renfrewshire.gov.uk

Renfrewshire Council

Notice of Meeting and Agenda
Economy & Jobs Policy Board

Date	Time	Venue
Wednesday, 25 May 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: Councillor Andy Doig: Provost Anne Hall: Councillor Jim Harte: Councillor Michael Holmes: 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):

Members of the Press and Public

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

Further Information

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

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

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

Items of business

Apologies

Apologies from members.

Declarations of Interest

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

1 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 Community Economic Development Team **17 - 20**

Report by the Director of Development & Housing Services.

4 Employer Recruitment Incentives

Report by the Director of Development & Housing Services. (Copy to follow).

5 Paisley Abbey & Drain Project **21 - 24**

Report by the Director of Development & Housing Services.

6 Service Improvement Plan 2015/18 - Outturn Report **25 - 54**

Report by the Director of Development & Housing Services.

7 Invest in Renfrewshire - Retail Improvement Scheme - Update **55 - 60**

Report by the Director of Development & Housing Services.

8 Social Enterprise Project Update **61 - 68**

Report by the Director of Development & Housing Services.

9 Labour Market Update

Report by the Director of Development & Housing Services. (Copy to follow).

Renfrewshire Council

To: Economy and Jobs Policy Board

On: 25 May 2016

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

Heading: Revenue Budget Monitoring to 4 March 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 that since the last report there have been net budget realignments of £99,000 related to additional resources released by the Scottish Government in relation to the Youth Employment Strategy.

3. **Economic Development**

3.1 **Current Position**: **Breakeven**
Previously Reported: ***Breakeven***

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: Valerie Howie, Extension 7796
David Forbes, Extension 6424

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2015/2016
1st April 2015 to 04 March 2016

POLICY BOARD : ECONOMY & JOBS

Description (1) £000's	Revised Annual Budget (2) £000's	Revised Period Budget (3) £000's	Actual (4) £000's	Adjustments (5) £000's	Revised Actual (6) = (4 + 5) £000's	Budget Variance (7) £000's	%	
Employee Costs	2,629	2,131	2,131	0	2,131	0	0.0%	breakeven
Property Costs	275	337	337	0	337	0	0.0%	breakeven
Supplies & Services	471	1,151	1,151	0	1,151	0	0.0%	breakeven
Contractors and Others	1,826	752	752	0	752	0	0.0%	breakeven
Transport & Plant Costs	1	41	41	0	41	0	0.0%	breakeven
Administration Costs	453	33	33	0	33	0	0.0%	breakeven
Payments to Other Bodies	5,485	1,839	1,836	3	1,839	0	0.0%	breakeven
CFCR	0	0	0	0	0	0	0.0%	breakeven
Capital Charges	3	0	0	0	0	0	0.0%	breakeven
GROSS EXPENDITURE	**11,143**	**6,284**	**6,281**	**3**	**6,284**	**0**	**0.0%**	**breakeven**
Income	(4,586)	(961)	(1,244)	283	(961)	0	0.0%	breakeven
NET EXPENDITURE	**6,557**	**5,323**	**5,037**	**286**	**5,323**	**0**	**0.0%**	**breakeven**

	£000's	
Bottom Line Position to 04 March 2016 is breakeven of	**0**	**0.0%**
Anticipated Year End Budget Position is breakeven of	**0**	**0.0%**

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2015/2016
1st April 2015 to 04 March 2016

POLICY BOARD : ECONOMY & JOBS

Description (1) £000's	Revised Annual Budget (2) £000's	Revised Period Budget (3) £000's	Actual (4) £000's	Adjustments (5) £000's	Revised Actual (6) = (4 + 5) £000's	Budget Variance (7) £000's	%	
Economic Development	0	0	(234)	234	0	0	0.0%	breakeven
Town Centre	1,001	1,480	1,480	0	1,480	0	0.0%	breakeven
Paisley Town Centre Heritage Asset Strategy	1,000	527	530	(3)	527	0	0.0%	breakeven
Invest in Renfrewshire	4,556	3,316	3,261	55	3,316	0	0.0%	breakeven
NET EXPENDITURE	**6,557**	**5,323**	**5,037**	**286**	**5,323**	**0**	**0.0%**	**breakeven**

	£000's	
Bottom Line Position to 04 March 2016 is an overspend of	**0**	**0.0%**
Anticipated Year End Budget Position is breakeven of	**0**	**0.0%**

Renfrewshire Council

To: **ECONOMY & JOBS POLICY BOARD**

On: **25 MAY 2016**

Report by: **Director of Finance and Resources**

Heading: **Capital Budget Monitoring Report**

1. **Summary**

1.1 Capital expenditure to 4th March 2016 totals £0.466m compared to anticipated expenditure of £0.456m for this time of year. This results in an over-spend position of £0.010m 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	£0.010m o/spend	2% o/spend	*£0.009m o/spend*	*3% o/spend*
Total	**£0.010m o/spend**	**2% o/spend**	***£0.009m o/spend***	***3% o/spend***

1.2 The expenditure total of £0.466m represents 30% of the resources available to fund the projects being reported to this board. A large portion of this expenditure is expected toward the end of the financial year and it is anticipated that there will be a full expenditure against the current budgets. 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 4th March 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 there have been budget changes totalling £0.713m reflecting the following:

- Budget being re-profiled from 2015/16 to 2016/17:
  - Major Projects (£0.047m) which reflects a timing issue and does not affect the end date of the project.
- Budget being re-profiled from 2016/17 to 2015/16:
  - Russell Institute (£0.502m).
  - Regeneration (£0.257m).

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 4 MARCH 2016 (£000s)

POLICY BOARD	Department	Council Approved Programme	Current Programme	Share of Available Resources	Year to Date Budget to 4-Mar-16	Spent to 4-Mar-16	Variance to 4-Mar-16	% variance	Unspent Cash Flow For Year	% Cash Spent
Economy & Jobs										
	Development & Housing Services	2,843	1,549	1,549	456	466	-10	-2%	1,084	30%
	TOTAL	2,843	1,549	1,549	456	466	-10	-2%	1,084	30%

Renfrewshire Council

To: **Economy and Jobs Policy Board**

On: **25 May 2016**

Report by: **Director of Development and Housing Services**

Heading: **Community Economic Development Team**

1. Summary

1.1 This report updates the Economy and Jobs Policy Board on the establishment of a community focused economic development team.

1.2 The team includes three Economic Development Officers, in both new and existing roles, working as one team to increase the amount of funding and support available to third sector organisations in Renfrewshire.

2. Recommendations

2.1. Note the recent formation of the Community Economic Development team.

2.2. Agree that further reports will be brought forward to the Economy and Jobs Policy Board to update on progress

3. Background

3.1. In October 2015 Renfrewshire published its Tackling Poverty Strategy and Action Plan for the period 2015-2017. The Strategy was built around the March 2015 Poverty Commission report on child poverty in Renfrewshire.

3.2 A number of key priorities are identified within the Strategy, including Priority 5, *Create neighbourhoods where people want to live, and can afford to live*. A related action focuses on community asset based regeneration. The Commission also recommended that this action be supplemented as follows:

Provide additional resource within Economic Development to find innovative ways of attracting funding to the area and support community groups in developing funding bids.

3.3 The Invest in Renfrewshire Social Economy Budget had previously provided finance to create a new Social Economy Officer post in 2014 as well as grant funding for the third sector. A Funding and Development Officer post was already established with the Economic Development section to support applications for grant funding across the Council and wider community.

3.4 Following the recommendations of the Tackling Poverty Strategy a new post was created to focus on **community economic development and funding**. The post holder started with Renfrewshire Council in March 2016 and joins with the two existing Economic Development Officers to form a community economic development team.

---

4. Community Economic Development Team

4.1 The team will operate at community level to support the development of new economic and social initiatives and increase the amount of funding accessed by community groups, local social economy organisations and social enterprises. The team will also provide a range of development support to local groups and organisations.

4.2 To be successful in sourcing funding, the team will seek to engage relevant organisations, build capacity for management of projects and funds, and provide information and expertise on funding opportunities. Key activities will include:

- Production of e-alerts for specific funds
- Develop a funding webpage
- Delivering a series of workshops on specific funds and/or themes
- Supporting organisations to build capacity
- Advising on project development and appraising ideas
- Reviewing and preparing funding applications
- Monitoring and evaluating projects or initiatives

4.3 Officers will work with organisations in their communities, focusing on the local need for new services and projects, supporting their funding needs and ensuring they have the support required to apply for and manage funds. Training sessions will be delivered to a range of community based organisations to build capacity and funding workshops will be delivered which focus on specific funds and/or particular types of activity.

4.4 The team will focus on supporting organisations working at community level across Renfrewshire, with a particular focus on communities experiencing economic deprivation.

4.5 External funding remains a challenge for community based organisations with many struggling to fund their activities each year. This results in reduced levels of activity and prevents expansion and the introduction of new initiatives.

4.6 Activities will be co-ordinated with other projects delivered at community level, including other Poverty Commission initiatives. The work of the team will also link with and support the work of the LEADER team, in engaging with rural communities and LEADER eligible areas to develop new projects and secure match funding support.

4.7 Further reports will be brought forward to the Economy and Jobs Policy Board to update on progress.

Implications of the Report

1. **Financial** – the Invest in Renfrewshire budget will support the creation of the additional post in the period to March 2018.

