

To: Economy and Jobs Policy Board

On: 16 November 2016

Report by: Director of Development and Housing Services

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

1. Summary

- 1.1 The Development and Housing Services' Service Improvement Plan 2016-17 was approved by the Economy and Jobs Policy Board in March 2016. The plan sets out the priorities for the development of the service over a three year period and details the actions which will contribute to the implementation of the Council Plan and Community Plan. It also sets out the actions which will ensure continuous improvement across the service and the performance indicators which ensure the impact can be measured.
- 1.2 This report contains details of Development and Housing Services performance over the period 1 April 2016 to 30 September 2016. The main purpose of the report is to provide:
- Details of the key achievements of the service over the period
 - A progress update on implementing the action plan linked to the 2016-17 Service Improvement Plan
 - An assessment of performance in relation to the service scorecard of core performance indicators
 - An overview of priorities for the service over the next six months
- 1.3 Over the past six months, the key achievements for the service have included:
- Development of major plans and strategies for Renfrewshire including Renfrewshire Economic Framework, the Strategic Housing Investment Plan, Paisley Town Centre Action Plan, and Renfrewshire Outdoors Access Strategy
 - Outline business cases prepared for Glasgow City Region City Deal (due for approval by the end of 2016)
 - Successful resettlement and ongoing support to refugees in Renfrewshire

- Completion of phase 1 of the Paisley THI/CARS project, and confirmation of the funding of £1.882m from HLF and £0.998 from Historic Environment Scotland for phase 2 to enable delivery of a £4.5m programme of improvements.
- Continued significant progress in regenerating Johnstone Castle
- Developing a new approach and establishing a new team to deliver Community Economic Development services to Renfrewshire communities
- Review of homeless prevention activities to ensure Renfrewshire's most vulnerable people continue to get the best advice and assistance

1.4 Over the next six months, the key actions to be delivered include:

- Submission of a winning bid for Paisley to become UK City of Culture 2021, by the end of April 2017
- Approval of business case and further public consultation on the Glasgow City Region City Deal projects with planning permission for two of the three projects due to be submitted summer 2017
- The appointment of a new build contractor to commence the construction of new Council houses in Dargavel Village in Bishopton and the Johnstone Castle regeneration area.
- Further development of regeneration proposals for the Tannahill area of Ferguslie Park and Paisley West End.
- Approval of the Renfrewshire's new Local Housing Strategy
- Approval of the Main Issues Report for Local Development Plan 2.
- Continued progress of the Paisley Heritage Regeneration Strategy including commencement of THI/ CARs phase 2, and completion of the feasibility study on the Paisley Abbey Drain.

2. Recommendations

- 2.1 Board members are requested to note the progress made on by the service on actions and performance relating to the functions of this board, and note that an out-turn report will be provided to the Board in Spring 2017.

3. Background

- 3.1 The Service Improvement Plan is a comprehensive statement of the outcomes the service aims to achieve, and the actions it will take to achieve these. It fits within the wider planning framework of the Council by taking account of Community Planning themes and Council priorities. It enables elected members to have oversight of developments within the service and to consider and develop policy options which reflect customer need and resource availability.

- 3.2 The Service Improvement Plan also provides a mechanism by which elected members can evaluate the performance of the service. The appendices to the plan contain an action plan and performance indicators against which progress can be measured. This mid-year monitoring report provides an update on progress against the 2016-17 Plan.
- 3.3 Section 4 of this report provides details of the service's achievements, aligned to Council Plan priorities, over the period April to October 2016. It highlights areas of significant progress and details of action to be taken to address any areas where performance is below target. Further detailed is provided in the Action Plan which forms Appendix 1 and the Performance Scorecard which forms Appendix 2.
- 3.4 An outturn report will be brought before Board in Spring 2017.
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4. Service Update

- 4.1 Development and Housing Services provides the economic development, planning, housing and regeneration functions of the Council. This includes helping to deliver sustainable economic and physical regeneration in Renfrewshire, managing the Council's stock of approximately 12,500 houses and leading for the Council on the Glasgow City Region City Deal programme and the UK City of Culture 2021 Bid.
- 4.2 Elected members will be aware from previous reports that the service is actively working to address a range of demand pressures and financial pressures. For Development and Housing Services, this includes managing and developing the existing Council housing stock with the large debt burden attached to the housing stock while at the same time keeping rents affordable. The continuing roll out of Universal Credit is also being managed to support tenants in sustaining their tenancies and to protect the Service's largest income stream. The service also experiences demand pressures on services to Renfrewshire's most vulnerable people such as those requiring housing advice and support and those threatened with or experiencing homelessness. The uncertain and variable national economic climate also impacts on the services' strategies for Renfrewshire's continued economic development requiring these to be dynamic and able to adapt quickly to this changing environment.
- 4.3 Detailed below are some of the service's achievements over the last six months, aligned to council priorities. Full detail on the service's progress in terms of implementing the tasks outlined in the current Service Improvement Plan over this period is included as Appendix 1 to this report.

