

Notice of Meeting and Agenda Economy & Jobs Policy Board

| Date | Time | Venue |
|--------------------------|-------|--|
| Wednesday, 23 March 2016 | 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: Provost Anne Hall: Councillor Jim Harte:
Councillor Michael Holmes: Councillor Brian Lawson: Councillor Paul Mack: Councillor Kenny
MacLaren: Councillor Eileen McCartin: 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.cmis.uk.com/renfrewshire/CouncilandBoards.aspx

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

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.

- | | | |
|----------|--|----------------|
| 1 | REVENUE BUDGET MONITORING REPORT | 5 - 10 |
| | Joint report by the Directors of Finance & Resources and Development & Housing Services. | |
| 2 | CAPITAL BUDGET MONITORING REPORT | 11 - 16 |
| | Report by the Director of Finance & Resources. | |
| 3 | SERVICE IMPROVEMENT PLAN 2016/19 | 17 - 50 |
| | Report by the Director of Development & Housing Services. | |
| 4 | BUILDINGS AT RISK REGISTER UPDATE | 51 - 54 |
| | Report by the Director of Development & Housing Services. | |
| 5 | OPPORTUNITIES FOR ALL ACTIVITY 2015/16 | 55 - 60 |
| | Report by the Director of Development & Housing Services. | |
| 6 | LABOUR MARKET UPDATE | 61 - 70 |
| | Report by the Director of Development & Housing Services. | |
| 7 | OECD ENGAGEMENT | 71 - 78 |
| | Report by the Director of Development & Housing Services. | |



To: Economy and Jobs Policy Board

On: 23 March 2016

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

Heading: Revenue Budget Monitoring to 8 January 2016

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 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> |
|-----|--|-------------------------------|
|-----|--|-------------------------------|

At this stage in the financial year the account reflects a breakeven position with no significant variances to report on any of the budget categories.

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 2015/2016
1st April 2015 to 08 January 2016

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 | | 2,629 | 1,689 | 1,699 | (10) | 1,689 | 0 | 0.0% |
| Property Costs | | 275 | 288 | 288 | 0 | 288 | 0 | 0.0% |
| Supplies & Services | | 471 | 968 | 958 | 10 | 968 | 0 | 0.0% |
| Contractors and Others | | 1,826 | 565 | 565 | 0 | 565 | 0 | 0.0% |
| Transport & Plant Costs | | 1 | 42 | 42 | 0 | 42 | 0 | 0.0% |
| Administration Costs | | 453 | 29 | 29 | 0 | 29 | 0 | 0.0% |
| Payments to Other Bodies | | 5,386 | 1,290 | 1,350 | (60) | 1,290 | 0 | 0.0% |
| CFCR | | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Capital Charges | | 3 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| GROSS EXPENDITURE | | 11,044 | 4,871 | 4,931 | (60) | 4,871 | 0 | 0.0% |
| Income | | (4,586) | (816) | 2,951 | (3,767) | (816) | 0 | 0.0% |
| NET EXPENDITURE | | 6,458 | 4,055 | 7,882 | (3,827) | 4,055 | 0 | 0.0% |

£000's
0
(0)

Bottom Line Position to 08 January 2016 is breakeven of
Anticipated Year End Budget Position is breakeven of

0.0%
0.0%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2015/2016
1st April 2015 to 08 January 2016

POLICY BOARD : ECONOMY & JOBS

| Description (1) | Revised Annual Budget (2) | Revised Period Budget (3) | Actual (4) | Adjustments (5) | Revised Actual (6) = (4 + 5) | Budget Variance (7) | |
|---|---------------------------------|---------------------------------|---------------|--------------------|---------------------------------|------------------------|-------------|
| | £000's | £000's | £000's | £000's | £000's | £000's | % |
| Economic Development | 0 | 0 | 3,457 | (3,457) | 0 | 0 | 0.0% |
| Town Centre | 1,001 | 1,243 | 1,243 | 0 | 1,243 | 0 | 0.0% |
| Paisley Town Centre Heritage Asset Strategy | 1,000 | 420 | 420 | 0 | 420 | 0 | 0.0% |
| Invest in Renfrewshire | 4,457 | 2,392 | 2,762 | (370) | 2,392 | 0 | 0.0% |
| NET EXPENDITURE | 6,458 | 4,055 | 7,882 | (3,827) | 4,055 | 0 | 0.0% |

£000's
0
(0)

Bottom Line Position to 08 January 2016 is breakeven of
Anticipated Year End Budget Position is breakeven of

0.0%
0.0%



To: ECONOMY & JOBS POLICY BOARD

On: 23 MARCH 2016

Report by: Director of Finance and Resources

Heading: Capital Budget Monitoring Report

1. Summary

- 1.1 Capital expenditure to 8th January 2016 totals £0.328m compared to anticipated expenditure of £0.319m for this time of year. This results in an over-spend position of £0.009m for those services reporting to this board, and is summarised in the table below:

| Division | Current Reported Position | % Variance | Previously Reported Position | % Variance |
|--------------------------------|----------------------------------|-----------------------|-------------------------------------|-----------------------|
| Development & Housing Services | £0.009m o/spend | 3% o/spend | £0.010m o/spend | 2% o/spend |
| Total | £0.009m o/spend | 3% o/spend | £0.010m o/spend | 2% o/spend |

- 1.2 The expenditure total of £0.328m represents 39% of the resources available to fund the projects being reported to this board. The vast majority of the remaining budget is related to the Re-provision of Shop Units at Hallhill Road, Johnstone and is a consequence of a timing issue. Full spend is anticipated by 31st March. Appendix 1 provides further information on the budget monitoring position of the projects within the remit of this board.
-

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 8th January 2016, and is based on the Capital Investment Programme which was approved by members on 12th February 2015, adjusted for movements since its approval.

4. **Budget Changes**

- 4.1 Since the last report budget changes totalling £2.392m have arisen which reflects
- Re-profiling from 2015/16 to 2016/17 in the Russell Institute programme (£1.798m) which reflects a requirement for additional surveys and revised timescales due to an appointed contractor going into liquidation.
 - Re-profiling from 2015/16 to 2016/17 in the Regeneration programme (£0.594m) reflecting a requirement for it to be used as a part of the 2016/17 PTCHAS works.

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 2015/16 & 2016/17 – Council, 12th February 2015.

The contact officers within the service are:

- Geoff Borland (Finance & Resources)
- Fraser Carlin (Housing & Development)

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

Appendix 1

CAPITAL PROGRAMME 2015/16 - BUDGET MONITORING REPORT TO 8 JANUARY 2016 (£000s)

| POLICY BOARD Department | Council Approved Programme | Current Programme | Share of Available Resources | Year to Date Budget to 8-Jan-16 | Spent to 8-Jan-16 | Variance to 8-Jan-16 | % variance | Unspent Cash Flow For Year | % Cash Spent |
|---|----------------------------------|----------------------|------------------------------------|---------------------------------------|----------------------|-------------------------|---------------|----------------------------------|-----------------|
| <i>Economy & Jobs</i> Development & Housing Services TOTAL | 2,843 | 836 | 836 | 319 | 328 | -9 | -3% | 508 | 39% |
| | 2,843 | 836 | 836 | 319 | 328 | -9 | -3% | 508 | 39% |



To: Economy and Jobs Policy Board

On: 23 March 2016

Report by: Director of Development and Housing Services

Heading: Service Improvement Plan 2016/17 – 2018/19

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 Renfrewshire's Community Plan, Local Outcome Improvement Plan (formerly Single Outcome Agreement) and Council Plan.
- 1.2 The future focus of Development and Housing Services is 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 2016/17 to 2018/19.
- 1.3 This Service Improvement Plan contains:
- A strategic statement which sets out the key activities and achievements during 2015/16 and an assessment of the challenges and priorities for the service over the next three years;
 - The high level strategic outcomes the service will deliver
 - Strategic improvement action plan
 - Service performance scorecard
- 1.4 This Service Improvement Plan responds 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 resources and consequently, there are significant achievements to report.

- 1.5 An outturn report detailing progress made with the previous Service Improvement Plan 2015/16 to 2017/18 will be presented to the policy board in May 2016.
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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 towards the actions outlined in the plan should be reported to the board in November 2016.
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3. Background

- 3.1 One of the main purposes of the Service Improvement Plan is to outline for elected members and our customers what Development and Housing Services intends to achieve over the next three years based on the financial and employee resources likely to be available and reflecting customer needs, 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 2016.

4. Our Key Priorities during 2016/17

- 4.1 Section 6 of the Service Improvement Plan details the main priorities for Development and Housing Services as a whole and outlined below are those main priorities which fall within the remit of the Economy and Jobs Policy Board.

- We will continue to deliver the Invest in Renfrewshire programme;

- **Invest in Business** - including leading on the 'Living Wage' campaign and providing support to employers to sign up to Living Wage and commence the second InCube programme for local start up and early stage businesses.
- **Invest in Communities** - including leading the delivery of the LEADER 2014-2020 programme for the rural areas within Renfrewshire, East Renfrewshire and Inverclyde and continuation of Social Economy grant programme and Third Sector trainee programme.
- **Invest in Employability Programmes** - supports around 2,000 people each year. Key deliverables as part of this include commencing delivery of Employability Fund and Modern Apprentice programme contracts from Skills Development Scotland, the launch of the City of Culture Enterprise Academy and the launch of the new Renfrewshire Recruitment Initiative
- We will deliver the Paisley Town Centre Heritage Asset Strategy, which includes completing the, up to £5m, refurbishment of the iconic Russell Institute, complete the museum store project with official opening in October 2017 and complete design and development activities for the refurbishment and extension of Paisley museum in preparation of Heritage Lottery Fund stage 2 application
- During 2016 the Council will lead on the preparation of a longer term vision for the Paisley Town Centre. The future vision for the Town Centre will be one that seeks to change perceptions about the place. The vision will be drafted for summer 2016 and then (once agreed by the Council) subject to consultation with key stakeholders and the wider community in Renfrewshire.
- Deliver Paisley TH/ CARS 2 project. Subject to approval of funding application to Heritage Lottery Fund and Historic Environment Scotland, over the course of the five year project will include repair and refurbishment a number of priority buildings within the Paisley Town Centre Conservation Area in partnership with owners and improving areas of public realm. Our activity plan contains a range of actions to help raise people's awareness of Paisley's heritage, culture and an understanding of the importance of maintaining the built heritage.
- We will continue to support the Council's strategic priorities including the development of a winning bid for Paisley to be UK City of Culture 2021 and to support delivery of the Glasgow and Clyde Valley City Deal programme.