2. **HR & Organisational Development** – an additional Economic Development Officer post has been funded via Invest in Renfrewshire.

3. **Community Planning** –

   Jobs and the Economy – the programme has a key aim of supporting the social economy and introducing additional funding resources into community based projects.

4. **Legal** – none

5. **Property/Assets** – none

6. **Information Technology** – none

7. **Equality & Human Rights** -

   The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report as the report 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** –

9. **Procurement** - none

10. **Risk** – none

11. **Privacy Impact** - none

List of Background Papers

The contact officer within the service is Susan Boath, Assistant Manager (Funding and Development), ext 7729, susan.boath@renfrewshire.gov.uk

---

Author: Susan Boath, ext 7729, susan.boath@renfrewshire.gov.uk

Renfrewshire Council

To: **Economy & Jobs Policy Board**

On: **25th May 2016**

Report by: **Director of Development and Housing Services**

Heading: **Paisley Abbey and Abbey Drain Project**

1. Summary

1.1. Paisley Abbey and the Place of Paisley is one of Renfrewshire's most significant buildings and a popular visitor attraction. It is the birthplace of the Royal House of Stewart (son of Marjory Bruce who became King Robert II of Scotland, the first of the Stewart monarchs). The Abbey Drain (Council owned) is another important part of this monastic precinct which is considered to be of national historic and archaeological importance.

1.2. Through ongoing dialogue with the Abbey, a significant heritage-led regeneration project has emerged that is in line with the Council's approach to the regeneration of Paisley town centre as outlined in the Paisley Heritage Regeneration Strategy.

1.3. This report outlines a collaborative approach to start the process of development of projects to provide an improved tourist offer via a building extension (4th Cloister project), a new visitor centre and the Abbey Drain project.

2. Recommendations

2.1 It is recommended that the Board:

(i) Approves the approach of supporting the Abbey with resources from the Council's Regeneration Team and established consultancy arrangements to define the project, prepare an Outline Business Case and develop a Stage 1 funding application for submission to Heritage Lottery Fund, and

(ii) Notes that the associated spend can be met from approved budgets.

3. Background

3.1. The Paisley Heritage Regeneration 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. It sets out an ambitious vision for Paisley which includes the recognition of the Abbey as an international visitor attraction and its potential for further development. The proposed elements of this further development incorporate the Abbey's proposed Stewart Visitor Centre and 4th Cloister project and the opening and interpretation of the Abbey Drain as a new visitor attraction.

3.2. As an integral part of the Paisley Heritage Regeneration Strategy, this project offers the potential to work with Paisley Abbey to develop an improved visitor experience that will increase the number of visitors to the town, their dwell time and potential income generation for the Abbey and other local businesses.

3.3. In 2012/13 Paisley Abbey developed a proposal to reinstate the 4th Cloister and provide a new visitor centre. The project was devised to recognise the Abbey's role in Scottish history and in the establishment of Paisley and therefore as a place of interest to a wide audience of visitors. The new centre would help extend the Abbey's income base and help underpin the ongoing heritage management of the Category A listed Church. Planning and listed building consent was granted in 2013 however the Abbey was not in a position to proceed with the project at that time.

---

4. Progress to Date

4.1. The launch of the Paisley Heritage Asset Strategy in 2014 has galvanised the Abbey and the Presbytery of Greenock and Paisley to revisit their earlier plans. The Abbey has approached the Council in relation to a collaborative regeneration project to develop the new visitor centre, build the 4th Cloister extension and potentially develop the Abbey Drain. These projects are considered essential in order to improve Paisley's tourism offer and generate much needed income to support the ongoing management and maintenance of this important building. The Abbey will seek to secure a package of funding to deliver the projects and it should be noted that at this stage it is not assumed that the Council will contribute to the capital cost of delivering the projects.

---

5. Next Steps

5.1. In order to understand the joint potential of these projects, a re-scoping exercise is necessary to define the wider project vision and ambition. Using existing approved budgets and arrangements via the Paisley Town Centre Heritage Regeneration Strategic Adviser commission (awarded to SLR Consulting) to carry out the following:

- define the project by reviewing and re-scoping the project elements;
- prepare a refreshed Outline Business Case and delivery strategy; and
- support the development of a HLF Stage 1 funding application.

Implications of the Report

1. **Financial** – The consultancy commission to support this project is estimated to cost £30,000 together with an allowance of £15,000 for staff time allocated to the project. These costs will be met from approved Council resources for the implementation of the Paisley Heritage Asset Strategy.

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

3. **Community Planning**

   Jobs and Economy – Developing and delivering heritage led regeneration results in a stimulus to the local economy via contracts won, increased visitor numbers and sustainable end uses for key historic buildings.

4. **Legal** - None

5. **Property/Assets –** The Abbey Drain is in Council ownership.

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** – This commission will be incorporated within the existing contract with SLR Consulting awarded on 3rd March 2014.

10. **Risk** – None

11. **Privacy Impact** - None

List of Background Papers

(a) Planning consent reference: 13/0155/PP
(b) Listed Building consent reference: 13/0156/LB

Author: Susan Jones, Assistant Regeneration Manager
Tel: 0141 618 7836

Email: susan.jones@renfrewshire.gov.uk

Renfrewshire Council

To: **Economy & Jobs Policy Board**

On: **17 May 2016**

Report by: **Director of Development and Housing Services**

Heading: **Service Improvement Plan 2015/16 – 2017/18 Outturn Report**

1. **Summary**

1.1 Development and Housing Service Improvement Plan for 2015/16 – 2017/16 was approved by the Economy & Jobs Policy Board in May 2015. 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 Implementation of the Service Improvement Plan is monitored and reported to the Planning and Property Policy Board on a six monthly basis to allow the Board to review progress. The Board was previously provided with a progress report on the 2015/16 – 2017/18 Service Improvement Plan in November 2015.

1.3 This report contains details of performance over the period 1 April 2015 to 31 March 2016. The main purpose of this report is to provide:

- details of the key achievements of the service over this period;
- a progress update on implementing the action plan linked to the service improvement plan for 2015/16 – 2017/18; and
- an assessment of performance in relation to the service scorecard of core performance indicators.

1.4 This Service Improvement Plan is responding to the challenging financial environment and public sector reform which needs to be driven locally as well as responding to the national agenda. Despite these challenges, the Service

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

1.5 As the Board will be aware a new Service Improvement Plan covering the period 2016/17 to 2018/19 was approved by the Policy Board in March 2016.

---

2. Recommendations

It is recommended that the Planning and Property Policy Board:

(i) Notes the progress that has been made with the implementation of the Development and Housing Services 2015/16 – 2017/18 Service Improvement Plan actions and performance indicators for the activities relating to this Board's remit.

---

3. Background

3.1 One of the main purposes of the Service Improvement Plan is to enable elected members to take stock of what is happening in the service, and to consider and develop policy options which reflect changing circumstances both in terms of customer needs and resource availability in the context of the Council's priorities and the need to deliver Best Value.

3.2 Service Improvement Planning also provides the Board with a mechanism for evaluating the performance of the service in terms of developing and improving services. The Action Plan lies at the core of the Service Improvement Plan. This lists the priorities being addressed, the key tasks to be implemented over the plan period, the implementation timetable and details performance indicators against which progress can be measured.

3.3 Section 4 provides details of our achievements between April 2015 and March 2016 of the Service Improvement Plan. Further detail is provided in Appendix 1 which provides a summary of progress achieved over the same period in tackling the key areas set out in the Service Improvement Plan Action Plan. It highlights areas where significant advances have been made and gives targets for completing actions that have been reviewed or delayed. The report provides the basis for assessing the effectiveness of our service delivery.

3.5 Appendix 2 contains the core performance indicators. These are the performance indicators which we use to measure how well we are performing in relation to our service priorities. The appendix shows the performance in relation to each core indicator for the financial year 2015/16.

3.6 This report is a key part of the Public Performance Reporting framework, and it ensures that progress on core performance indicators is reported to the relevant Policy Board for them to note and to approve targets for future years.

---

4. What we achieved in 2015/16

4.1 The focus of Development and Housing Services is to deliver the Council's regeneration, employability and economic development priorities, as well as fulfilling the Council's strategic housing and housing landlord role and performing its statutory planning function to the highest possible standards.

4.2 The Key Achievements of Development and Housing Services from April 2015 to March 2016 are highlighted below in sections 4.5 to section 4.10.

4.3 Full detail on the service's progress in terms of implementing the tasks outlined in the 2015/16 – 17/18 Service Improvement Plan over this period, is included as Appendix 1 to this report.

4.4 Development and Housing Services has a total of 9 key outcomes under which all of our improvement actions are grouped. Each of these key outcomes is aligned to one of the Council Plan outcomes, as detailed below, however it should be recognised that we are involved in a range of activities to help deliver the other outcomes detailed within the Council plan.

A Better Future

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

A Better Council

- People and Organisational Development

A High Performing Council

- Governance and Assurance

<u>Increased, sustainable investment in our economy</u>

Key Outcome 1 – We will work to support investment in the sustainable growth of Renfrewshire's communities
Key Outcome 2 – We will work with partners to contribute to the economic and social regeneration of Renfrewshire
Key Outcome 3 – We will work with partners to ensure people have access to suitable, affordable housing across all tenures.
Key Outcome 4 – We will deliver improvements to the condition of Renfrewshire's housing stock
Key Outcome 5 – We will deliver the Clyde Valley City Deal investment programme

<u>Reduction in the causes and impact of poverty</u>

Key Outcome 6 – We will give homeless people the support they need and we help people from becoming homeless
Key Outcome 7 – We will work to address and manage the impact of welfare reform on rent arrears and tenancy sustainment

People and Organisational Development

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

Governance and Assurance

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

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

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

- 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.