4.3.1 Council Plan Priority 1: Driving Physical and Economic Regeneration

- Glasgow City Region City Deal programme is a key driver of physical and economic regeneration for Renfrewshire and progress over the last 6 months includes the preparation of the outline business cases and the first phase of public consultation. There are two labour market programmes which are part of City Deal – Youth Gateway and Working Matters, both have been successfully established and are on track to exceed their targets.
- The successful completion of the Paisley THI/CARS project has significantly contributed to the physical regeneration of Paisley Town Centre, with building repairs in Paisley Arts Centre and Causeyside Street addresses, 9 shop front restorations and flats restored in Forbes Place.
- Invest in Business, the Council's flagship business development programme, continues to deliver support to nourish and grow local enterprise including delivering the InCube programme; bringing the 'Business Gateway' contract in house to deliver a more joined up service for businesses; and continuing to support businesses to access a range of funding. The Business Development Section is restructuring to ensure that all services are locally aligned to the needs of business. The service has now split into two distinct sections. The first is Business Start-Up and Enterprise which will operate from InCube. The second is Business Growth and Development which will operate from a larger team in Renfrewshire House.
- Invest in Communities has recently developed a new delivery model to deliver Community Economic Development services to Renfrewshire communities
- The past 6 months has seen the development of major plans and strategies which will significantly shape Renfrewshire's future including Renfrewshire Economic Framework, Paisley Town Centre Action Plan, and Renfrewshire Outdoors Access Strategy. Work is ongoing to consult with communities and other key stakeholders on many of these plans, ensuring they represent a shared vision for the area.
- Actions are ongoing from Renfrewshire's first Local Development Plan – over the past 6 months this has delivered new residential homes in Johnstone South West and Bishopton Dargavel Village
- Renfrewshire's Strategic Housing Investment Plan (SHIP) covering the period 2017/18 to 2021/22 was approved for consultation in August 2016. This is a significant strategic plan, linking with key partners and outlining how funding will be used in order to meet the supply targets for affordable housing in Renfrewshire
- Johnstone Castle Regeneration has been continuing over the past 6 months with 66 properties demolished and over 100 households being rehoused as part of the programme. Consultation with local residents has continued and planning and building warrant applications will be submitted by the end of 2016.

4.3.2 Council Plan Priority 2: Building on our Culture and Heritage

- There has been a period of intense activity on the Paisley UK City of Culture 2021 Bid over the past 6 months, with the team appointed and the development of the vision and step changes for the bid. There has been a varied programme of engagement with the wider Renfrewshire community as well as a successful reception at Westminster. Detailed progress reports are presented on a monthly basis to the executive bid team and bimonthly to the partnership board.
- Progress on the cultural actions within Paisley Town Centre Heritage Asset Strategy continues, linking to the work of the bid development. The stage 1 bid to the Heritage Lottery Fund for the refurbishment and extension of Paisley Museum was unsuccessful but valuable feedback was provided and the application is being reviewed for resubmission in December 2016.

4.3.3 Council Plan Priority 4: Creating a Sustainable Renfrewshire

- The Housing Capital Investment plan was approved in February 2016; including energy efficiency and carbon reduction programmes as a key area for investment. In addition, the Council has secured additional investment of almost £2m under the Scottish Government HEEPS:ABS programme to contribute to external wall insulation programmes across common blocks.

4.3.4 Council Plan Priority 5: Reducing the Level and Impact of Poverty

- The service has led on the resettlement of refugees to Renfrewshire and 19 families continue to be supported. Of those 19, 3 have been assisted to move on to their own tenancies with our RSL partners. The service has also negotiated the leasing of properties from our RSL partners and a private landlord to support the resettlement of unaccompanied asylum seeking children. A new post of Refugee Resettlement Co-ordinator has been created, whose role is to further develop the housing options and employability assistance provided to the refugees.
- A review of existing homeless prevention arrangements has been completed and resulted in improvement actions being implemented including a new 'Tenancy Sustainment Assistance' initiative by the George Street team; a 'Keys to Learn' training programme delivered by the Glasgow Homelessness Network; and an expansion of the Housing First project in partnership with Turning Point Scotland using new funding from the Big Lottery Fund. In addition, office renovations have been completed at George Street Service to provide improved interview facilities
- We continue to work with Community Planning partners to deliver the priority outcomes of the Tackling Poverty Strategy. Particular progress to note over the past 6 months includes providing job creation opportunities and employability support through the Invest in Renfrewshire Employability Programme; the launch of funds to support

people with the costs of childcare and transport; campaigning for and raising awareness of the Living Wage; recruiting an additional enforcement officer and undertaking a full review of how the council works with the private rented sector; and the establishment of a new team to support community groups access funding.

4.3.5 Council Plan Priority 7: Supporting and Sustaining People into Employment

The third strand of Invest in Renfrewshire is the employability programme which continues to support around 2,000 people per year. In the past 6 months the service has delivered the Employability Fund and Modern Apprentice programmes and launch the new Renfrewshire Recruitment Initiative. The 3rd annual 'Celebrating Success' awards was held in June 2016, as was the annual Invest in Renfrewshire partnership conference. The second intake of Project SEARCH was launched in August 2016 as was the retail academy at the InCube shop.

4.3.6 Council Plan Priority 10: Continuing to be a Well Run Council

- As a social landlord, Renfrewshire Council is required to complete an Annual Return on the Charter which was submitted to the Scottish Housing Regulator in May 2016. This return provides a full and detailed explanation of the services' performance against a number of key standards. The return shows strong performance for the majority of indicators. Areas for improvement were also identified and improvement plans are in place.

4.4 Areas where actions have been reviewed or delayed

- Following consultation with stakeholders and partners, Renfrewshire's new Local Housing Strategy (LHS) for the five year period 2016 to 2021 is being finalised and will be presented to the Housing and Community Safety Policy Board early in 2017.
- Subject to funding decisions from the Scottish Government we will launch of the City of Culture Enterprise Academy by the end of 2016.
- Following additional consultation for the other Centre Strategies, the finalised Centre Strategies and Action Plans for Erskine, Linwood, Renfrew and Braehead will now be presented to the Planning and Property Policy Board in January 2017.

5. The impact of Development and Housing Services

5.1 Development and Housing Services leads on many of the Council's priority projects, as has been outline in much of the above, but the Service also delivers crucial 'business as usual' activities which have a significant impact on the people of Renfrewshire:

- Housing services manage 12,500 houses in Renfrewshire, making Renfrewshire Council the largest landlord in the area and responsible

for the estate management of large parts of Renfrewshire's towns and villages; ensuring tenants are supported and manage their rent accounts, empty properties are quickly re-let and neighbourhoods are well managed and desirable places to live.

