (THI/CARS) programmes will only be considered for RIS funding if THI/CARS is unable to provide support.
- 4.4 Early applications for funding will be encouraged, particularly those relating to vacant and prominent properties requiring attention, with a view to ensuring best use of all available funding.
- 4.5 The Board will be kept up to date on progress made with regards to the Scheme.
-

Implications of the Report

1. **Financial** – As noted above it is proposed to allocate £300,000 to the Retail Improvement Scheme as part of the Invest in Renfrewshire Initiative.
2. **HR & Organisational Development** – None
3. **Community Planning** –
Greener – Helping to promote pleasant and well designed, sustainable, places which provide needed services.
Jobs and the Economy – Positive investment in small businesses is welcomed in what can be a difficult economic climate.
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. 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.

List of Background Papers

- a) Report to Economy and Jobs Policy Board on 21 May 2014, "Invest in Renfrewshire: Retail Improvement Scheme Update"

Author: Stuart McMillan, Policy and Regeneration Manager (ext. 7850)

Appendix 1 – Retail Improvement Scheme Offers of Support 2014/15

Location	Types of business	No. of awards
Main Street, Bridge of Weir	Hairdresser	1
Old Greenock Road, Inchinnan	Hairdresser	1
Church Street, Johnstone	Financial Services	1
High Street, Johnstone	Hairdresser Financial Services * Hairdresser Hairdresser^	4
Houston Square, Johnstone	Funeral Director	1
McDowall Street, Johnstone	Hairdresser	1
Thorn Brae, Johnstone	Nursery and play area	1
Thornhill, Johnstone	General Store Veterinary Practice	2
Napier Street, Linwood	Hairdresser	1
Broomlands Street, Paisley	Laundry Services	1
Braehead Road, Paisley	Hairdresser	1
Foxbar Road, Paisley	Hairdresser	1
Glasgow Road, Paisley	Cafe * Chiropractic Clinic	2
George Street, Paisley	Funeral Director*^	1
Greenock Road, Paisley	Interior Design	1
Lochaline Road, Paisley	General Store	1
Love Street, Paisley	Hot Food Takeaway^ Laundry Services^	2
Maxwellton Street, Paisley	Hot Food Takeaway *	1
Neilston Road, Paisley	Hairdresser Showroom General Store Financial Services	4
Skye Crescent, Paisley	Butcher's Shop^	1
Well Street, Paisley	Barber's Shop	1
Wellmeadow Street, Paisley	Hairdresser Locksmith^	2
Ferry Road, Renfrew	Hot Food Takeaway	1
Hairst Street, Renfrew	Barber's Shop Dental Clinic	2
High Street, Renfrew	Hairdresser	1
Paisley Road, Renfrew	Beauty Salon Butcher's Shop Hot Food Takeaway* Hot Food Takeaway* Financial Services^ Funeral Director^	6
Total Applications		42

Note – Vacant properties are marked with an *
Those properties marked with an ^ represent projects carried over from 2013/14



To: Economy and Jobs Policy Board

On: 20 May 2015

Report by: Director Development and Housing Services

Heading: Broadband Connection Voucher Scheme

1. Summary

- 1.1 This report provides an overview of the Broadband Connection Voucher Scheme which assists businesses and third sector organisations to meet the upfront capital costs of a high speed/high grade broadband connection to their premises.
-

2. Recommendations

- 2.1 It is recommended that the Board:
- (i) Note the information contained within the report with regard to the roll out of the Broadband Connection Voucher Scheme in Renfrewshire.
 - (ii) Agrees that Renfrewshire Council participate in the Broadband Connection Voucher Scheme as a means of providing greater access to superfast and ultrafast broadband services for small and medium sized enterprises in Renfrewshire.
-

3. Background

- 3.1 The Broadband Connection Voucher Scheme is a UK government-funded scheme to improve the internet connectivity of small to medium sized enterprises (SMEs). The scheme is led and funded by, Broadband Delivery UK (BDUK), a unit within the Department for Culture, Media and Sport.
- 3.2 Broadband Connection Vouchers are being delivered by 50 City Regions across the UK. Connection Vouchers will be made available on a first come, first served basis until 31 March 2016.
- 3.3 The scheme involves all of the local authorities within the Glasgow & Clyde Valley City Region and provides grants of up to £3,000 to SMEs including registered

charities, social enterprises and sole traders to cover the installation costs of a faster and better broadband service.

4. Rollout of the Broadband Voucher scheme

- 4.1 The Broadband Connection Voucher Scheme has been available to Renfrewshire SMEs since 1 April 2015 and has been promoted on the Council's web page, Invest in Renfrewshire materials and social media since then. Additionally the Invest in Renfrewshire Business Team, the Renfrewshire Chamber of Commerce and the Federation of Small Businesses have individually contacted all Renfrewshire Business contacts to make them aware of the scheme.
 - 4.2 The availability of superfast broadband can greatly increase the productivity of a business. A good broadband connection means there is greater capacity to send and receive data electronically. This will allow files to be downloaded and uploaded faster and emails sent and received more quickly, which will be particularly beneficial for companies that regularly need to send or archive large data files.
 - 4.3 The application process has been set nationally by Broadband Delivery UK. Once approved the SME has up to 28 days to place their order with their chosen supplier. The SME chooses an offer from a supplier registered with BDUK, based on their individual requirements.
 - 4.4 The scheme is technology neutral (i.e. no bias toward any particular technology type) and must result in a step change in connectivity.
 - 4.5 Edinburgh City Council (CEC) will be responsible for issuing the broadband vouchers and paying the supplier, once the work is complete, claiming back from BDUK on a quarterly basis the Capital Grant and the Project Management Costs. CEC will ensure that Renfrewshire Council is kept up-to-date with the numbers and locations of applications received.
 - 4.6 The rollout out of vouchers will be based on demand and therefore at this stage numbers in Renfrewshire cannot be estimated.
-

Implications of the Report

- 1. **Financial** – There is no cost to Renfrewshire Council to participate in the Broadband Voucher Scheme.
- 2. **HR & Organisational Development** – None.
- 3. **Community Planning – Jobs and the Economy** – Providing greater access to superfast and ultrafast broadband services for SMEs will help to create new business opportunities and economic growth.
- 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. 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

Author: Colette Saez, colette.saez@renfrewshire.gov.uk, tel: 0141 618 7865



To: Economy and Jobs Policy Board

On: 20 May 2015

Report by: Director of Development and Housing Services

Heading: Service Improvement Plan 2015/16 – 2017/18

1. Summary

- 1.1 The Service Improvement Plan is a comprehensive statement of what Development and Housing Services intends to achieve over the next three years, based on the resources likely to be available. It takes account of the themes, actions, outcomes and targets set out in the Renfrewshire Community Plan, Single outcome Agreement and Council Plan.
- 1.2 Changes to the management structure of Development and Housing Services were approved at the Leadership board in February 2015 and the Service Improvement Plan reflects the new structure and priorities for the service. The future focus of Development and Housing Services is now being directed to deliver the Council's regeneration, employability and economic development priorities, as well as fulfilling the Council's role as landlord to its tenants and performing its statutory planning function to the highest possible standards.
- 1.3 The Service Improvement Plan covers a rolling three year period, and is reviewed and updated annually. The attached Service Improvement Plan covers the period 2015/16 to 2017/18.
- 1.3 This Service Improvement Plan contains:
- A strategic statement which sets out the key activities and key achievements during 2014/15 and an assessment of the challenges and priorities for the service over the next three years;
 - The high level strategic key outcomes the service will deliver
 - Financial Analysis
 - Strategic Improvement Action Plan
 - Service performance scorecard

- 1.4 This service plan is responding to the challenging financial environment and public sector reform which needs to be driven locally as well as responding to the national agenda. Despite these challenges, the Service has continued to make the best possible use of its resources and consequently, there are significant achievements to report over this period.
 - 1.5 As the board will be aware an outturn report detailing progress made with the Service Improvement Plan 2014/15 to 2016/17 is also being presented to the policy board this cycle.
-

2. **Recommendations**

It is recommended that the Economy and Jobs Policy Board:

- 2.1 Approves the attached Service Improvement Plan.
 - 2.2 Agrees that progress with the plan should be reported to the board in November 2015.
-

3. **Background**

- 3.1. One of the main purposes of the Service Improvement Plan is to enable elected members to take stock of what is happening in the service, and to consider and develop policy options which reflect changing circumstances both in terms of customer needs and resource availability in the context of the Council's priorities and the need to deliver Best Value.
 - 3.2. The Service Improvement Plan is part of the process of cascading the Council's priorities throughout the organisation. It also provides the means to integrate the various other operational plans and action plans. Service Improvement Plans link council and community planning priorities to Individual Development Plans, so that every employee knows how they help contribute to the council achieving its objectives.
 - 3.3. The Service Improvement Plan provides the Economy and Jobs Policy Board with a basis for evaluating the performance of the service, in terms of developing and improving services. Progress on the implementation of the Service Improvement Plan will be monitored and reported to the Economy and Jobs Policy Board on a six monthly basis. A review of progress will be brought to the board in November 2015.
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Implications of the Report

1. **Financial** – the report includes a summary of the department's budget for 2015/16 in terms of area of service and type of expenditure and outlines budget changes and efficiencies.
 2. **HR & Organisational Development** – The Action Plan in section 7 of the report contains actions relating to staff involvement and development.
 3. **Community Planning** – The Service Improvement Plan takes account of the themes, actions, outcomes and targets set out in the Council Plan and Community Plan.
 4. **Legal** - None.
 5. **Property/Assets** – Measures are set out in this Service Improvement Plan which deal with the management of Development and Housing Services housing assets.
 6. **Information Technology** - None
 7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. 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
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List of Background Papers

- (a) None
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Development and Housing Services

Service Improvement Plan 2015/16 – 2017/18

Housing Strategy and Development

Development and Housing Services

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I. Introduction

- I.1 This Service Improvement Plan for Development and Housing Services covers the period from 2015/16 to 2017/18. The plan outlines what the service intends to achieve over the next three years based on the financial and employee resources likely to be available.
- I.2 The plan notes the principal factors that will influence service needs, development and delivery. It sets out the main priorities to be pursued and the key outcomes to be achieved over the next three years. The strategic actions and drivers which will help us to achieve the outcomes are outlined in our action plan in section 7.
- I.3 The factors that our service will be required to respond to are the challenging financial environment and public sector reform which will need to be driven locally as well as responding to the national agenda and legislative changes. Outlined below are the main factors facing the service over the life of the Service Improvement Plan and the likely impact that these issues will have on the service and our plans for addressing them.
- I.4 The financial outlook in which the Council is operating remains highly challenging and financial forecasts indicate that there is likely to be continuing pressure on public expenditure in the UK until at least 2018. Additional spending pressures are expected due to increasing demands on services from socio-economic factors, demographic changes and central government policy changes.
- I.5 The Renfrewshire Community Plan was formally approved by the Council in June 2013 and sets out an ambitious vision for the area, with each partner having a role in achieving outcomes for local people and communities. Complementing this, the updated Council Plan, 'A Better Future, A Better Council 2014-17' was approved by the Council in December 2013 and this sets out for our residents, employees and partners how the Council will deliver its part of the vision set out in the Community Plan.
- I.6 The approach taken in the Council Plan is simple; A Better Future in Renfrewshire will be delivered through A Better Council which continues to improve and evolve its services to ensure we remain a high performing Council. This approach is integrated within our service and strategic planning processes and this Service Improvement Plan is organised around these themes (as described in section 5).
- I.7 Our Service Improvement Plan outlines our ongoing commitment to existing priorities including the Invest in Renfrewshire programme, the implementation of the Local Development Plan and delivery of the Local Housing Strategy.
- I.8 As well as our ongoing commitments, we continue to implement and manage exciting new initiatives to help improve Renfrewshire. These include leading for the Council on the £1.13billion Clyde Valley City Deal investment programme and the implementation of our 10 year Paisley Town Centre Heritage Asset Strategy.

- I.9 We will deliver our services against the background of structural change to the way the Council organises the services it delivers. These changes include the integration of Health and Social Care Services and the transfer of Council culture and leisure services to Renfrewshire Leisure Trust in 2015.
- I.10 Renfrewshire's Tackling Poverty Commission recently published its findings and the Commission has formally asked the Renfrewshire Community Planning Partnership to take on progression of its report and recommendations. Development and Housing Services will ensure it is an active and full participant to help deliver the actions agreed.
- I.11 This Service Improvement Plan also outlines the changes to the management structure within Development and Housing Services. The future focus for Development and Housing Services is now being fully directed to deliver the Council's regeneration, employability and economic development priorities, as well as fulfilling the Council's role as landlord to its tenants and performing its statutory planning function to the highest possible standards.
- I.12 In a period of major changes, as detailed above, the Service Improvement Plan provides a focus outlining how we will deliver the strategic priorities over the next three years. The action plan (section 7) highlights our main actions and within this, signposts to the strategies and plans which contain the detail of the operational actions which will deliver the desired outcomes.

2. Key Activities of the Service

- 2.1 Development and Housing Services provides the economic development, planning, housing and the regeneration functions of the Council. This includes helping to deliver sustainable economic and physical regeneration in Renfrewshire, managing the Council's stock of approximately 12,500 houses and leading for the Council on the City Deal programme and the Paisley Heritage Asset Strategy.

Below are the key activities of the service during 2014 – 15.

- Agreement was reached to participate in the Glasgow and Clyde Valley City Deal on the basis of the offer negotiated by the Clyde Valley Councils with the UK and Scottish Governments. The City Deal brings together eight councils, including Renfrewshire, in the Glasgow and Clyde Valley City Region, to share £1.13billion of public sector investment over the next decade, of which £274m will be invested in Renfrewshire, which will be at the centre of three of the most important projects.
- The 10 year Paisley Town Centre Heritage Strategy was launched in June 2014, with the aim of achieving regeneration building on the outstanding cultural assets, heritage, and creative sector. As well as the capital projects which will be a catalyst for the physical and economic regeneration of the town centre, the strategy also includes positioning Paisley for candidacy for UK City of Culture in 2021.
- The Invest in Renfrewshire programme has continued to work with unemployed young people and a wide range of support and employment opportunities are available. The Council's internships alone have created an additional 162 employment opportunities over the last 2 years. Whilst during the same period 594 young people have started new jobs supported through the wage subsidy scheme.
- The Renfrewshire Local Development Plan was adopted on 28th August 2014 delivering a framework for investment and regeneration.
- The Hillington Park Simplified Planning Zone Scheme was adopted in October, 2014. This will encourage investment by removing unnecessary planning barriers to business development and by providing certainty and scope for expansion and growth.
- Between April 2014 and the end of March 2015 we received 947 planning related applications and 1,379 Building Warrants and delivered an efficient and effective Development Management and Building Standards service that seeks to encourage investment and sustainable economic growth.
- We contributed to the work of the Tackling Poverty Commission, and continued to support the workstreams of the corporate Welfare Reform

Programme to further explore options available to the Council as a landlord, our tenant base and internal/ external partners.

- Three new advocacy energy advisors are now in place and working through the actions in the revised Fuel Poverty Strategy. Their efforts are focused on reducing Fuel Poverty by maximising available grants and suggesting energy efficiency improvements for our residents.
- We have now completed the 5 year £138m programme to achieve SHQS compliance for our council housing stock by March 2015. Significant projects completed this year included the district heating replacement and over-cladding of 296 council homes, and 165 privately owned home using £6.8m in eco funding delivered to properties in Alice Street and Calside.
- We delivered our first ARC (Annual Return on the Charter) to the Scottish Housing Regulator in May 2014. We have established new performance reporting arrangements aligned to the Charter with a twice yearly update presented to the Housing and Community Safety Policy board. We completed our first tenant's report, which was produced with input from a group of tenants, and this report was posted to all tenants during October 2014.
- The first tenant panel scrutiny exercise which focused on the voids letting standard was completed. The second scrutiny exercise, looking at our customer's experience of the Customer Service Centre is taking place between February and April 2015.
- Our Property Services team managed the delivery of the capital investment programme, including the new Johnstone Town Hall which was formally handed over in March 2015. We also completed the new St. James Primary School with Phase 2 ongoing (car park and synthetic pitch). The official opening of which took place in October 2014.
- We have reduced the percentage of CO² emissions by the Council by 28% from the 2007/08 baseline. This is better than the ambitious target of 25% in the 2010 Carbon Management Plan. Our new Carbon Management Plan was approved by board in November 2014. This contains a detailed action plan which outlines what we plan to do over the next 6 years.