- 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'

- The Outline Business Case for the Paisley Museum, the signature project on the Heritage Strategy, was completed and an application to the Heritage Lottery Fund for £15m towards this £56.7m project was submitted. Related projects include progress towards a new £3.7 million Museum Store in Paisley High Street to exhibit more of the Paisley collection for research and education purposes and initial planning for relocation of Paisley's Lending Library to the High Street.

- The Paisley Townscape Heritage Initiative/Conservation Area Regeneration Scheme was delivered. Funded by HLF, Historic Environment Scotland and the Council, this £3.3million heritage led regeneration scheme delivered the restoration of 4 historic buildings, 9 traditional shopfronts and public realm improvements in Causeyside St/Johnston St. A full programme of activity was also delivered in partnership with local schools, community groups and businesses.

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

- 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. A new ambitious target of achieving full youth employment has been agreed. 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 a retail outlet store was opened in Moss Street.

- The Councils events programme 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 on and the Monte Carlo Classic car rally in January 2016. All of these events and activities help to build momentum toward Paisley's UK City of Culture 2021 bid.

- In June 2015 the Council agreed to prepare to take forward a bid for Paisley to become UK City of Culture 2021. Governance structures and staff resources were established and the official launch event took place at Paisley Abbey in November 2015. Work in the early part of this year has focussed on developing a focussed work plan to ensure that the best possible bid can be put forward for Paisley, and on raising public and stakeholder support for the bid.

- Aligned to the City of Culture Bid, a new £500,000 Culture, Heritage and Events fund was approved, with an overwhelming response for the

first funding round in March 2016. This fund will support the development of creative and cultural capacity aligned to the ambitions of the Paisley 2021 bid.

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

- We delivered the actions in our existing Local Housing Strategy, including the progression of the regeneration and housing programmes. During 2015/16 there were a total of 132 affordable housing completions. Work is currently on site with a further two new build projects and these will deliver another 108 units which will be completed by the end of summer 2016.

- Work on delivering the regeneration of housing stock in Johnstone Castle made good progress. Sanctuary Scotland were appointed as the development partner for the West End regeneration programme and work is currently ongoing on developing the masterplan for this area. The redevelopment of the former Arnotts building was completed with the handover of 11 flats for sale to their new owners, and agreement was reached with Link Housing Association to acquire the next phase of the development in Smithhills Street for the delivery a mix tenure housing development.

- Housing Services worked closely with the Health and Social Care Partnership to develop a Housing Contribution Statement to accompany the partnership's Strategic Plan.

- We have increased the number of suitable temporary accommodation to mitigate impacts of Welfare Reform, increasing the number of Registered Social Landlord (RSL) units from 7 in 2009/10 to 27.

- We have prepared a new draft Local Housing Strategy (LHS) to cover the period 2016 – 2021 and a summary version of this draft strategy was presented to the Housing and Community Safety Policy Board in January 2016. Following consultation which took place between November 2015 and March 2016, and incorporating feedback from the Scottish Government, our new LHS will be presented to the Housing and Community Safety Policy Board for approval in August 2016.

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

- 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.

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

- The Strategic Business Cases for Renfrew Riverside & Clyde Waterfront Project, the Glasgow Airport Investment Area Project and the Airport Access Project were approved by Councillors and the City Deal Cabinet. The development of Outline Business Cases for the projects are now being progressed. In August 2015 we commenced the City Deal Working Matters programme – tackling unemployment for those with health related issues.

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

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

- We now no longer use bed & breakfast for any homeless households - not just those with children , and now carry out a full support assessment for everyone who becomes homeless.

- We were the first Scottish Local Authority to fund a 'Housing First' project, in partnership with Turning Point Scotland, and this has provided intensive support for those homeless applicants in significant need in order that they sustain settled tenancies. The initial success of this project led to an award of £500,000 over 5 years from the Big Lottery Fund, to allow more homeless applicants to benefit - the first 10 homeless people assisted via this project had previously made over 60 separate homeless applications between them over the years.

- A new 'Foundations First' project has been launched by Shelter Scotland in Renfrewshire to help families in housing need to avoid homelessness. Funded from the STV Appeal / Hunter Foundation, the project will support around 300 families in housing need each year.

- Membership of the multi-agency Renfrewshire Homeless Partnership continues to grow and plays a key role in monitoring and tackling homelessness, as well as sharing information and practice between

local and national partners, and we are proud that the average length of time to complete our duty towards those who are homeless in Renfrewshire (the average length of time that homeless applicants have to wait until their case is resolved) remains one of the lowest in Scotland.

- The new Local Housing Strategy, currently under development, contains a number of high level outcomes specifically relating to homelessness. A separate homelessness operational action plan is currently being developed and will be monitored by the Renfrewshire Homelessness Partnership.

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

- Rent collection improved during 2015/16 with a small reduction in current tenant arrears of £8,650 being achieved, despite the continuing roll out of Universal Credit. The average numbers of days to let a property also improved and rent loss for vacant properties reduced by almost £60k over the same period to £856k. While these results are encouraging and continue the improvements achieved over the last few years, work will continue to ensure that the impact of Welfare Reform on rent arrears and tenancy sustainment is controlled and mitigated as much as possible.

4.7 **A Better Council - People and Organisational Development**

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

- A new management structure was implemented to reflect the delivery of the Council's priority areas with a renewed focus on Regeneration, Economic Development and delivery of the City Deal programme and City of Culture Bid, as well as the delivery of the Planning and Housing Service.

- We implemented the recommendations from the Sheltered Housing Review and the revised arrangements were implemented on 1st August 2015.

- Tenants continued to be involved in assessment of housing services through the Quality Circle inspection process, and through our participation in Stepping up to Scrutiny.

- We will implement changes contained in Housing (Scotland) Act 2014. We have informed tenants of the end of the Right to Buy as outlined in the Act through the tenant's newsletter 'The Peoples News'. We are still awaiting regulations and guidance from the Scottish Government on the other aspects of the Act which impact on local authorities.

- We have implemented recommendations from the external Reviews of Older Persons' Housing in Renfrewshire. A number of actions have already been implemented, whilst the remaining actions will be taken forward through the new Local Housing Strategy action plan which will be presented to the Housing and Community Safety Policy Board in August 2016.

4.8 **A High Performing Council - Governance and Assurance**

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

- Renfrewshire Council submitted the Annual Return on the Charter (ARC) to the Scottish Housing Regulator in May 2015. In June 2015, the Scottish Housing Regulator published its Risk Assessment Summary Outcome for local authorities, Renfrewshire Council is one of nine local authorities where the Regulator has sufficient assurance about performance and will monitor the delivery of housing and homelessness services through the ARC. In October we produced our Tenant Report on the Charter following consultation with tenant representatives. A copy of this was provided to each of our tenants.

- A tenant satisfaction survey was carried out with approximately 1,300 tenants in Autumn/Winter 2015 and the results were presented to the Housing and Community Safety Policy Board in March 2016. This survey enables us to benchmark performance against other landlords and will be used in this year's ARC return to the Scottish Housing Regulator in May 2016.

- The fourth Renfrewshire Planning Performance Framework was submitted to the Scottish Government on the 31 July 2015. The PPF requires the Council to demonstrate continuous improvement, providing an explanation in support of our performance. This is evidenced through selected case studies including the introduction of the Hillington Business Park Simplified Planning Zone, the Simplified Planning Zone—Renfrew Town Centre and Development Management Processes.

5. Progress against service scorecard

5.1. A service scorecard of performance indicators (PI's) is given in Appendix 2. Generally the scorecard shows an improving performance picture.

The number of days taken to re-let our properties improved for the fourth consecutive year to 42 days (from 63 days in 2012/13) and the percentage of rent collected as a percentage of total rent due exceeded the target of 95% and for 2015/16 was 100.02%.

However the percentage of complaints closed at investigation stage within 20 working days was 59%. Complaint performance will be closely monitored and regularly reviewed at senior management team meetings to ensure this figure improves during 2016/17.

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 deal with the management of Development and Housing Services housing assets.

6. **Information Technology** – None

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

8. **Health & Safety** – None

9. **Procurement** – None

10. **Risk** – None

11. **Privacy Impact** - None

List of Background Papers

(a) Background Paper 1
Report by the Director of Development and Housing Services to the Planning and Property Policy Board entitled, 'Service Improvement Plan 2015/16 to 2017/18', agenda item 3(a) on 12th May 2015.

(b) Background Paper 2
Report by the Director of Development and Housing Services to the Planning and Property Policy Board entitled, 'Service Improvement Plan Monitoring Report', agenda item 10 on 10th November 2015.