- This work links with extensive capital investment programmes, ensuring housing is of a high standard and our housing stock is maintained effectively for the future. There are also a number of energy efficiency projects which significantly benefit Renfrewshire Council tenants, proactively tackling fuel poverty and ensuring tenants live in warm, dry, fuel efficient homes.
 - For Renfrewshire residents who find themselves in need of complex housing advice or at a crisis in their lives, specialist teams continue to offer advice and assistance to tackle homelessness and assist those at risk of becoming homeless. Teams working from Abercorn Street and George Street provide a vital lifeline to some of Renfrewshire's most vulnerable people.
 - The Council owns and manages 11 sheltered housing complexes throughout Renfrewshire, where over 300 older tenants are provided with support 7 days a week from a team of Sheltered Housing Officers.
 - There are a number of strategic documents which are integral to the Council's housing functions and, in turn, make significant impacts on the people in Renfrewshire. The Strategic Housing Investment Plan (SHIP) outlines how the Council and other partners can work together, investing in affordable housing for Renfrewshire in order to meet the targets outlined in the Local Housing Strategy. These documents together provide a blueprint for housing in Renfrewshire, ensuring demand can be met for now and in the future. This links closely with other high profile projects, ensuring that people who are attracted to live and work in Renfrewshire can have their housing needs met, securing vital investment and economic regeneration for the area.
 - Development management and building standards ensure that public safety is protected and communities are engaged throughout the development and planning processes. The work in this area underpins many of the Council's high profile projects; ensuring planning procedure is adhered to effectively and efficiently and ultimately helping attract millions of pounds worth of investment to Renfrewshire through the delivery of key housing, business and infrastructure developments.
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6. Progress against service scorecard

- 6.1 A service scorecard of performance indicators (PI's) is given in Appendix 2. The performance scorecard contains 24 indicators, of which 12 are for data only and have no target. Of those indicators with targets 9 are performing well, 2 require monitoring and 1 is below target. Please note that some of the indicators are annual and therefore performance is based on 2015/16 data.

6.2 Areas of strong performance include:

- Rent collected as percentage of total rent due continues to be a high performing area – 98.35% for quarter 2 – well exceeding the target of 95%.
- The rate of new build house building (new private housing supply through new build and conversion) shows significant increases year on year (from 320 in 2013/14 to 577 in 2015/16).
- The average time to complete non-emergency repairs continues to perform consistently well, showing performance well below target over the past years and particularly over the last 6 months (7.1 and 6.5 days for quarters 1 and 2 respectively).
- Although for data only, the number of unemployed people being supported through Invest in Renfrewshire has increased over the past 2 years and the data over the past 6 months indicates another strong performance this year.

6.3 Areas where performance is below target and may require targets to be reviewed or requires monitoring include:

- The target for the average time from household presenting themselves as homeless to the completion of duty (number of weeks) is now set at 21 days to accommodate efforts to tackle repeat homelessness.
 - The percentage of properties at or above the appropriate NHER or SAP rating is performing well at 98.5% for 2015/16 but the target of 100% is challenging and therefore this indicator requires to be monitored.
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7. Priorities over the next six months

- Delivering a winning Bid for Paisley to become UK City of Culture 2021 is a key priority for the service, Renfrewshire Council and our partners aim to use the City of Culture process as a lever for achieving a step change in the outcomes for our place and for our residents. The process of becoming 'Bid ready' and further developing our approach, priorities and plans throughout 2016/17 will deliver positive impacts for Renfrewshire regardless of the final outcome of the Bid application.
- Significant milestones for the Glasgow City Region City Deal projects are coming up in the next six months including the approval of business cases, further public consultation and planning applications for two of the three projects are due to be submitted in summer 2017.
- The development of the Local Development Plan 2 will continue with consultation on the Main Issues Report from early 2017.
- Early 2017 will see the relocation of the Employability Service to the refurbished Russell Institute. This move will deliver a more holistic and one stop shop offer to clients but also represents a significant milestone in the regeneration of Paisley Town Centre with this iconic building coming back into use as the result of an extensive and complex programme of funding and restoration.

- The next six months will see the further development of regeneration proposals for the Tannahill area of Ferguslie Park, this is closely linked to the plans for a regional sports facility; ensuring the community are able to fully share in the benefits for the local area from such a significant and ambitious project.
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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 Community Plan and the Council Plan.
 4. **Legal** – None.
 5. **Property/Assets**-None.
 6. **Information Technology** – None.
 7. **Equality & Human Rights** – The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
 8. **Health & Safety** – None.
 9. **Procurement** – None.
 10. **Risk** – None.
 11. **Privacy Impact** – None.
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List of Background Papers

(a) Background Paper 1

Report by the Director of Development and Housing Services to Economy and Jobs Policy Board entitled, 'Service Improvement Plan 2016/17 – 2018/19', agenda item 3 on 23rd March 2016.

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.

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APPENDIX 1

Development and Housing Services Service Improvement Plan Action Plan 2016-19



Council Plan Priority 1: Driving Physical and Economic Regeneration		
Status	Action Title	Due Date
		Progress on actions
		Glasgow City Region City Deal aims to deliver an uplift of over £2 billion additional economic activity and 29,000 new jobs over the next 20 years. The three Renfrewshire City Deal projects are the £78 million Clyde Waterfront & Renfrew Riverside (CWRR) Project, the £51 million Glasgow Airport Investment Area (GAIA) Project and the £144 million Airport Access Project (AAP). Main actions include: - Options appraisal and development work has been ongoing in conjunction with external consultants and public engagement - Outline business cases will be presented to the Leadership Board and then the City Region Cabinet for approval in November / December 2016. These will provide details of the Outcomes of the development and options appraisal work undertaken to date - Further public engagement will take place in December 2016 to present project progress and allow feedback on emerging preferred options - Summer 2017 - Planning application submitted for CWRR and GAIA project - Consultants will be appointed to progress outline design for AAP. Following the approval of the Strategic Business Cases for all 3 of Renfrewshire's City Deal projects in 2015, options for the infrastructure have been developed and evaluated to establish the best performing options which deliver the maximum benefits to Renfrewshire residents and businesses. During the appraisal process a number of events will be held to provide information and opportunities for public engagement to allow stakeholders and the general public to contribute to, and comment on, the various options and the emerging designs. Following completion of the appraisal process, the 'preferred options' for CWRR and GAIA projects are being developed further. These will be presented as part of the Outline Business Cases being presented to Council at the Leadership Board in November followed by City Deal Cabinet in December. The preferred options will also be presented at further public engagement events in December 2016.
	1.1 Deliver Glasgow City Region City Deal programme	December 2016