3. Financial Analysis

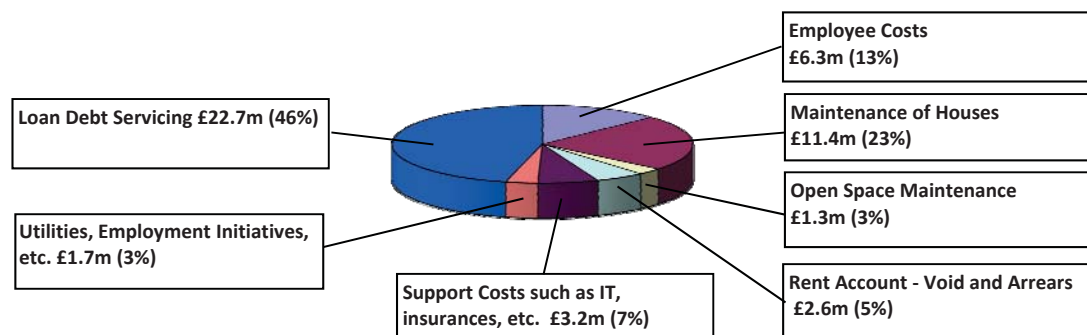
3.1 The diagrams detailed below illustrate the resources allocated to Development and Housing Services for 2015/16 to deliver the strategic priorities of the service. The analysis is provided in terms of area of service and type of expenditure. They are intended to give a broad indication of the relative scale of resources which will be devoted to each of the services principal activities during that period. Resources are allocated to service priorities from both the Housing Revenue Account and the General Fund Account:-

- Housing Revenue Account (HRA)
- General Fund Account
 - Other Housing Services (Homelessness)
 - Planning and Development Standards
 - Paisley Town Centre Heritage Asset Strategy
 - Economic Development (incl Invest in Renfrewshire IIR)
 - Town Centres and Events

3.2 Housing Revenue Account (HRA)

The HRA is the ring fenced account that contains all income and expenditure in relation to the provision of a social housing service to tenants. The gross expenditure is estimated at £49.2m for 2015/16.

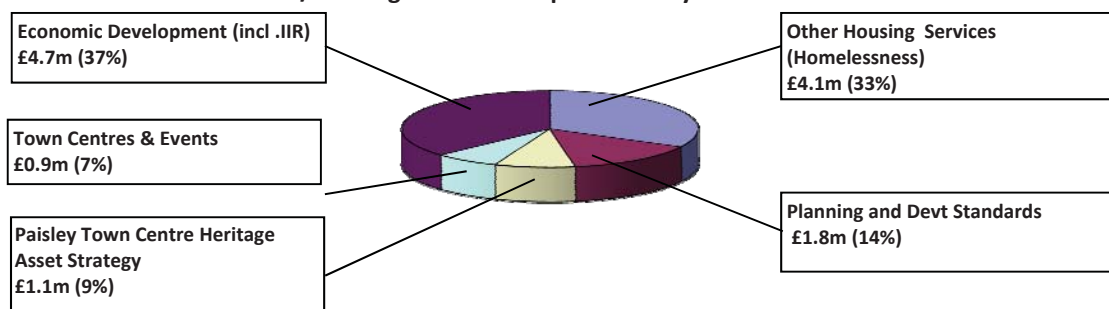
Development and Housing Services - 2015/16 HRA expenditure by activity



3.3 Other Housing, Planning and Economic Development Services

Expenditure on non-HRA Services totalling £12.6m have been agreed, allocated over the Council priorities noted below.

**Other Housing, Planning and Economic Development Services
2015/16 Budgeted Gross Expenditure by area of service**



- 3.4 **Budget Changes** – On 12th February 2015, Council agreed the budgets for the Housing Revenue Account, with a 3.5% increase in rents agreed for Council tenants. The budgets for the other accounts of the authority and the Capital Investment Programme for the Council were also agreed at this meeting.
- 3.5 **Resource implications of the Service Plan** - The service development issues to be addressed within our action plan will all be met from the existing revenue resources of the department and from the resources currently allocated in the Development and Housing Services existing capital plan.

4. Three Year Strategic Assessment

4.1 The new management structure of Development and Housing Services is designed to provide capacity to create a stronger strategic focus on regeneration including housing regeneration, employability and economic development and to ensure the Council maximises the local economic regeneration potential of the City Deal and its bid for UK City of Culture.

4.2 Looking forward, the service will continue to operate in the context of the financial challenges facing the Council over the next three years. Specific areas of focus are outlined below.

4.3 **Regeneration**

- The service will continue to play a lead role in the Council's ambitions to stimulate the economy and reduce unemployment. This will include continuing to deliver the Invest in Renfrewshire programme, working to support local businesses to grow, and supporting unemployed people in to work.
- We will also lead the delivery of the action plans for all of Renfrewshire's town centres with particular focus on progressing the Paisley Heritage Asset Strategy and preparation for candidacy for the UK City of Culture 2021.
- Glasgow Airport continues to be a key economic driver for Renfrewshire and for the Glasgow City Region and we will continue to work with partners to support the development of the Glasgow Airport Investment Zone, and with local authorities in the Greater Glasgow area to develop a collaborative infrastructure fund which prioritises economic growth.
- In our strategic housing role we will continue to work with our partners to develop and plan for future housing provision to ensure that there is an appropriate supply of affordable housing to meet the needs of our communities.

4.4 **City Deal**

In Renfrewshire, three projects have been identified as being key elements of the Infrastructure investment across the City Region:

- Clyde Waterfront / Renfrew Riverside: This project seeks to secure the ongoing regeneration of Renfrewshire's waterfront and to support private sector investment to ensure that the economic benefits from this area are

realised. This involves investment in road infrastructure, including a new bridge crossing between Renfrew and Yoker, which will in turn provide enhanced employment opportunities and improve access to investment opportunities at Glasgow Airport and Inchinnan Business Park.

- **Glasgow Airport Investment Zone:** This proposal relates to an ongoing commitment that has been pursued by Renfrewshire Council, in partnership with Glasgow Airport, Scottish Enterprise and the City Council to maximise the investment and employment opportunities associated with the Airport. This involves investment in road infrastructure to the east of the current Airport boundary and promoting improved access to the M8 and adjoining roads network.
- **Glasgow Airport Access:** This project will be jointly delivered with Glasgow City Council and involves enhancement to the access between Glasgow Airport / Paisley Gilmour Street and onwards to Glasgow Central and the wider rail network. This project will deliver a long established investment priority and enhance the role of the Airport and surrounding area in the performance of the economy of the city region.
- The project planning and delivery team for the Renfrewshire projects within the City Deal has been established and a project implementation plan for those projects is being prepared.

In addition to the infrastructure projects, there are three labour market projects currently being progressed by the Councils and the City Deal Programme Management Office. Renfrewshire Council is working closely with the other member authorities to ensure that the Labour Market projects deliver maximum benefits and aligns with existing Renfrewshire employment support activities.

4.5 Planning and Housing Services

- The Local Development Plan provides the framework for future development in Renfrewshire and includes a number of important opportunities including the designation of Braehead as a town centre with a potential investment of up to £250m in its expansion.
- The Planning Service will play a key role in supporting the City Deal team in the development of land use planning to ensure economic outcomes are maximised for the infrastructure projects.
- The former ROF Bishopton site is also progressing, with plans for up to 2500 new homes over a 10-15 year period. Management of the Section 75 agreement linked to this development will continue to be a focus of the service.

- Managing the impact of Welfare Reform changes and in particular the change to direct housing payments as Universal Credit is implemented will be a key challenge going forward. This change will impact on circa 5,000 of our working age housing tenants, who previously had rent paid directly to the Council through housing benefit. This change presents a key risk for the Housing Revenue Account, and will continue to be closely monitored.
 - As we complete the Scottish Housing Quality Standard improvement programme, we will be developing forward plans for future investment in our housing stock. This will include delivery of capital investment and regeneration programmes, to ensure that our council housing stock is of an appropriate standard.
 - Continuing to work with our partners in the Homelessness Partnership and others to focus on prevention of homelessness.
- 4.6 Our Improvement action plan in section 7 contains the main strategic actions which will enable us to achieve the key outcomes we have set for the specific areas of activity outlined above.
- 4.7 As well as this, the action plan contains outcomes and strategic actions which will ensure Development and Housing Services continues to contribute to the ongoing 'Better Council' change programme and highlights how it will support and develop new ways of working.

5. Delivering our Key Outcomes

- 5.1 The Improvement Action Plan in section 7 outlines the high level strategic outcomes we aim to achieve and the main strategic actions and drivers which will enable us to achieve our desired outcomes. These are supported by a range of operational plans and actions across our different service areas which are signposted to in the action plan. The action plan also details how these strategic actions link in to our commitments in the Renfrewshire Community Plan.
- 5.2 Development and Housing Services has a total of 9 key outcomes under which all of our improvement actions are grouped. Each of these key outcomes is aligned to one of the Council Plan outcomes, as detailed below, however it should be recognised that we are involved in a range of activities to help deliver the other outcomes detailed within the Council plan.

A Better Future

- Increased, sustainable investment in our economy
- Reduction in the causes and impact of poverty

A Better Council

- People and Organisational Development

A High Performing Council

- Governance and Assurance

Increased, sustainable investment in our economy

Key Outcome 1 – We will work to support investment in the sustainable growth of Renfrewshire's communities

Key Outcome 2 – We will work with partners to contribute to the economic and social regeneration of Renfrewshire

Key Outcome 3 – We will work with partners to ensure people have access to suitable, affordable housing across all tenures.

Key Outcome 4 – We will deliver improvements to the condition of Renfrewshire's housing stock

Key Outcome 5 – We will deliver the Clyde Valley City Deal investment programme

Reduction in the causes and impact of poverty

Key Outcome 6 – We will give homeless people the support they need and we help people from becoming homeless

Key Outcome 7 – We will work to address and manage the impact of welfare reform on rent arrears and tenancy sustainment

People and Organisational Development

Key Outcome 8 – Our service is structured and equipped to meet future challenges and we involve stakeholders in shaping service delivery

Governance and Assurance

Key Outcome 9 – We deliver Best Value and measure and report on our performance

6. Measuring our Performance – our Key Targets

- 6.1 A suite of performance indicators with key targets is included as section 8 of this plan. The indicators are grouped under the same key outcomes as in the action plan with links to the relevant strategic actions.
- 6.2 With the structural changes to Development and Housing Services being implemented over the coming months and the emergence of new strategic priorities, such as the City Deal, a more comprehensive and detailed list of performance indicators will be developed for inclusion in the Service Improvement Plan monitoring report which will be presented to board in November 2015.
- 6.2 The performance indicators scorecard include a number of indicators which form part of performance information reported and evaluated at other strategic forums including
- The Corporate Management Team, made up of the Chief Executive and Directors.
 - The Senior Management Team of Development and Housing Services, made up of the Director and the Heads of Service.
 - The Community Plan thematic boards.
 - The Local Government Benchmarking Framework
 - The Scottish Housing Regulator through our Annual Return on the Charter.
- 6.3 The Service Improvement Plan monitoring report in November 2015 will include a comprehensive scorecard of our performance indicators which will measure how well we are doing in terms of meeting our key outcomes.

7. Our Strategic Improvement Actions

A Better Future – Increased, sustainable investment in our economy				
Key Outcome 1 – We will work to support investment in the sustainable growth of Renfrewshire's communities				
Strategic Action	Link to Community Plan Theme	Dates Due	Outcomes and significant milestones	
1.1 Implement Local Development Plan (LDP)	Jobs and the Economy	2014 - 2019	<p>The Planning and Property Policy Board approved the Renfrewshire Local Development Plan in August 2014.</p> <p>The Renfrewshire LDP Action Programme sets out how the objectives, strategy and policies within the Renfrewshire Local Development Plan (LDP) can be successfully implemented and delivered. Main actions include</p> <ul style="list-style-type: none"> • AUTUMN 2015 - Prepare town centre strategies, management plans and action plans for the following centres: Johnstone, Erskine, Renfrew, Linwood and Braehead (See action 1.2 below) • 2014 - 2015 - Prepare development briefs for areas zoned as Transition Areas. • 2014 – 2016 - Investigate the potential for taking forward a range of initiatives to assist with the funding of development infrastructure requirements for housing identified as Housing Action Programme Sites. 	
1.2 Develop and adopt Town Centre Strategy and Action Plans	Jobs and the Economy	Nov. 2015	<p>Town Centres are important for a range of functions and are central to Renfrewshire's places and communities. They provide economic and social hubs for investment, development and various activities. To ensure they remain attractive, well functioning places there is a continual need to look at their performance along with opportunities to further enhance town centres.</p> <p>The Renfrewshire Local Development Plan (LDP) provides a framework to protect and enhance town centres. The LDP Action Programme sets out a commitment to prepare town centre strategies and action plans for each of Renfrewshire's Centres.</p>	

			<ul style="list-style-type: none"> • JANUARY to MARCH 2015 – Board approval for all draft strategies received (for Johnstone, Renfrew, Braehead, Linwood and Erskine) • MARCH to JUNE 2015 - Consultation with local communities and key stakeholders on draft strategies (for all 5 areas) • AUGUST 2015 - Report back to the Board the outcome of the publicity and consultation exercise for all five of our town centres; • NOVEMBER 2015 - finalised town centre strategies and action plans for each town centre, supported by a detailed baseline report, will then be presented to Board. <p>The baseline report will be prepared every two years to allow for regular review of the town centre strategies and their actions along with monitoring of their performance and delivery. Strategies and action plans for local and village centres will also be prepared and presented to the Board during 2016.</p>
1.3 Deliver Paisley THI/ CARS project	Jobs and the Economy	March 2016	<p>The Planning and Property Policy Board in January 2015 was provided with an update on the progress of the Paisley Townscape Heritage Initiative / Conservation Area Regeneration Scheme and it approved Third Party Grants for building repair and shop front improvements.</p> <p>By March 2016 The THI Projects will have delivered:</p> <ul style="list-style-type: none"> • Building Repairs – includes restoration of Paisley Arts Centre and various addresses in Causeyside Street • Shopfront Restoration – eight shopfronts completed and further one grant application approved and due on site spring 2015. • Bringing historic floorspace back into use – restoration of 4-6 Forbes Place into 8 one bed flats (work due to start again on site in April 2015) • Complementary Initiatives – includes delivery of the Activity & Training Plan. Programme of activities continues to be being delivered in partnership with Arts & Museums, UWS and West College Scotland. <p>In January 2014 the Economy and Jobs Policy Board approved The Paisley Town Centre Heritage Asset Strategy. The strategy contains a number of ambitious plans within it, including</p> <ul style="list-style-type: none"> • DECEMBER 2015 – Develop outline business case for main museum refurbishment.
1.4 Implement the Paisley Town Centre Heritage Asset Strategy	Jobs and the Economy	2021	

			<ul style="list-style-type: none"> • MARCH 2016 – Develop Paisley T.H. programme. This further scheme focussing on New Street and the western end of High Street will seek to build on the success of the current project. • SEPTEMBER 2016 – Complete the refurbishment of the iconic Russell Institute. • 2015 ONWARD - <ul style="list-style-type: none"> ○ to develop support and funding for the delivery of the strategy ○ the development of business cases for capital works. ○ to take forward a bid for UK City of Culture 2021 ○ to support cultural and tourism activity in Paisley and across Renfrewshire ○ to commission and recruit such specialist advice as required <p>Progress on delivering the strategy is reported to the Economy and Jobs Policy Board on a regular basis.</p>
1.5 Deliver Green Networks investment	A Greener Renfrewshire	March 2016	<p>Green networks continue to be a key factor in regenerating our communities and are identified as a priority in the Regeneration Strategy for Scotland, the Development Plan and the Renfrewshire Community Plan 2013 - 2023.</p> <ul style="list-style-type: none"> • AUGUST 2015 – The programme of Local Green Network Projects to be delivered in 2015/16 will be presented to the Planning and Property Policy Board for approval.