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 deals 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 2016/17 – 2018/19

Service Planning and Policy 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 2016/17 to 2018/19. 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 6.
- I.3 The main factors that our service needs to respond to are the challenging financial environment and the appetite for public sector reform. Our response to these challenges needs to be driven locally as well as aligned to the national agenda and in keeping with legislative changes.
- I.4 The financial environment in which the Council is operating will remain challenging for the medium to long term with additional spending pressures expected due to increasing demands on services through socio-economic factors, demographic changes and central government policy changes.
- I.5 There is also an increasing expectation that public services will be more responsive to customer needs, make better use of modern technology particularly through online services, and provide a more joined-up, holistic service with our key partners.
- I.6 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 Council Plan, 'A Better Future, A Better Council 2014-17' was approved by the Council in December 2013.
- I.7 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. The Council Plan was refreshed in December 2015 and the refocused priorities outline how Renfrewshire Council will continue to deliver improved outcomes for local people, communities and businesses. 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 4).
- I.8 Development and Housing Services has been instrumental in ensuring Renfrewshire Council has made strong progress in delivering the Council Plan's vision to date. Major initiatives including the £1.13 billion City Deal programme, the UK City of Culture 2021 bid, the Invest in Renfrewshire programme, and the 10 year Paisley Town Centre Heritage Asset Strategy have been driven forward during the first two years of the Council Plan and play a significant role in delivering this second phase of the Council Plan.

- 1.9 Our contribution to the work of the Council is making a real difference to the people of Renfrewshire with significant reduction in unemployment with youth unemployment now below the Scottish average for the first time at 1.9%. Furthermore we are helping to ensure best value for residents through our participation in the major organisational change within the Council which has already achieved significant savings.
- 1.10 In a period of major changes, as detailed above, the Service Improvement Plan outlines how we will deliver the strategic priorities over the next three years. The action plan (section 6) highlights our priority actions and signposts to the strategies and plans which contain the operational actions needed to deliver the desired outcomes.

2. Key Activities of the Service

- 2.1 Development and Housing Services provides the planning, regeneration, housing management and homeless services for 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 Paisley's bid for UK City of Culture 2021.
- 2.2 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.
- 2.3 **Regeneration**
- The service will continue to play a lead role in the Council's aim 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 across all tenures to meet the needs of our communities.

2.4 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.

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.

2.5 Paisley's bid to be UK City of Culture 2021

The UK City of Culture 2021 programme aims to encourage the use of culture and creativity as a catalyst for long lasting cultural, economic and social change.

In preparing to bid for UK City of Culture 2021, the benefits of a "whole town" Paisley Bid include:

- Raising Paisley's national and international profile as a visitor destination.
- Building the civic pride of residents, and changing perceptions of Paisley as a place to visit.
- Encouraging investment and promoting a new vibrancy for the town centre.
- Creating new employment opportunities, in particular the visitor and creative economy.

- Through art and cultural programmes, engaging with communities and citizens of all ages across Renfrewshire.
- Galvanising community participation and connections.
- Building capacity and aspiration among our young people.
- Providing a strong and compelling ambition for the area that will be a catalyst for partnership working.

Whatever the outcome of the bidding process, the overarching ambition is that Paisley's bid will raise its profile and change perceptions of the town, set new benchmarks for engagement and regeneration, foster new partnerships within the town and with national agencies, and accelerate the pace of economic and social regeneration.

2.6 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 potential investment of up to £250m in the expansion of Braehead.
- 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 2,500 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. As previously reported, the Housing Service will need to have more detailed knowledge of our tenants and their household circumstances as we deal with the roll out of Universal Credit. Although in these early days the numbers are relatively low, we are using this period to strengthen relationships with tenants, internal colleagues and DWP to make sure that communications are effective and contacts are targeted: to maximise income for customers impacted by the benefits changes, and protect rental income as far as possible as the roll out progresses and numbers of tenants in receipt of the new Universal Credit increases. This change presents a key risk for the Housing Revenue Account, and will continue to be closely monitored.
- Although we completed our Scottish Housing Quality Standard improvement programme in March 2015, we continue to develop 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.
 - We will continue to work with Renfrewshire Health and Social Care Services to develop partnership working arrangements and with wider partners to develop options for the future provision of appropriate accommodation for vulnerable people
- 2.7 Our improvement action plan in section 6 contains the actions which will enable us to achieve the outcomes we have set for the specific areas of activity outlined above.
- 2.8 In addition, the action plan contains 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.

3. Making a difference

A comprehensive outturn report detailing all our achievements over the last year will be presented to the policy board in May 2016. Below are the key achievements of the service during 2015 – 16.

- Following the Council's decision to prepare a bid for UK City of Culture 2021 the necessary governance structures and staff resources have been put in place to move this project forwards. The official launch event took place at Paisley Abbey in November 2015 and the new team are successfully engaging with stakeholders and the both the local and arts communities. In order to bring a feeling of ownership of the Bid to the town the Bid team intends to locate out with the Council offices onto the High Street. A vacant High Street unit has been secured for the purpose with occupation expected early in 2016/17. Our UK City of Culture 2021 bid plans now include the £500,000 creative fund to support our local arts and cultural community organisations to play a major role in the UK City of Culture 2021 programme.
- The Strategic Business Cases for Renfrew Riverside & Clyde Waterfront Project, the Glasgow Airport Investment Area Project and the Airport Access Project have all now been approved by Councillors and the City Deal Cabinet. The development of Outline Business Cases for the projects are now being progressed. We are now in the second year of the City Deal Working Matters programme – tackling those with health related issues.
- Invest in Renfrewshire continued to deliver successful results with youth unemployment now below the Scottish average for the first time at 1.9%, falling from 10.9% in June 2012 when the programme started. For the next three years the employability service will concentrate on new approaches to

target some of the key poverty indicators for those looking for work including health issues, debt and money management, housing, energy and childcare.

- June 2015 saw the launch of InCube, the Council's retail incubator to support the growth and development of creative retail businesses. InCube provides a programme of support via workshops and speakers and a business accelerator programme has commenced. The first 13 businesses moved in during the summer and an additional 20 young companies joined early in 2016.
- The Paisley Town Centre Heritage Asset Strategy picked up two titles at the Placemaking Awards in London in 2015 - recognising the very best planning and regeneration projects from across the whole of the UK. The refurbishment of the Grand Fountain in Fountain Gardens, Paisley won Best Restoration/ Conservation Award at the Museum and Heritage Awards held in London in May 2015. Judges praised the Renfrewshire-Council-led scheme, saying it 'combined painstaking research with clear community outcomes resulting in the greatest reward of all, civic pride'
- We produced our draft Town Centre Strategy and Action Plans for Erskine, Johnstone, Renfrew, Braehead, and Linwood. We carried out a wide range of consultation with local communities and key stakeholders on all 5 of the draft strategies, including the week long Charrette in Erskine in February 2016.
- The Hillington Park Simplified Planning Zone (SPZ) Scheme was approved by the Planning and Property Policy Board on 26th August 2014 and adopted on 1st October 2014. The Scheme has been operational for more than a year and already it has helped to support development proposals which will deliver over £17 million of investment in the Park. In June 2015 the work relating to the SPZ won the Scottish Award for Quality in Planning.
- Development and Housing has responsibility for the Council's wide ranging events programme which continues to develop year on year with visitor numbers growing annually. The Spring/Summer 2015 programme saw the delivery of the first food festival in collaboration with the Camra Beer Festival. The British National Youth Cycle Championship was also held in Paisley in collaboration with local cycle club Johnstone Wheelers. Our biggest ever winter events programme included the Spree, the Halloween Festival held over 2 days, the Christmas Lights Switch and the Monte Carlo Classic car rally in January 2016. All of these events and activities help to build momentum for Paisley's UK City of Culture 2021 bid.
- In May 2015 we reported on our performance in relation to the Scottish Housing Quality Standard programme. Taking abeyances and exemptions into account, the Council was 100% compliant with SHQS by the end of March 2015. (84.6% achieved SHQS, 15.4% in abeyance). During 2015/16, the Council secured additional investment to contribute to external wall

insulation across common blocks and the replacement of redundant district heating. The total combined benefit is approximately £5.3M enabling work to over 700 council properties in mixed tenure blocks and a similar number of owners.

- We improved rent collection despite the challenges of welfare reforms with a reduction in current tenant arrears of £107,000; maximising applications for Discretionary Housing Payments (DHP), tenants benefited from just under £1m of the fund. Average letting time reduced by 12 days, this alongside investment activity and regeneration initiatives saw an encouraging reduction in void loss of £216,000. The Housing team continue to consolidate processes locally related to Universal Credit, including links with DWP for the benefit of affected tenants.

4. Delivering our Key Outcomes

- 4.1 The Improvement Action Plan in section 6 outlines the high level outcomes we aim to achieve and the main strategic actions and drivers which will enable us to achieve these outcomes. They are supported by a range of operational plans and actions across our different service areas which are referenced in the action plan. The action plan also details how these strategic actions link in to our commitments in the Renfrewshire Community Plan.
- 4.2 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 Priorities, as detailed below, however it should be recognised that we are involved in a range of activities to help deliver the other Priorities detailed within the Council plan.

A Better Future: PLACE

- Priority 1: Driving Physical and Economic Regeneration
- Priority 2: Building on our Culture and Heritage
- Priority 4: Creating a Sustainable Renfrewshire

A Better Future: PEOPLE

- Priority 5: Reducing the Level and Impact of Poverty
- Priority 7: Supporting and Sustaining People into Employment

A Better Council

- Priority 10: Continuing to be a Well Run Council

The 9 Key Outcomes of our Improvement Action plan are detailed below, under the relevant Council Plan Priority. In section 6 we list the high level actions which will enable us to achieve our 9 key outcomes.