			Due to the technical complexities and constraints involved, the Airport Access Project (AAP) has a significantly longer development process, with the scheme expected to be completed and operational by 2025. Work continues to identify the preferred route and mode (e.g. Tram Train / Personal Rapid Transport). These continue to be evaluated in an appraisal process to establish the best performing solution. As part of City Deal, Renfrewshire also has two Labour Market Programmes; Youth Gateway and Working Matters. Both of these are on track to exceed all targets (including number of clients supported and number supported into permanent employment).
	2.1 Deliver the Invest in Renfrewshire (Invest in Business programme)	March 2017	The Invest in Renfrewshire Programmes and Services provide a clear and joined up approach to support the growth of the local economy and to tackle unemployment rates. Upcoming actions Include • We are contributing to the 'Living Wage' campaign by raising awareness amongst employers to encourage them to sign up to Living Wage • The second InCube programme for local start up and early stage businesses was carried out in June 2016. A second intake in January 2017 is also planned. • Renfrewshire Council has brought the 'Business Gateway' contract in house from 1st October 2016 and now deliver a joined up and seamless service to businesses. • We will deliver a wide range of events to contribute to Global Entrepreneur Week during November 2016. • ONGOING – We will continue to deliver a wide range of support to local business through Invest in Renfrewshire grants and loans. The Invest in Renfrewshire economic development programmes are subject to regular and ongoing reports to the Economy & Jobs Policy Board.
	2.2 Deliver the Invest in Renfrewshire (Invest in Communities programme)	March 2017	• Programme is now open for applications for the new LEADER programme; Renfrewshire Council is leading the delivery of the LEADER 2014-2020 programme for the rural areas within Renfrewshire, East Renfrewshire and Inverclyde, acting on behalf of the Local Action Group (LAG). The first approvals for the LEADER programme are expected in October/ November 2106. • WE are delivering our new approach for Community Economic Development with a team of three staff working across Renfrewshire's communities to promote external funding opportunities and develop new local services. • ONGOING – Continuation of Social Economy grant programme and Third Sector trainee programme. The Invest in Renfrewshire economic development programmes are subject to regular and ongoing reports to the Economy & Jobs Policy Board.
	2.3 Creation of a longer term vision for Paisley Town Centre	Early 2017	Paisley Town Centre 10 year Action Plan has been developed following a series of workshops held in Spring 2016 and sets out a number of short, medium and longer priorities for 4 different Activity Areas viewed as crucial to the future success of the town centre.

			In September 2016, the Leadership Board approved this draft Paisley Town Centre Action Plan for consultation during autumn 2016. Following this, the outcomes of the stakeholder consultation will be reported back to Board alongside a final version of the Action Plan. The consultation will take a number of formats with the specific details still being worked up. As a minimum this will include: • Publicity of the draft Action Plan's existence via the usual digital channels as well as traditional media coverage highlighting where copies of the Action Plan can be accessed by interested parties and how they can submit comments; • A public event where interested parties can "drop-in" and engage with officers to offer comments on the Action Plan and to entice views / ideas on the future of the Town Centre and where officers can update attendees on the latest development and proposals; Specific consultation meetings with key stakeholders, including Paisley First, UWS, WCS, Scotrail, Paisley 2021 Trust, Piazza Centre, Paisley Centre, etc to begin to understand and define what role they can play in the regeneration of Paisley Town Centre
	3.1 Implement current Local Development Plan (LDP)	2014 - 2019	The Planning and Property Policy Board approved the Renfrewshire Local Development Plan in August 2014. The Renfrewshire Local Development Plan Action Programme sets out an ambitious framework to assist in the successful implementation and delivery of the objectives, strategy and proposals set out within the Plan. 51 Actions were set out in the Action Programme. A recent review of the implementation of the Actions revealed 40 out of the 51 Actions have been progressed or completed. A few of the significant actions that have been implemented are as follows: Delivering the Economic Strategy - The framework and spatial strategy set out in the Renfrewshire Local Development Plan has provided the spatial context within the Strategic Business Cases submitted for the City Region City Deal projects in Renfrewshire; Delivering the Centres Strategy - The approval of the planning application for Braehead which contained the ambitious Masterplan for the area, that will support and strengthen the role, function and diversification of this Strategic Centre in Renfrewshire, was based on a strong framework for investment, regeneration and placemaking which is the focus of the Renfrewshire Local Development Plan; Delivering the Places Strategy - There has been significant progress at both the Community Growth Areas of Johnstone South West and Bishopton - Dargavel Village. Both have seen new houses and infrastructure being successfully implemented, creating sustainable mixed communities. Focusing on creating good places within existing built up areas has meant a reduction in Renfrewshire Council's vacant and derelict land, however more importantly it has meant a range and choice of new residential homes within existing communities.
	3.2 Develop and adopt new Local Development Plan 2 (LDP)	2018	Work on the review of the Local Development Plan 2 (LDP) has progressed well. The Development Plan Scheme which sets out the timetable for adoption of the next Development Plan will be submitted to the Planning and Property Policy Board in November 2016 and this details the timetable for the adoption of the next LDP, as outlined below. • JANUARY 17 – Publish Main Issues Report and consult over a 12 week period.