A Better Future – Increased, sustainable investment in our economy				
Key Outcome 2 – We will work with partners to contribute to the economic and social regeneration of Renfrewshire				
Strategic Action	Link to Community Plan Theme	Dates Due	Outcomes and significant milestones	
2.1 Deliver the Invest in Renfrewshire programme	Jobs and the Economy	March 2016	<p>The Invest in Renfrewshire Programmes and Services provide a clear and joined up approach to support the growth of the local economy and to tackle unemployment rates. Upcoming actions Include</p> <ul style="list-style-type: none"> • APRIL 2015 – Start of new EU Employability Programmes in Renfrewshire • JUNE 2015 – Opening of Retail Incubator hub • JUNE 2015 – 2nd Annual 'Celebrating Success' Awards ceremony • JUNE 2015 - Annual Invest in Renfrewshire partnership conference both being held • SEPTEMBER 2015 – Planned opening of retail academy/ incubator shop. • DECEMBER 2015 – Carry out 3 year evaluation of Invest in Renfrewshire programme • JANUARY 2016 – Launch of new LEADER programme <p>The Invest in Renfrewshire economic development programmes are subject to regular and ongoing reports to the Economy & Jobs Policy Board.</p>	
2.2 Town Centre and Events Programme	Jobs and the Economy	April 2016	<p>The Town Centre and Events Programme for 2014/15 were approved by the Economy and Jobs Policy Board in May 2014. It provides a broad overview of the activities to be undertaken in relation to Town Centres, Events and Tourism as delivered by Development and Housing Services during 2014/15.</p> <p>Main events organised include</p> <ul style="list-style-type: none"> • MAY 2015 – Street Velodrome 	

			<ul style="list-style-type: none"> JULY 2015 – Sma' shot day OCTOBER 2015 – Spree OCTOBER 2015 – Halloween Festival NOVEMBER 2015 – Christmas Lights switch on (Paisley, Johnstone, Renfrew)
2.3 Deliver Renfrewshire Tourism Framework and Action Plan	Jobs and the Economy	2017	<p>The Economy and Jobs Policy Board in November 2014 Approved the Renfrewshire Tourism Framework and authorises officers to progress activity in line with the identified Action Plan.</p> <p>The Action Plan looks to build on the current position of Renfrewshire's tourism product and the key opportunities for growth in the sector, developing a set of robust and deliverable actions over the period 2015-2017. Upcoming actions include;</p> <p><u>Theme 1 – Leadership and Collaboration</u></p> <ul style="list-style-type: none"> Spring/Summer 2015 – Develop strategic partnerships with key organisations to assist in the delivery of key objectives. <p><u>Theme 2 – Building the Capabilities and Capacity of Our Assets</u></p> <ul style="list-style-type: none"> Spring 2015 –Autumn 2015 – Building our knowledge of baseline information and tourism intelligence - Asset Mapping/Market Research/ Visitor Profiling Autumn 2015 – Spring 2016 – Prepare a package of support for attractions to assist in sustainability planning and growth, marketing and customer care. Summer 2015 – Development of a funding strategy to assist in securing external funding for tourism assets and projects. <p><u>Theme 3 – Providing Authentic Experiences</u></p> <ul style="list-style-type: none"> Spring 2015 – Events and Festival Development Spring 2015 – Autumn 2017 – Tourism Product Development Spring2015 - Spring 2016 – Promotion of existing tourism product <p><u>Theme 4 – Marketing and Promotion</u></p> <ul style="list-style-type: none"> Spring 2015 – Spring 2016 – Development of a marketing and promotion strategy Spring/Summer 2015 - Develop opportunities to integrate and cross market assets of similar

			<p>interest.</p> <ul style="list-style-type: none"> • Spring 2015 – Spring 2016 - Development of thematic and segmented 'proposition' for Renfrewshire targeted at key visitor groups. <p>Moving forward, updates on the delivery of the framework will be reported to the Economy and Jobs Policy Board on a regular basis.</p>
2.4 LEADER Programme 2014/20	Jobs and the Economy	2020	<p>A draft Development Strategy 2014 – 20 for the LEADER programme was presented to the Economy and Jobs Policy Board in November 2014.</p> <p>The Development Strategy has three priority action areas containing actions designed to deliver this vision. Milestones include;</p> <ul style="list-style-type: none"> • SEPTEMBER 2015 – Anticipated award of LEADER grant • JANUARY 2016 – Launch of LEADER programme • MARCH 2016 – First LEADER grants awarded <p>Regular updates will be provided to the Policy Board on the development of the new LEADER 2014-20 programme for Greater Renfrewshire and Inverclyde.</p>
2.5 European Structural Fund programme 2014/20	Jobs and the Economy	2020	<p>The Economy and Jobs Policy Board in November 2014 authorised the Director of Development and Housing Services to accept the full indicative offer of EU grant of £3.77M to Renfrewshire Council for the delivery of the CPP Employability and Skills agenda in Renfrewshire from January 2015 and to develop an employability proposal around this.</p> <ul style="list-style-type: none"> • AUTUMN 2015 – Details of the proposal finalised and reported to the Economy & Jobs Board, which will also be provided with regular updates on activity thereafter.

A Better Future – Increased, sustainable investment in our economy

Key Outcome 3 – We will work with partners to ensure people have access to suitable, affordable housing across all tenures.

Strategic Action	Link to Community Plan Theme	Dates Due	Outcomes and significant milestones
3.1 Deliver actions within Local Housing Strategy (LHS)	Community Care, Health and Wellbeing. Jobs and the Economy	May 2016	<p>Renfrewshire's Local Housing Strategy 2011-2016 was approved in November 2011. It sets out 5 Strategic Outcomes relating to addressing housing and related support needs that partners and the Council agreed to work towards. These are;</p> <ul style="list-style-type: none"> • Strategic Outcome 1: Residents live in good quality housing. • Strategic Outcome 2: Homes are energy efficient, fuel poverty is minimised and the environmental impact of housing is reduced. • Strategic Outcome 3: Regeneration programmes are progressed to create stable mixed communities that are attractive places to live. • Strategic Outcome 4: People are able to live independently in suitable housing with appropriate support. • Strategic Outcome 5: Homelessness is prevented where possible and services meet the needs of people who become homeless. <p>The most recent LHS Strategy Update was presented to the HACS board in November 2014, and it outlines key progress and summarises the position on key actions (See actions 3.3 and 3.4 below). It also highlights any changes in policy and resources.</p>
3.2 Develop new Local Housing Strategy (LHS)	Community Care, Health and Wellbeing Jobs and the Economy	June 2016	<p>Our new LHS will be presented to board during 2016. The main milestones in the creation of this are;</p> <ul style="list-style-type: none"> • JANUARY 2015 – HNDA completed and sent to Centre for Housing Market Analysis for a 'Robust and Credible' assessment • MARCH 2015 till NOVEMBER 2015 – Development and consultation work • NOVEMBER 2015 – Draft LHS completed and presented to HACS Board • DECEMBER 2015 till APRIL 2016 – Consultation on draft LHS • MAY/ JUNE 2016 – Finalised LHS presented to HACS Board for approval

3.3 Deliver Strategic Housing Investment Plan (SHIP)	Jobs and the Economy	2019/20	<p>Local authorities are required to prepare a Strategic Housing Investment Plan (SHIP) each year and submit this to the Scottish Government. The SHIP should show how investment in affordable housing will be targeted to achieve the objectives set out in the Local Housing Strategy (LHS).</p> <p>The SHIP for the period 2015/16 to 2019/20 was developed following consultation with partners and stakeholders, and approved by the Housing and Community Safety Policy Board in January 2015.</p> <p>4 new projects are highlighted here as high priorities for delivery in 2015/16 to 2019/20</p> <ul style="list-style-type: none"> • Orchard Street/Causeyside Street - comprehensive tenement improvement • Bishopton - affordable housing • Paisley West End - regeneration • Johnstone Castle – regeneration <p>In addition, three projects have been brought forward to start in 2014/15 which will have a funding requirement into the next three-year period:</p> <ul style="list-style-type: none"> • Braille Crescent (phase II) • Renfrew new supply (second site) • Low cost housing for older people in Paisley town centre <p>The Housing and Community Safety Policy Board agreed that around 290 tenement flats in Johnstone Castle should be demolished and that detailed plans should be developed for newbuild Council housing in the area.</p> <p>Main actions for Johnstone Castle include</p> <ul style="list-style-type: none"> • ONGOING - continue to progress the rehousing of existing tenants on a phased basis and the acquisition of privately owned properties • 2015-2017 - procure contracts for the design and construction of newbuild Council housing • 2017 - commence the first phase of newbuild <p>Other regenerations actions include;</p> <ul style="list-style-type: none"> • October 2015 - Identify an RSL partner and private developer to develop regeneration plans for Paisley West End • November 2015 - Review existing stock and assess the need for further housing regeneration and renewal projects.
3.4 Progress housing regeneration programmes	Jobs and the Economy	2017	

A Better Future – Increased, sustainable investment in our economy				
Key Outcome 4 – We will deliver improvements to the condition of Renfrewshire's housing stock				
Strategic Action	Link to Community Plan Theme	Dates Due	Outcomes and significant milestones	
4.1 Ensure the Council's housing stock meets SHQS.	A Greener Renfrewshire	April 2015	A report will be presented to Board as soon as practical after conclusion of the SHQS programme setting out compliance achieved. As noted (in improvement action 4.3 below) the revised Asset Management Strategy will address post 2015 actions.	
4.2 Deliver Private Sector Housing Investment Programme	Community Care, Health and Wellbeing.	March 2016	The Private Sector Housing Grant (PSHG) supports a range of services to private sector homeowners. This includes Disabled Adaptation grants, support costs for Care & Repair Renfrewshire, and grant support for homeowners involved in Council Investment Programmes, including common works carried out as part of the SHQS programme.	
4.3 Implement revised Housing Asset Management Strategy	A Greener Renfrewshire	December 2015	<p>A revised strategy will take account of the outcomes from the 2010-2015 SHQS programme and will set out proposals to deal with abeyances and exemptions which have arisen, and programmes to maintain delivery of the standard post 2015. The strategy will also address the delivery of new Energy initiatives and the impact of proposed regeneration strategies and potential stock re-provisioning on the asset base.</p> <ul style="list-style-type: none"> • DECEMBER 2015 – Revised Strategy presented to board for approval 	
4.4 Implement Housing Capital Investment Plan 2015/16 to 2017/18	A Greener Renfrewshire	2018	<p>The Housing Capital Investment Plan 2015/16 to 2017/18 was approved by the Council in February 2015.</p> <p>This includes Continuing with a range of programmes including kitchens and bathrooms, rewiring upgrades and heating replacements and Roofing projects.</p> <p>In addition for 2015/16 Council have secured additional investment under the Scottish Government HEEPS: ABS and the ECO carbon reduction programme to contribute to external wall insulation programmes across common blocks.</p>	

A Better Future – Increased, sustainable investment in our economy				
Key Outcome 5 – We will deliver the Clyde Valley City Deal investment programme				
Strategic Action	Link to Community Plan Theme	Dates Due	Outcomes and significant milestones	
5.1 Deliver Glasgow and Clyde Valley City Deal programme	Jobs and the Economy	2034	<p>Over the last year the Glasgow and Clyde Valley Councils developed a set of proposals which would deliver over £2 billion of additional economic activity and 29,000 new jobs over the next twenty years.</p> <p>In Renfrewshire, three projects have been identified as being key elements of the Infrastructure investment across the City Region: Clyde Waterfront / Renfrew Riverside, Glasgow Airport Investment Zone and Glasgow Airport Rail Link.</p> <p>Main actions include;</p> <ul style="list-style-type: none"> • JUNE 2015 – Strategic Business Case for Glasgow Airport Investment Zone and Clyde Waterfront / Renfrew Riverside presented to Leadership board for approval. • AUGUST 2015 – Strategic Business Case presented to City Deal Cabinet for approval. • AUGUST 2015 - Employment Support Allowance Programme element of labour market project to commence. • OCTOBER 2015 – Appointment of consultants and other professional services to help develop scope of programmes. <p>Regular reports will be submitted to Council or the relevant Policy Board on progress with the City Deal Project.</p>	

A Better Future – Reduction in the causes and impact of poverty				
Key Outcome 6 – We will give homeless people the support they need and we help people from becoming homeless				
Strategic Action	Link to Community Plan Theme	Dates Due	Outcomes and significant milestones	
6.1 Review existing homelessness strategy and incorporate high level outcomes within the new Local Housing Strategy 2015 -2021.	A Greener Renfrewshire	May 2016	A lower level operational working document will be developed during 2015/16. The Homelessness Partnership will develop and monitor the outcomes of the working document. High level strategic outcomes will be incorporated within the new LHS and progress will be reported within the LHS annual updates.	

A Better Future – Reduction in the causes and impact of poverty				
Key Outcome 7 – We will work to address and manage the impact of welfare reform on rent arrears and tenancy sustainment				
Strategic Action	Link to Community Plan Theme	Dates Due	Outcomes and significant milestones	
7.1 Contribute to Welfare Reform corporate group	Children and Young People	March 2016	<p>We continued to support the workstreams of the corporate Welfare Reform Programme to further explore options available to the Council as a landlord, our tenant base and internal/ external partners. Whilst taking opportunities that arise to access external funding in partnership for the benefit of Renfrewshire tenants and residents. Actions include</p> <ul style="list-style-type: none"> • APRIL 2015 – We are carrying out an exercise to project potential UC customer base – to help provide relevant support and assistance. • APRIL to JUNE 2015 – Carrying out internal (staff) and external (RSL's) training on the process of Universal Credit from a customers and the Council's perspective. • AUGUST 2015 – Present paper to board to update position and actions. 	

A Better Council – People and organisational Development				
Key Outcome 8 – Our service is structured and equipped to meet future challenges and we involve stakeholders in shaping service delivery				
Strategic Action	Link to Community Plan Theme	Dates Due	Outcomes and significant milestones	
8.1 Implement changes to Development & Housing Services structure	Council action with no direct linkage to Community Plan	March 2016	<p>The Leadership board on 18 February 2015 approved a report 'Better Council Programme – Management Structures' which outlined changes to chief officer management arrangements for the Council. For Development and Housing Services this will mean a Senior Management structure, below Director level of;</p> <ul style="list-style-type: none"> • Head of Planning and Housing Services • Head of Regeneration • City Deal Project Director <p>This structure will focus on delivering against the Council's regeneration, employability and economic development priorities, as well as fulfilling the Council's role as landlord to its tenants and performing its statutory planning function.</p> <p>A review of the revised structure will be carried out after the first year of operation to review its effectiveness and any further changes will be reported to the board, as necessary.</p>	
8.2 Implement changes contained in Housing (Scotland) Act 2014	Council action with no direct linkage to Community Plan	Subject to Scottish Gov. guidance	Ensure changes within the Housing (Scotland) Act 2014 are implemented within the appropriate timescales and decide on approach to be adopted in relation to new powers being made available.	
8.3 Implement Sheltered Housing Review recommendations	Community Care, Health and Wellbeing	June 2015	A review of the service was undertaken and new service delivery arrangements were designed in response to the findings and feedback from tenants and to incorporate the benefits from the Health and Wellbeing activities. It is anticipated that the new service arrangements can be in place by June 2015.	

8.4 Implement recommendations from external Reviews of Older Persons' Housing in Renfrewshire	Community Care, Health and Wellbeing	March 2016	<p>Renfrewshire Council commissioned external Consultants to carry out two separate reviews of all older persons sheltered housing developments in Renfrewshire including those owned by Registered Social Landlords (RSLs). The two Reviews were for :</p> <ul style="list-style-type: none"> • very sheltered and extra care housing • sheltered housing <p>In partnership with RSLs, Social Work and Health Services an action plan will be developed to take forward the recommendations from the Reviews.</p>
8.5 Implement 2013 - 2015 Corporate Workforce and Organisational Strategy Action Plan.	Council action with no direct linkage to Community Plan	March 2016	Implement action plan items within Development and Housing Services to ensure efficient and effective use of workforce resource to deliver services required.
8.6 Continue to implement and monitor the impact of policies and activities aimed at reducing staff absence levels.	Council action with no direct linkage to Community Plan	March 2016	Sickness absence levels are reduced.