Priority 1: Driving Physical and Economic Regeneration

Key Outcome 1 – We will deliver the Clyde Valley City Deal investment programme

Key Outcome 2 – We will continue to support the economic development of businesses and communities in Renfrewshire

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

Key Outcome 4 – We will work with partners to ensure people have access to suitable, affordable housing across all tenures

Priority 2: Building on our Culture and Heritage

Key Outcome 5 – We will support and develop cultural and tourism activity in Renfrewshire

Priority 4: Creating a Sustainable Renfrewshire

Key Outcome 6 – We will deliver improvements to the condition of Renfrewshire's housing stock

Priority 5: Reducing the Level and Impact of Poverty

Key Outcome 7 – We work with our tenants and other clients to provide the support and help they need

Priority 7: Supporting and Sustaining People into Employment

Key Outcome 8 - We will continue to support our residents into employment

Priority 10: Continuing to be a Well Run Council

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

5. Measuring our Performance

- 5.1 A suite of performance indicators is included as section 7 of this plan. The indicators are grouped under the same key outcomes as in the action plan with links to the relevant strategic actions.
- 5.2 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 Council Plan updates
 - The Community Plan thematic boards.
 - The Local Government Benchmarking Framework
 - The Scottish Housing Regulator through our Annual Return on the Charter.
- 5.3 The Service Improvement Plan monitoring report in November 2016 will include a comprehensive scorecard of our performance indicators which will show how well we are doing across all of these performance indicators in terms of meeting our key outcomes in the first six months of the year. Furthermore, an outturn report in May 2017 will show how well we have performed across the full year 2016/17.

6. Our Strategic Improvement Actions

| A Better Future: PLACE – Priority 1 : Driving Physical and Economic Regeneration | | | |
|--|------------------------------|-----------|--|
| Key Outcome 1 – We will deliver the Clyde Valley City Deal investment programme | | | |
| Strategic Action | Link to Community Plan Theme | Dates Due | Outcomes and significant milestones |
| 1.1 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"> • Lead Consultants have been appointed for Glasgow Airport Investment Zone and Clyde Waterfront / Renfrew Riverside projects and they will work on options appraisals to develop the details of the project for the outline business case. • SUMMER 2016 – Appointment of a lead consultant to take forward the Airport Access Project. • NOV/ DEC 2016 – Outline Business Case for the Glasgow Airport Investment Zone, the Clyde Waterfront/ Renfrew Riverside and the Airport Access Project will be presented to the Leadership board and then the City Deal Cabinet for approval. <p>Regular reports will be submitted to Council or the relevant Policy Board on progress with the City Deal Project.</p> |

A Better Future: PLACE – Priority 1 : Driving Physical and Economic Regeneration

Key Outcome 2 – We will continue to support the economic development of businesses and communities in Renfrewshire

| Strategic Action | Link to Community Plan Theme | Dates Due | Outcomes and significant milestones |
|--|------------------------------|------------|--|
| 2.1 Deliver the Invest in Renfrewshire (Invest in Business programme) | Jobs and the Economy | March 2017 | <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"> • 2016 - 2017 – Lead on 'Living Wage' campaign and support to employers to sign up to Living Wage • MAY 2016 – Official opening of new InCube MAKlab creative workshops. • JUNE 2016 – Commence second InCube programme for local start up and early stage businesses. • NOVEMBER 2016 – Deliver a wide range of events to contribute to Global Entrepreneur Week. • ONGOING – We will continue to deliver a wide range of support to local business through Invest in Renfrewshire grants and loans. <p>The Invest in Renfrewshire economic development programmes are subject to regular and ongoing reports to the Economy & Jobs Policy Board.</p> |
| 2.2 Deliver the Invest in Renfrewshire (Invest in Communities programme) | Jobs and the Economy | March 2017 | <ul style="list-style-type: none"> • APRIL 2016 - Programme will be open for applications for the new LEADER programme; Renfrewshire Council is leading the delivery of the LEADER 2014-2020 programme for the rural areas within Renfrewshire, East Renfrewshire and Inverclyde, acting on behalf of the Local Action Group (LAG). • 2016 – A newly formed and approach for Community Economic Development with a team of three staff working across Renfrewshire's communities to promote external funding opportunities and develop new local services. • ONGOING – Continuation of Social Economy grant programme and Third Sector trainee programme. <p>The Invest in Renfrewshire economic development programmes are subject to regular and ongoing reports to the Economy & Jobs Policy Board.</p> |

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| 2.3 Creation of a longer term vision for Paisley Town Centre | Jobs and the Economy | Early 2017 | <p>During 2016 the Council will lead on the preparation of a longer term vision for the Paisley Town Centre. The future vision for the Town Centre will be one that seeks to change perceptions about the place. For too long Paisley Town Centre has been overlooked as a place for significant investment and this vision needs to help reinstall confidence in a credible future as a place to visit and spend time.</p> <p>The vision will be drafted for summer 2016 and then (once agreed by the Council) subject to consultation with key stakeholders and the wider community in Renfrewshire.</p> <p>MARCH – APRIL 2016 – facilitated workshops involving representatives from across the Council's services</p> <p>SUMMER 2016 – presentation of draft vision to Renfrewshire Council members</p> <p>AUG – SEPT 2016 – stakeholder consultation</p> <p>We aim to have an agreed vision before the end of 2016 or early 2017.</p> |
|--|----------------------|------------|---|

A Better Future: PLACE – Priority 1 : Driving Physical and Economic Regeneration

Key Outcome 3 – 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 |
|--|------------------------------|-------------|--|
| 3.1 Implement current Local Development Plan (LDP) | Jobs and the Economy | 2014 - 2019 | <p>The Planning and Property Policy Board approved the current Renfrewshire Local Development Plan in August 2014. 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 still ongoing include</p> <ul style="list-style-type: none"> • 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. • 2016 – We will aim to provide a range and choice of housing across the Renfrewshire area to meet the housing need and demand. |

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| 3.2 Develop and adopt new Local Development Plan 2 (LDP) | Jobs and the Economy | 2018 | <p>Work on the review of the Local Development Plan 2 (LDP) has already commenced as LDP2 requires to be adopted by 2019. The Development Plan Scheme was approved by The Planning and Property Policy Board in August 2015 and this details the timetable for the adoption of the next LDP, as outlined below.</p> <ul style="list-style-type: none"> • AUGUST 2016 – Prepare and publish Main Issues Report and consult over a 12 week period. • AUGUST 2017 – Prepare and publish the proposed LDP taking into account comments received on the Main Issues Report. Consult on the proposed LDP over a 12 week period. • DECEMBER 2017 – Submit the proposed LDP with a proposed Action Programme. (Start of Examination process). • JUNE to SEPT. 2018 – Report on the Examination and the Council to consider Reporter’s findings and recommendations. • JUNE to SEPT. 2018 – Publish Local Development Plan with any modifications arising out of Examination Report and advertise intention to adopt. • OCTOBER 2018 – Adoption of new Local Development Plan. |
| 3.3 Develop and adopt Town Centre Strategy and Action Plans | Jobs and the Economy | August 2016 | <p>A series of Draft “Centre Strategies and Action Plans” for the 5 town centres of Erskine, Johnstone, Linwood, Renfrew and Braehead were presented to the Board in 2015. These Draft Strategies formed the basis for consultation with the local community and key stakeholders and these consultation exercises are now complete. The next steps are;</p> <ul style="list-style-type: none"> • AUGUST 2016 - Taking account of the representations and comments made during the consultation, the Finalised Centre Strategies and Action Plans for the 5 town centres will be presented to the Planning and Property Policy Board. • AUGUST 2016 - Draft strategy and action plan for local and village centres will be prepared and presented to the Planning and Property Policy 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.</p> |
| 3.4 Deliver Paisley THI project | Jobs and the Economy | June 2016 | <p>By June 2016 The THI Projects will have delivered:</p> <ul style="list-style-type: none"> • Building Repairs – Paisley Arts Centre and 43 Causeyside Street completed. 41 Causeyside Street and 44 Causeyside Street to be completed by June 2016. |

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| | | | <ul style="list-style-type: none"> • Shop front Restoration – eight shop fronts completed and one further shop front completed in February 2016. • Bringing historic floor space back into use – restoration of 4-6 Forbes Place into 8 one bed flats completed March 2016. <p>Complementary Initiatives – includes delivery of the Activity & Training Plan. Programme of activities has been delivered in partnership with Arts & Museums, UWS and West College Scotland. Celebration Event to mark the end of the THJ/CARS February 27th 2016</p> <p>Subject to approval of funding application to Heritage Lottery Fund and Historic Environment Scotland, over the course of the five year project the main deliverables will be;</p> <ul style="list-style-type: none"> • Repair and refurbishment a number of priority buildings within the Paisley Town Centre Conservation Area, in partnership with owners. • Improving areas of public realm including the west end of High Street and the area around Browns Lane. • We have developed an activity plan with a range of actions to help raise people's awareness of Paisley's heritage, culture and an understanding of the importance of maintaining the built heritage. <p>This project will help deliver the desired outcomes of the Paisley Town Centre Asset Strategy & Action Plan and will work with the UK City of Culture 2021 partnership in achieving the aims of the bid.</p> |
| 3.5 Deliver Paisley TH/ CARS 2 project | Jobs and the Economy | June 2021 | |
| 3.6 Implement Renfrewshire Outdoor Access Strategy – "Outdoors For You" | A Greener Renfrewshire | 2016 - 2026 | <p>Consultation on the draft Outdoor Access Strategy is being carried out during February and March 2016 which involves external agencies, Community Planning partners, Community Councils, Renfrewshire Local Outdoors Access Forum and other access stakeholders.</p> <ul style="list-style-type: none"> • AUGUST 2016 - Following consultation and consideration of the comments received the Final Access Strategy will be referred to the Planning and Property Policy Board for approval. • AUGUST 2017 - A comprehensive baseline will be developed during the first year of the strategy to help improve the monitoring and evaluation process. • 2016 – 2026 – Implement Strategic actions contained within Outdoors For You strategy <p>A statement will be prepared examining the progress on the issues identified in the action plan on a biennial basis. This will also inform the future review of the "Outdoors For You".</p> |

| A Better Future: PLACE – Priority 1 : Driving Physical and Economic Regeneration | | | | |
|---|--|------------------|--|--|
| Key Outcome 4 – 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 | |
| 4.1 Deliver Local Housing Strategy (LHS) | Community Care, Health and Wellbeing Jobs and the Economy | 2016 - 2021 | <p>Our current LHS covers the period 2011 – 2016. We have prepared a new draft LHS to cover the period 2016 – 2021 and we will complete the public consultation phase at the end of March 2016. Following this, our new LHS will be presented to the Housing and community Safety Policy Board;</p> <ul style="list-style-type: none"> MAY 2016 – Finalised LHS presented to HACS Board for approval AUGUST 2016 – Update on progress of previous LHS covering 2015/16 2017 – Annual update on progress on LHS actions | |
| 4.2 Deliver new Strategic Housing Investment Plan (SHIP) | Jobs and the Economy | 2020/21 | <p>Local authorities are required to prepare a Strategic Housing Investment Plan (SHIP) ever two years 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> <ul style="list-style-type: none"> MAY 2016 - The SHIP for the period 2016/17 to 2020/21 will be presented to the Housing and Community Safety Policy Board. The SHIP will include a number of new sites to be determined in consultation with partners, as well as the following which are currently progressing: <ul style="list-style-type: none"> Milliken Road, Kilbarchan - 18 new units of affordable housing Renfrew new supply (second site) – 77 new units of affordable housing Orchard Street/Causeyside Street - comprehensive tenement improvement Bishopton (Phase 1) - affordable housing units Paisley West End – regeneration, Johnstone Castle – regeneration | |