			• AUGUST 2017 – Prepare and publish the proposed LDP taking into account comments received on the Main Issues Report. Consult on the proposed LDP over a 12 week period. • DECEMBER 2017 – Submit the proposed LDP with a proposed Action Programme. (Start of Examination process). • JUNE to SEPT. 2018 – Report on the Examination and the Council to consider Reporter's findings and recommendations. • JUNE to SEPT. 2018 – Publish Local Development Plan with any modifications arising out of Examination Report and advertise intention to adopt. • OCTOBER 2018 – Adoption of new Local Development Plan.
	3.3 Develop and adopt Town Centre Strategy and Action Plans	August 2016	To ensure realistic, ambitious but deliverable Centre Strategies and Action Plans further consultation with local businesses and stakeholders was undertaken between July and September 2016 before finalising all strategies. Taking account of all of the representations and comments made during the consultation, the Finalised Centre Strategy and Action Plan for Johnstone town centre will be presented to the Planning and Property Policy Board in November 2016. Following additional consultation for the other Centre Strategies, the finalised Centre Strategies and Action Plans for Erskine, Linwood, Renfrew and Braehead will be presented to the Planning and Property Policy Board in January 2017. The baseline report will be prepared every two years to allow for regular review of the town centre strategies and their actions along with monitoring of their performance and delivery. The Paisley THI/ CARS project was completed in June 2016. By then it had delivered • Building Repairs – Paisley Arts Centre, 41Causeyside Street, 43 Causeyside Street and 44 Causeyside Street were all complete. • Shop Front Restoration – 9 shop fronts restorations were completed. • Bringing historic floor space back into use – The restoration of 4-6 Forbes Place into 8 one bedroom flats was completed in March 2016. There was also a range of complimentary initiatives – including delivery of the Activity and Training Plan and a programme of activities has been delivered in partnership with Arts & Museums, UWS and West College Scotland. A Celebration Event to mark the end of the THI/ CARS was held in February 2016.
	3.4 Deliver Paisley THI/ CARS project	June 2016	We have now had our funding applications approved by the Heritage Lottery Fund (£1,882m) and Historic Environment Scotland (£998k). With funding from Renfrewshire Council (£1.214m) and owners (£400k) the overall value of this project is £4.5m. The team of 4 staff plus Project Manager to deliver the project will be in place by the end of November 2016 and over the course of the five year project, the main deliverables will be;
	3.5 Deliver Paisley TH/ CARS 2 project	2016 - 2021	

			• Repair and refurbishment a number of priority buildings within the Paisley Town Centre Conservation Area, in partnership with owners. • Improving areas of public realm including the west end of High Street and the area around Browns Lane. • We have developed an activity plan with a range of actions to help raise people's awareness of Paisley's heritage, culture and an understanding of the importance of maintaining the built heritage. This project will help deliver the desired outcomes of the Paisley Town Centre Asset Strategy & Action Plan and will work with the UK City of Culture 2021 partnership in achieving the aims of the bid.
	3.6 Implement Renfrewshire Outdoor Access Strategy – "Outdoors For You"	2016 - 2026	Consultation on the draft Outdoor Access Strategy was carried out during February and March 2016 which involved external agencies, Community Planning partners, Community Councils, Renfrewshire Local Outdoors Access Forum and other access stakeholders. Fifty eight responses were received, providing an overall positive response to the Access Strategy. These responses and comments were taken into account in finalising the Strategy and following this 8 week public consultation, the Strategy was approved by the Planning and Property Policy Board on 23rd August 2016.
	4.1 Deliver Local Housing Strategy (LHS)	2016 - 2021	Following consultation with stakeholders and partners, Renfrewshire's new Local Housing Strategy (LHS) for the five year period 2016 to 2021 is being finalised and will be presented to the Housing and Community Safety Policy Board early in 2017. The LHS will sit within the framework of the Community Planning Partnership as well as other key strategies, such as 'Clydeplan' - Strategic Development Plan, the Local Development Plan and the strategic priorities of Renfrewshire's Health and Social Care Partnership. The proposed LHS includes 7 key outcomes set within the context of the Community Plan. It focuses on increasing the supply of housing, targeting housing investment to improve neighbourhoods and town centres, minimising fuel poverty, preventing homelessness and enabling people to live independently in their own homes. The Draft Strategic Housing Investment Plan (SHIP) 2017/18 to 2021/22 was approved for consultation by the Housing and Community Safety Policy Board in August 2016. Consultation took place during September 2016 and the revised SHIP will be presented to the Policy Board for approval in November 2016 before submission to the Scottish Government. Once finalised, the new SHIP 2016-2021 will set out a programme which shows how grant funding will be utilised over the next five years and how the supply target for affordable housing will be met. Following submission of the SHIP to the Scottish Government, a Strategic Local Programme (SLP) for Renfrewshire will be agreed. This will form the basis of individual agreements between the Scottish Government, the Council and Registered Social Landlords on grant for specific projects.
	4.2 Deliver new Strategic Housing Investment Plan (SHIP)	2016	

	4.3 Progress housing regeneration programmes	2017		The Johnstone Castle regeneration project continues to progress on target. Demolition began in January 2016 and by the end of September 2016 a total of 66 houses have been demolished with over 100 households being rehoused as part of this initiative. In April 2016 a new build local consultation event was held and feedback from tenants was very positive. The first phase of new build is expected to start on site in spring/ summer 2017. Paisley West End – We are working with Sanctuary (Scotland) Housing Association our RSL partner to develop a draft Masterplan for the regeneration of Paisley West End. Bishopton - Design works are ongoing and finalised layouts will be completed before the end of 2016 and Planning and Building Warrant applications will follow on from this. Construction work is expected to start on site in summer 2017.
Council Plan Priority 2: Building on our Culture and Heritage				
Status	Action Title	Due Date	Progress on actions	
	5.1 We will develop a successful bid for Paisley to be UK City of Culture 2021	2017	April – October 2016 has been a period of setting the vision and step changes for the 2021 bid. The work streams have been supporting by collating baseline data and detailing measures for assessing the benefits of a successful bid. There have been a series of consultations with cultural organisations and practitioners and with the wider Renfrewshire communities which is informing the writing of the Bid and Cultural Programme for 2021. In addition a number of very successful engagement opportunities with businesses, national organisations and government have been held, including a reception within Westminster. A Holyrood reception is planned for December. • ONGOING – Remainder of community consultation and engagement activity based around the autumn events programme. • DECEMBER 2016 – Programme developed and draft bid prepared • MARCH 2017 - Bid writing, review and production • APRIL to NOVEMBER 2017 – The UK Government Bid Process, from submission of initial bid to announcement of winner	