A High Performing Council – Governance and Assurance				
Key Outcome 9 – We deliver Best Value and measure and report on our performance				
Strategic Action	Link to Community Plan Theme	Dates Due	Outcomes and significant milestones	
9.1 Implement Risk Management Plan	Council action with no direct linkage to Community Plan	April 2016	<p>In keeping with 'Risk Matters', the Council's combined risk management policy and strategy, the Development and Housing Services Risk Register is refreshed on an annual basis and is approved by the Housing and Community Safety Policy (HACS) Board as part of the Risk Management Plan. The Plan identifies relevant risks and the significance of each is assessed in terms of the current nature of the risk.</p> <ul style="list-style-type: none"> • MAY 2015 – Updated Risk Management Plan presented to board for approval • NOVEMBER 2015 – Present midyear progress report on the management of the service's risks to HACS board. • MAY 2015 till APRIL 2016 – Close monitoring and scrutiny of the identified risks is carried out throughout the year. 	
9.2 Submit Annual Return on the Charter to Scottish Housing Regulator (SHR) and report back to stakeholders	Council action with no direct linkage to Community Plan	March 2016	<p>The Annual Return on the Charter (ARC) is the primary avenue through which our performance as a landlord is measured. It enables our tenants and other customers to evaluate our performance in areas of interest to them, and also to compare us against other social landlords. Key milestones in this process are;</p> <ul style="list-style-type: none"> • MAY 2015 – ARC submitted to Scottish Housing Regulator detailing our performance in 2014/15. • AUGUST 2015 – Present report on our performance on the SSHC to Housing and Community Service Policy Board. • OCTOBER 2015 - We will produce a tenants report (in collaboration with our tenants) in order for our customers to evaluate our performance as a landlord. • MAY 2015 till MARCH 2016 – We will implement those improvement actions identified through analysis of our performance and our return to the SHR. 	
9.3 Produce Planning Performance Framework (PPF) for 2015	Council action with no direct linkage to Community Plan	August 2015	<p>The Planning Performance Framework is produced annually and the framework gives a balanced measurement of the overall quality of the planning service and will be used to drive a culture of continuous improvement. The main milestones in this process are</p> <ul style="list-style-type: none"> • JULY 2015 – Submit approved PPF to Scottish Government • AUGUST 2015– Present Renfrewshire Planning Performance Framework for 2015 to the Planning and Property Policy Board for noting 	

9.4 Deliver revenue efficiency savings in line with agreed targets	Council action with no direct linkage to Community Plan	March 2016	<ul style="list-style-type: none"> • Housing Revenue Account - £305, 000.00 • Other Housing - £156, 000.00 • Planning and Economic Development - £181, 094.00 <p>Expected outcome: Revenue efficiency savings targets are met for 2015/16</p>
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8. Performance Indicator Scorecard

Priority Theme 01: A Better Future

Service Outcome Key Outcome 1 - We will work to support investment in the sustainable growth of Renfrewshire's communities

PI Code	Performance Indicator	Reporting Frequency	2014/15		2011/12	2012/13	2013/14	2015/16	2016/17	2017/18
			Value	Target						
SOA13DH.01	Reduction on the number of urban vacant and derelict land sites.	Years	*	DATA ONLY		171	170	DATA ONLY	DATA ONLY	DATA ONLY

* We are currently undertaking the vacant and derelict land audit for 2014/15; the figures will not be available until July 2015

Priority Theme 01: A Better Future

Service Outcome Key Outcome 2 - We will work with partners to contribute to the economic and social regeneration of Renfrewshire

PI Code	Performance Indicator	Reporting Frequency	2014/15		2011/12			2012/13			2013/14			2015/16			2016/17			2017/18		
			Value	Target																		
*Code TBA:	Number of unemployed people being supported through Renfrewshire Employability Programme.	Years	1462	*	N/A	2001	2294	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
*Code TBA:	Number of people supported into work through Renfrewshire Employability Programme.	Years	629	*	N/A	376	929	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
*Code TBA:	Number of people supported, sustained in work at 6 Months through Renfrewshire Employability Programme	Years	475	*	N/A	48	310	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
*Code TBA:	Number of new companies signed up to the 'Invest in Renfrewshire'	Years	156	*	N/A	266	337	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
*Code TBA:	Number of new companies supported to create new and additional jobs	Years	111	*	N/A	85	305	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
*Code TBA:	Number of new people employed through wage subsidy support (includes graduates and traineeships)	Years	394	*	N/A	81	382	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
*Code TBA:	Number of new companies supported to grow their business (through development and training grants and business loans)	Years	82	*	N/A	48	141	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
*Code TBA:	Number of new business start ups in Renfrewshire with Business Gateway Support	Years	311	*	N/A	343	330	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

* Targets will be set once the new European Programmes have been agreed.

Priority Theme 01: A Better Future

Service Outcome Key Outcome 3 - We will work with partners to ensure people have access to suitable, affordable housing across all tenures

PI Code	Performance Indicator	Reporting Frequency	2014/15		2011/12	2012/13		2013/14	2015/16			2017/18
			Value	Target		Value	Value		Value	Target		
HPSIP01	Newbuild: Affordable housing units*	Years	56	150	283	175	196	150	150	150	150	
SOA10.10a	Newbuild: Private housing units*	Years	467	745	282	276	343	745	632	632	632	

* Supply targets are set out in the Local Housing Strategy

Priority Theme 01: A Better Future

Service Outcome Key Outcome 4 - We will deliver improvements to the condition of Renfrewshire's housing stock

PI Code	Performance Indicator	Reporting Frequency	2014/15		2011/12	2012/13		2013/14	2015/16	2016/17	2017/18
			Value	Target		Value			Target		
HPBS14b1	Number of PSHG awarded to disabled tenants to adapt private homes	Years	109	DATA ONLY	123	122	123	DATA ONLY	DATA ONLY	DATA ONLY	
HPCHARTER08	Percentage of properties at or above the appropriate NHER (National Home Energy Rating) or SAP (Standard Assessment Procedure) ratings specified in element 35 of the SHQS, as at 31 March each year.	Years	*	100%	N/A	N/A	85%	**	**	**	
HPCMT13a	% of Council housing stock which meets the Scottish Housing Quality Standard	Years	*	100%	15.1%	32.3%	62.1%	**	**	**	

* SHQS Completion figures will be available June 2015, and after applying allowable exclusions and abeyances the Council is scheduled to be 100% compliant with the target to meet SHQS by 2015. ** Targets – Assessment methodology to be confirmed, on receipt of guidance from Scottish Government.

Priority Theme 01: A Better Future

Service Outcome Key Outcome 6 - We will give homeless people the support they need and we help people from becoming homeless

PI Code	Performance Indicator	Reporting Frequency	2014/15		2011/12	2012/13	2013/14	2015/16	2016/17	2017/18
			Value	Target						
HPCMT05	Average time from client presenting themselves as homeless to completion of duty (number of weeks)	Years	18.4	21	20.4	19.8	20.5	19	19	19

Priority Theme 01: A Better Future

Service Outcome Key Outcome 7 - We will work to address and manage the impact of welfare reform on rent arrears and tenancy sustainment

PI Code	Performance Indicator	Reporting Frequency	2014/15		2011/12	2012/13	2013/14	2015/16	2016/17	2017/18
			Value	Target						
DHSSIP03	Amount of arrears accrued due to impact of Bedroom Tax	Years	£0*	DATA ONLY	N/A	N/A	£105,844	DATA ONLY	DATA ONLY	DATA ONLY
HPCHARTER30	Rent collected as percentage of total rent due in the reporting year.	Quarters	100.2%	96.5%	N/A	100.5%	99.5%	95%	91.5%	91.5%
HPCHARTER31	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.	Quarters	6.3% **	10%	N/A	5.8%	5.6%	8%	10%	12%

*Bedroom tax arrears funded through DHP (823k) or written off (109k) **This figure is calculated using a different methodology than that used to calculate the figure in previous years. If the same methodology as previous years had been used, the figure for 2014/15 would have been 4.93%

Priority Theme 02: A Better Council

Service Outcome Key Outcome 8 - Our service is structured and equipped to meet future challenges and we involve stakeholders in shaping service delivery

PI Code	Performance Indicator	Reporting Frequency	2014/15		2011/12	2012/13	2013/14	2015/16	2016/17	2017/18
			Value	Target	Value			Target		
DHSSIP05	DHS employees having completed IDPs (Percentage)	Years	81.9%	95%	*	*	78.1%	95%	95%	95%
DHSSIP06	% of days lost due to sickness absence	Quarters	3.6%	4.9%	*	*	3.1%	4.9%	4.9%	4.9%

* 2013/14 Was the first year of the new directorate of Development and Housing Services

Priority Theme 03: A High Performing Council

Service Outcome Key Outcome 11 - We deliver Best Value and measure and report on our performance

PI Code	Performance Indicator	Reporting Frequency	2014/15		2011/12	2012/13	2013/14	2015/16	2016/17	2017/18
			Value	Target	Value			Target		
HPCMT07	% Overall Repairs Completed Within Target	Quarters	92.8%	95%	88.8%	88.1%	93.8%	95%	95%	95%
DHS.SPSO.03a	Percentage of complaints closed at the frontline resolution stage within 5 working days	Months	98%	N/A	N/A	N/A	94.9%	N/A	N/A	N/A
DHS.SPSO.08a	Percentage of complaints resolved at investigation stage within 20 working days	Months	97%	N/A	N/A	N/A	94.9%	N/A	N/A	N/A
HPCHARTER12	Average length of time taken to complete non emergency repairs (days)	Quarters	TBC	15	N/A	N/A	8.5	15	15	15

PI Code	Performance Indicator	Reporting Frequency	2014/15		2011/12	2012/13	2013/14	2015/16	2016/17	2017/18
			Value	Target	Value			Target		
HPCHARTER13	% of reactive repairs carried out in the last year completed right first time	Years	TBC	90%	N/A	N/A	87.8%	91%	92%	92%
HPCHARTER35	Average length of time taken to re-let properties in the last year	Quarters	44	55	52	63	56	42	40	35
HPCHARTER34	% of rent loss due to voids	Quarters	2.03%	2.7%	3.7%	3.1%	2.57%	2.0%	1.9%	1.8%
PT.DS.PPF.CMT01	Average Time (weeks) for processing Planning Applications (Householder) (weeks)	Years	*	DATA ONLY	8.2	7.8	6.9	DATA ONLY	DATA ONLY	DATA ONLY
PT.DS.PPF.CMT02	Average Time (weeks) for processing Planning Applications (Non Householder) (weeks)	Quarters	*	DATA ONLY	10.8	11.2	8.7	DATA ONLY	DATA ONLY	DATA ONLY
PT.DS.PPF.CMT03	Average Time (weeks) for processing Planning Applications (Major) (weeks)	Quarters	*	DATA ONLY	27.9	36.6	12	DATA ONLY	DATA ONLY	DATA ONLY

* Quarter 4 figures submitted to the Scottish Government – summary analysis normally available mid May

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To: Economy and Jobs Policy Board

On: 20 May 2015

Report by: Director of Development and Housing Services

Heading: Service Improvement Plan 2014/15 – 2016/17 Outturn Report

1. Summary

- 1.1 Development and Housing Services' improvement plan for 2014/15 – 2016/17 was approved by the Economy and Jobs Board in March 2014. The plan sets out how we will develop services over the next three years and details the specific measures which will be taken to contribute to the implementation of the Community Plan, Single Outcome Agreement and Council Plan. It also sets out the actions which will be taken to deliver Best Value and ensure that continuous improvement occurs across all service areas. Our service scorecard of core performance indicators ensures that the impact of the actions carried out can be measured.
- 1.2 Implementation of the Service Improvement Plan is monitored and reported to the Economy and Jobs Policy Board on a six monthly basis to allow the Board to review progress. We previously provided the Board with a progress report on the 2014/15 – 2016/17 Service Improvement Plan in November 2014.
- 1.3 This current report contains details of performance over the period 1 April 2014 to 31 March 2015. The main purpose of this report is to provide:
- details of the key achievements of the service over this period;
 - a progress update on implementing the action plan linked to the service improvement plan for 2014/15 – 2016/17; and
 - an assessment of performance in relation to the service scorecard of core performance indicators.
- 1.4 This Service Improvement Plan is responding to the challenging financial environment and public sector reform which needs to be driven locally as well as responding to the national agenda. Despite these challenges, the Service

has continued to make the best possible use of its resources and consequently, there are significant achievements to report over this period.

- 1.5 As the Board will be aware a new Service Improvement Plan covering the period 2015/16 to 2017/18 is also being presented to the Policy Board this cycle.
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2. Recommendations

It is recommended that the Economy and Jobs Policy Board:

- 2.1 Notes the progress that has been made with the implementation of the Development and Housing Services 2014/15 – 2016/17 Service Improvement Plan actions and performance indicators for the activities relating to this Board's remit.
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3. Background

- 3.1 One of the main purposes of the Service Improvement Plan is to enable elected members to take stock of what is happening in the service, and to consider and develop policy options which reflect changing circumstances both in terms of customer needs and resource availability in the context of the Council's priorities and the need to deliver Best Value.
- 3.2 The Service Improvement Plan is a comprehensive statement of what the service intends to achieve. It takes account of the themes, actions, outcomes and targets set out in the Council Plan, Single Outcome Agreement and Community Plan. The Single Outcome Agreement and Community Plan detail how the Council and its partners will work together to deliver the vision, outcomes and targets for Renfrewshire.
- 3.3 Service Improvement Planning also provides the Board with a mechanism for evaluating the performance of the service in terms of developing and improving services. The Action Plan lies at the core of the Service Improvement Plan. This lists the priorities being addressed, the key tasks to be implemented over the plan period, the implementation timetable and details performance indicators against which progress can be measured.
- 3.4 Section 4 provides details of our achievements between April 2014 and March 2015 of the Service Improvement Plan. Further detail is provided in Appendix 1 which provides a summary of progress achieved over the same period in tackling the key areas set out in the Service Improvement Plan Action Plan. It highlights areas where significant advances have been made and gives targets for completing actions that have been reviewed or delayed. The report provides the basis for assessing the effectiveness of our service delivery.

- 3.5 Appendix 2 contains the core performance indicators. These are the performance indicators which we use to measure how well we are performing in relation to our service priorities. The appendix shows the performance in relation to each core indicator for the financial year 2014/15.
- 3.6 This report is a key part of the Public Performance Reporting framework, and it ensures that progress on core performance indicators is reported to the relevant Policy Board for them to note and to approve targets for future years.
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4. Summary of main achievements

- 4.1 The principal role and purpose of Development and Housing Services is to provide the economic development, regeneration, housing, planning, and property (up until March 2015) and asset management functions of the Council. This includes helping to deliver sustainable economic and physical regeneration of Renfrewshire, managing the Council's stock of approximately 12,500 houses and managing just fewer than 400 commercial, industrial and other properties.
- 4.2 The Key Achievements of Development and Housing Services from April 2014 to March 2015 are highlighted below in sections 4.5 to section 4.10.
- 4.3 Development and Housing Services have a total of 12 key outcomes and we have grouped our key outcomes against one of six of the Council plan outcomes as shown below, however it should be recognised that we are involved in a range of activities to help deliver the other outcomes detailed within the Council plan.

A Better Future

- Increased, sustainable investment in our economy
- Improved support to vulnerable adults
- Reduction in the causes and impact of poverty

A Better Council

- People and Organisational Development
- Managing Assets

A High Performing Council

- Governance and Assurance

Increased, sustainable investment in our economy

Key Outcome 1 – By 2015 all Council tenants have a home which meets the Scottish Housing Quality Standard (SHQS).

Key Outcome 2 – We work with partners to ensure people have access to suitable, affordable housing across all tenures.

Key Outcome 3 – We will support investment in the sustainable growth of Renfrewshire's communities.

Key Outcome 4 – We will work with partners to contribute to the economic and social regeneration of Renfrewshire.

Key Outcome 5 – We will support and encourage the sustainable development of Renfrewshire’s natural and built environment.

Improved support to vulnerable adults

Key Outcome 6 – We will work to improve the health and wellbeing of our residents

Reduction in the causes and impact of poverty

Key Outcome 7 – We give homeless people the support they need and we help prevent people from becoming homeless

Key Outcome 8 – We will work to address the impact of welfare reform on rent arrears and tenancy sustainment

People and Organisational Development

Key Outcome 9 – Our workforce is structured and equipped to meet future challenges

Managing Assets

Key Outcome 10 – Our communities have modern, fit for purpose facilities

Key Outcome 11 – The Council’s Assets are managed effectively and efficiently

Governance and Assurance

Key Outcome 12 – We deliver Best Value and involve stakeholders in shaping service delivery

- 4.4 Full detail on the service’s progress in terms of implementing the tasks outlined in the current Service Improvement Plan over this period, is included as Appendix 1 to this report.

4.5 A Better Future - Increased, sustainable investment in our economy

Key Outcome 3 – We will support investment in the sustainable growth of Renfrewshire’s communities.

- In August 2014 the Council became a partner in the Glasgow and Clyde Valley City Deal project. City Deal will bring together eight councils, including Renfrewshire, in the Glasgow and Clyde Valley City Region, to share £1.13billion of public sector investment over the next decade. This presents a step change opportunity for the local economy. Renfrewshire will be at the centre of three of the most important projects.
 - Clyde Waterfront/ Renfrew Riverside – to support the regeneration programme along with a new bridge crossing between Renfrew and Yoker.
 - The proposed Glasgow Airport Investment Zone will build on commitments to capitalise on the airport’s economic and employment strengths including new investment in roads and access to the M8.
 - Glasgow Airport access link will create links between Glasgow Airport via Gilmour Street station and the wider rail network.

The project planning and delivery team for the Renfrewshire projects within the City Deal has been established, Strategic Business Cases are being prepared and a project implementation plan for those projects is being prepared.

- The Renfrewshire Local Development Plan was adopted in August 2014. This includes a framework for development which will enable;
 - The potential for £200 million of private sector investment in the expansion of Braehead
 - A strong framework that sets out Green Network priorities for the next 10 years
 - Significant investment opportunities to our economic areas such as Glasgow Airport International Investment Quarter and Hillington.
 - Innovative delivery mechanisms to build new homes on vacant and derelict land and regeneration areas
 - Private sector housing investment bringing over 800 new homes to Renfrewshire in the next 5 years
 - Certainty for communities and investors with an up to date Development Plan
- We have completed Supplementary Planning Guidance in relation to the LDP with the final guidance being presented to the Planning and Property Policy Board in May 2015.
- The Renfrewshire Local Development Plan Action programme was presented to the Planning and Property Policy Board in November 2014. This contains 51 actions which will help deliver the objectives of the LDP. We have completed 25 of these actions including all of those due to be completed by March 2015.
- We are promoting and assisting in the delivery of major development opportunities across Renfrewshire's Town Centres. Missives are in the process of being concluded for the conversion of the basement of the former Littlewoods store for use as a museum store in Paisley Town Centre. We continue to liaise with potential developers and Landlords considering development opportunities around the Town Centres.
- We have supported the new 'Paisley First' Business Improvement District (BID) which was agreed in November 2014. The new Paisley town centre BID will cover 676 businesses, making it the third-biggest of the 25 already running in Scotland.
- We are raising awareness of external funding opportunities. A new funding opportunities email is now provided quarterly to Council Services and a new Social Economy post was created and filled in autumn 2014. The new Social Economy grant fund was launched in late 2014 and a number of grants have now been issued. The team provide support to the Council Community Planning Partners and the third sector across Renfrewshire in external funding and contribute to a range of funding events.