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

---

Author: Douglas Morrison, 0141 618 6263

Appendix 1. Development and Housing Services - Strategic Improvement Actions

A Better Future – Increased, sustainable investment in our economy			
Key Outcome 1 – We will work to support investment in the sustainable growth of Renfrewshire's communities			
Strategic Action	**Link to Community Plan Theme**	**Dates Due**	**Update on Progress**
1.1 Implement Local Development Plan (LDP)	Jobs and the Economy	2014 - 2019	City Deal – The adopted Renfrewshire Local Development Plan has provided the framework for the strategic business cases that have been prepared for Renfrewshire's City Deal projects. Simplified Planning Zones (SPZ) – The first Simplified Planning Zone in Scotland for over 20 years has been prepared and successfully implemented at Hillington Business Park. The Renfrewshire Local Development Plan Action Programme identified an action to 'Investigate the potential of implementing a Simplified Planning Zone' and this was successfully delivered working with Glasgow City Council and the owners of Hillington Business Park. Building on and learning from the implementation of the SPZ at Hillington, a pilot Town Centre SPZ has also been established in Renfrew Town Centre aiming to deliver on the Scottish Government's Town Centre First approach. Planning Advice Notes - have been prepared providing design guidance for new developments in Renfrewshire. Renfrewshire's Places sets out good examples of place making along with design considerations to achieve high quality design in new residential proposals. Investment – The Renfrewshire Local Development Plan set out the policy framework to secure investment at Braehead. It will facilitate the delivery of a master plan which will diversify the centre's offer, enhancing the range of retail, commercial and leisure uses as well as strengthening the quality of the place, improving accessibility, enhancing the public realm and building upon the successful economic and regeneration element of Braehead. Housing – The Renfrewshire Local Development Plan has helped facilitate the right housing in the right locations with over 470 new homes been completed in 2014/2015. In August 2015, the Planning and Property Policy Board approved the Renfrewshire Development Plan Scheme and Participation Statement which sets out the programme for preparing and reviewing the Local Development Plan.
1.2 Develop and adopt Centre Strategy and Action Plans	Jobs and the Economy	Nov. 2015	We produced our draft Centre Strategy and Action Plans for Erskine, Johnstone, Renfrew, Braehead, and Linwood by November 2015. 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.

			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 by August 2016.
1.3 Deliver Paisley THI/ CARS project	Jobs and the Economy	March 2016	The THI/CARS is funded from HLF, Historic Scotland, the Council and a contribution from private property owners for 3rd party grants. The scheme is now in its final year, and by its conclusion in June 2016 will have delivered the following: • **Building Repairs –** includes restoration of Paisley Arts Centre and 43 Causeyside Street completed. 41 Causeyside Street will be completed in April 2016. • **Shop front Restoration** – nine shop fronts completed in Causeyside Street • **Bringing Historic Floor space back into use** – restoration of 4-6 Forbes Place into 8 one bed flats to be completed by the end of June 2016. • **Public Realm Work** – works complete on time and within budget • **Complementary Initiatives** – included delivery of the Activity & Training Plan. Majority of the programme of activities has been delivered in partnerships with Arts & Museums, UWS and West College Scotland Celebration Event to mark the end of the THI/CARS project was held on February 27th 2016
1.4 Implement the Paisley Town Centre Heritage Asset Strategy	Jobs and the Economy	2021	During 2015/16, we have delivered the following: • Commencement of the OBC for the Paisley Museum and for Gallery extension and refurbishment; Applications for funding were submitted to Heritage Lottery Fund (HLF) and Historic Environment Scotland • Commencement of the design process for the relocation of the museum stores; • Completion of programme of surveys, appointment of main contractor and start of construction works starting in February 2016 for the £5m restoration of the iconic Russell Institute • The launch of the Invest in Renfrewshire Business Incubator, InCube (see action 2.1); • Appointment of the team, development and submission of stage 2 Heritage Lottery Fund bid for Townscape Heritage funding • A further two OECD events were held focussed on maximising benefits from economic regeneration and "Planning for Legacy". • Delivery of the Town Centre and Events Programme for 2015/16 (see action 2.2); • Commissioning of fundraising and sponsorship resources to support the museum project and the wider capital and events programme. • Restoration of carved stone work around Dunn Square as part of the stage 1 Townscape Heritage Project. • In January 2016 approval was granted to enter into a lease of the lower ground floor store at 7 High Street, Paisley for the purpose of establishing a publicly accessible Museum Store *The Organisation for Economic 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.
1.5 Deliver Green Networks	A Greener Renfrewshire	March 2016	Between April 2015 and March 2016 the following projects were progressed: • **Crosslee Park Improvements** – we completed the improvement works between January and March 2016

investment			• **Semple Trail Heritage Project** – now in final phase of delivery and will be completed by the end of May 2016 • **Core Path and Access projects** – ad hoc small scale path improvement works • **Renfrewshire stalled spaced** - we have secured funding from SG and the project is being delivered by community resources • **Biomass Renfrewshire Study** – funding has been secured through Central Scotland Green Network and a consultant has carried out a feasibility study • **Air Ambulance Memorial** – we have secured LAC and external funding and have appointing contractors and works will be completed by May 2016. • **Linwood Community Woodland Project** – this project was completed in summer 2015.

A Better Future – Increased, sustainable investment in our economy

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

Strategic Action	Link to Community Plan Theme	Dates Due	Update on Progress
2.1 Deliver the Invest in Renfrewshire programme	Jobs and the Economy	March 2016	Since April 2015, **170** new paid posts have been created and **78** local businesses have signed up to the Invest in Renfrewshire initiative. In addition, **1,509** unemployed people have registered and received support from the Invest in Renfrewshire employability service. During 2015/16; • **JUNE** – Second Year of the **Invest in Renfrewshire Celebrating Success Awards** was held in Renfrew. • **JUNE** – The annual **Invest in Renfrewshire Partnership Conference** was held in Renfrew. • **JULY–** The first 13 businesses moved into InCube and the programme of support via workshops, speakers and a business accelerator programme has commenced. • **AUGUST** - The working matters employability programme went live and referrals are now coming through and the Economic Development Team are leading the progression of the Youth Guarantee for the City Region • **OCTOBER** - The retail space and training academy opened in October 2015 • **NOVEMBER** - InCube was significantly involved in a new programme of events and workshops planned by Invest in Renfrewshire as part of a pilot "Global Entrepreneurship Week" • **JANUARY 2016** – We reached the milestone of creating the 1,000th new job as a direct outcome from the Invest in Renfrewshire Programme • **MARCH 2016** – Two new Development posts joined the service to form part of a new Community Economic Development Team working to develop new services and projects and to bring in funding at a community level. • **MARCH 2016 -** The competition for the July 2016 intake to InCube was launched Since the launch of Invest in Renfrewshire in 2012, **1,027** new paid posts have been created, **849** local businesses have signed up to the Invest in Renfrewshire initiative, **£770,000** worth of grant support has been provided through the Retail Improvement Scheme and **13** Social Enterprise Grants worth over **£55,000** have been awarded.

2.2 Town Centre and Events Programme	Jobs and the Economy	April 2016	Between April 2015 and March 2016, the following events were organised and delivered by Development and Housing Services; • **APRIL** – Paisley Beer and Food Festival • **MAY** – Street Velodrome • **JUNE/ JULY** – Mission Discovery • **JULY** – National Youth Circuit Race Championships • **JULY** – Sma' shot day • **JULY** – Paisley Pipe Band Championship • **AUGUST** – Fire Engine Rally (Johnstone) • **SEPTEMBER** – Doors Open Day • **SEPTEMBER** – Bring it all home • **OCTOBER** – the Spree • **OCTOBER** - the Halloween Festival held over 2 days • **NOVEMBER** – Fireworks display • **NOVEMBER** - the Christmas Lights Switch on in Paisley, Renfrew and Johnstone • **JANUARY 2016 -** the Monte Carlo Classic car rally All of these events and activities help to build momentum for Paisley's UK City of Culture 2021 bid.

2.3 Deliver Renfrewshire Tourism Framework and Action Plan	Jobs and the Economy	2017	• **Spring 2015 –Autumn 2015** – Building our knowledge of baseline information and tourism intelligence - Asset Mapping/Market Research/ Visitor Profiling – We **Have established with Visit Scotland and members of the SLAED Tourism Group:**
			  • **The best sources of baseline information and tourism intelligence**
			  • **A database of suitable consultants and sample briefs.**
			
			• **2015/16 –** Events and Festival Development – (See Action 2.2)
			
			• **Spring 2015 – Autumn 2017 –** Tourism Product Development - Development of an Outline Business Case for the Extension to Paisley Museum and Art Galleries – was finalised in late 2015**.**
			
			• **We are working with Paisley Threadmill Museum on relocation and improvement- with a target date of spring 2016.**
			
			• Discussions are underway towards the development of a Greater Renfrewshire Outdoors Marketing Strategy with Inverclyde and East Renfrewshire Councils.
			