	5.2 Implement the Paisley Town Centre Heritage Asset Strategy	2021	In January 2014 the Economy and Jobs Policy Board approved The Paisley Town Centre Heritage Asset Strategy. The strategy contains a number of ambitious plans within it. In June 2016 we completed current Paisley TH1/ CARS programme (see action point 3.4 above) The up to £5m, refurbishment of the iconic Russell Institute will be completed in early 2017. Following rejection of the first stage 1 bid to the Heritage Lottery Fund for the refurbishment and extension of Paisley museum, the application for funding is being reviewed for resubmission in December 2016. Following approval of funding applications preparations are underway to deliver the new Paisley TH/ CARS 2 project. (See note 3.5 above). This scheme will focus on building restoration, shop front improvements, public realm improvements and an extensive programme of complimentary activities. The museum store project will be completed with official opening in October 2017. • 2016 ONWARD - - o to develop support and funding for the delivery of the strategy - o the development of business cases for capital works. - o to take forward a bid for UK City of Culture 2021 - o to support cultural and tourism activity in Paisley and across Renfrewshire - o to commission and recruit such specialist advice as required Progress on delivering the strategy is reported to the Economy and Jobs Policy Board on a regular basis.
	5.3 Contribute to Purple Flag accreditation process.	December 2016	All evidence for the Purple Flag application has been collected and an overnight assessment was carried out by Paisley First, Renfrewshire Council and other partner organisations in August 2016. The application was submitted by Paisley First in October 2016 and the result of the process will be known after an overnight assessment by external assessors which will take place on Friday 9th of December 2016.

Council Plan Priority 4: Creating a Sustainable Renfrewshire			
Status	Action Title	Due Date	Progress on actions
	6.1 Implement revised Housing Asset Management Strategy	December 2016	A revised strategy will set out proposals to deal with abeyances and exemptions which have arisen from the Scottish Housing Quality Standard (SHQS) and programmes to maintain delivery of the standard in coming years. The strategy will also address the requirements of the Energy Efficiency Standard for Social Housing (EESH) and the delivery of the first milestone in 2020. The impact of proposed regeneration strategies and potential stock re-provisioning on the asset base will also be included, following a comprehensive assessment of stock performance and consideration of future sustainability issues. ● DECEMBER 2017 – Revised Strategy presented to board for approval
	6.2 Implement Housing Capital Investment Plan 2015/16 to 2017/18	2018	The Housing Capital Investment Plan 2016/17 to 2018/19 was approved by the Council in February 2016. The new Capital Investment Programme sets out our approach to lifecycle replacement of key components to ensure housing stock is maintained at the required SHQS. The main areas for investment within the plan are: ● Internal improvements (kitchens, bathrooms and rewiring) ● External improvements (such as roof, render, rain water goods improvements) ● Energy Efficiency and carbon reduction programmes ● Other priorities such as disabled adaptations. The Capital Investment Plan also outlines how we will contribute to regeneration programmes in key areas such as Johnstone Castle, Paisley West End and Ferguslie Park. The Plan also includes provision for new affordable social housing in Renfrewshire as detailed in the SHIP. In addition for 2016/17 the Council has secured additional investment of almost £2M under the Scottish Government HEEPS: ABS programme to contribute to external wall insulation programmes across common blocks.

Council Plan Priority 5: Reducing the Level and Impact of Poverty			
Status	Action Title	Due Date	Progress on actions
	7.1 Deliver on actions Development and Housing Services lead on within Tackling Poverty Action Plan	March 2017	Renfrewshire's Tackling Poverty Strategy was developed in response to the recommendations from the Tackling Poverty Commission's strategic assessment of the nature, causes and impact of poverty in Renfrewshire. We continue to work with Community Planning partners to deliver the priority outcomes of the strategy and we lead as Project Executive on a number of key actions within the Tackling Poverty Programme. A detailed progress update was provided to the Leadership board in June 2016. Particular progress to note includes providing job creation opportunities and employability support through the Invest in Renfrewshire Employability Programme; the launch of funds to support people with the costs of childcare and transport; campaigning for and raising awareness of the Living Wage; recruiting an additional enforcement officer and undertaking a full review of how the council works with the private rented sector; and the establishment of a new team to support community groups access funding.
	7.2 Continue to support Council's approach to dealing with Welfare Reform	March 2017	We continue to build and develop knowledge of our tenant's circumstances and improve/refine processes and links with specialist money advice, energy management, employability services and the DWP, in the interests of supporting our tenants to help mitigate the impact on low income households during ongoing Welfare Reforms. At 2 October 2016, 307 council tenants were in receipt of Universal Credit (UC). All tenants known to be in receipt of UC have been contacted and offered advice, including signposting for employability advice, energy advice and specialist money advice where appropriate. The Social Sector Size Criteria (Bedroom tax) impacts 1584 council tenancies, currently 1521 tenancies are in receipt of a Discretionary Housing Payment to provide financial assistance in mitigating the impact on low income households. On 7 November 2016, the threshold for households impacted by the Benefit Cap will reduce. In partnership with colleagues in DWP and Finance and Resources we have developed a communications strategy to raise awareness to all council tenants impacted - advice and assistance will be provided where possible to support any tenants affected
	7.3 Establish procedures for successful resettlement of refugees	March 2017	19 families continue to be supported and of those 3 have been assisted to move on to their own tenancies with our RSL partners. We have also negotiated the leasing of properties from our RSL partners and a private landlord to support the resettlement of unaccompanied asylum seeking children. We have also created a new post of Refugee Resettlement Co-ordinator whose role is to further develop the housing options and employability assistance that is provided for the refugees.
	7.4 Review existing homelessness strategy and incorporate high level outcomes within the new Local Housing Strategy 2016 -2021.	June 2016	The High level strategic outcomes have been developed and being incorporated into the draft Local Housing Strategy in line with the timescales for the completion of the LHS. We are also progressing the development of an operational plan which will be completed by the end of 2016.