- We are implementing our Core Path Plan and Access Strategy, with all actions on target as per our programme for the year.
- We continue to deliver Green Network Investment, with all actions on target as per our programme for the year.

Key Outcome 1 – By 2015 all Council tenants have a home which meets the Scottish Housing Quality Standard (SHQS).

- During 2014/15 we delivered the £34.3 million worth of improvements to Council housing stock through our capital improvement programme (including the final year of the Scottish Housing Quality Standard delivery plan).
- As of the 31st March 2015, we had completed
 - A total of 9411 kitchen, bathroom and rewiring combinations.
 - A total of 6524 new heating combinations.
 - The over cladding to 9 of our multi-story blocks is now complete.
 - The first 7 phases of our external works to deck access, 4 in-a-block properties. The other two phases of this programme will be completed by July 2015.

Final SHQS completion figures will be available in June 2015, and after applying allowable exclusions and abeyances, the Council is scheduled to be 100% compliant with the target to meet SHQS by 2015.

Key Outcome 2 – We work with partners to ensure people have access to suitable, affordable housing across all tenures.

- We continue to implement the actions within the Renfrewshire Local Housing Strategy with work ongoing with partners. The 2013/14 LHS Annual update was reported to Housing and Community Safety Policy board in November 2014 and work has started on the preparation of a new LHS covering the period 2016 to 2021.
- We are working with RSL partners to deliver affordable housing projects in the updated Strategic Local Programme – this includes;
 - 40 units were completed at Renfrew (Sanctuary Housing Association), a second phase is planned which will provide a further 15 new affordable homes on adjacent land.
 - Work is progressing well at Shortroods (phase 3) where Sanctuary is developing 86 new affordable homes and at the Arnotts site in Paisley Town Centre where Link H.A. is developing 31 new affordable homes. Work on both sites is due to be completed in summer 2015.

- Work has started onsite at Thrushcraigs, Paisley. This is a development of 70 new affordable homes by Link Group which will include 56 homes for social rent and 14 homes for shared equity low cost ownership.
- Following consultation with tenants and residents on regeneration proposals for Johnstone Castle, the Housing and Community Safety Policy Board agreed in August 2014 that 288 properties (including around 250 Council-owned tenement flats which are difficult to let and for which there is no long term sustainable demand), should be demolished and plans for new build housing within Johnstone Castle should be developed.
- The demolition programme of our surplus housing stock is in progress and on programme. The demolition of Arkleston Court, Gallowhill is now complete.
- The construction of the new shops at Hallhill Road has started, with the old shops and the flats above them scheduled to be demolished in September 2015 and the first block of flats at Johnstone Castle has been demolished.
- We have commissioned external consultants to work with the Council and Housing Association partners to prepare a draft Renfrewshire wide allocations policy. This is as an early stage of the Common Housing Register action.

Key Outcome 4 – We will work with partners to contribute to the economic and social regeneration of Renfrewshire.

- The Paisley Heritage Asset Strategy has been approved and will provide a framework to progress and promote the economic development of Renfrewshire, through the use, regeneration and marketing of Paisley's world class cultural and heritage assets.
- Our Tourism Framework and Action Plan was approved by board in November 2014 and we have appointed a Tourism Officer. The framework and action plan will be delivered through to 2017 to maximise Renfrewshire's tourism potential through engagement with Visit Scotland and local private sector partners.
- We have delivered a number of initiatives to improve Paisley Town Centre such as enhanced maintenance regime, new visitor signage, more events, assisting businesses through property improvement grant scheme and marketing and promotion of the Town.
- We have developed the partnerships and delivery mechanisms with the Council's community planning partners, national agencies and external funders for the implementation of the Paisley Town Centre Heritage Strategy. Proactive delivery involving partner agencies is being taken forward on a

project by project basis. The Strategy was recently acknowledged in the national Planning Awards for best use of arts or culture in Placemaking.

- We delivered the Renfrewshire Employability Partnership Programme in partnership with East Renfrewshire Council. The programme was due to complete at the end of June 2014 but was extended to the end of March 2015. The Programme has exceeded its projected outcomes and, to date, 1,934 people have secured employment and a total of 5,757 people have been supported.
- We are continuing to build on the success of the Invest in Renfrewshire programme to help tackle the economic and social challenges impacting on individuals and businesses in Renfrewshire. 759 companies have signed up to the initiative to date with 260 companies having been offered grants to pursue development, training, exhibition and ICT projects, amounting to combined funding of over £1.25million.
- Furthermore, through the Invest in Renfrewshire programme, 162 internships have been approved; 110 with the council and 52 with companies and, so far, 594 young people have started new jobs supported through the Wage Subsidy Scheme.
- We have developed a new service level agreement (SLA) with the Renfrewshire Chamber of Commerce to further promote the Invest in Renfrewshire programmes of support to businesses. This new SLA will run between January 2015 and December 2017.
- We are assisting start up businesses and entrepreneurial activity through the creation of the Retail Incubator Hub focused on Paisley Town Centre. The Retail Incubator will open in Summer 2015 and the competition for places has been launched.
- The LEADER programme 2007 – 13 is complete. The proposals for the next LEADER programme 2014-20 are now submitted and plans for the new programme to commence in June 2015 are underway.
- We are taking a lead role in the economic development of the third sector organisations across Renfrewshire and are working to improve the capacity of local organisations to contribute to local economic development.
- We have delivered an increased programme of town centre activities. As well as annual events such as The Spree, Sma' Shot Day and the Christmas Lights Switch On, we have organised a number of 'one off' and new events this year such as The Queens Baton Relay as part of the Commonwealth Games, the start of the world famous Monte Carlo rally, Street Velodrome and Halloween Festival.

Key Outcome 5 – We will support and encourage the sustainable development of Renfrewshire’s natural and built environment.

- We are delivering the Townscape Heritage Initiative in the Causeyside Street area of Paisley. This initiative is helping to stimulate regeneration and to maximise the value of the built heritage assets in this area. Moving forward, we have considered the final grant schemes which will be carried out during 2015/16.
- We are implementing the Biodiversity Action Plan and are on target as per the programme for the year. A report on the Council’s biodiversity duty and actions was presented to the November 2014 Planning and Property Policy Board.
- Royal Ordinance Factory Bishopton - Further major infrastructure in the form of the road linking the Northern and Southern access roads is due to start on site in Spring 2015 with completion expected early 2016. Detailed permissions now in place for 850 units with many already complete and occupied. Phase 3 remediation expected to commence early 2016 and take two years. Discussions are ongoing to enable delivery of the first tranche of social rented homes (100 units) within the proposed village core as part of the developer obligation.
- Braehead - proposals for a major expansion which comprises mixed uses including retailing, office, hotel, events arena, food and drink, and transport interchange facilities have now been granted planning permission. The permission, and the Local Development Plan, however, are subject to legal challenges and the outcome of these will be matters for the Court of Session
- We have introduced a Simplified Planning Zone (SPZ) scheme for Hillington Park, which was adopted on October 1st 2014. The SPZ has recently been shortlisted in the ‘Excellence in Decision Making in Planning’ category in the 2015 RTPI Awards for Planning Excellence. The winner of each category and the overall winner of the Silver Jubilee Cup will be announced at the Awards ceremony in London in July 2015.

4.6 **A Better Future - Improved support to vulnerable adults**

Key Outcome 6 – We will work to improve the health and wellbeing of our residents

- The new Fuel Poverty Strategy was approved by the Housing and Community Safety Policy board in May 2014. Three new advocacy energy advisors are now in place and working through the actions in the revised Fuel Poverty Strategy. Efforts are focused on reducing Fuel Poverty by maximising available grants and supporting and developing our approach to improving energy efficiency and carbon reduction. In March 2015, the Council committed

£170k to establish a Fuel Poverty Task Team offering crucial one-to-one support for local people.

- The Health and Wellbeing co-ordinator post which was funded via the Change Fund, has now been adopted as a permanent post within Community Services team to work with our older tenants in sheltered and amenity standard homes.
- We are maximising housing's contribution along with partners to help enable older people to live independently. In the last six months;
 - Works at Glencairn Court (including construction of social space and reconfiguration of entrance) is now complete.
 - Reviews of Sheltered Housing and very Sheltered Housing have been completed and the findings were presented to Housing and Community Safety Policy board in November 2014.
 - The Council has plans in place to build 24 grouped amenity flats at Seedhill Road however the site start has been delayed due to infrastructure issues.
- We are implementing the homeless and preventing homelessness related actions from CHP's Health and Homeless Standards Action Plan, with progress being monitored by the Renfrewshire Homeless Partnership.

4.7 A Better Future - Reduction in the causes and impact of poverty

Key Outcome 7 – We give homeless people the support they need and we help prevent people from becoming homeless

- We are implementing the action plan resulting from the review of temporary accommodation provision, and since October 2014 Discretionary Housing Payment has been applied for those under occupying temporary accommodation.
- We are fully compliant with the duty to assess and provide housing support for all homeless applicants, and we are currently awaiting the publication of the review of the new duty by the Scottish Government.
- We have begun to track a random sample of young homeless applicants who have been rehoused in order to help assess the impact of homeless prevention measures on tenancy sustainment levels.
- We are monitoring the impact of 'Housing First – Renfrewshire' in partnership with Turning Point Scotland, through regular steering group meetings which are taking place and early results are positive and new funding has been secured from the Big Lottery Fund. Homeless Action Scotland is carrying out an independent evaluation of the first year of this initiative.

- Despite the challenges of Welfare Reform, rent arrears have been reduced by £107,000.

Key Outcome 8 – We will work to address the impact of welfare reform on rent arrears and tenancy sustainment

- We contributed to the work of the Tackling Poverty Commission, and continued to support the workstreams of the corporate Welfare Reform Programme to further explore options available to the Council as a landlord, our tenant base and internal/ external partners. Whilst taking opportunities that arise to access external funding in partnership for the benefit of Renfrewshire tenants and residents.
- It is anticipated that Universal Credit will roll out in Renfrewshire from June 2015. Initially the customer group involved in this will be:
 - single persons aged between 18 - 60 years and 6 months; and
 - have made a new application for, and are entitled to Job Seeker's Allowance (Income Based).

4.8 A Better Council - People and Organisational Development

Key Outcome 9 – Our workforce is structured and equipped to meet future challenges

- We have well established Business Continuity arrangements within the department, with quarterly Senior Management Team (SMT) meetings taking place. The departmental business continuity plan has been changed, updated and it is reviewed on a regular basis before Senior Management Team meetings.
- We are helping to implement the Corporate Workforce and Organisational Strategy Action Plan 2013–15. Development and Housing Services continues to support the delivery of the objectives and actions contained in the Council Plan. The Economic Development Division supports the delivery of the Invest in Renfrewshire Programme and other service divisions have provided opportunities under the trainee, apprentice and intern schemes available. Employees are supported by Individual Development Plans and by flexible working practices.
- The review of the role of Sheltered Housing Officers has been completed. It was approved by board in November 2014 and is now implemented.
- Work is ongoing to implement the action plan resulting from the George Street Service Review, and a number of new measures have been put in place to ensure the service continues to meet service users need.
- Two Supporting Attendance workshops have been held by HR for Development and Housing Services managers to ensure they remain up to

date on the council's policies and the support available for employees. An electronic Absence Management System was implemented in March 2015 to assist managers in supporting attendance.

4.9 A Better Council - Managing Assets

Key Outcome 10 – Our communities have modern, fit for purpose facilities

- We delivered the Council's major investment programme as per the detailed programme for 2014/15. Between April 2014 and March 2015 this has included;
 - Completed the new Johnstone Town Hall. This has recently scooped the **Development of the Year (Public Buildings)** award in the Scottish Property Awards 2015.
 - Tweedie Hall in Linwood was completed.
 - Customer Contact Centre redesign in Renfrewshire House –completed
 - Completed the new St. James Primary School in Renfrew, pre five and community resource. Phase 2 (Car park and synthetic pitch) was completed in April 2015.
 - Knockhill Park ongoing (funded by Big Lottery Fund) – completed
 - Managing the delivery of the CCTV control room – work has now started on site.
 - Re-roofing programme in three primary schools. Ralston complete. Howwood complete, and Heriot is ongoing and will be completed on programme.
 - Design work is ongoing on the £4million 2014 SEMP project – Mossview/ St James joint campus (Paisley) and the new build St. Fergus primary school in Paisley.
 - Construction on the proposed new school in Linwood is progressing with a completion date of April 2016.
 - Russell Institute – Design work is complete and work has now commenced on the refurbishment.
 - Design work has started on the Council Wide Pitch Strategy and consultation on this is ongoing.

The investment is designed to drive forward the regeneration of our town centres, encourage healthy lifestyles, and increase participation in sport and leisure activities.

Key Outcome 11 – The Council's Assets are managed effectively and efficiently

- We have reduced the percentage of CO2 emissions by the Council by 28% from the 2007/08 baseline. This is better than the ambitious target of 25% (Carbon Management Plan April 2010). Our new Carbon Management Plan was approved by board in November 2014. This contains a detailed action plan which outlines what we plan to do over the next 6 years and £2m capital investment has been approved to help deliver this.
- We have implemented the Corporate Asset Management Information System (CAMIS). The repairs module is now installed and the repairs' helpdesk model implemented and moved to "business as usual". The Estates module is currently being implemented and the Planned Preventative Maintenance (PPM) module will now be implemented through the new Facilities Management structure.
- The draft Corporate Asset Strategy has been prepared and is with service departments for updating and comment. Once this has been completed the Strategy will be presented to the Planning and Property Policy board during 2015.
- The current figure for public areas in Council buildings which are suitable for and accessible to disabled people is 83.5%.
- The Housing Asset Management Strategy review has commenced. Its target date has been revised to reflect the review of investment priorities and emerging energy initiatives. The aim is to have the completed document presented to the Housing and Community Safety Policy Board in November 2015.

4.10 A High Performing Council - Governance and Assurance

Key Outcome 12 – We deliver Best Value and involve stakeholders in shaping service delivery

- We delivered our first ARC (Annual Return on the Charter) to the Scottish Housing Regulator in May 2014. We have established new performance reporting arrangements with a twice yearly update on our performance against the Charter Indicators to the Housing and Community Safety Policy board. In October 2014 we completed our first tenant's report, which was produced with input from a group of tenants, and this report was sent to all tenants as a special edition of the Peoples News.
- We worked with tenants who completed the first tenant panel scrutiny exercise which concentrated on the voids letting standard.
- In Building Services, additional training initiatives are now underway including trainee supervisory work placements. Trade skills workshops have been

completed for staff undertaking charity work in Africa. The proposal for 2015 charity Malawi trip to build a school is now agreed and planning underway.

- Following an extensive external audit in February 2015, Property Services retained its ISO 9001:2008 quality management system accreditation. This was achieved with zero non conformances.
 - Revenue savings targets agreed for Financial Year 2014/15 are on target to be achieved. Revenue monitoring reports are submitted to each policy board cycle detailing the current budget monitoring position as well as a forecast for the remainder of the financial year
 - Completed the programme for phase 2 of the PSIF programme across all service areas.
 - Development and Housing Services retained their full CSE accreditation as part of the corporate wide assessment which was carried out during April 2015.
-

5. Progress against service scorecard

- 5.1. A service scorecard of performance indicators (PI's) is given in Appendix 2. Some of the key indicators are above or below the targets set.

Below target

- Affordable housing completions for the year were 56. However there is a large number (117) across sites in Renfrewshire which will be completed by summer 2015. The annual target of 150 is an average target per year over the lifetime of the current LHS (2011-16).
- Overall repairs completed within target is slightly below our annual target of 95% and at the year end was 92.8%.

Above target

- The absence figures for 2014/15 are below our annual target of 4.9%. The cumulative figure for sickness absence for the year is 3.6%.
- The average time taken to relet was 44 days during 2014/15. This is a major improvement on the figure at the end of 2013/14 which was 56 days, and, improvement work is ongoing.
- We have reduced the percentage of CO² emissions by the Council by 28% from the 2007/08 baseline. This is better than the ambitious target of 25% which we had set ourselves in our Carbon Management Plan which was approved in April 2010.