			• CRN Heritage Tourism Sub Group meets monthly to develop opportunities to integrate and cross market Tourism Heritage Assets of similar interest**.**

2.4 LEADER Programme 2014/20	Jobs and the Economy	2020	A revised Local Development Strategy and Business Plan have been developed. A local action group has been formed covering the three local authority areas (Renfrewshire, Inverclyde and East Renfrewshire) and an allocation of grant has been confirmed as £2,324,196. Renfrewshire Council has accepted the role of accountable body and returned the Service Level Agreement (SLA) paperwork to Scottish Government. The SLA was signed off by the Minister on 30th December 2015. The programme for applications for the new LEADER programme opened in April 2016.
2.5 European Structural Fund (ESF) programme 2014/20	Jobs and the Economy	2020	There are four confirmed applications for the 2014-20 programmes. **BUSINESS DEVELOPMENT -** A 'Growing Businesses in Renfrewshire' operational application has now been submitted requesting ERDF grant of £356,400 in the period 2016-2018, and a further grant of £28,294 for compliance in the same period. **YOUTH EMPLOYMENT INITIATIVE** – A grant offer of £5,030,253, payable over the financial years 2015 to 2018 has been accepted for the 'Invest in Renfrewshire Youth Employment Initiative'. **SOCIAL INCLUSION AND POVERTY** - Operational applications have just been approved for support services £262,172, for Project Search £65,782 and for compliance £63,211 – a total grant of £391,165 for the period 2015 to 2018. **EMPLOYABILITY PIPELINE** – Operational applications have just been approved for Pipeline Employability delivery £1,480,369 and for management and compliance £207,000 for the period 2015 to 2018.

A Better Future – Increased, sustainable investment in our economy

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

Strategic Action	Link to Community Plan Theme	Dates Due	Update on Progress
3.1 Deliver actions within Local Housing Strategy (LHS)	Community Care, Health and Wellbeing. Jobs and the Economy	May 2016	A refreshed Housing Needs and Demand Assessment (HNDA) was completed by the Glasgow Clyde Valley Strategic Development Planning authority of which Renfrewshire is one of the 8 constituent authorities. A follow up study was commissioned and completed and the results of both studies will help inform the new LHS and LDP. Regeneration and housing programmes progressed through the SHIP (see action 3.3 below) - 132 affordable housing completions 15/16

			Housing Services worked closely with the Health and Social Care Partnership to develop a Housing Contribution Statement to accompany the partnership's Strategic Plan. This describes the key role which housing services have in supporting people to live longer in their own community. We have increased the number of suitable temporary accommodation to mitigate impacts of Welfare Reform, increasing the number of Registered Social Landlord (RSL) units from 7 in 2009/10 to 27. Work is ongoing with 4 local RSL's to develop a common allocation policy.
3.2 Develop new Local Housing Strategy (LHS)	Community Care, Health and Wellbeing Jobs and the Economy	June 2016	We have prepared a new draft Local Housing Strategy (LHS) to cover the period 2016 – 2021 and a summary version of this draft strategy was presented to the Housing and Community Safety Policy Board in January 2016. Consultation on the Draft LHS took place between November 2015 and March 2016 with representations sought from a wide range of partners and the public to provide feedback on the strategy's outcomes and proposed actions. Following this, and incorporating feedback from the Scottish Government, our new LHS will be presented to the Housing and Community Safety Policy Board for approval in August 2016.
3.3 Deliver Strategic Housing Investment Plan (SHIP)	Jobs and the Economy	2019/20	The current SHIP covers the five year period 2015/16 to 2019/20. The following new build projects were completed during 2015/16; • **Arnotts**, 31units were completed in July 2015 (Link Housing Association) • **Shortroods**, 86 units, Development complete early Autumn 2015 (Sanctuary Housing Association) • **Braille Crescent (Phase II)**, 15 units, Site started July 2015 with completion in March 2016 (Sanctuary Housing) Work is currently on site with a further two new build projects; • **Thrushcraigs,** 70 units. Site started January 2015 with estimated completion in summer 2016 (Link Housing) • **Cotton Street (Phase II)**, 38 units, Site started April 2015 with estimated completion late August 2016 (Link Housing Association) The new SHIP for the period 2016/17 to 2020/21 will be presented to the Housing and Community Safety Policy Board in August 2016. The SHIP will include a number of new sites to be determined in consultation with partners, as well as sites which are currently being progressed.
3.4 Progress housing regeneration programmes	Jobs and the Economy	2017	Good progress is being made in the delivery of the regeneration investment in **Johnstone Castle,** with the rehousing of existing tenants on a phased basis, including the acquisition of privately owned properties. We remain on target for the first phase of new build Council properties in Johnstone Castle to begin on site in early 2017. Officers are also working in partnership with Sanctuary Scotland housing association to develop and deliver ambitious regeneration plans for the West End of Paisley.

A Better Future – Increased, sustainable investment in our economy

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

Strategic Action	Link to Community Plan Theme	Dates Due	Update on Progress
4.1 Ensure the Council's housing stock meets SHQS.	A Greener Renfrewshire	April 2015	Following completion of the SHQS programme which ensured housing stock was compliant at 31st March 2015, the stock must now be maintained at that standard. The number of improvements has reduced significantly from pre 2015 levels given the volumes that were completed prior to 2015, however, there is still the requirement to tackle properties where works were previously refused by tenants who are now allowing access or where the property becomes void and the SHQS upgrading can be accommodated with any general repairs prior to relet. During 2015/16 internal improvement works have been carried out in approximately 450 tenanted properties and 360 void properties.
4.2 Deliver Private Sector Housing Investment Programme	Community Care, Health and Wellbeing.	March 2016	The Housing and Community Safety Policy Board approved the Private Sector Housing Grant Investment Programme for 2015/16 – 2017/18 in March 2015. An update of the programme requirements for 2016/17 to support owner participation on a range of programmes and includes carry forward of grant support for remaining owners who are due to be sent invoices for their share of costs associated with the now completed Scottish Housing Quality Standard (SHQS) programme was approved by the Housing and Community Safety Policy Board in March 2016.
4.3 Implement revised Housing Asset Management Strategy	A Greener Renfrewshire	December 2015	Work is underway to assess future stock requirements taking account of the outputs of the Housing Needs and Demand Assessment. Following the conclusion of this exercise, a revised Housing Asset Management strategy will be developed which will set out proposals to ensure the housing stock continues to meet the required regulatory standards and address the delivery of the new Energy Efficiency Standard for Social Housing (EESSH). The strategy will take account of the impact of proposed regeneration strategies and potential stock reprovisioning on the asset base.
4.4 Implement Housing Capital Investment Plan 2015/16 to 2017/18	A Greener Renfrewshire	2018	The Housing Capital Investment Plan 2016/17 to 2017/18 was approved by the Council in February 2016. This included continuing with a range of programmes including replacement kitchens and bathrooms, rewiring upgrades, heating replacements and external improvements. In addition for 2016/17 the Council has been awarded £1.185M under the Scottish Government HEEPS:ABS programme which will be utilised to continue the external wall insulation programme across common blocks.

A Better Future – Increased, sustainable investment in our economy

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

Strategic Action	Link to Community Plan Theme	Dates Due	Update on Progress
5.1 Deliver Glasgow and Clyde Valley City Deal programme	Jobs and the Economy	2034	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. 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. Consultancy support has been procured to assist in delivering the outline business case for the Airport Access Project. In August 2015 we commenced the City Deal Working Matters programme – tackling unemployment for those with health related issues.

A Better Future – Reduction in the causes and impact of poverty

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

Strategic Action	Link to Community Plan Theme	Dates Due	Update on Progress
6.1 Review existing homelessness strategy and incorporate high level outcomes within the new Local Housing Strategy 2015 -2021.	A Greener Renfrewshire	May 2016	The new Local Housing Strategy, currently under development, contains a number of high level outcomes specifically relating to homelessness (see action 3.2). A separate homelessness operational action plan is currently being developed and will be monitored by the Renfrewshire Homelessness Partnership.

A Better Future – Reduction in the causes and impact of poverty

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

Strategic Action	Link to Community Plan Theme	Dates Due	Update on Progress
7.1 Contribute to Welfare Reform corporate group	Children and Young People	March 2016	We have continued to support tenants impacted by under occupancy and the benefit cap. In June 2015 the UK Government's roll out of its new benefit, Universal Credit (UC), was extended to Renfrewshire. Although in these early days the number of tenants affected by UC is relatively low, as of 3 April 2016, 214 tenants are in receipt of UC. We continue 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 benefit 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. The Housing team continue to consolidate processes locally related to Universal Credit, including links with DWP and money advice and employability services for the benefit of affected tenants. Housing Services will continue to contribute to the work associated with the Tackling Poverty action plan and related work streams of the corporate Welfare Reform programme; to maximise opportunities that arise to continue external funding in partnership for the benefit of Renfrewshire tenants and residents.

A Better Council – People and organisational Development

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

Strategic Action	Link to Community Plan Theme	Dates Due	Update on Progress
8.1 Implement changes to Development & Housing Services structure	Council action with no direct linkage to Community Plan	March 2016	The revised Senior Management Team is now in place. This is made up of • Head of Planning and Housing Services • Head of Regeneration • City Deal Project Director • UK City of Culture 2021 Project Director Revised structures to teams below this level have also been implemented, to enable us to better focus on delivering against the council's regeneration, employability and economic development priorities, as well as fulfilling the Council's role as landlord to its tenants and performing its statutory planning function.
8.2 Implement changes contained in Housing (Scotland) Act 2014	Council action with no direct linkage to Community Plan	Subject to Scottish Gov. Guidance	We have informed tenants of the end of the Right to Buy as outlined in the Act through the tenant's newsletter 'The Peoples News'. We are still awaiting regulations and guidance from the Scottish Government on the other aspects of the Act which impact on local authorities.
8.3 Implement Sheltered Housing Review recommendations	Community Care, Health and Wellbeing	June 2015	This action is complete and the revised arrangements were implemented on 1st August 2015.
8.4 Implement recommendations from external Reviews of Older Persons' Housing in Renfrewshire	Community Care, Health and Wellbeing	March 2016	A number of actions have already been implemented, whilst the remaining actions will be taken forward through the new Local Housing Strategy action plan which is being presented to the Housing and Community Safety Policy Board in August 2016.
8.5 Implement 2013 - 2015 Corporate Workforce and	Council action with no direct linkage to Community	March 2016	As well as access to courses through the internal training calendar over the last year various staff groups have had opportunities for other training, including

Organisational Strategy Action Plan.	Plan		• **Risk Management** - what risk management means for managers in the local authority context • **Better Working Toolkit Taster Sessions** - for employees with responsibility for, or interest in, applying change tools and techniques to improve ways of working • **Introduction to Governance in Local Government by Head of Corporate Governance** - primarily for new employees but the invite is extended to all employees to update on governance, authorisation, delegation etc
8.6 Continue to implement and monitor the impact of policies and activities aimed at reducing staff absence levels.	Council action with no direct linkage to Community Plan	March 2016	An electronic Absence Management System has been introduced to assist managers in supporting attendance.