	7.5 Review impact of homeless prevention activities (including George St. service) and implement recommendations.	April 2017	A review of existing arrangements has been completed. This has included a new 'Tenancy Sustainment Assistance' initiative by the George Street team, a 'Keys to Learn' training programme delivered by the Glasgow Homelessness Network and an expansion of the Housing First project in partnership with Turning Point Scotland using new funding from the Big Lottery Fund. Office renovations have been carried out at George Street Service to provide improved interview facilities
Council Plan Priority 7: Supporting and Sustaining People into Employment			
	8.1 Deliver the Invest in Renfrewshire (Employability programme)	March 2017	Progress on actions The Council's Invest in Renfrewshire Employability Programmes supports around 2,000 people each year. Key deliverables as part of this include: APRIL – MARCH 2017 – Increase take up of Tackling Poverty funds for Childcare and Access to Work. APRIL – MARCH 2017 – Renfrewshire Council will increase traineeships from 40 to 120 this year. In April 2016 we commenced delivery of Employability Fund and Modern Apprenticeship programme contracts from Skills Development Scotland. April 2016 also saw the launch of the new Renfrewshire Recruitment Initiative - The 3rd Annual 'Celebrating Success' Awards ceremony was held in June 2016. Also in June, the Annual Invest in Renfrewshire partnership conference was held. - The Official launch of second intake of Project SEARCH took place in August 2016. August also saw the Official launch of retail academy at InCube shop - Renfrewshire Council Act as lead for the Youth Gateway programme across the 8 local authorities with the City Region. The programme is currently running ahead of target, and given its success the focus is now turning to developing a joined up City Region employability service to commence in 2019. ONGOING – Second year of the City Deal Working Matters programme – tackling those with health related issues The Invest in Renfrewshire economic development programmes are subject to regular and ongoing reports to the Economy & Jobs Policy Board.

Council Plan Priority 10: Continuing to be a Well Run Council				
Status	Action Title	Due Date	Progress on actions	
	9.1 Implement Risk Management Plan	April 2017	A midyear progress report on the management of the services' risks will be presented to the Housing and Community Safety Policy Board in November 2016. All actions contained within the Risk Management Plan are progressing on target to be completed within timescale.	
	9.2 Submit Annual Return on the Charter to Scottish Housing Regulator (SHR) and report back to stakeholders	March 2017	Renfrewshire Council submitted its third Annual Return on the Charter (ARC) to the Scottish Housing Regulator in May 2016. A report was presented to the HACS board in August 2016 outlining performance against the Charter indicators, highlighting both improved performance and also areas which require further improvement. A six monthly update report, outlining performance in the first half of 2016/17 will be presented to the HACS board in November 2016. In October we produced our Tenant Report on the Charter following consultation with tenant representatives.	
	9.3 Produce Planning Performance Framework (PPF) for 2015/16	July 2016	The fifth Renfrewshire Planning Performance Framework was submitted to the Scottish Government on 29th July 2016. 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 a flexible Local Development Plan framework supporting the delivery of the planned infrastructure investment associated with the Glasgow City Region City Deal. Learning from the experience of the Hillington Simplified Planning Zone (SPZ), preparing and implementing the first pilot town centre SPZ in Renfrew town Centre, Renfrewshire Council was working in partnership with the owners of Westway Business Park to progress a third SPZ. 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. The Planning Performance Framework highlight that in relation to the speed of decision making in planning, Renfrewshire Council is performing well in terms of the Scottish average. We expect to receive a scorecard from the Scottish Government commenting on the Planning Performance Framework before the end of 2016.	
	9.4 Continue to implement and monitor the impact of policies and activities aimed at reducing staff absence levels.	March 2017	We continue to monitor absence levels and these are reviewed and discussed on a regular basis by the Director and senior managers.	

Development and Housing Services Service Improvement Plan Performance Scorecard

PI Status		Long Term Trends			Short Term Trends		
	Alert		Improving			Improving	
	Warning		No Change			No Change	
	OK		Getting Worse			Getting Worse	
	Unknown						
	Data Only						

Council Plan Priority 1: Driving Physical and Economic regeneration

PI Code & Name	Current Status	Short Term Trend	Long Term Trend	2013/14	2014/15	2015/16	Q1 2016/17	Q2 2016/17	2016/17	2017/18	2018/19	Explanation of Performance
				Value	Value	Value	Value	Value	Target	Target	Target	
DHS.EMP.04 Number of new companies signed up to 'Invest in Renfrewshire'				337	NA	106	21	22	Data only	Data only	Data only	Companies continue to be engaged and willing to sign up to 'Invest in Renfrewshire'. Although there is a slight fall in the number of new businesses signing up, this can be attributed to the success of previous years and the high number of businesses we are already working with.
DHS.EMP.05 Number of new companies supported to create new and additional jobs				305	111	125	Not measured for Quarters	Not measured for Quarters	Data only	Data only	Data only	PI shows a slight improvement on last year's figure, with continued efforts to promote the support the Economic Development team can offer to local businesses.

PI Code & Name	Current Status	Short Term Trend	Long Term Trend	2013/14		2014/15		2015/16		Q1 2016/17		Q2 2016/17		2016/17		2017/18		2018/19		Explanation of Performance
				Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Target	Target	Target	Target	Target	Target	
DHS.EMP.07 Number of new companies supported to grow their business (through development and training grants and business loans)		↑	↑	141	82	103	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Data only	Data only	Data only	Data only	Data only	Data only	Data only	Data only	Data only	Data only	This PI shows an improvement on last year's figures, reflecting the continued efforts to support local companies.
DHS.EMP.08 Number of new businesses start ups in Renfrewshire with Business Gateway Support		↑	↑	330	311	336	85	104	Data only	Data only	Data only	Data only	Data only	Data only	Data only	Data only	Data only	Data only	Data only	This PI shows a slight improvement from last year with performance very consistent.
HPSIP01 Affordable housing completions		↑	↓	196	56	132	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	200	200	200	200	200	200	200	200	200	200	Over the last five years, an average of 168 new affordable homes has been completed each year. The target was 150 units per year which has been revised upward in the draft LHS 2016-2021 to deliver 200 new homes each year.
SOA10.10a Rate of new house building (new private housing supply through new build and conversion)		↑	↑	320	477	577	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	500	500	500	500	500	500	500	500	500	500	The supply target in the draft LHS 2016-2021 for private housing is 500 each year.