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| 4.3 Progress housing regeneration programmes | Jobs and the Economy | 2017 | <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 rehusing of existing tenants on a phased basis (Phase 1 & 2 complete. Phases 3 & 4 ongoing) and the acquisition of privately owned properties • 2016-2017 – Design team in place. Contracts for the construction of new build Council housing to be procured. • 2016 – Demolition contractor on site till May 2016 for site clearance of Phases 1 and 2. • 2017 - commence the first phase of newbuild <p>Other regenerations actions include;</p> <ul style="list-style-type: none"> • 2016 – We will work with Sanctuary (Scotland) Housing Association, our RSL partner to develop a Masterplan for regeneration of Paisley West End. • 2016 – We will acquire sites at Dargavel Village, Bishopton for the building of affordable housing units. |
|--|----------------------|------|--|

A Better Future: PLACE – Priority 2 : Building on our Culture and Heritage

Key Outcome 5 – We will support and develop cultural and tourism activity in Renfrewshire

| Strategic Action | Link to Community Plan Theme | Dates Due | Outcomes and significant milestones |
|---|------------------------------|-----------|--|
| 5.1 We will develop a winning bid for Paisley to be UK City of Culture 2021 | Jobs and the Economy | 2017 | <p>A detailed work programme to deliver the key work-streams associated with the bid is now being progressed, the main milestones for our bid are,</p> <ul style="list-style-type: none"> • JUNE 2016 –Developing our vision and bid themes. Setting outcomes and evaluation • ONGOING – Substantive community consultation and engagement activity based around the summer and autumn events programme. • DECEMBER 2016 – Programme developed and draft bid prepared • MARCH 2017 - Bid writing, review and production • APRIL to NOVEMBER 2017 – The UK Government Bid Process, from submission of initial bid to announcement of winner |

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| 5.2 Implement the Paisley Town Centre Heritage Asset Strategy | Jobs and the Economy | 2021 | <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"> • OCTOBER 2017– Complete museum store project with official opening in October 2017. • JUNE 2016 – Complete current Paisley T.H.I. programme. • DECEMBER 2016 – Complete the, up to £5m, refurbishment of the iconic Russell Institute. • MAY 2018 – Complete design and development activities for the refurbishment and extension of Paisley museum in preparation of Heritage Lottery Fund stage 2 application. • JUNE 2021 – Deliver the new Paisley T.H. project (subject to approval of funding applications). 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. • 2016 ONWARD - <ul style="list-style-type: none"> o to develop support and funding for the delivery of the strategy o the development of business cases for capital works. o to take forward a bid for UK City of Culture 2021 o to support cultural and tourism activity in Paisley and across Renfrewshire o 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> |
| 5.3 Contribute to Purple Flag accreditation process. | Safer and Stronger Renfrewshire | December 2016 | <p>Paisley First and Renfrewshire Council are working together to prepare and submit a Purple Flag application during 2016. The main stages of this application are;</p> <ul style="list-style-type: none"> • Entry form and registration for Purple Flag Accreditation (completed – February 2016). • Develop a representative working group and prepare assessment against the five Purple Flag Core Agenda themes (Ongoing). • Overnight visit by Purple Flag assessors to evaluate bid. • Decision by Purple Flag Accreditation panel on the basis of recommendations from assessors. |

| A Better Future: PLACE – Priority 4 : Creating a Sustainable Renfrewshire | | | | |
|--|-------------------------------------|------------------|---|--|
| Key Outcome 6 – 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 | |
| 6.1 Implement revised Housing Asset Management Strategy | A Greener Renfrewshire | December 2016 | <p>A revised strategy will set out proposals to deal with abeyances and exemptions which have arisen from the Scottish Housing Quality Standard (SHQS) and programmes to maintain delivery of the standard in coming years. 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 2016 – Revised Strategy presented to board for approval | |
| 6.2 Implement Housing Capital Investment Plan 2015/16 to 2017/18 | A Greener Renfrewshire | 2018 | <p>The Housing Capital Investment Plan 2016/17 to 2018/19 was approved by the Council in February 2016. The new Capital Investment Programme sets out our approach to lifecycle replacement of key components to ensure housing stock is maintained at the required SHQS.</p> <p>The main areas for investment within the plan are:</p> <ul style="list-style-type: none"> Internal improvements (kitchens, bathrooms and rewiring) External improvements (such as roof, render, rain water goods improvements) Energy Efficiency and carbon reduction programmes Other priorities such as disabled adaptations. <p>The Capital Investment Plan also outlines how we will contribute to regeneration programmes in key areas such as Johnstone Castle, Paisley West End and Ferguslie Park.</p> <p>The Plan also includes provision for new affordable social housing in Renfrewshire as detailed in the SHIP.</p> <p>In addition for 2016/17 the Council hopes to 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: PEOPLE – Priority 5 : Reducing the Level and Impact of Poverty

Key Outcome 7 – We work with our tenants and other clients to provide the support and help they need

| Outcomes and significant milestones | | | |
|---|---------------------------------|------------|--|
| Strategic Action | Link to Community Plan Theme | Dates Due | |
| 7.1 Deliver on actions Development and Housing Services lead on within Tackling Poverty Action Plan | Children and Young People | March 2017 | <p>Renfrewshire's Tackling Poverty Strategy has been developed to respond to the recommendations from the Tackling Poverty Commission's strategic assessment of the nature, causes and impact of poverty in Renfrewshire.</p> <p>We will work with Community Planning partners to deliver the priority outcomes of the strategy and we lead as Project Executive on a the following actions within the Tackling Poverty Programme;</p> <ul style="list-style-type: none"> • Living Wage Campaign • Invest in Renfrewshire Employability Programme • Promote community benefits and anti-poverty practices (City Deal) • Subsidies for Childcare • Transport Assistance • Funding/ Support to community groups • Pilot asset based regeneration approaches • Social Rent Affordability • Private Landlords |
| 7.2 Continue to support Council's approach to dealing with Welfare Reform | Children and Young People | March 2017 | <p>We continue to build knowledge of our tenant's circumstances and improve processes and links with specialist money advice, employability services and the DWP, in the interests of supporting our tenants to help mitigate the worst impacts on low income households of the next phase of Welfare Reforms.</p> |
| 7.3 Establish procedures for successful resettlement of refugees. | Safer and Stronger Renfrewshire | March 2017 | <p>We will ensure robust arrangements are developed including for housing options advice, employability options, etc.</p> |

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| 7.4 Review existing homelessness strategy and incorporate high level outcomes within the new Local Housing Strategy 2015 - 2021. | A Greener Renfrewshire | June 2016 | A lower level operational working document will be developed during 2016. 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. |
| 7.5 Review impact of homeless prevention activities (including George St. service) and implement recommendations. | A Greener Renfrewshire | April 2017 | <p>We are currently undertaking a review of the prevention activities and initiatives within homeless services.</p> <ul style="list-style-type: none"> • AUGUST 2016 – Complete review of existing arrangements • APRIL 2017 – Complete implementation of recommendations and revised arrangements |

A Better Future: PEOPLE – Priority 7 : Supporting and Sustaining People into Employment

Key Outcome 8 – We will continue to support our residents into employment

| Strategic Action | Link to Community Plan Theme | Dates Due | Outcomes and significant milestones |
|--|------------------------------|------------|---|
| 8.1 Deliver the Invest in Renfrewshire (Employability programme) | Jobs and the Economy | March 2017 | <p>The Council's Invest in Renfrewshire Employability Programmes supports around 2,000 people each year. Key deliverables as part of this include</p> <ul style="list-style-type: none"> • 2016 –Renfrewshire Community Planning Partnership, led by Renfrewshire Council will work towards Renfrewshire being a full Youth Employment Area. This will be the biggest priority for the coming year. • APRIL – MARCH 2017 – Increase take up of Tackling Poverty funds for Childcare and Access to Work. • APRIL – MARCH 2017 – Renfrewshire Council will increase traineeships from 40 to 120 this year. • APRIL 2016 – Commencing delivery of Employability Fund and Modern Apprentice programme contracts from Skills Development Scotland. • APRIL 2016 – Launch of the new Renfrewshire Recruitment Initiative • MAY 2016 – Official launch of retail academy at InCube shop. • JUNE 2016 – 3rd Annual 'Celebrating Success' Awards ceremony • JUNE 2016 - Annual Invest in Renfrewshire partnership conference both being held • JUNE 2016 – Launch of the City of Culture Enterprise Academy. • AUGUST 2016 – Official launch of second intake of Project SEARCH • ONGOING – Second year of the City Deal Working Matters programme – tackling those with health related issues <p>The Invest in Renfrewshire economic development programmes are subject to regular and ongoing reports to the Economy & Jobs Policy Board.</p> |

| A Better Council: – Priority 10 : Continuing to be a Well Run Council | | | | |
|---|---|------------------|---|--|
| 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 2017 | <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 2016 – Updated Risk Management Plan presented to board for approval • NOVEMBER 2016 – Present midyear progress report on the management of the service's risks to HACS board. • MAY2016 till APRIL 2017 – 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 2017 | <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 2016– ARC submitted to Scottish Housing Regulator detailing our performance in 2015/16. • AUGUST 2016 – Present report on our performance on the SSHC to Housing and Community Service Policy Board. • OCTOBER 2016 - We will produce a tenants report (in collaboration with our tenants) in order for our customers to evaluate our performance as a landlord. • MAY 2016 till MARCH 2017 – We will implement those improvement actions identified through analysis of our performance and our return to the SHR. | |