High Performing Council – Governance and Assurance

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

Strategic Action	Link to Community Plan Theme	Dates Due	Update on Progress
9.1 Implement Risk Management Plan	Council action with no direct linkage to Community Plan	April 2016	In keeping with 'Risk Matters', the council's risk management strategy, a midyear progress report on the management of the services' risks was presented to the Housing and Community Safety Policy Board in November 2015. Year end progress will be presented to board as part of the new Risk Management Plan in May 2016. **100**% of actions contained within the Risk Management Plan were completed within timescale.
9.2 Submit Annual Return on the Charter to Scottish Housing Regulator	Council action with no direct linkage to Community	March 2016	Renfrewshire Council submitted the Annual Return on the Charter (ARC) to the Scottish Housing Regulator in May 2015. In June 2015, the Scottish Housing Regulator published its Risk Assessment Summary Outcome for local authorities,

(SHR) and report back to stakeholders	Plan		Renfrewshire Council is one of nine local authorities where the Regulator has sufficient assurance about performance and will monitor the delivery of housing and homelessness services through the ARC. A report was presented to the Housing and Community Safety (HACS) board in August 2015 outlining performance against the Charter indicators, highlighting both improved performance and also areas which require further improvement In October we produced our Tenant Report on the Charter following consultation with tenant representatives. A copy of this was provided to each of our tenants. A six monthly update report, outlining performance in the first half of 2015/16 was presented to the HACS board in November 2015. A tenant satisfaction survey was carried out with approximately 1,300 tenants in Autumn/Winter 2015 and the results were presented to the HACS board in March 2016. This survey enables us to benchmark performance against other landlords and will be used in our ARC return to the Scottish Housing Regulator in May 2016.
9.3 Produce Planning Performance Framework (PPF) for 2015	Council action with no direct linkage to Community Plan	August 2015	The fourth Renfrewshire Planning Performance Framework was submitted to the Scottish Government on the 31 July 2015. The PPF requires the Council to demonstrate continuous improvement, providing an explanation in support of our performance. This is evidenced through selected case studies including the introduction of the Hillington Business Park Simplified Planning Zone, the Simplified Planning Zone—Renfrew Town Centre and Development Management Processes. The PPF demonstrates an intention to continually improve the Planning Service, and demonstrates the commitment to investing in Renfrewshire through an 'open for business' approach, encouraging sustainable development and positive engagement with customers and stakeholders. We received a scorecard from the Scottish Government commenting on the Planning Performance Framework in October 2015, and work is currently ongoing to produce the PPF for 2016.
9.4 Deliver revenue efficiency savings in line with agreed targets	Council action with no direct linkage to Community Plan	March 2016	Revenue savings targets agreed for Financial Year 2015/16 have been achieved.

Appendix 2 – Performance Indicators

Renfrewshire Council

PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only

Name Theme 01: A Better Future

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

PI Code	Performance Indicator Description	Traffic Light Icon	2012/13	2013/14	2014/15	2015/16	2015/16	2016/17	2017/18
			Value	Value	Value	Value	Target	Target	Target
SOA13DH.01	Reduction on the level of vacant and derelict land sites.		175	174	168	*	Data Only	Data Only	Data Only

*The Vacant and derelict land site survey will take place in summer 2016

Name Theme 01: A Better Future										
Key Outcome 2 - We will work with partners to contribute to the economic and social regeneration of Renfrewshire										
PI Code	Performance Indicator Description	**Traffic Light Icon**	2012/13	2013/14	2014/15	2015/16	2015/16	2016/17	2017/18
			Value	Value	Value	Value	Target	Target	Target
DHS.EMP.01	Number of unemployed people being supported through Renfrewshire's Employability Programmes.		2,001	2,294	1,462	1,509*	1,500		
DHS.EMP.02	Number of people supported into work through Renfrewshire's Employability Programmes.		376	929	629	500*	750		
DHS.EMP.03	Number of people supported, sustained in work at 6 Months through Renfrewshire's Employability Programme		48	310	475	**	300		
DHS.EMP.04	Number of new companies signed up to the 'Invest in Renfrewshire'		266	337	156	78*	75		
DHS.EMP.05	Number of new companies supported to create new and additional jobs		85	305	111	105*	Data Only		
DHS.EMP.06	Number of new people employed through wage subsidy support (includes graduates and traineeships)		81	382	394	170*	180		
DHS.EMP.07	Number of new companies supported to grow their business (through development and training grants and business loans)		48	141	82	97*	Data Only		
DHS.EMP.08	Number of new businesses start ups in Renfrewshire with Business Gateway Support		343	330	311	255*	305		

*The figures recorded here are up to the end of February 2016. Figures for year end position to end of March 2016 currently being calculated.

** This figure is being compliance checked and is not currently available.

Name Theme 01: A Better Future									
Key Outcome 3 - We will work with partners to ensure people have access to suitable, affordable housing across all tenures									
PI Code	Performance Indicator Description	**Traffic Light Icon**	2012/13	2013/14	2014/15	2015/16	2015/16	2016/17	2017/18
			Value	Value	Value	Value	Target	Target	Target
HPSIP01	Affordable housing completions		175	196	56	132	150	*	*
SOA10.10a	Rate of new house building (new private housing supply through new build and conversion)		276	343	467	580	745	*	*

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

Name Theme 01: A Better Future									
Key Outcome 4 - We will deliver improvements to the condition of Renfrewshire's housing stock									
PI Code	Performance Indicator Description	**Traffic Light Icon**	2012/13	2013/14	2014/15	2015/16	2015/16	2016/17	2017/18
			Value	Value	Value	Value	Target	Target	Target
HPBS14b1	Number of PSHG awarded to disabled tenants to adapt private homes		122	123	109	108	Data Only	Data Only	Data Only
HPCHARTER08	Percentage of properties at or above the appropriate NHER (National Home Energy Rating) or SAP (Standard Assessment Procedure) ratings specified in element 35 of the SHQS, as at 31 March each year.		N/A	85.07%	97.35%	98.5%	100%	100%	100%
HPCMT13a	% of Council housing stock which meets the Scottish Housing Quality Standard		32.3%	62.1%	100%	100%**	100%	100%	100%

**Taking abeyances into account, the Council was 100% compliant with SHQS by the end of March 2016. (85.83% achieved SHQS, 14.17% in abeyance).

Name Theme 01: A Better Future									
Key Outcome 6 - We will give homeless people the support they need and we help people from becoming homeless									
PI Code	Performance Indicator Description	**Traffic Light Icon**	2012/13	2013/14	2014/15	2015/16	2015/16	2016/17	2017/18
			Value	Value	Value	Value	Target	Target	Target
HPCMT05	Average time from client presenting themselves as homeless to completion of duty (number of weeks)		19.8	20.5	18.4	19.9	21	19	19

Name Theme 01: A Better Future									
Key Outcome 7 - We will work to address and manage the impact of welfare reform on rent arrears and tenancy sustainment									
PI Code	Performance Indicator Description	**Traffic Light Icon**	2012/13	2013/14	2014/15	2015/16	2015/16	2016/17	2017/18
			Value	Value	Value	Value	Target	Target	Target
DHSSIP03	Amount of arrears accrued due to impact of Bedroom Tax		N/A	£105,844.00	£0*	£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%	100.02%	95%	91.5%	91.5%
HPCHARTER31	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.		5.8%	5.6%	6.3%	6.01%	8%	10%	12%

*Bedroom Tax arrears funded through DHP or written off

Name - Theme 02: A Better Council									
Key Outcome 8 - Our service is structured and equipped to meet future challenges and we involve stakeholders in shaping service delivery									
PI Code	Performance Indicator Description	**Traffic Light Icon**	2012/13	2013/14	2014/15	2015/16	2015/16	2016/17	2017/18
			Value	Value	Value	Value	Target	Target	Target
DHSSIP05	DHS employees having completed IDPs (Percentage)		N/A	78.1%	81.9%	**	95%	95%	95%
DHSSIP06	% of days lost due to sickness absence		N/A	3.1%	3.6%	***	4.9%	4.9%	4.9%

** The annual collection of IDP figures across the department is taking place during May 2016

*** During 2015/16 this method for calculating sickness absence stopped. The indicator in the new SIP for Sickness absence records the average **number of days** lost per employee.