Council Plan Priority 4: Creating a Sustainable Renfrewshire												
PI Code & Name	Current Status	Short Term Trend	Long Term Trend	2013/14	2014/15	2015/16	Q1 2016/17	Q2 2016/17	2016/17	2017/18	2018/19	Explanation of Performance
				Value	Value	Value	Value	Value	Target	Target	Target	
HPCHARTER08 Percentage of properties at or above the appropriate NHER (National Home Energy Rating) or SAP (Standard Assessment Procedure) ratings specified in element 35 of the SHQS, as at 31 March each year.				85.07%	97.35%	98.5%	Not measured for Quarters	Not measured for Quarters	100%	100%	100%	
HPCMT13a % of Council housing stock which meets the Scottish Housing Quality Standard				62.1%	84.6%	85.87%	Not measured for Quarters	Not measured for Quarters	100%	100%	100%	Taking abeyances and exemptions into account, the Council remains 100% compliant with SHQS. (85.87% achieved SHQS, 14.13% in abeyance).

Council Plan Priority 5: Reducing the Level and Impact of Poverty												
PI Code & Name	Current Status	Short Term Trend	Long Term Trend	2013/14	2014/15	2015/16	Q1 2016/17	Q2 2016/17	2016/17	2017/18	2018/19	Explanation of Performance
				Value	Value	Value	Value	Value	Target	Target	Target	
DHSSIP03 Amount of arrears accrued due to impact of Bedroom Tax				£105,844	£0	£0	Not measured for Quarters	Not measured for Quarters	Data only	Data only	Data only	Bedroom tax arrears funded through DHP or written off
HPCHARTER30 Rent collected as percentage of total rent due in				99.54%	100.24%	100%	98.18%	98.35%	95%	95%	95%	

PI Code & Name	Current Status	Short Term Trend	Long Term Trend	2013/14		2014/15		2015/16		Q1 2016/17		Q2 2016/17		2016/17		2017/18		2018/19		Explanation of Performance
				Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Target	Target	Target	Target	Target	Target	
the reporting year.																				
HPCARTER31 Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.				5.6%	6.3%	6.01%				4.84%	5.43%	8%	9%			9%				
HPCMT05 Average time from household presenting themselves as homeless to completion of duty (number of weeks)				20.5	18.38	18.5				20.9	23.6	21	21			21				Rise in target is to accommodate efforts to tackle repeat homelessness.

Council Plan Priority 7: Supporting and Sustaining People into Employment

PI Code & Name	Current Status	Short Term Trend	Long Term Trend	2013/14		2014/15		2015/16		Q1 2016/17		Q2 2016/17		2016/17		2017/18		2018/19		Explanation of Performance
				Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Target	Target	Target	Target	Target	Target	
DHS.EMP.01 Number of unemployed people being supported through Renfrewshire Council Employability Programme (INVEST)				-	1,462	1,635				699				Data only	Data only	Data only	Data only	Data only	Data only	6 months report (April – Sept 2016) This is the total number of new registration in this period. Invest will still have an active caseload of customers registered in previous months.

PI Code & Name	Current Status	Short Term Trend	Long Term Trend	2013/14 Value	2014/15 Value	2015/16 Value	Q1 2016/17		Q2 2016/17		2016/17		2017/18		2018/19		Explanation of Performance
							Value	Value	Value	Value	Target	Target	Target	Target	Target	Target	
DHS.EMP.02 Number of unemployed people supported into work through Renfrewshire Council Employability Programme (INVEST)		↗	↗	-	629	557		287			Data only	Data only	Data only	Data only			6 months report (April – Sept 2016) This includes employment opportunities funded through Invest.
DHS.EMP.03 Number of people supported, sustained in work at 6 Months through Renfrewshire Council Employability Programme (INVEST)		↖	↗	-	475	96		130			Data only	Data only	Data only	Data only			6 months report (April – Sept 2016) Please note this is from clients registered from Feb 2015 and represents a new cycle of funding. Comparison should be made from those entering work within the same period.
DHS.EMP.06 Number of new people employed through wage subsidy support (includes graduates and traineeships)		↗	↗	382	394	205		77			Data only	Data only	Data only	Data only			6 months report (April – Sept 2016) This figure is included in DHS.EMP.02 but represents how many of these outcomes have been funded through INVEST.

Council Plan Priority 10: Continuing to be a Well Run Council												
PI Code & Name	Current Status	Short Term Trend	Long Term Trend	2013/14	2014/15	2015/16	Q1 2016/17	Q2 2016/17	2016/17	2017/18	2018/19	Explanation of Performance
				Value	Value	Value	Value	Value	Target	Target	Target	
HPCHARTER12 Average length of time taken to complete non emergency repairs (days)				8.5	8.5	8.4	7.1	6.5	15	15	15	
HPCHARTER13 % of reactive repairs carried out in the last year completed right first time				87.8%	87.5%	90.8%	Not measured for Quarters	Not measured for Quarters	91%	92%	92%	
HPCHARTER34 % of rent loss due to voids				2.57%	2.03%	1.86%	1.91%	1.66%	2.25%	2.25%	2.25%	
HPCHARTER35 Average length of time taken to re-let properties in the last year				56	44	42	41	35	40	35	35	
HPCMT07 % Overall Repairs Completed Within Target				93.75%	92.83%	93.58%	90.65%	95.7%	84%	95%	95%	
PT.DS.PPF.CMT01 Average Time for processing Planning Applications (Householder)				6.9	7.2	7.9	7.5	7.6	Data only	Data only	Data only	In accordance with guidance from the Scottish Government, this Performance Indicator should be used to provide comparison with annual figures. The quarterly and yearly summary analysis data is fed into the Planning Performance Framework. This indicator is a National Headline Indicator in the PPF.
PT.DS.PPF.CMT02 Average Time for processing Planning Applications (Non Householder)				8.7	8.3	9.4	9	11.	Data only	Data only	Data only	

PI Code & Name	Current Status	Short Term Trend	Long Term Trend	2013/14		2014/15		2015/16		Q1 2016/17		Q2 2016/17		2016/17		2017/18		2018/19		Explanation of Performance
				Value		Value		Value		Value		Value		Target		Target		Target		
PT.DS.PPF.CMT03 Average Time for processing Planning Applications (Major)				12		10.1		13.3		21.6		19.3		Data only		Data only		Data only		