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| 9.3 Produce Planning Performance Framework (PPF) for 2015/16 | Council action with no direct linkage to Community Plan | July 2016 | <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"> • MAY 2016– Present Renfrewshire Planning Performance Framework for 2015/16 to the Planning and Property Policy Board • JULY 2016 – Submit approved PPF to Scottish Government |
| 9.4 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 2017 | Sickness absence levels are reduced. |

7. Performance Indicator Scorecard

| A Better Future: PLACE – Priority 1 : Driving Physical and Economic Regeneration | | | | | | | | |
|---|---|--------------------------|--------------------------|--------------------------|---------------------------|---------------------------|---------------------------|--|
| Key Outcome 2 – We will continue to support the economic development of businesses and communities in Renfrewshire | | | | | | | | |
| PI CODE | Performance Indicator Description | 2012/13 Value | 2013/14 Value | 2014/15 Value | 2015/16 Target | 2016/17 Target | 2017/18 Target | |
| DHS.EMP.04 | Number of new companies signed up to the 'Invest in Renfrewshire' | 266 | 337 | 156 | N/A | * | * | |
| DHS.EMP.05 | Number of new companies supported to create new and additional jobs | 85 | 305 | 111 | N/A | * | * | |
| DHS.EMP.07 | Number of new companies supported to grow their business (through development and training grants and business loans) | 48 | 141 | 82 | N/A | * | * | |
| DHS.EMP.08 | Number of new businesses start ups in Renfrewshire with Business Gateway Support | 343 | 330 | 311 | N/A | * | * | |

*Draft targets have been set and will be confirmed by the beginning of the new financial year 2016/17

| A Better Future: PLACE – Priority 1 : Driving Physical and Economic Regeneration | | | | | | | |
|---|-------------------------------------|---------------|---------------|---------------|----------------|----------------|----------------|
| Key Outcome 4 – We will work with partners to ensure people have access to suitable, affordable housing across all tenures | | | | | | | |
| PI CODE | Performance Indicator Description | 2012/13 Value | 2013/14 Value | 2014/15 Value | 2015/16 Target | 2016/17 Target | 2017/18 Target |
| HPSIP01 | New build: Affordable housing units | 175 | 196 | 56 | 150 | * | * |
| SOA10.10a | New build: Private housing units | 276 | 343 | 467 | 745 | * | * |

* New supply targets for coming years will be set out in the new Local Housing Strategy

| A Better Future: PLACE – Priority 4 : Creating a Sustainable Renfrewshire | | | | | | | |
|--|---|---------------|---------------|---------------|----------------|----------------|----------------|
| Key Outcome 6 – We will deliver improvements to the condition of Renfrewshire's housing stock | | | | | | | |
| PI CODE | Performance Indicator Description | 2012/13 Value | 2013/14 Value | 2014/15 Value | 2015/16 Target | 2016/17 Target | 2017/18 Target |
| 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. | N/A | 85.07% | 97.35% | 100% | 100% | 100% |
| HPCMT13a | % of Council housing stock which meets the Scottish Housing Quality Standard | 32.3% | 62.1% | 100%** | 100% | 100% | 100% |

**Taking abeyances into account, the Council was 100% compliant with SHQS by the end of March 2015. (84.6% achieved SHQS, 15.4% in abeyance).

| A Better Future: PEOPLE – Priority 5 : Reducing the Level and Impact of Poverty | | | | | | | |
|--|---|---------------|---------------|---------------|----------------|----------------|----------------|
| Key Outcome 7 – We work with our tenants and other clients to provide the support and help they need | | | | | | | |
| PI CODE | Performance Indicator Description | 2012/13 Value | 2013/14 Value | 2014/15 Value | 2015/16 Target | 2016/17 Target | 2017/18 Target |
| HPCMT05 | Average time from client presenting themselves as homeless to completion of duty (number of weeks) | 19.8 | 20.5 | 18.4 | 21 | 19 | 21* |
| T.B.C. | Amount of arrears accrued due to the introduction of Universal Credit | N/A | N/A | N/A | DATA ONLY | DATA ONLY | DATA ONLY |
| DHSSIP03 | Amount of arrears accrued due to impact of Bedroom Tax | N/A | £105,844 | £0** | DATA ONLY | DATA ONLY | DATA ONLY |
| HPCHARTER30 | Rent collected as percentage of total rent due in the reporting year. | 100.5% | 99.5% | 100.2% | 95% | 95% | 95% |
| HPCHARTER31 | Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year. | 5.8% | 5.6% | 6.3%*** | 8% | 8% | 9% |

* Rise in target is to accommodate efforts to tackle repeat homelessness

**Bedroom tax arrears funded through DHP (£823k) or written off (£109k)

***Although this shows an increase from 5.6% in 2013/14 to 6.3% in 2014/15, this is result of a change in the way this indicator is calculated. The Scottish Housing Regulator has confirmed that arrears written off during the year must now be included in the total arrears figure at the year end which caused this increase from last year. If this change was applied to last year then the comparable position would be a decrease from 7.2% to 6.3% reflecting the focus on rent collection throughout the year and improving performance.

| A Better Future: PEOPLE – Priority 7 : Supporting and Sustaining People into Employment | | | | | | | | |
|--|--|--------------------------|--------------------------|--------------------------|---------------------------|---------------------------|---------------------------|--|
| Key Outcome 8 – We will continue to support our residents into employment | | | | | | | | |
| PI CODE | Performance Indicator Description | 2012/13 Value | 2013/14 Value | 2014/15 Value | 2015/16 Target | 2016/17 Target | 2017/18 Target | |
| DHS.EMP.01 | Number of unemployed people being supported through Renfrewshire Employability Programme. | 2,001 | 2,294 | 1,462 | N/A | * | * | |
| DHS.EMP.02 | Number of people supported into work through Renfrewshire Employability Programme. | 376 | 929 | 629 | N/A | * | * | |
| DHS.EMP.03 | Number of people supported, sustained in work at 6 Months through Renfrewshire Employability Programme | 48 | 310 | 475 | N/A | * | * | |
| DHS.EMP.06 | Number of new people employed through wage subsidy support (includes graduates and traineeships) | 81 | 382 | 394 | N/A | * | * | |

*Draft targets have been set and will be confirmed by the beginning of the new financial year 2016/17

A Better Council: – Priority 10 : Continuing to be a Well Run Council

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

| PI CODE | Performance Indicator Description | 2012/13 Value | 2013/14 Value | 2014/15 Value | 2015/16 Target | 2016/17 Target | 2017/18 Target |
|-----------------|---|------------------|------------------|------------------|-------------------|-------------------|-------------------|
| HPCMT07 % | Overall Repairs Completed Within Target | 88.1% | 93.8% | 92.8% | 95% | 95% | 95% |
| HPCHARTER12 | Average length of time taken to complete non emergency repairs (days) | 9.2 | 8.5 | 8.5 | 15 | 15 | 15 |
| DHS.SPSO.03a | Percentage of complaints closed at the frontline resolution stage within 5 working days | N/A | 94.9% | 98% | DATA ONLY | DATA ONLY | DATA ONLY |
| DHS.SPSO.03a | Percentage of complaints closed at investigation stage within 20 working days | N/A | 94.9% | 97% | DATA ONLY | DATA ONLY | DATA ONLY |
| HPCHARTER13 | % of reactive repairs carried out in the last year completed right first time | 92% | 87.8% | 87.5% | 91% | 91% | 92% |
| HPCHARTER34 | % of rent loss due to voids | 3.1% | 2.57% | 2.03% | 2.0% | 2.25% | 2.25% |
| HPCHARTER35 | Average length of time taken to re-let properties in the last year | 63 | 56 | 44 | 42 | 40 | 35 |
| PT.DS.PPF.CMT01 | Average Time for processing Planning Applications (Householder) | 7.8 | 6.9 | 7.2 | DATA ONLY | DATA ONLY | DATA ONLY |
| PT.DS.PPF.CMT02 | Average Time for processing Planning Applications (Non Householder) | 11.2 | 8.7 | 8.3 | DATA ONLY | DATA ONLY | DATA ONLY |
| PT.DS.PPF.CMT03 | Average Time for processing Planning Applications (Major) | 36.6 | 12 | 10.1 | DATA ONLY | DATA ONLY | DATA ONLY |
| T.B.C. | Average number of work days lost through sickness absence per employee (FTE) | N/A* | 6.55 | 7.53 | 8.44 | N/A | N/A |

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



To: Economy & Jobs Policy Board

On: 23 March 2016

Report by: Director of Development and Housing Services

Heading: Buildings at Risk Register Update

1. Summary

- 1.1. At the November 2015 meeting Board members requested an update in terms of listed buildings at risk in Paisley and Renfrewshire in comparison to other towns and cities. This report is in direct response to that request.
 - 1.2. The Council is committed to protecting the built heritage of Renfrewshire, including monitoring listed and unlisted buildings which are on the Buildings at Risk Register (BARR). The BARR is maintained by Historic Environment Scotland and can be viewed at;
http://www.buildingsatrisk.org.uk/search/planning_authority/201
 - 1.3. Following a planned review of the Renfrewshire area carried out by RCAHMS in 2014 the number of buildings on the register increased from 42 to 46. However it should be noted that the Council has been successful in securing funding and developing heritage led regeneration projects that have resulted in the removal of buildings and structures from risk e.g. the Grand Fountain.
 - 1.4. There are currently five Buildings at Risk being restored, the development of those that are Category A listed contributing to the Scottish Government national indicator in relation to the BARR. The 5 buildings being restored are the Russell Institute, two buildings at Hawkhead Hospital, 27 Ferguslie and the former Arnotts building.
 - 1.5. A comparison has been made with the number of buildings at risk in other local authority areas (shown in section 4.4)
-

2. Recommendations

2.1 It is recommended that the Board:

- (i) Notes the number of Buildings at Risk in Renfrewshire and the comparison with other areas shown in section 4.4.
 - (ii) Notes the continued pro-active approach taken to promote Buildings at Risk as opportunities for positive enhancement of Renfrewshire's communities.
-