Name - Theme 03: A High Performing Council

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

PI Code	Performance Indicator Description	Traffic Light Icon	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2015/16 Target	2016/17 Target	2017/18 Target
HPCMT07 %	Overall Repairs Completed Within Target		88.1%	93.8%	92.8%	93.6%	95%	95%	95%
HPCHARTER12	Average length of time taken to complete non emergency repairs (days)		9.2	8.5	8.5	8.4	15	15	15
DHS.SPSO.03a	Percentage of complaints closed at the frontline resolution stage within 5 working days		N/A	94.9%	98%	93%	Data Only	Data Only	Data Only
DHS.SPSO.03b	Percentage of complaints closed at investigation stage within 20 working days		N/A	94.9%	97%	59%	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%	90.8%	91%	92%	92%
HPCHARTER34	% of rent loss due to voids		3.1%	2.57%	2.03%	1.86%	2.0%	1.9%	1.8%
HPCHARTER35	Average length of time taken to re-let properties in the last year		63	56	44	42	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

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

Renfrewshire Council

To: **Economy and Jobs Policy Board**

On: **25 May 2016**

Report by: **Director of Development and Housing Services**

Heading: **Invest in Renfrewshire: Retail Improvement Scheme Update**

1 Summary

1.1 This report provides an update on the Retail Improvement Scheme 2015/16 and seeks agreement to an allocation of £200,000 for the continuation of the Scheme during financial year 2016/17.

2 Recommendations

2.1 It is recommended that the Board:

i. Agrees to the allocation of £200,000 of Invest in Renfrewshire funding to allow a Retail Improvement Scheme to be operated across Renfrewshire during 2016/17;

ii. Notes the successful delivery of the Retail Improvement Scheme in 2015/16, as set out in Appendix 1.

3 Background

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

3.2 During 2015/16, 30 projects were supported and Appendix 1 provides details on the properties supported, in summary this involved:

Number of awards made	30
Grant funding awarded	£300,000
Approximate expenditure by applicants	£810,000
Total estimated investment value	£1,100,000

3.3 Approximately 70% of the awards made were for the maximum normally allowable and it is estimated that over 85% of the total expenditure is being, or has been, paid to Renfrewshire based contractors. Four of the awards (See Appendix 2) were in excess of £10,000, reflecting the scale and importance of the projects in question. The awards are paid on completion of the proposed works

3.4 Some of the works listed in Appendices 1 and 2 will have now taken place, others are still to happen.

---

4 Retail Improvement Scheme 2016/17

4.1 Considerable interest continues to be expressed in the RIS and 11 preliminary applications for funding are to hand. This includes 6 incomplete applications from 2015/16.

4.2 A budget allocation of £200,000 from Invest in Renfrewshire funding is recommended for 2016/17. The guidelines for 2016/17 will be broadly similar to those as before, and it is proposed to continue to use the assessment framework previously approved by the Board, to ensure that assistance is given to properties which will deliver the greatest impact.

4.3 The Scheme covers the whole of Renfrewshire and will continue to cover those parts of Paisley town centre previously funded by resources from the Paisley town centre Property Improvement Grant Scheme. Those areas covered by the proposed Paisley Townscape Heritage/Conservation Area Regeneration Scheme (TH/CARS2) will only be considered for RIS funding if TH/CARS2 is unable to provide support.

4.4 Early applications for funding will be encouraged, particularly those relating to vacant and prominent properties requiring attention, with a view to ensuring best use of all available funding.

4.5 The Board will be kept up to date on progress made with regards to the Scheme.

Implications of the Report

1. **Financial –** As noted above it is proposed to allocate £200,000 to the Retail Improvement Scheme as part of the Invest in Renfrewshire Initiative

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

3. **Community Planning –**

   Greener – Helping to promote pleasant and well designed, sustainable, places which provide needed services.

   Jobs and the Economy – Positive investment in small businesses is welcomed in what can be a difficult economic climate.

4. **Legal -** None

5. **Property/Assets -** None.

6. **Information Technology -** None.

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

8. **Health & Safety -** None

9. **Procurement -** None

10. **Risk** - None

11. **Privacy Impact** - None

List of Background Papers

a) Report to Economy and Jobs Policy Board on 20 May 2015, "Invest in Renfrewshire: Retail Improvement Scheme Update"

Author: Ken Goldie, Senior Project Executive (ext. 7832)

Appendix 1 – Retail Improvement Scheme Offers of Support 2015/16

Location	Types of business	No. of awards
Old Greenock Road, Inchinnan	Hairdresser^	1
Thorn Brae, Johnstone	Music Studio	1
Braehead Road, Paisley	Convenience Store	1
Causeyside Street, Paisley	Estate Agent* Coffee Lounge* Hot Food Takeaway (ground floor), nightclub (first floor) and vacant second floor*)#	3
Espedair Street, Paisley	Hot Food Takeaway	1
Gauze Street, Paisley	Restaurant*#	1
Gilmour Street, Paisley	TBC* TBC*	2
Glasgow Road, Paisley	Hot Food Takeaway* Hot Food Takeaway Office Restaurant*	4
High Street, Paisley	TBC*	1
Lawn Street, Paisley	Showroom* Showroom Hairdresser	3
Mill Street, Paisley	Shoe Shop*	1
Moss Street, Paisley	Refurbishment of front elevation*	1
Neilston Road, Paisley	Office	1
Old Sneddon Street, Paisley	Restaurant* Children's' Play*#	2
Well Street, Paisley	Butcher's^	1
Wellmeadow Street, Paisley	Hairdresser	1
Hairst Street, Renfrew	Hot Food Takeaway	1
High Street, Renfrew	Convenience Store*#	1
Paisley Road, Renfrew	Cafe Convenience Store	2
Porterfield Road, Renfrew	Restaurant	1
	Total Applications	**30**

Key *Vacant properties are marked with an **
Properties marked # received in excess of £10,000
Those properties marked with an ^ represent projects carried over from 2014/15

Appendix 2 – Retail Improvement Scheme Awards exceeding £10,000

Four priority properties, marked # in Appendix 1, received awards in excess of the usual £10,000 ceiling

Property	Factors influencing award
Causeyside Street, Paisley	Listed building Mainly vacant upper floors external elevation and roof in poor repair Applicant too late to apply for THI/CARS funding Proposed enhanced works tied in with wider Causeyside Street regeneration initiative
Gauze Street, Paisley	Iconic listed building Vacant for many years Flagship heritage asset Of major benefit to High Street regeneration strategy Extensive frontage Substantial investment (c£400,000) by restaurateur
Old Sneddon Street, Paisley	Vacant for many years On Buildings at Risk Register Substantial investment (c£120,000) by applicant
High Street, Renfrew	Listed building Vacant for several years Double shop front Estimated investment by applicant of about £80,000

Renfrewshire Council

To: **Economy and Jobs Policy Board**

On: **25 May 2016**

Report by: **Director of Development and Housing Services**

Heading: **Social Enterprise Progress Update**

1. Summary

1.1 The 20 May 2015 Economy and Jobs Policy Board noted the successful establishment of the new Small Grants Fund for social enterprises in Renfrewshire.

1.2 This paper reports on

- progress in delivering the Social Enterprise Small Grants Fund
- the introduction of a new pilot Community Traineeship Programme
- a proposal to contribute to the new Big Issue Invest Scotland Corporate Social Venturing Fund

2. Recommendations

2.1 It is recommended that the Board:

- note the continued success of the Social Enterprise Small Grants Fund, with 15 awards made to date to the value of £97,422.

- agree to introduce more flexibility into the Small Grants Fund by amending the existing eligibility criteria to:
  (a) increase the maximum value of grant from £5,000 to £10,000 and
  (b) increase the annual income maximum amount for applicant organisations from £500,000 to £1 million, to enable more mature social enterprises to access the fund in order to achieve wider economic benefit.

- Delegate authority to the Director of Development and Housing Services to enter into further discussions and negotiations with Big Issue Invest around a potential

Renfrewshire Council investment of up to £50,000 to the Scotland Corporate Social Venturing Fund.

- Note that further updates will be provided to Board.

---

3. Background

3.1 In May 2014 the Economy and Jobs Policy Board approved a new Strategic Framework and Action Plan for the development of the social economy in Renfrewshire. The Strategic Framework and Action Plan is built around four priorities:

- Awareness raising
- Capacity building
- Market development
- Community Assets

3.2 The Social Enterprise Small Grants Fund was established as one of the key actions to support the development strategy in Renfrewshire.

3.3 The initial allocation of £100,000 to the Fund was supplemented by a further £100,000 at the 20 May 2015 Economy and Jobs Board.

3.4 The maximum grant is currently set at £5,000 and organisations with an annual income of less than £500,000 can apply. Eligible uses include business plans, feasibility studies, marketing plans, new product/service development and infrastructure investment.

3.5 A well established case management system is in place for providing development support to applicants from initial interest through to application stage, grant decision management, 'after-care' support during the period of funding and beyond, as well as for internal grant appraisal, payment and monitoring processes.

4. Small Grants Fund: Progress April 2015 – April 2016

4.1 The Small Grants Fund is well known across the sector, and 66 expressions of interest in the Fund have been received from local social enterprises, or other organisations aspiring to become social enterprises.

4.2 By late April 2016, 18 full applications had been submitted. Of these, 15 grants totalling £97,422 have been approved, leaving a balance of just over £100,000 to be allocated by 31 March 2017. The total amount awarded includes an exceptional grant payment to the Paisley 2021 Community Trust for a feasibility study into establishing a new Multi-Purpose Arts Hub to support the City of Culture bid, as reported to the 20 May 2015 Economy and Jobs Policy Board meeting. 11 of these 15 grant cases are now completed.