Implications of the Report

1. **Financial** - None
 2. **HR & Organisational Development** - None
 3. **Community Planning** – The Service Improvement Plan takes account of the themes, actions, outcomes and targets set out in the Council Plan and Community Plan.
 4. **Legal** - None.
 5. **Property/Assets** – Measures are set out in this Service Improvement Plan which;
 - a. Deal with the management of Development and Housing Services housing assets; and
 - b. Reflect the leading role played by Development and Housing Services in delivering the Council's Property Asset Management Strategy.
 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. 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
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List of Background Papers







- (a) Background Paper 1
Report by the Director of Development and Housing Services to the Economy and Jobs Policy Board entitled, 'Service Improvement Plan 2014/15 to 2016/17', agenda item 5 on 19th March 2014
- (b) Background Paper 2
Report by the Director of Development and Housing Services to the Economy and Jobs Policy Board entitled, 'Service Improvement Plan Monitoring Report', agenda item 12 on 19th November 2014











The foregoing background papers will be retained within Development and Housing Services for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is Douglas Morrison, Service Review and Development Manager, 0141 618 6263, douglas.morrison@renfrewshire.gov.uk








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Appendix 1: Service Improvement Plan – Action Plan 2014-17










Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
	DHSIP14 Development & Housing Services Service Improvement Plan 2014-2017	<div><div>84%</div></div>	31-Mar-2017	
	DHSIP14.01 Theme 1: A Better Future- Increased, sustainable investment in our economy	<div><div>83%</div></div>	31-Mar-2015	
	DHSIP14.01.01 Key Outcome 1 - By 2015, all Council tenants have a home which meets the Scottish Housing Quality Standard (SHQS)	<div><div>97%</div></div>	31-Mar-2015	
	DHSIP14.01.01.01 Carry out internal improvements (kitchens, bathrooms, rewires)	<div><div>100%</div></div>	30-Apr-2015	Stock fully compliant at 31 March 2015 allowing for approved exemptions and abeyances
	DHSIP14.01.01.02 Fit more efficient central heating systems	<div><div>100%</div></div>	31-Mar-2015	Stock fully compliant at 31 March 2015 allowing for improved exemptions and abeyances
	DHSIP14.01.01.03 Carry out External Envelope programme. Workstream 2 – (9 multi-story flats)	<div><div>95%</div></div>	31-Mar-2015	Phase 1 (Williamsburgh Court) - complete May 2014. Phase 2 (Camphill and Spiersfield Courts) - complete March 2015. Phase 3 (Calside, Hamilton, Rowan and Union Courts (including Biomass Heating upgrade) - Over cladding substantially complete along with biomass boiler plant and individual heating installations. Final commissioning due by end of July 2015. Overcladding also complete at Gallowhill and Glencairn Courts
	DHSIP14.01.01.04 Carry out External Envelope programme. Workstream 3 – (deck access, 4-in-a-block) NB –Completion subject to owner participation	<div><div>95%</div></div>	31-Mar-2015	Phase 1 - Completed July 2013. Phase 2 - Completed August 2013. Phase 3 - Completed August 2013 Phase 4 - Completed January 2014. Phase 5 - Completed May 2014 Phase 6 - Completed March 2015 Phase 7 - Completed November 2015. Phase 8 - On site - 95% complete - Due for completion April 2015. Phase 9 - On site - 70% complete -Due for completion June 2015. Phase 10 - On site - 40% complete -Due for completion July 2015.







Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
	DHSIP14.01.02 Key Outcome 2 -We work with partners to ensure people have access to suitable, affordable housing across all tenures	<div><div>52%</div></div>	31-Mar-2018	
	DHSIP14.01.02.05 Implement the Local Housing Strategy with key partners.	<div><div>65%</div></div>	31-Mar-2016	We continue to implement the actions within the Renfrewshire Local Housing Strategy with work ongoing with partners. The 2013/14 LHS Annual update was reported to Housing and Community Safety Policy board in November 2014.
	DHSIP14.01.02.06 Work with development partners to deliver affordable housing projects in line with priorities set out in LHS & SHIP.	<div><div>10%</div></div>	31-Mar-2018	<ul style="list-style-type: none"> 40 units were completed at Renfrew (Sanctuary Housing Association), a second phase is planned which will provide a further 15 new affordable homes on adjacent land. Work is progressing well at the site in Paisley Town Centre (Link Housing Association), Shortroods (Sanctuary Housing Association) and Linstone have completed the refurbishment of 16 flats at Brown St. Work has started onsite at Thrushcraigs, Paisley. This is a development of 70 new affordable homes by Link Group which will include 56 homes for social rent and 14 homes for shared equity low cost ownership.
	DHSIP14.01.02.07 Agree Common Housing Register (CHR) model for Renfrewshire with RSL partners	<div><div>5%</div></div>	31-Dec-2015	We have commissioned external consultants, to assist with the preparation of a draft Renfrewshire wide allocations policy (for the Council and its housing association partners). This is as an early stage of the Common Housing Register action.
	DHSIP14.01.02.08 Demolition of surplus housing stock	<div><div>90%</div></div>	31-Mar-2016	Craigdonald Place demolition completed. Arkleston Court Demolition - Complete - November 2014, subject to final landscaping in spring 2015. Hallhill Road Demolition - Replacement New Build shops on site allowing for planned demolition of existing shops and maisonettes in autumn 2015 (note - further planned demolitions at Johnstone Castle will be the subject of a new action once timescales are clearer).
	DHSIP14.01.02.09 Review Council Housing	<div><div>60%</div></div>	31-Aug-2014	Draft revised policy was prepared but this has been put on hold. Health









Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
	Adaptation Policy.			and Social Care integration now includes adaptations and a revised policy will be considered within that context at a later date.
	DHSIP14.01.03 Key Outcome 3 –We will work support investment in the sustainable growth of Renfrewshire's communities	<div><div>80%</div></div>	31-Mar-2019	
	DHSIP14.01.03.10 Implement the Objectives of the Local Development Plan	<div><div>100%</div></div>	31-Mar-2015	Renfrewshire LDP Action programme was presented to the Planning and Property Policy Board in November 2014. This contains 51 actions which will help deliver the objectives of the LDP. We have completed 25 of these actions including all those due to be completed by March 2015.
	DHSIP14.01.03.11 Develop a programme of Supplementary Planning Guidance	<div><div>100%</div></div>	31-Mar-2015	We have completed Supplementary Planning Guidance in relation to the LDP and final Guidance will be presented to the May 2015 board.
	DHSIP14.01.03.12 Implement Core Path Plan and Access Strategy	<div><div>100%</div></div>	31-Mar-2015	On target as per programme for year
	DHSIP14.01.03.13. Deliver Green Network Investment	<div><div>100%</div></div>	31-Mar-2015	On target as per programme for year
	DHSIP14.01.03.14 Support Development at key business and employment locations identified in the Strategic Development Plan	<div><div>100%</div></div>	31-Mar-2015	Service has successfully secured investment capital through City Deal for the Glasgow Airport Investment Areas and in addition has consented to a SPZ scheme for Hillington. The LDP when adopted will seek to deliver investment in all of these locations.
	DHSIP14.01.03.15 Promote and assist in the delivery of major development opportunities across Renfrewshire's Town Centres	<div><div>95%</div></div>	31-Mar-2015	Missives in the process of being concluded for the conversion of the basement of the former Littlewoods store for use as a museum store. We continue to liaise with potential developers and Landlords considering development opportunities around the Town Centres.
	DHSIP14.01.03.16 Raise awareness of external funding opportunities through organising / delivering training and events.	<div><div>100%</div></div>	31-Mar-2015	A new Social Economy post started in Autumn 2014. The new Social Economy grant fund was launched in late 2014 and a number of grants have now been issued. The team provide support to the Council CPP partners and the third sector across Renfrewshire in external funding and contribute to a range of funding events.
	DHSIP14.01.03.18. Promote and assist in the delivery of housing action sites identified within the Renfrewshire Local Development Plan.	<div><div>20%</div></div>	31-Mar-2019	Implementation of the LDP will seek to bring forward brown field housing development opportunities. This is part of a medium/ long term strategy looking at surplus Council land and restrictive policies on Greenfield development.
	DHSIP14.01.04 Key Outcome 4 - We will work with partners to contribute to the economic and social regeneration of Renfrewshire	<div><div>99%</div></div>	31-Mar-2015	




Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
	DHSIP14.01.04.17 Deliver the Renfrewshire Employability Partnership Programme as the Council's response to the shared services agenda.	<div><div>100%</div></div>	30-Jun-2014	The Programme has exceeded its projected outcomes and, to date, 1,934 people have secured employment and 5,757 people have been supported.
	DHSIP14.01.04.19 Through implementation of the Invest in Renfrewshire programme - develop an enhanced role in tackling the economic and social challenges impacting on individuals and businesses	<div><div>100%</div></div>	31-Mar-2015	100% of actions to March 2015. 771 companies have signed up to the initiative to date. 271 companies have been offered grants to pursue development, training, exhibition and ICT projects, amounting to combined funding of over £1,251,233. 162 internships have been approved; 110 with the council and 52 with companies. So far, 649 young people have started new jobs supported through the wage subsidy/ Employer Recruitment Incentive programmes.
	DHSIP14.01.04.20 Deliver Business Gateway services in Renfrewshire in partnership with Inverclyde and East Renfrewshire Councils	<div><div>90%</div></div>	30-Sep-2015	In the last 30 months, since the start of the new Business Gateway contract, 776 new companies have been established with Business Gateway support, 346 businesses have demonstrated growth aspirations and been given a dedicated business advisor and 243 start up workshops and 124 business growth workshops have been delivered.
	DHSIP14.01.04.21 . Maximise Renfrewshire's Tourism potential through engagement with Visit Scotland and local private sector partners	<div><div>100%</div></div>	31-Mar-2015	We have completed the actions to March 2015 with the Tourism Framework and action plan being approved by board and a Tourism officer appointed, for delivery through to 2017.
	DHSIP14.01.04.22 . Deliver the Leader programme within the context of the Scottish Rural Development Fund	<div><div>100%</div></div>	31-Mar-2015	The LEADER programme 2007 – 13 is complete with only some EU funding claims now remaining to be submitted. The proposals for the next LEADER programme 2014-20 are now submitted and plans for the new programme to commence in June 2015 are underway. Additional staff require to be recruited for the augmented programme covering East Ren, Inverclyde and Renfrewshire.
	DHSIP14.01.04.23 . Deliver the support to the local business community via the West of Scotland Loan and Business Venture Funds	<div><div>100%</div></div>	31-Mar-2015	100% Complete but continuing. The Business Venture Funds are now subsumed within the Invest in Renfrewshire Grant programme for business and will not be reported separately in future.
	DHSIP14.01.04.24 Work with the Chamber of Commerce to develop an integrated approach to matching employer's needs	<div><div>100%</div></div>	31-Mar-2015	Since January 2015 we have a SLA in place with the Chamber of Commerce to support a range of business needs in the area. The SLA covers the period from January 2015 till December 2017.











Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
	DHSIP14.01.04.25 Secure improvements in the performance and viability of Paisley Town Centre through delivery of Town Centre Action Plan and related funding	<div><div>100%</div></div>	31-Mar-2015	We have delivered a number of initiatives to improve Paisley Town Centre such as enhanced maintenance regime, new visitor signage, more events, assisting businesses through property improvement grant scheme and marketing and promotion of the Town.
	DHSIP14.01.04.26 Manage and delivery a range of civic and corporate functions to enhance the profile of the Council and as a means of promoting successes across community planning partner	<div><div>100%</div></div>	31-Mar-2015	We have delivered a number of initiatives to support the Provost in her role as Civic Leader and support Departments in the delivery of corporate events and discussions are ongoing with Corporate Services to assist with further support for the Provost.
	DHSIP14.01.04.27 . Take a lead role in the economic development of the third sector organisations across Renfrewshire and work to improve the capacity of local organisations to contribute to local economic development.	<div><div>100%</div></div>	31-Mar-2015	100% of March 2015 actions. The new Social Economy officer post has now been filled and the Social economy grant programme has now been launched and the first applications have been approved.
	DHSIP14.01.04.28 Develop an enhanced role in promoting entrepreneurship, encouraging greater business start-up and developing a more enterprising Renfrewshire community.	<div><div>100%</div></div>	31-Mar-2015	Work on the new incubator hub has been completed and the staff have been recruited. The hub opened on 1 st April 2015 and the competition for places has been launched.
	DHSIP14.01.04.29 Develop the partnerships and delivery mechanisms for the implementation of the Paisley Town Centre Heritage Strategy.	<div><div>100%</div></div>	31-Mar-2015	Key partnerships have been facilitated with Council's community planning partners, national agencies and external funders. Proactive delivery involving partner agencies being taken forward on a project by project basis.
	DHSIP14.01.05 Key Outcome 5 - We will support and encourage the sustainable development of Renfrewshire's natural and built environment	<div><div>80%</div></div>	31-Mar-2021	
	DHSIP14.01.05.30 Deliver Townscape Heritage Initiative as a means of maximising the value of the built heritage asset in the Causeyside Street area to stimulate regeneration.	<div><div>90%</div></div>	31-Mar-2015*	Projects now about to enter its final year for the delivery of projects final grant schemes to be considered by the end of March 2015 for delivery in 2015/16. * Change end date of project is June 2016
	DHSIP14.01.05.31 Deliver increased programme of town centre activities as outlined in an approved strategy	<div><div>100%</div></div>	31-Mar-2015	We have delivered and improved existing events programme during 2014-15. A number of new events this year have taken place such as Queens Baton Relay, Street Velodrome and Halloween.
	DHSIP14.01.05.32 . Undertake Strategic Environmental Assessment in accordance	<div><div>100%</div></div>	31-Mar-2015	SEA for LDP completed. POST Adoption SEA statement was prepared in December 2014.








Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
	with statutory requirements.			
	DHSIP14.01.05.33 . Implementation of the Biodiversity Action Plan	<div><div>100%</div></div>	31-Mar-2015	On target as per programme for year. A report on the Council's biodiversity duty and actions was presented to the November P&P Policy board.
	DHSIP14.01.05.34 Establish the role and remit of the Development Standards User Group.	<div><div>50%</div></div>	31-Dec-2014	We are in the process of collating and analysing the results of the customer survey. Thereafter we will put together a programme of actions to address the customer survey results (for example 1-2-1 with agents and an annual event for developers, investors and other stakeholders.).
	DHSIP14.01.05.35 Introduce a Simplified Planning Zone (SPZ) scheme for Hillington Park.	<div><div>100%</div></div>	31-Jun-2014	This is now complete with the adoption of the SPZ on 1 st October.
	DHSIP14.01.05.36 . Develop and deliver employability and training programmes to support sustainable improvements to Renfrewshire's natural and built environment.	<div><div>100%</div></div>	31-Mar-2015	Traditional Skills training programme, run in partnership with Renfrewshire Employability Partnership, and delivered by West College Scotland, completed March 2015.
	DHSIP14.01.05.37 Deliver the key projects identified in the Paisley Town Centre Heritage Strategy.	<div><div>5%</div></div>	2020/21	The 10 year strategy has been launched and initial feasibility works on first phase of capital projects has commenced.
	DHSIP14.01.06 Key Outcome 6 - We will work to improve the health and wellbeing of our residents (Improved support to vulnerable adults)	<div><div>80%</div></div>	31-Mar-2016	
	DHSIP14.01.06.38 Implement the actions from the revised Fuel Poverty Strategy action plan	<div><div>100%</div></div>	31-Mar-2015	100% of the actions scheduled to be complete by March 2015. The new Fuel Poverty Strategy was approved by the Housing and Community Safety Policy board in May 2014. Three new advocacy energy advisors are now in place and working through the actions in the revised Fuel Poverty Strategy. In March 2015, Council committed £170k to establish a fuel poverty task team offering crucial one-to-one support for local people.
	DHSIP14.01.06.39 Implement the homeless and preventing homelessness related actions from CHP's Health and Homeless standards action plan.	<div><div>80%</div></div>	31-Mar-2015	Progress on this action is being monitored by the Renfrewshire Homeless Partnership.
	DHSIP14.01.06.40 Evaluate operation and outcomes of Change Fund posts (Health & Wellbeing Co-ordinator, Housing Options Advice for Older People, and Care and Repair	<div><div>80%</div></div>	30-Jun -2015	The Older Persons Housing Options Advice position and the handyman service (based within Care and Repair) have been extended till March 2016.