3. Background

- 3.1. Historic Environment Scotland (HES) monitors buildings at risk and maintains the national Buildings at Risk Register (BARR). This role was previously carried out by the Royal Commission on the Ancient and Historical Monuments of Scotland (RCAHMS) until the restructure in October 2015.
 - 3.2. The BARR identifies buildings within the local authority area that are failing, some already beyond practical repair. The register includes both listed and unlisted buildings and structures.
-

4. Progress to Date

- 4.1. The Council's approach and vision as outlined in the Heritage Regeneration Strategy seeks to utilise the wealth of Renfrewshire's built heritage assets as a basis for regeneration.
- 4.2. Following the publication of the Strategy the following progress has been made:
 - Restoration and removal from the BARR of the Category A listed Grand Fountain. In restoring part of Paisley's built heritage this project has transformed Paisley's oldest public park and made it a safer and more active space;
 - Facade retention and residential development at the former Category B listed Arnotts department store facilitating an increase in the number of people living in the town centre;
 - Restoration of the Category A listed Russell Institute to form modern office space to accommodate 80 jobs in a key town centre location;
 - The purchase by private developers of the former Territorial Army building (B listed) and of Kelvin House (C listed);
 - The progress by Kier Homes on the restoration of various listed buildings at the former Hawkhead Hospital site which includes the Category A listed Wards 7 and 8; and
 - Applications submitted to Heritage Lottery Fund and Historic Environment Scotland for a second round of TH/CARS in Paisley town

centre which identifies three Buildings at Risk as potential priority projects.

- 4.3. The proactive approach taken by the Council to work with property owners is crucial where there is a risk of a building becoming vacant and being added to the BARR. A high profile example of this is the work currently ongoing with the Trustees of the Thomas Coats Memorial Church and the Princes Regeneration Trust to ensure the long-term future of this Category A listed building.
- 4.4. The following table provides a summary of Renfrewshire's and Paisley's buildings at risk together with Scotland's seven cities allowing a comparison.

| Location | BAR | Category A | Category B | Category C | Unlisted |
|---------------------|-----------|------------|------------|------------|-----------|
| Glasgow | 158 | 32 | 85 | 23 | 18 |
| Edinburgh | 96 | 36 | 34 | 17 | 9 |
| Dundee | 51 | 14 | 30 | 4 | 3 |
| Renfrewshire | 46 | 3 | 23 | 7 | 13 |
| Perth | 42 | 4 | 16 | 12 | 10 |
| Stirling | 42 | 8 | 18 | 7 | 9 |
| Aberdeen | 34 | 23 | 8 | 3 | 0 |
| Paisley | 33 | 2 | 17 | 4 | 10 |
| Inverness | 30 | 0 | 12 | 4 | 14 |

5. Next Steps

- 5.1. An annual review of Renfrewshire's Building at Risk Register will be carried out during the summer months with the appropriate level of action being taken to ensure owners are aware of their responsibilities in relation to the protection of the built heritage.
- 5.2. An update report will be presented each year to Board.

Implications of the Report

1. **Financial** - None
2. **HR & Organisational Development** - None
3. **Community Planning**
Jobs and Economy – Progressing heritage led regeneration projects results in a stimulus to the local economy via contracts won and sustainable end uses for building.

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

- (a) None
-

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To: Economy and Jobs Policy Board

On: 23 March 2016

Report by: Director of Development and Housing Services

Heading: Opportunities for All Activity 2015-16

1. Summary

- 1.1 Opportunities for All is the Scottish Government's programme to ensure that all 16-19 year olds in Scotland who are not in education, training or employment, have an offer of a place in further education and training.
- 1.2 This report provides an overview of the Renfrewshire Council activity relating to the 2015-16 Opportunities for All Grant from the Scottish Government and outlines the new grant for the 2016-17 period.
-

2. Recommendations

- 2.1 It is recommended that the board:
- (i) Note the delivery of, and outcomes achieved through, the Opportunities for All grant of £130, 510 over the past year and
 - (ii) Note the 2016-17 grant allocation of £130,510 and that an update report will be presented to a future meeting of the Economy and Jobs Policy Board
-

3. Background

- 3.1 Renfrewshire Council was awarded a Scottish Government grant of £130,510 for 2016-17 to continue to support the delivery of Opportunities for All in the coming year.
 - 3.2 Opportunities for All supports learning and training opportunities for 16-19 year olds in Scotland who are not in employment, education or training. Within Renfrewshire this forms part of the overall youth employability approach supported through Invest in Renfrewshire and delivered through the Employability Hub.
 - 3.3 The Opportunities for All grant provides support towards the costs of the 16+ Learning Choices Coordinator, three further Trusted Professional posts based within the Employability Hub at Assurance House and some training and learning provision for young people on Activity Agreements and other employability programmes. The grant is matched through YEI to provide a wider range of services to unemployed young people.
-

4. Opportunities for All Grant 2015-16

- 4.1 In September 2015, the staffing structure at the Employability Hub was changed to provide a dedicated team of 4.6 fte Employability Advisers for the 16-19 age group in recognition of the diverse needs of this age group. This group of Advisers also take on the role of Trusted Professional as described under Opportunities for All.
- 4.2 The Trusted Professionals have supported 76 young people on Activity Agreements in the period 1 April 2015 to 26 February 2016. The young people were referred from a range of agencies including Schools, Skills Development Scotland and Social Work Department as being in need of support. Increasingly, referrals are coming in by word of mouth as other young people recommend the Service to their peers.
- 4.3 Activity Agreement provision included personal development programmes including The Recruit, literacy support, accredited vocational learning opportunities, employability skills training and work experience placements sourced through employers signed to Invest in Renfrewshire. Provision was delivered by a range of providers including Employability Hub staff, Optima Training, Gary Bedingfield Training, Tree of Knowledge and Skills Development Scotland.
- 4.4 Young people on an Activity Agreement work towards individually identified career goals. Outcomes to date in 2015-16 include

- 15 young people entered employment including 10 in MA positions
- 24 young people took up training opportunities with Employability Fund Providers and through our own Sector Academies and Traineeships
- 11 young people took up places in Further Education
- 1 young person returned to school
- 6 young people reached the age of 18 years and moved to DWP benefits but continued to receive employability support
- 2 young people became economically inactive
- 2 young people moved out of Renfrewshire
- 15 young people remain on Activity Agreement

5. Partnership Working

5.1 The 16-19 Employability Team work in partnership with other local Agencies, departments and bodies for the benefit of unemployed young people. Work in the past year has included:

- 2 Employability Advisers working with Renfrewshire's Looked After and Accommodated (LAAC) young people to support the improvement of sustainable outcomes for this group. The advisers work closely with Throughcare staff and staff at Children's Houses to ensure that every young person of post school age is offered support and training.
- 1 Employability Adviser supports the Sports Coach Academy developed by Renfrewshire Leisure for LAAC young people and delivers the employability skills element of this programme.
- 1 Employability Adviser attends the multi agency Early Intervention Screening Group designed to prevent minor offences leading to criminal charges. Where a young person is not in a Positive Destination, support is offered.
- 1 Employability Adviser supports the YES Programme being delivered by Kibble at The Experience and carries out monthly reviews with trainees there who are funded by Invest in Renfrewshire.
- Staff continue to support Skills Development Scotland in the revised School Leaver Destination Report exercise (now the Participation Measure), including Data Sharing and regular meetings between the SDS Team Leaders, Children's Services and the 16+ Learning Choices Coordinator.
- Supporting the continued development of The Recruit programme for unemployed young people linking with local business partners and training providers.
- Working with School Employability Project Leaders to ensure that they have an up to date knowledge of the breadth and range of opportunities available to Renfrewshire school leavers.

- 0.2fte of Employability Adviser time has also been allocated to Flexible Learning to support young people at New Directions and the Kintyre Base
- The 16+ Learning Choices Coordinator is working as part of a Focus group set up by the National Development Officer to pilot a new approach to encouraging 16/17 year olds to take up Community Jobs Scotland training opportunities with third sector employers

6. Opportunities for All 2016-17

- 6.1 The grant offer from the Scottish Government for the forthcoming year remains the same as in 2015-16, £130,510. However, Local Authorities are required to wholly fund the salary costs of 16+ Learning Choices Coordinators from 1 April 2016.
- 6.2 The key change to the programme for this year is that there should now be a focus on young people who are still at school but intend to leave within the following 6 months and for whom an Activity Agreement would be the best option.
- 6.3 The 2016-17 activities will be reported to Board on completion of the programmed activities.

Implications of the Report

1. **Financial** – In 2015-16, £28,000 of the grant could be used towards the salary costs of the 16+ Learning Choices Coordinator. This is no longer an eligible expenditure for Opportunities for All and the whole salary cost must be met from other budgets. This will be achieved through the Invest in Renfrewshire and EU funding which match funds all 16-19 provision.
2. **HR & Organisational Development** – Opportunities for All Grant funding will continue to fund the three Trusted Professional posts in the Employability Hub and will continue to be matched to YEI. All posts will be located in Assurance House.
3. **Community Planning** –
 - Children and Young People** – Opportunities for All contributes to improving the number of school leavers entering positive and sustained destinations.
 - Jobs and the Economy** – Opportunities for All provides support to our most disengaged and disadvantaged young people to help them to develop skills, confidence and motivation and enhance their training and employment opportunities.
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

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To: Economy and Jobs Policy Board

On: 23rd March 2016

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 January 2016). Where the data is available a comparison is made with the Scottish and UK figures.
-

2. Recommendations

Board members are asked to:

- (i) Note the contents of the report and the year on year improvement to the unemployment figures across Renfrewshire.
-

3. Background

- 3.1 The report provides the current Job Seeker's Allowance (JSA) claimant figures for the end of January 2016.
- 3.2 The attached newsletter also outlines the latest performance statistics for Invest in Renfrewshire and recent economic developments across Renfrewshire.
-