4.3 Three applications to the Fund were rejected: one was re-routed to the Creative Renfrewshire Grant Fund as a more appropriate grant source, while the organisations submitting the two other applications had an annual income marginally above the £500,000 maximum currently approved by the Economy and Jobs Policy Board.

4.4 Experience to date suggests there is a case to build more flexibility into the Fund by (a) increasing the size of the maximum grant from £5,000 up to £10,000 and (b) increasing the annual income maximum from £500,000 to £1m. However, it is envisaged that the majority of grant applications would still be for £5,000 or less.

4.5 As well as managing the Small Grants Fund, the Social Enterprise Officer liaises closely with officers from Engage Renfrewshire in fine-tuning support to a steady stream of emerging social enterprise organisations requiring development support. This includes providing business planning, marketing and legal advice and this support can extend over many months.

4.6 During 2015/16, the Social Enterprise Officer also played the key role in the appraisal, management and delivery of the Creative Renfrewshire Grant Fund in liaison with the Town Centres and Events Team Manager. 12 grants were awarded to 10 social enterprises and two other organisations totalling £35,573. The Creative Renfrewshire Grant Fund has now been superseded by the new Culture, Events and Heritage Fund which has been designed to support Paisley's bid for UK City of Culture. This Fund is being managed by the City of Culture Bid Team.

4.7 Background Paper 1 provides summary details of the 15 Small Grants Fund awards.

5. Community Traineeship Programme

5.1 Following on from the success of the Invest in Renfrewshire Traineeship Programme, in November 2015 a new pilot programme was launched, providing 26 weeks of training based within a Renfrewshire social enterprise and/or third sector organisation, with an investment of up to £5,000 per trainee. The key aim is to enhance the confidence, skills and experience of unemployed people so that they can move into employment at the end of the traineeship.

5.2 The Programme is primarily aimed at larger, more established social enterprises which have the capacity and resources to provide the important workplace supervisory and mentoring support roles for the trainee. The Programme provides a 21 hour placement within the enterprise, with the trainee also undertaking up to 9 hours towards a recognised vocational training qualification. Most opportunities are likely to focus on business and administration improvement, and customer service skills. To date, 5 of the allocated 10 places for 2016 have been accessed.

6. Big Issue Invest Scotland Corporate Social Venturing

6.1 Big Issue Invest is the social investment arm of The Big Issue. Founded in 2005, Big Issue Invest extends The Big Issue's mission to tackle poverty and create opportunity by financing the growth of sustainable social enterprises.

6.2 The Big Issue Invest Scotland Corporate Social Venturing Fund is raising investment finance from a range of Scottish public and private bodies and charitable trusts including BT, the University sector, The Life Changes Trust and possible match funding from The Scottish Government. The lead investment partner is Standard Life Investments and it will cover the revenue costs of the programme. Big Issue Invest plans to launch the Fund in June 2016 and at this stage is expected to have around £700,000 available to invest through loans in both 2016/17 and 2017/18.

6.4 The Fund builds on Big Issue Invest's impressive track record in managing a number of grant and loan funds across the UK in recent years. The Fund differs from mainstream grant and loan funds in that the corporate partners will not only provide funding for successful applicants, but also business support through staff expertise and mentoring.

6.5 Renfrewshire Council has been invited to invest up to £50,000 in the Fund. This investment would be committed exclusively to Renfrewshire social enterprises. The Council would follow-up this investment by aiming to raise additional investment finance for the Fund from larger Renfrewshire-based businesses. The Fund's investment decisions would be made by an Investment Panel drawn from the funding partners.

6.6 A number of issues still need to be clarified prior to the Council making a decision on funding. It is therefore recommended that the Director of Development and Housing Services be given delegated powers to take forward the negotiations with Big Issue Invest and, subject to satisfactory progress to make a maximum commitment of £50,000 from the Invest in Renfrewshire Social Economy fund.

7. Progress and Priority Actions in 2016/17

7.1 Further reports on social enterprise development will be brought forward to the Economy and Jobs Policy Board to update on progress.

7.2 Priority actions in 2016/17 will include: (a) allocating the remaining Small Grants Fund budget to a range of new and innovative projects; (b) utilising all 10 places in the Community Traineeship Programme and reviewing experience to inform a potential 2017 programme; and (c) providing additional support to social enterprises on community benefits, procurement and asset acquisition projects.

Implications of the Report

1. **Financial** – The Small Grants Fund maximum grant will increase from £5,000 to £10,000 and the maximum annual income of applicant organisations will increase from £500,000 to £1m. However, there is no change in the Economy and Jobs Policy Board approved total budget for the Small Grants Fund of £200,000 up to 31 March 2017. A potential allocation of up to £50,000 to the Big Issue Invest Scotland Corporate Social Venturing Fund will be made subject to the satisfactory progress of negotiations on this proposal.

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

3. **Community Planning** – **Jobs and the Economy** – Support to local social enterprises will increase their capacity to deliver services, build their sustainability and achieve wider economic impact.

4. **Legal** - none

5. **Property/Assets** - none

6. **Information Technology** – none

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

8. **Health & Safety** – none

9. **Procurement** – none

10. **Risk** – none

11. **Privacy Impact** - none

List of Background Papers

Background Paper 1: Social Enterprise Small Grants Fund – Summary of Awards Made March 2015 – April 2016

Author: Susan Boath, ext 7729, susan.boath@renfrewshire.gov.uk

Background Paper 1: Social Enterprise Small Grants Fund

Summary of Awards Made March 2015 – April 2016

Awards

March 2015

1. **Crisis Counselling** was awarded up to £5,000 for enhanced security systems, fitting-out costs, marketing and promotional materials for its new Eco-Pod counselling building in Erskine. The grant will significantly increase capacity and expand the number of customers benefitting from Crisis's counselling services. Status: completion expected April/May 2016.

2. **Erskine Music & Media Studio** was awarded £5,000 to upgrading its equipment from analogue to digital, allowing it to reach new markets, increasing turnover, training, volunteering and job opportunities. Status: completed and full award made.

3. **Scottish Huntington's Association,** whose national headquarters is in Linwood, was awarded £3,782 to develop an innovative eBay online service to generate additional income for the Association to continue to expand its information, advice and development services throughout Scotland. Status: completed and full award made.

4. **Kilbarchan Improvement Projects** was awarded up to £5,000 for modernised CCTV security inside and outside the property and for a new IT server, resulting in increased footfall, better usage of the facility and reduced insurance premiums and maintenance costs. Status: completed and £4,594.01awarded.

5. **Environmental Training Team** was awarded £2,000 towards establishment costs, primarily for office equipment and landscaping tools, to enable this new business located in Ferguslie Park to move to the next stage of development with the potential to secure commercial contracts. Status: completed and full award made.

6. **KLAS Care** was awarded up to £5,000 to commission an architect/building surveyor practice to undertake a technical feasibility study identifying the detailed costs of refurbishing and then converting a former janitor's house within a school estate in Linwood into a dedicated childcare facility. Status: completed and £4,058.96 awarded.

May 2015

7. **I Am Me** was awarded £5,000 to support the further development of the award-winning organisation and match fund a Graduate Intern position in continuing to raise awareness across Renfrewshire and other local authority areas of disability-related harassment and abuse. Status: completed and full award made.

8. **LoudnProud** was awarded £5,000 to commission an external marketing consultant to work with the organisation in producing and guiding the implementation of a three year marketing plan aimed at maximising future income generating potential. Status: completed and full award made.

June 2015

9. **The Paisley 2021 Community Trust** was awarded an exceptional grant of £32,640 to commission external consultants to prepare a business case and feasibility study for a new Multi-Purpose Arts Hub in Paisley to support the City of Culture Bid. This grant was approved at the 20 May 2015 Economy and Jobs Policy Board meeting. Status: completed and full award made.

10. **ROAR** was awarded £4,790 to work in partnership with NHS Greater Glasgow and Clyde in piloting and establishing a low level foot care service for isolated and vulnerable older adults in Renfrewshire. Status: completion expected summer 2016.

11. **Johnstone Community Sports Complex** was awarded £4,710 for new energy efficient lighting inside and outside the Complex, leading to significantly reduced energy bills, reduced carbon footprint and improved economic and environmental sustainability. Status: completed and full award made.

July 2015

12. **Rainbow Turtle Just Trading** was awarded £5,000 as a contribution towards the costs of purchasing a new EPOS (Electronic Point of Sale) stock control system to improve management and business efficiency for its range of Fair Trade products. Status: completed and full award made.

November 2015

13. **Capability Scotland** was awarded £5,000 to commission an external consultant to prepare a feasibility study to develop the most appropriate employability model for the organisation's learning disability clients at its West Lane Gardens horticultural facility in Johnstone. Status: completed and full award made.

March 2016

14. **Eadha Enterprises** was awarded £5,000 to appoint an external consultant to produce a marketing plan and marketing materials to expand its trading operations focused on native woodland creation and environmental conservation. Status: completion expected summer 2016.

15. **Linwood Community Development Trust** was awarded £4,500 to commission an external consultant to produce a business plan to guide the development of its newly established 'Roots' grocery enterprise over the next three years. Status: completion expected May/June 2016.