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
	posts, Housing OT)			The Health and Wellbeing Co-ordinator post has now been adopted as a permanent post within Community Services.
	DHSIP14.01.06.41 Maximise housing's contribution along with partners to help enable older people to live independently.	<div><div>60%</div></div>	31-Mar-2015	Works at Glencairn Court (including construction of social space and reconfiguration of entrance) has now been completed. Reviews of Sheltered Housing and very Sheltered Housing have been completed and the findings were presented to HACS Policy board in November 2014. Construction start of new build Council properties at Seedhill Road has been delayed due to infrastructure issues.
	DHSIP14.01.07 Key Outcome 7 – We give homeless people the support they need and we help prevent people from becoming homeless (Reduction in the causes and impact of poverty)	<div><div>90%</div></div>	31-Mar-2016	
	DHSIP14.01.07.42 . Implement the action plan resulting from the review of temporary accommodation provision	<div><div>90%</div></div>	31-Dec-2014	Stock reconfiguration has progressed and since October 2014 Discretionary Housing Payment has been applied to those under occupying temporary accommodation.
	DHSIP14.01.07.43 . Review the impact of the introduction of the duty to assess and provide housing support for all homeless applicants	<div><div>100%</div></div>	30-Sep-2014	There has been full compliance with the new duty and awaiting the publication of the review of the new duty by the Scottish Government.
	DHSIP14.01.07.44 Evaluate/ Review findings from tenancy sustainability analysis and the impact of new measures to improve sustainability levels.	<div><div>70%</div></div>	31-Mar-2015	A random sample of young homeless applicants who have been rehoused is being tracked in order to inform us on the impact of the various homeless prevention measures. Improvements have been made in the sharing of information in Housing Services and other agencies in order to assist with the early identification of tenancies that are showing signs of failing.
	DHSIP14.01.07.45 . Monitor the impact of 'Housing First – Renfrewshire' in partnership with Turning Point Scotland.	<div><div>100%</div></div>	31-Mar-2015	Regular steering group meetings are taking place and early results are positive. Homeless Action Scotland are carrying out an independent evaluation of the first year of this initiative.

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
	DHSIP14.01.08 Key Outcome 8 - We will work to address and manage the impact of welfare reform on rent arrears and tenancy sustainment (Reduction in the causes and impact of poverty)	<div><div>100%</div></div>	31-Mar-2015	
	DHSIP14.01.08.46 Undertake actions to manage the impact of welfare reform.	<div><div>100%</div></div>	31-Mar-2015	The Welfare Reform actions in the SIP are all business as usual and ongoing in nature, for progress based on reforms implemented to date. The roll out plans for UC in Scotland are still uncertain, however the UK Government target date remains as 2016 for new claims, therefore, we will continue to contribute to the Corporate Welfare Reform programme workstreams and communications as timescales and details become known.
	DHSIP14.02 Theme 2: A Better Council	<div><div>89%</div></div>	30-Jun-2016	
	DHSIP14.02.09 Key Outcome 9 - Our workforce is structured and equipped to meet future challenges (People and Organisational Development)	<div><div>93%</div></div>	31-Jul-2015	
	DHSIP14.02.09.47 Implement 2013 - 2015 Corporate Workforce and Organisational Strategy Action Plan.	<div><div>100%</div></div>	31-Mar-2015	100% of the actions up to March 2015. The service continues to support the delivery of the objectives and actions contained in the Council Plan. The Economic Development Division supports the delivery of the Invest in Renfrewshire Programme and other service divisions have provided opportunities under the trainee, apprentice and intern schemes available. Employees are supported by Individual Development Plans and by flexible working practices.
	DHSIP14.02.09.48 Ensure Business Continuity arrangements are robust and embedded within the service.	<div><div>100%</div></div>	31-Mar-2015	Business Continuity arrangements are well established within the department, with quarterly SMT meetings taking place. Departmental business continuity plan has been changed & updated to include the former P&T. Plan is reviewed on a regular basis just before SMT meetings.
	DHSIP14.02.09.49 Continue to implement and monitor the impact of policies and activities aimed at reducing staff absence levels.	<div><div>100%</div></div>	31-Mar-2015	Two Supporting Attendance workshops were held by HR for D&HS managers to ensure they remain up to date on the council's policies and the support available for employees. An electronic Absence Management System has now been implemented to assist managers in supporting attendance.
	DHSIP14.02.09.50 Implement actions resulting from the review of the role of Sheltered Housing Officers	<div><div>95%</div></div>	31-Mar-2015	Board report approved in November 2014 and will be fully implemented by the end of April 2015.

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
	DHSIP14.02.09.51 Implement actions resulting from the George Street Service Review.	<div><div>70%</div></div>	31-Jul-2015	Work is ongoing, and a number of new measures have been put in place to ensure the service continues to meet service users' need.
	DHSIP14.02.10 Key Outcome 10 - Our Communities have modern, fit for purpose facilities (Managing Assets)	<div><div>100%</div></div>	30-Jun-2016	
	DHSIP14.02.10.52 . We will deliver the Council's major investment programme and Town Centre Regeneration projects	<div><div>100%</div></div>	30-Jun-2016	<p>100% of 2015 actions complete</p> <ul style="list-style-type: none"> Completed the new Johnstone Town Hall. This has recently scooped the Development of the Year (Public Buildings) award in the Scottish Property Awards 2015. Tweedie Hall complete. Customer Contact Centre redesign in Renfrewshire House – completed Completed the new St. James Primary School, pre five and community resource. Phase 2 (Car park and synthetic pitch) was completed in April 2015. Knockhill Park ongoing (funded by Big Lottery Fund) – completed Managing the delivery of the CCTV control room – work has now started on site. Re-roofing programme in three primary schools. Ralston complete. Howwood complete, and Heriot is ongoing and will be completed on programme. Design work is ongoing on the £4million 2014 SEMP project – Mossview/ St James joint campus (Paisley) and the new build St. Fergus primary school in Paisley. Construction on the proposed new school in Linwood is progressing with a completion date of April 2016. Russell Institute – Design work is complete and work has now commenced on the refurbishment. Design work has started on the Council Wide Pitch Strategy and consultation on this is ongoing.






Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
	DHSIP14.02.11 Key Outcome 11 - The Council's assets are managed effectively and efficiently (Managing Assets)	<div><div>74%</div></div>	31-Mar-2020	
	DHSIP14.02.11.53 Deliver new Carbon Management Plan and implement the actions contained within.	<div><div>100%</div></div>	2019/20	100% of 2015 actions complete. The new Carbon Management Plan was approved by board in November 2014. This contains a detailed action plan covering the next six years. £2m Capital money has been approved and will address many of the issues contained within the CMP.
	DHSIP14.02.11.54 Complete the implementation of the Corporate Asset Management Information System (CAMIS)	<div><div>100%</div></div>	31-Mar-2015	We have now implemented CAMIS and are working through the various modules. Repairs module installed and repairs' helpdesk model implemented and moved to 'business as usual'. The Planned Preventative Maintenance module will now be integrated into the new Facilities Management structure with the Estates module currently being implemented.
	DHSIP14.02.11.55 Refresh the Corporate Property Asset Management Strategy	<div><div>70%</div></div>	31-Aug-2014	An early draft of the Corporate Property Asset Management Strategy has been produced. This will be updated and presented to board following approval of the Corporate Asset Strategy.
	DHSIP14.02.11.56 Public areas in Council buildings are suitable for, and accessible to disabled people	<div><div>84%</div></div>	31-Mar-2015	The 2014/15 measure of public accessibility stands at 83.5%,
	DHSIP14.02.11.57 Complete revised Housing Asset Management Strategy	<div><div>25%</div></div>	30-Nov-2014	Asset Management Strategy reviewed has commenced. Target date revised to reflect review of investment priorities and emerging energy initiatives. A revised target date for completion is NOVEMBER 2015
	DHSIP14.02.11.58 . Revise Corporate Asset Strategy	<div><div>70%</div></div>	31-Oct-2014	The draft Corporate Asset Strategy has been prepared and is with service departments for updating and comment. Once this has been completed the Strategy will be presented to the Planning and Property Policy board during 2015.
	DHSIP14.03 A High Performing Council	<div><div>81%</div></div>	31-Mar-2016	
	DHSIP14.03.12 Key Outcome 12 - We deliver Best Value and involve stakeholders in shaping service delivery	<div><div>81%</div></div>	31-Mar-2016	
	DHSIP14.03.12.59 Retain Customer Service Excellence accreditation for all services	<div><div>100%</div></div>	31-Mar-2015	Development and Housing Services retained their full CSE accreditation as part of the corporate wide assessment carried out during April 2015.

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
	DHSIP14.03.12.60 Retain ISO 9001:2008 accreditation in Property Services	<div><div>100%</div></div>	31-Mar-2015	External Audit carried out February 2015. No non conformance were noted.
	DHSIP14.03.12.61 Retain Investors in People GOLD STANDARD accreditation for Resources and Building Services	<div><div>50%</div></div>	31-Mar-2016	All IDP's and annual training plan completed. Additional training initiatives are underway including trainee supervisory work placements. September 2015 charity trip to Malawi to build new school is now agreed and planning underway.
	DHSIP14.03.12.62 Deliver revenue efficiency savings in line with agreed targets	<div><div>100%</div></div>	31-Mar-2015	Revenue savings targets agreed for Financial Year 2014/15 have been achieved. Revenue monitoring reports are submitted to each policy board cycle detailing the current budget monitoring position as well as a forecast for the remainder of the financial year.
	DHSIP14.03.12.63 Develop arrangements for monitoring and reporting performance against the Charter and for involving tenants in the scrutiny of performance.	<div><div>100%</div></div>	31-Oct-2014	<ul style="list-style-type: none"> We delivered our first ARC (Annual Return on the Charter) to the Scottish Housing Regulator in May 2014. We have established new performance reporting arrangements with a twice yearly update on our performance against the Charter Indicators to the Housing and Community Safety Policy board. In October 2014 we completed our first tenant's report, which was produced with input from a group of tenants, and this report was sent to all tenants as a special edition of the Peoples News. We completed the first tenant panel scrutiny exercise which concentrated on the voids letting standard.
	DHSIP14.03.12.64 Implement actions from Customer Engagement Annual Report	<div><div>100%</div></div>	30-Sep-2014	<p>We carried out the Tenant Open days initiative during June 2014, and increased the number of editions of our tenants newsletter, 'The Peoples News'.</p> <p>The annual Customer Engagement report was presented to the HACS board in November 2014.</p>
	DHSIP14.03.12.65 . Carry out tenant satisfaction survey and report findings to HACS Policy Board	<div><div>0%</div></div>	30-Sep-2015	The next tenant satisfaction survey will be carried out during 2015.
	DHSIP14.03.12.66 Complete Phase 2 of PSIF programme.	<div><div>100%</div></div>	30-Jun-2014	All PSIF assessments within Development and Housing Services now complete.

Appendix 2 – Service Improvement Plan - Performance Indicators 2014 -17

Priority Theme 01: A Better Future



Service Outcome Service Outcome 01: By 2015, all Council tenants have a home which meets the Scottish Housing Quality Standard (SHQS)

PI Code	Performance Indicator	Reporting Frequency	On Target	2011/12	2012/13	2013/14	2014/15	2014/15	2015/16	2016/17
				Value						Target
HPCMT13a	% of Council housing stock which meets the Scottish Housing Quality Standard	Years		15.1%	32.3%	62.1%	*	100%	**	**
HPCMT13b	% of Council housing stock which is of tolerable standard	Years		100%	100%	100%	*	100%	**	**
HPCMT13c	% of Council housing stock which is free from serious disrepair	Years		44.6%	65.1%	91.6%	*	100%	**	**
HPCMT13d	% of Council housing stock which is energy efficient	Years		60.7%	72.9%	91%	*	100%	**	**
HPCMT13e	% of Council housing stock which has modern facilities and services	Years		51%	67.9%	76.4%	*	100%	**	**

* SHQS Completion figures will be available June 2015, and after applying allowable exclusions and abeyances the Council is scheduled to be 100% compliant with the target to meet SHQS by 2015. ** Targets – Assessment methodology to be confirmed, on receipt of guidance from Scottish Government.

Priority Theme 01: A Better Future

Service Outcome Service Outcome 02: We work with partners to ensure people have access to suitable, affordable housing across all tenures





PI Code	Performance Indicator	Reporting Frequency	On Target	2011/12	2012/13	2013/14	2014/15	2014/15	2015/16	2016/17
				Value						Target
HPSIP01	Newbuild: Affordable housing units*	Years		283	175	196	56	150	150	150
SOA10.10a	Newbuild: Private housing units*	Years		282	276	343	467	745	745	632

* Supply Targets are set out in the Local Housing Strategy

Priority Theme 01: A Better Future
Service Outcome Service Outcome 03 – We will support investment in the sustainable growth of Renfrewshire's Communities

PI Code	Performance Indicator	Reporting Frequency	On Target	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
				Value			Target		
PT.DS.SMT.09	Increase the value of development investment activity (£millions)	Years		£189.11	£228.23	£189.19	£144.13	£180.00	


Priority Theme 01: A Better Future
Service Outcome Service Outcome 04 – We will work with partners to contribute to the economic and social regeneration of Renfrewshire

PI Code	Performance Indicator	Reporting Frequency	On Target	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
				Value			Target		
PT.ED.SMT.09	(Company Training Support) Number of companies assisted	Years		58	50	176	65	100	
PT.ED.SMT.10	(Company Training Support) Number of Individuals Supported	Years		311	141	297	258	255	
PT.ED.11	(Training and Employment Programmes) Number supported to sustain employment	Years		493	477	770	642	400	
PT.DS.PPF.CMT.05	Commercial Floor Space delivered m2	Years		16,940	17,545	31,167	*	DATA ONLY	DATA ONLY





* Figure for 2014/15 will be available in summer 2015. Survey currently being carried out

Priority Theme 01: A Better Future

Service Outcome Service Outcome 05- We will support and encourage the sustainable development of Renfrewshire's natural and built environment

PI Code	Performance Indicator	Reporting Frequency	On Target	2011/12	2012/13	2013/14	2014/15	2014/15	2015/16	2016/17
SOA08.12a	The number of projects delivered to enhance Renfrewshire's Green Network	Years		11	12	16	10	8	8	




Priority Theme 01: A Better Future
Service Outcome Service Outcome 06 – We will work to improve the health and wellbeing of our residents

PI Code	Performance Indicator	Reporting Frequency	On Target	2011/12	2012/13	2013/14	2014/15	2014/15	2015/16	2016/17
				Value					Target	
DHSSIP01	Amount of grant funding secured for energy efficiency	Years		£1,258,000	£3,954,000	£10,467,000	£7,542,584		DATA ONLY	DATA ONLY
DHSSIP02	Number of Households assisted for energy grant funding (including advice)	Years		2,201	6,918	3,114	TBC		DATA ONLY	DATA ONLY
HPBS14b1	Number of PSHG awarded to disabled tenants to adapt private homes	Years		123	122	123	109		DATA ONLY	DATA ONLY
HPSIP18	Percentage of Renfrewshire households that are in fuel poverty	Years		17%	17%	29%*	N/A		**	**







* Data sourced from SHSC, there is a lag in reporting, the most recent figure of 29% relates to data outturn from 2011/13. The national average during this period was 36%

** Target is a rolling target. Renfrewshire target is set at 5% below the national average.

Priority Theme 01: A Better Future
Service Outcome Service Outcome 7 – We give homeless people the support they need and we help prevent people from becoming homeless



PI Code	Performance Indicator	Reporting Frequency	On Target	Value				Target		
				2011/12	2012/13	2013/14	2014/15	2014/15	2015/16	2016/17
HPCMT22	Homelessness: Proportion of those provided with permanent accommodation who maintain their tenancy for at least 12 months	Years		77%	73%	75%	81.4%	78%	79%	80%
HPSIP17	% of "Time to Mend" clients who are homeless/threatened with homelessness who have reconciled with their family as a result of mediation.	Years		50%	59%	58%	55%	60%	60%	60%
SOA10.10d	Homeless households in temporary accommodation as a percentage of all households	Years		0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%

Priority Theme 01: A Better Future
Service Outcome 8 – We will work to address the impact of welfare reform on rent arrears and tenancy sustainment

PI Code	Performance Indicator	Reporting Frequency	On Target	Value				Target		
				2011/12	2012/13	2013/14	2014/15	2014/15	2015/16	2016/17
DHSSIP03	Amount of arrears accrued due to impact of Bedroom Tax	Years		N/A	N/A	£105,844	£0*	Data Only	Data Only	Data Only
DHSSIP04	Number of Tenancies abandoned	Years		184	195	196	196	Data Only	Data Only	Data Only
HPCHARTER30	Rent collected as percentage of total rent due in the reporting year.	Quarters		N/A	100.5%	99.5%	100.2%	96.5%	95%	91.5%
HPCHARTER31	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.	Quarters		N/A	5.8%	5.6%	6.3%**	10%	12%	15%
HPSIP10	Number of evictions per year (excluding ASB)	Years		6	5	10	4	Data Only	Data Only	Data Only
HPSIP11	Percentage of tenancies not sustained for more than 12 months	Years		16%	17%	15%	13%	15%	15%	15%










*Bedroom tax arrears funded through DHP (£823k) or written off (109k). **This figure is calculated using a different methodology than that used to calculate the figure in previous years. If the same methodology as previous years had been used, the figure for 2014/15 would have been 4.93%.