4. Labour Market Statistics for the month of January 2016

- 4.1 Renfrewshire's overall Job Seekers Allowance (JSA) figure for January 2016 is 2.0% with 2230 people claiming JSA. While this is still slightly higher than the Scottish and UK average figures it represents a significant fall from 2.9% at the same time last year.
- 4.2 Renfrewshire's reduction in youth unemployment has been one of the biggest across Scotland. The January 2015 rate was 4.1% and this has fallen to 1.7% for January 2016. This month the rate increased by 0.1% which is expected at this time of year.
- 4.3 For the fifth month running Renfrewshire has a youth JSA rate which is below both the Scottish and UK average.
- 4.4 Adult unemployment for JSA Claimants aged 25 – 49 has also increased slightly to 2.3% with 1,315 people claiming JSA. The rate was higher this time last year at 3.2%.
- 4.5 The adult JSA rates for those aged 50+ has also increased slightly and is currently 1.8%.
- 4.6 The attached newsletter contains additional statistical information as well as the most up to date information 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

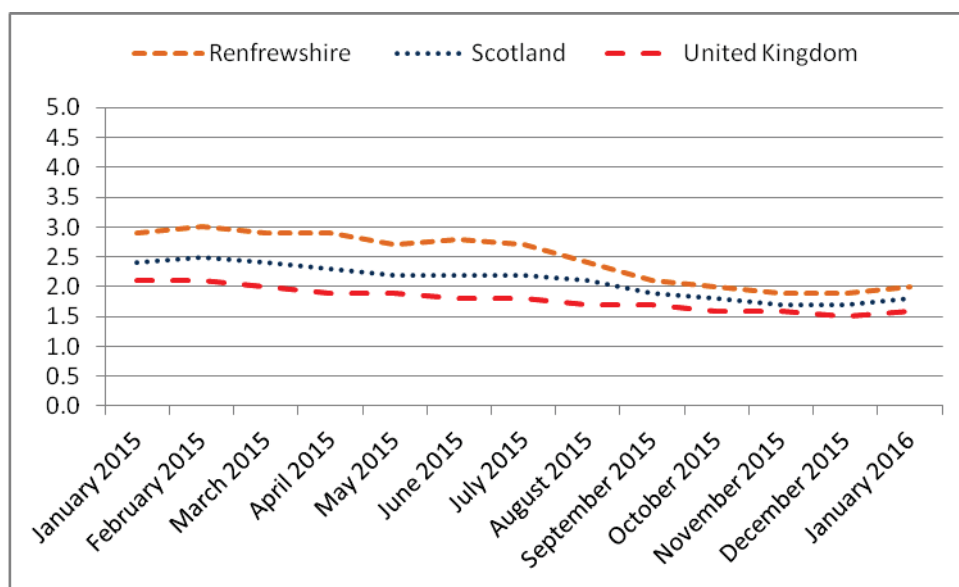
- (a) None

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Renfrewshire Economic Development Newsletter – February 2016

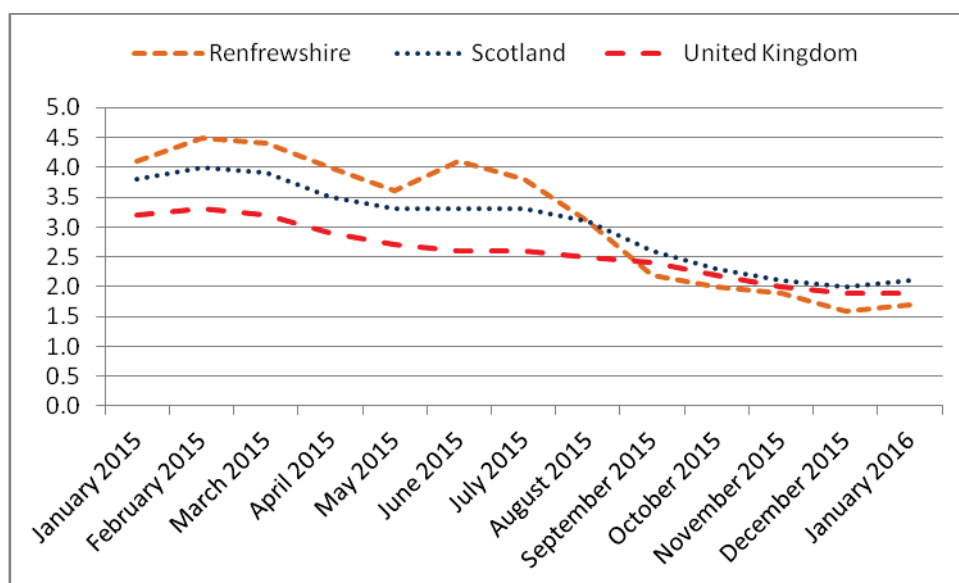
JSA Claimants: All Ages (16-64)

- The Job Seeker's Allowance rate for January 2016 was 2%, with jobseekers totalling 2,230.
- This month the rate has gone up marginally, by 0.1%.
- The rate this time last year was higher at 2.9%.



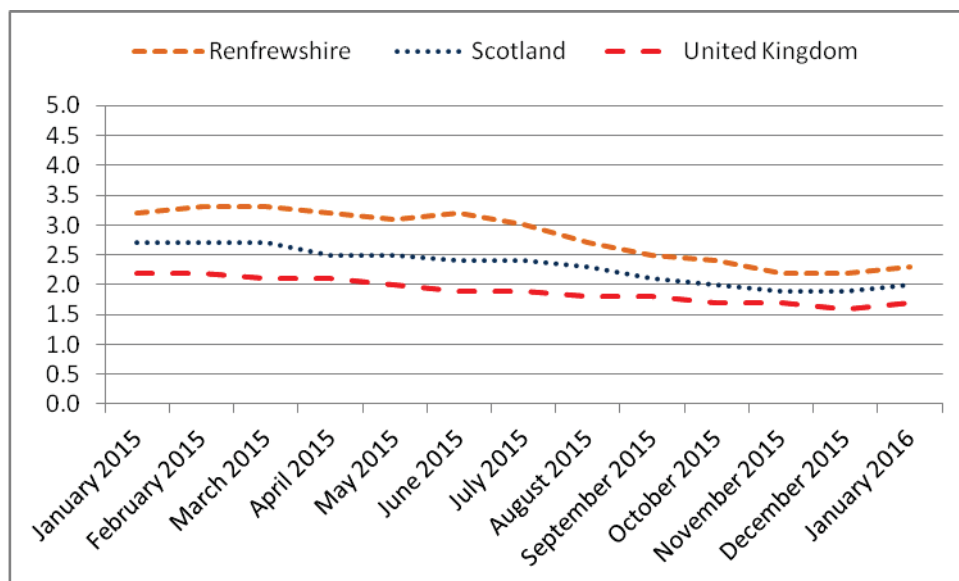
JSA Claimants: Aged 18-24

- The Job Seeker's Allowance rate for January 2016 was 1.7%, with jobseekers totalling 255.
- This month the rate has increased fractionally, rising by 0.1%.
- The rate this time last year was far higher at 4.1%.



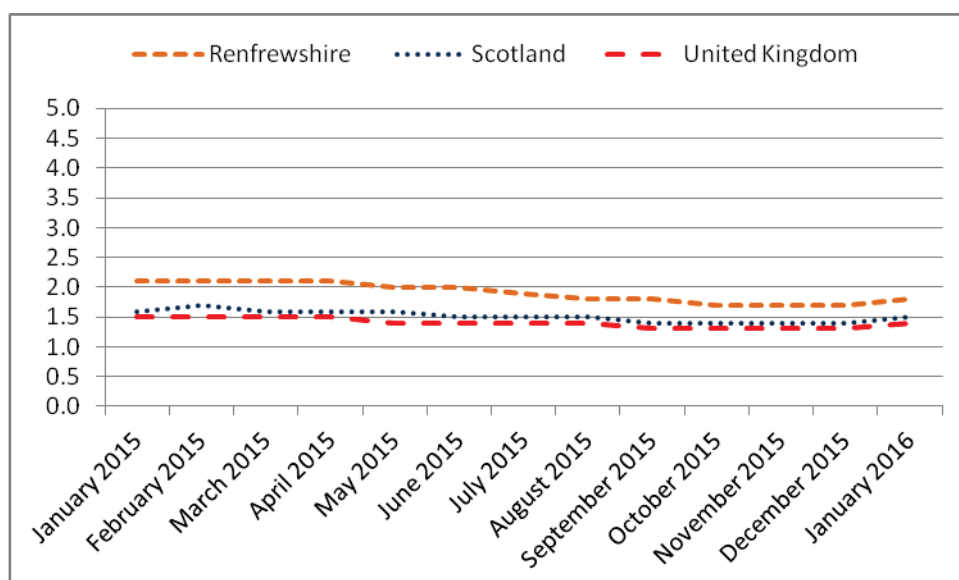
JSA Claimants: Aged 25-49

- The Job Seeker's Allowance rate for January 2016 was 2.3%, with jobseekers totalling 1,315.
- This month the rate has increased slightly by 0.1%.
- The rate this time last year was much higher at 3.2%.



JSA Claimants: Aged 50+

- The Job Seeker's Allowance rate for January was 1.8%, with jobseekers totalling 655.
- This month the rate increased marginally by 0.1%.
- The rate this time last year was much higher at 2.1%



Source: ONS claimant count -
age duration with
proportions

Note: % is number of persons
claiming JSA as a proportion
of resident

Local Economic Development Update

5 in a row!

The New Year has brought with it some very good news. Renfrewshire's **youth JSA rate** continues, for the fifth month in a row, to be **lower** than both the Scottish and UK average, sitting at 1.7% for January 2016, compared to 2.1% for Scotland and 1.9% for the UK.

| Date | Renfrewshire | Scotland | United Kingdom |
|----------------|--------------|----------|----------------|
| September 2015 | 2.2 | 2.6 | 2.4 |
| October 2015 | 2.0 | 2.3 | 2.2 |
| November 2015 | 1.9 | 2.1 | 2.0 |
| December 2015 | 1.6 | 2.0 | 1.9 |
| January 2016 | 1.7 | 2.1 | 1.9 |

Invest in Renfrewshire: Business

Moving in!

Independent Furniture & Interior Ltd has re-located to a larger site at Hillington Park after three years of trading in Glasgow. The company outgrew the previous site and needed larger premises, which they were able to find in Renfrewshire.

Moving on up!

Spectrum Service Solutions Ltd has recently moved into new offices at Westpoint Business Park. The company provides cleaning and employs approximately 150 FTE staff. This new location will provide the business with increased facilities, including training & meeting rooms, and also the ability to employ new staff.

The Living Wage

Local businesses from across Renfrewshire gathered at Abercorn Conference Centre to promote the Living Wage. Renfrewshire Council and over 50 businesses in the area listened to a variety of speakers discussing the benefits that paying the Living Wage brings to company performance and growth. The Living Wage Foundation and Renfrewshire Chamber of Commerce spoke to delegates regarding the business case for paying the Living Wage, with staff retention and employee efficiency among the key benefits to Living wage employers.

Invest in Renfrewshire: Employability

Funding Team

The wider Economic Development team have added further specialists dedicated to funding. These new funding officers will help make the difference in getting vital employability and business support programmes off the ground.

Project SEARCH

This is the first year of Project SEARCH at Renfrewshire Council, and the second rotation of placements is now well underway. The young people on the programme are acquiring invaluable work experience way through their placements at both Renfrewshire House and other council premises.

Invest in Renfrewshire: Annual Awards

The annual ***Invest in Renfrewshire*** awards ceremony will celebrate the success of young people and partners in the local business community. This date for this year's ceremony is **Wednesday 15th June**. The awards evening is followed by a working day conference for all Renfrewshire Council staff working in employability and business support, who together deliver ***Invest in Renfrewshire*** programmes.

Invest in Renfrewshire Update – February 2016

INVEST IN EMPLOYMENT

Since the launch of Invest in Renfrewshire in June 2012 **1,027** new paid posts have been created:

- **754** new jobs have been created through the wage subsidy / Employer Recruitment Incentive programmes.
- **189** Graduate Internships have been created, **126** within the Council and **63** with local companies (approved).
- **84** people have started traineeships, **76** with the Council and **8** with Businesses.

In addition:

- **7,266** unemployed people have registered and received support from the Invest in Renfrewshire employability service.
- **2,264** additional people have been supported to move into wider employment opportunities.

INVEST IN COMMUNITIES

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

- Dealt with enquiries from more than **50** social enterprise companies and organisations.
- Approved **13** awards totalling **£55,282**.

INVEST IN BUSINESS

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

- **368** companies have been offered grants to pursue development, training, exhibition and ICT projects, amounting to combined funding of over **£1,639,822**.
- Funding of **£87,100** has been provided through the micro loan fund.
- The Retail Improvement Scheme has received **151** formal applications. The applications to hand are **32**. The amount of grant support awarded to date is approximately **£770,000**.

In the last **40** months, since the start of the new Business Gateway contract:

- **1,031** new companies have been established with Business Gateway support.
- **442** businesses have demonstrated growth aspiration and been given a dedicated business adviser.
- **290** start-up workshops and **210** business growth workshops have been delivered.



To: Economy and Jobs Policy Board

On: 23 March 2016

Report by: Director of Development and Housing

Heading: OECD Engagement

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. The Council has engaged with the Organisation for Economic Co-operation and Development (OECD) to assist the Council to explore best practice in heritage and cultural led regeneration from across Europe. The engagement at an international level with OECD has led to an invitation for the Leader of the Council to attend and speak at an OECD LEED conference in Venice, Italy on 18th and 19th April 2016.
 - 1.3. This paper seeks the Board's authority to allow the Council Leader to accept the invitation from the OECD, noting that the travel and associated costs of attendance at the conference will be paid for by the OECD.
-

2. Recommendations

- 2.1. The Board agrees to authorise the Leader of the Council to accept the invitation received from the OECD to attend the conference on Creativity, Jobs and Local Development in Venice on 18th and 19th April and notes that all travel and associated costs of attendance will be paid for by the OECD.
-

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. 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. 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.
- 3.4. This was reported to the Board in November 2014 and four 'missions' have been held to date. The first in January 2015 set the scene for the review and was well supported by a range of 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 took place in June 2015 and focused on maximising benefits from economic regeneration. A fourth session on focusing on "Planning for Legacy" was held in February 2016.
- 3.5. 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.
- 3.6. An invitation has now been received for the Leader of the Council to speak at an international conference on Creativity, Jobs and Local Development to be held in Venice on 18th, 19th April 2016. This Annual Meeting of the OECD is their flagship networking event for those involved in local economic development and cultural partnerships. It attracts a range of invited speakers from across 20 countries worldwide, many of whom are considered to be at the forefront of their specialism, and includes leaders from academia, business as well as the public and social sectors. The event will place Renfrewshire at the heart of these discussions and offer the opportunity to create links with a large number of European and worldwide locations which have similar development and regeneration objectives.

The Council Leader has been asked to participate in a plenary session on Culture and Creative Industries, to present information on current local

initiatives in Renfrewshire and to attend workshops related to the new Venice M9 Museum Mestre. He will also participate in a thematic workshop on local answers to welcoming refugees based on the Renfrewshire experience.

- 3.7 The conference programme is attached for information and involves a range of international speakers with a strong cultural regeneration focus. The OECD will host and cover travel and accommodation costs for the Leader's attendance at the conference.

Implications of the Report

1. **Financial** – The costs of the Council Leader's attendance at this conference will be met in full by the OECD.

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** – 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, 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
 - (e) Report to Economy and Jobs Policy Board, 20 May 2015, Paisley Heritage Asset Strategy: Progress Report 3
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Author: Mary Crearie



CREATIVITY, JOBS AND LOCAL DEVELOPMENT

18th - 19th April 2016, Venice, Italy

Draft Agenda



Monday 18 April 2016

9.00-9.30 Registration and welcome coffee

9.30-11.00 SETTING THE CONTEXT

Why Venice? By *Luca Molà*, European University Institute, Florence

Welcome by *Luca Zaia*, President Veneto Region, Italy

Chair: *John Atherton*, Director General, Employment Programs and Partnerships, Employment and Social Development Canada and Chair, OECD LEED Directing Committee

Panellists

- *Dario Franceschini*, Minister of Cultural Heritage and Tourism, Italy (TBC)
- *Stefan Kapferer*, Deputy Secretary-General, OECD
- *Michel Servoz*, Director General, DG Employment, European Commission

Discussion with the floor

11.00-11.30 Coffee

11.30-13.00 PLENARY 1: LEADERS, CULTURE AND CREATIVE INDUSTRIES

Chair: *Franco Bianchini*, Professor of Cultural Policy and Planning at Leeds Beckett University, United Kingdom

Key note by *Claudio De Vincenti*, Secretary to the Presidency of the Council of Ministers (TBC)

Panellists

- *Mark Macmillan*, Council Leader Renfrewshire, United Kingdom
- *Renzo Piano*, Architect (TBC)
- *Timon Beyes*, Professor of Design, Innovation and Aesthetics, Copenhagen Business School, Denmark
- *Jeffrey Schnapp*, Founder and Faculty Director of metaLAB, Harvard University, United States (TBC)

Closing keynote: Fondazione di Venezia M9

13.00-14.00 Lunch & Scoring the graphics

13.30-14.30 LOCAL INITIATIVES FORUM: speed networking

The Annual Meeting of the Forum provides a unique networking opportunity for partnership practitioners. This session is organised around a series of short interactive sessions where Forum members present and discuss their projects with experts from other countries. Some 20 projects will be presented, 10 Italian and 10 international.

13.30-14.30 In parallel: PRESENTATION OF THE 2016 EDITION OF OECD SCOREBOARD ON FINANCING SMES AND ENTREPRENEURS

14.30-17.30 WORKSHOPS HOSTED IN PROJECT SITES

14.30-15.30 Travel to off-site workshops

15.30-17.30 WORKSHOPS HOSTED AT PROJECT SITES (workshops will start with a presentation of the host project followed by discussion with international panellists).

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|----------|---|----------|--|
| A | Culture for urban regeneration: the role of museums Host: M9 Museum Mestre | D | Creativity in education – higher education and entrepreneurship Host: IUAV or Ca Foscari university |
| B | Business-skills partnerships: How to expand apprenticeships beyond traditional sectors? | E | SME internationalisation: putting local SMEs on international scene |
| C | Preservation/ Sustaining traditional crafts (TBC) | F | The role of private foundations (TBC) |

17.45-18.15 Travel back from off-site workshops

18.30-19.30 Cocktail at Fondazione Cini (or at San Servolo)

Welcome by *Luigi Brugnaro*, Mayor of Venice (TBC) // **Guest speaker:** *Paolo Baratta*, President of the Venice Biennale

Tuesday 19 April 2016

09.30-11.00 Plenary 2: BUSINESS-EDUCATION PARTNERSHIPS

Chair: *Sally Sinclair*, CEO, National Employment Services Association, Australia

Panellists

- *Alberto Ferlenga*, IUAV Rector, Italy (TBC)
- *Susan R. Crandall*, Director, Center for Social Policy, University of Massachusetts, USA
- *Brian MacCraith*, President of Dublin City University, Ireland
- *Andy Penaluna*, Research Director of the Centre for Creative Entrepreneurship, University of Wales, United Kingdom (TBC)
- Riviera del Brenta shoemaking cluster, Italy
- City leader

11.00-11.30 Coffee break

11.30-13.00 PARALLEL THEMATIC WORKSHOPS

| | | | |
|---|--|---|--|
| G | Creative approaches to inclusive labour markets | J | New approaches to work organisation to foster productivity and skills utilisation in a workplace |
| H | Local answers to welcoming refugees | K | Tourism and local development |
| I | Creativity in education – stepping stones in primary & secondary education | L | Boosting local skills supply and demand: from low to high skills equilibrium |

13.00-14.00 Lunch

14.00-15.00 Plenary 3: SOCIAL INNOVATION AS DRIVER OF LOCAL DEVELOPMENT (TBC)

Chair: *Denis Leamy*, CEO, Pobal, Ireland, and Chair, OECD Forum on Partnerships and Local Development

Panellists:

- *Geoff Mulgan*, CBE, Chief Executive, National Endowment for Science Technology and the Arts (NESTA), UK (TBC)
- *Peter Ramsden*, Managing Director Freiss Ltd, UK (TBC)
- *Nicolas Hazard*, President, Comptoir de l'Innovation, and social entrepreneur, France (TBC)
- *Elena Casorali*, CEO, ACCRA-CCS Foundation, Italy (TBC)

15.00-15.30 Closing

Keynote by *Giuliano Poletti*, Minister of Labour, Italy (TBC)



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