Priority Theme 02: A Better Council
Service Outcome 09 – Our workforce is structured and equipped to meet future challenges

PI Code	Performance Indicator	Reporting Frequency	On Target	Value				Target		
				2011/12	2012/13	2013/14	2014/15	2014/15	2015/16	2016/17
DHSSIP05	DHS employees having completed IDPs (Percentage)	Years		N/A	N/A	78.1%*	81.9%	95%	95%	95%
DHSSIP06	% of days lost due to sickness absence	Quarters		N/A	N/A	3.1%*	3.6%	4.9%	4.9%	4.9%













*2013/14 was the first year of reporting of the new directorate of Development and Housing Services

Priority Theme 02: A Better Council
Service Outcome 11 – The Council's Assets are managed effectively and efficiently

PI Code	Performance Indicator	Reporting Frequency	On Target	2011/12	2012/13	2013/14	2014/15	2014/15	2015/16	2016/17
				Value			Target			
HPCMT07	% Overall Repairs Completed Within Target	Quarters		88.8%	88.1%	93.8%	92.8%	95%	96%	97%
HPCHARTER12	Average length of time taken to complete non emergency repairs (days)	Quarters		N/A	N/A	8.5	TBC	15	15	15
HPCHARTER13	% of reactive repairs carried out in the last year completed right first time	Years		N/A	N/A	87.8%	TBC	90%	91%	92%
HPCHARTER35	Average length of time taken to re-let properties in the last year	Quarters		52	63	56	44	55	50	45
HPCMT04	% reduction in CO2 emissions for the Carbon Management Plan	Years		19.4%	19%	28%	TBC *	N/A	N/A	N/A
HPCMT06	% of rent loss due to voids	Quarters		3.7%	3.1%	2.57%	2.03%	2.7%	2.5%	2.4%
HPCMT12	% of council buildings in which all public areas are suitable for, and accessible to, disabled people	Years		80%	83%	82%	83.5%	84%	85%	85%
HPCMT14a	The proportion of operational accommodation in satisfactory condition.	Years		69%	87%	88.5%	88.8%	89%	90%	91%
HPCMT14b	The proportion of operational accommodation that is suitable for its current use.	Years		89.8%	91%	91%	91%	92%	93%	94%

*2014/15 Figures not yet available. A new Carbon Management Plan was approved by board in November 2014. This new plan covers a six year period and has a target of a 36% reduction from the 2013 baseline.

Priority Theme 03: A High Performing Council
Service Outcome Service Outcome 12 – We deliver Best Value and involve stakeholders in shaping service delivery

PI Code	Performance Indicator	Reporting Frequency	On Target	Value				Target		
				2011/12	2012/13	2013/14	2014/15	2014/15	2015/16	2016/17
DHS.SPSO.03a	Percentage of complaints closed at the frontline resolution stage within 5 working days	Months		N/A	N/A	94.9%	98%	N/A	N/A	N/A
DHS.SPSO.08a	Percentage of complaints resolved at investigation stage within 20 working days	Months		N/A	N/A	94.9%	97%	N/A	N/A	N/A
HPBS26d	% of staff employed in all "quality accredited" schemes	Years		100%	100%	100%	100%	100%	100%	100%
PT.DS.PPF.CMT.06	Application Approval Rate	Years		95%	96.4%	97.9%	98.3%	DATA ONLY	DATA ONLY	DATA ONLY
PT.DS.PPF.CMT01	Average Time for processing Planning Applications (Householder) (weeks)	Years		8.2	7.8	6.9	*	DATA ONLY	DATA ONLY	DATA ONLY
PT.DS.PPF.CMT02	Average Time for processing Planning Applications (Non Householder) (weeks)	Quarters		10.8	11.2	8.7	*	DATA ONLY	DATA ONLY	DATA ONLY
PT.DS.PPF.CMT03	Average Time for processing Planning Applications (Major) (weeks)	Quarters		27.9	36.6	12	*	DATA ONLY	DATA ONLY	DATA ONLY
PT.DS.SMT.10	Percentage of First reports issued within 20 days of receiving a valid building warrant application	Months		77%	90%	88%	91%	90%	90%	
PT.DS.05	Average time taken to respond to a submission of completion certificate (days)	Months		1.2	1.6	1.5	2	2	2	
PT.DS.11	Average time taken to grant a building warrant (days)	Years				48	56.5	60		
PT.DS.04	Issue Building Warrant approvals within 6 days of receiving revised information	Months		87%	85%	88%	88%	85%	85%	
PT.DS.SMT.03	Percentage of Completion Certificates Issued within 3 Days	Months		98%	96%	98%	98%	95%	95%	95%

* Quarter 4 figures submitted to the Scottish Government – summary analysis normally available mid May



To: Economy and Jobs Policy Board

On: 20th May 2015

Report by: Director of Development and Housing Services

Heading: Labour Market Update

1. Summary

- 1.1 This paper provides the Policy Board with the most recent labour market statistics for Renfrewshire (end of March 2015). Where the data is available a comparison is made with the Scottish and UK figures.
-

2 Recommendations

Board members are asked to note the contents of the report and the improving unemployment figures across Renfrewshire;

3. Background

- 3.1 The report provides an overview of the local labour market and current Job Seeker's Allowance (JSA) claimant figures for March 2015.
- 3.2 The attached newsletter also outlines the latest performance statistics for Invest in Renfrewshire.
-

4. Labour Market Statistics at end March 2015

- 4.1 Renfrewshire's overall JSA figure for March 2015 is 2.9%. This represents a significant fall from 3.8% at the same time last year. The decrease this month is in line with the average Scottish reduction.

- 4.2 Renfrewshire's youth unemployment has fallen from 6.9% in March 2014 to 4.4% currently. This month the rate has decreased by 0.1%.
- 4.3 Adult unemployment for JSA Claimants aged 25 – 49 has decreased to 3.2% this month and now sits at 1,860 people claiming JSA. The rate was significantly higher this time last year at 4.1%.
- 4.4 The adult JSA rates for those aged 50+ have decreased by 0.1% whilst the Scottish average remains static.
- 4.5 All of the JSA rates have dropped substantially from the same time last year.
- 4.6 The newsletter also contains information on wider Economic Development activities within Renfrewshire and the most up to date statistics on the Invest in Renfrewshire programme.

Implications of the Report

- 1. **Financial** - None
- 2. **HR & Organisational Development** - None
- 3. **Community Planning – Jobs and the Economy** - Labour market intelligence is vital to informing future policy and service delivery decision making across the Community Planning Partnership.
- 4. **Legal** – None
- 5. **Property/Assets** – None
- 6. **Information Technology** – None
- 7. **Equality & Human Rights** -
The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only.
- 8. **Health & Safety** – None.
- 9. **Procurement** – None
- 10. **Risk** – None
- 11. **Privacy Impact** - None

List of Background Papers - None

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Renfrewshire Economic Development Newsletter – April 2015

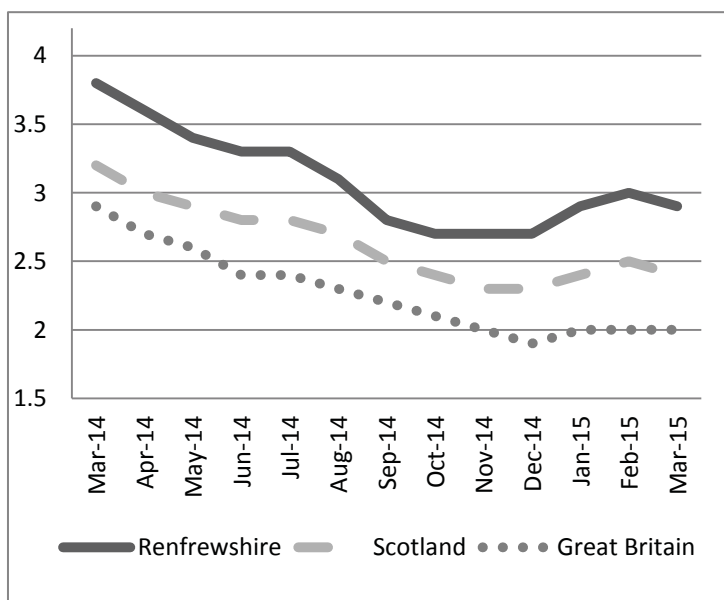
This Economic Development newsletter provides an overview of employment activity and economic development in Renfrewshire at the end of **March 2015**.

The latest statistics from NOMIS illustrate the Renfrewshire labour market position and show how Renfrewshire fares in comparison to Scotland and to the UK.

The newsletter includes a summary of the progress made to date by the council's Invest in Renfrewshire programme and Business Gateway programme as well as information on wider economic development activity.

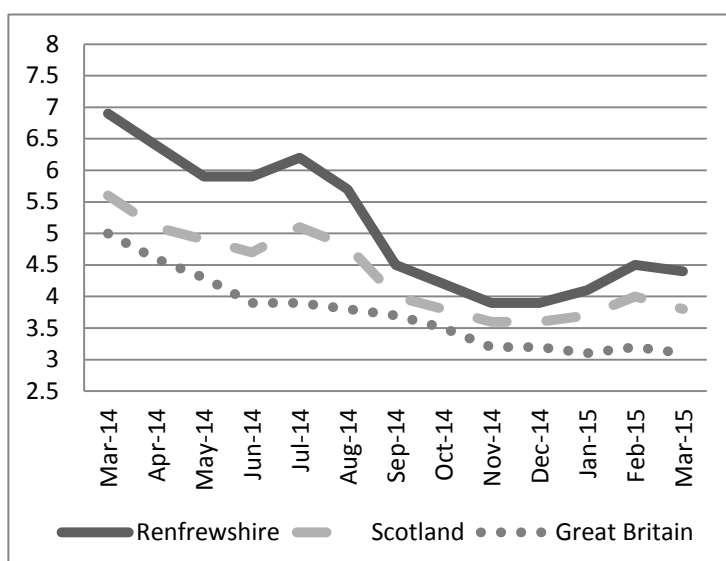
JSA Claimants All Ages (16-64)

- The Jobseekers Allowance (JSA) rate for March 2015 is **2.9%**, with jobseekers totalling **3,275**.
- This month the rate has **decreased by 0.1%** in line with the overall Scottish trend.
- The rate this time last year was 3.8%.



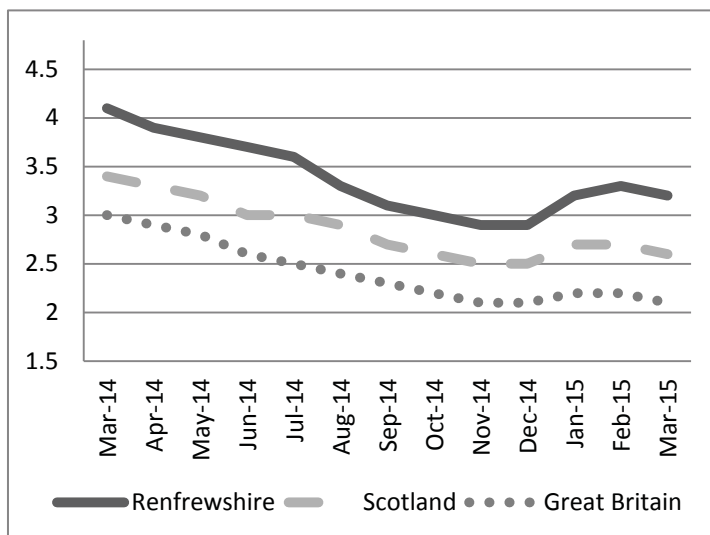
JSA Claimants Aged 18-24

- The Jobseekers Allowance (JSA) rate for March 2015 is **4.4%**, with **660** young people seeking work.
- This month the rate has decreased by 0.1%.
- The rate was significantly higher this time last year at 6.9%.



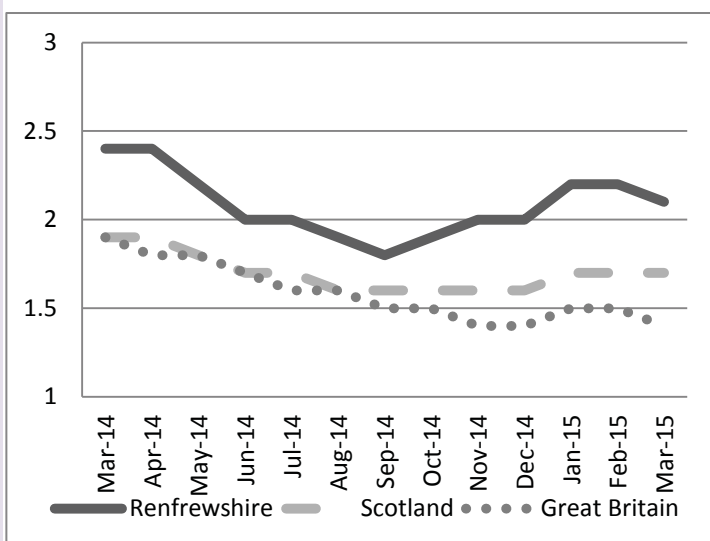
JSA Claimants Aged 25-49

- The 25-49 JSA rate for March 2015 is **3.2%**, with **1,860** people signed on.
- This month the rate has decreased by 0.1%. This is in line with the average trend across Scotland.
- The rate was significantly higher this time last year at 4.1%.



JSA Claimants Aged 50+

- The 50+ JSA rate for March 2015 is **2.1%** with **745** people signed on.
- This month the 50+ JSA rate decreased by 0.1% whilst the Scottish average remained static.
- The rate was higher this time last year at 2.4%.



Source: ONS claimant count - age duration with proportions
 Note: % is number of persons claiming JSA as a proportion of resident population of the same age.

Local Economic Development Update

The second year of the **Invest in Renfrewshire Celebrating Success Awards** was launched during March offering the opportunity to nominate a trainee, employee or employer who has built a better future by Investing their time, effort, skills and resources in Renfrewshire.

The award categories this year are :

Category 1: Preparing for Work

- Top Intern Award
- Best Trainee Award
- CV Builder Award

Category 2: Achieving In Work

- Most Promising New Employee Award
- Most Promising New Entrepreneur Award

Category 3: Progressing In Work

- Progression in Work Award
- Renfrewshire Apprentice of the Year Award

Category 4: Special Achievement Award

- Achiever of the Year Award

Nominations close on Friday 22nd May and the award ceremony will be held in the Normandy Hotel, Renfrew, on the evening of Wednesday 17 June.

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The annual **Invest in Renfrewshire Partnership Conference** will be held on Thursday 18 June 2015 at the Normandy Hotel. All local employability partners are invited to attend and more information is available on the Invest in Renfrewshire website.

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Invest in Renfrewshire's new initiative "**Project Search**" held a successful and well attended information evening on 23rd April at the Tweedie Hall. The project offers young people with a learning disability the opportunity to gain real work experience and qualifications with the support of a job mentor. The programme is now open for applications, 12 places are available and will commence in August.

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The **InCube** competition for new business talent launched in March with 15 supported places available at Renfrewshire's new Creative Retail Incubator in Paisley High Street. There has been significant interest in the project and applications are flowing in. Winners will be announced at the Invest in Renfrewshire Awards Ceremony on 17th June and InCube formally opens on 24th June.

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The first of the **Glasgow and Clyde Valley City Deal** Employability Initiatives commence in summer 2015. Invest in Renfrewshire will provide employability support to 450 unemployed people claiming Employment Support Allowance over the next 3 years. The "Working Matters" programme will provide a new range of services to those with health related barriers to work.

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Rolls-Royce plants across Scotland will be affected by proposed job losses with some 187 posts affected at the facility in Inchinnan, Renfrewshire. This follows an announcement by the firm last November that 2,600 jobs would be cut worldwide over an 18-month period as part of restructuring of its aerospace division.

Invest in Renfrewshire Update – March 2015

INVEST IN EMPLOYMENT

Since the launch of Invest in Renfrewshire in June 2012 **857** new paid posts have been created:

- **649** new jobs have been created through the wage subsidy / Employer Recruitment Incentive programmes.
- **162** Graduate Internships have been created, **110** within the Council and **52** with local companies.
- **46** people have started traineeships with the Council.

In addition:

- **5757** unemployed people have registered and received support from the Invest in Renfrewshire employability service.
- **1934** additional people have been supported to move into wider employment opportunities.

INVEST IN COMMUNITIES

The Invest in Renfrewshire Social Economy Fund launched in December 2014, with a budget of £100k has now:

- Received outline enquiries from **39** companies.
- Approved the first awards with **5** Social Enterprises receiving grant support of **£20,782**.

INVEST IN BUSINESS

771 local companies have signed up to the Invest in Renfrewshire initiative of which:

- **501** have created new jobs and internships for young people
- **271** companies have been offered grants to pursue development, training, exhibition and ICT projects, amounting to combined funding of over **£1,251,223**.
- Funding of **£76,600** has been provided through the micro loan fund.
- The Retail Improvement Scheme has approved **119** formal applications totalling grant support of **£700,000**.
- In the last 30 months, since the start of the new Business Gateway contract:
 - **776** new companies have been established with Business Gateway support.
 - **346** businesses have demonstrated growth aspiration and been given a dedicated business adviser.
 - **243** start-up workshops and **124** business growth workshops have been delivered.