



To: Planning and Property Policy Board

On: 10 November 2015

Report by: Director of Development and Housing Services

Heading: Service Improvement Plan Monitoring Report

1. Summary

- 1.1 Development and Housing Services' improvement plan for 2015/16 – 2017/18 was approved by the Planning and Property Policy Board in May 2015. The plan sets out how Development and Housing Services will develop services over the next three years and details the specific measures which will be taken to contribute to the implementation of the Community Plan, Single Outcome Agreement and Council Plan. It also sets out the actions which will be taken to deliver Best Value and ensure that continuous improvement occurs across all service areas. Our service scorecard of core performance indicators ensures that the impact of the actions carried out can be measured.
- 1.2 In May 2015 Development and Housing Services provided an outturn report on what was achieved with the implementation of the Service Improvement Plan up to the end of March 2015.
- 1.3 This current report contains details of performance over the period 1 April 2015 to 30 September 2015. The main purpose of this report is to provide:
- details of the key achievements of the service over this period;
 - a progress update on implementing the action plan linked to the service improvement plan for 2015/16 – 2017/18; and
 - an assessment of performance in relation to the service scorecard of core performance indicators.

1.4 Attached as appendix 1 is an update on the progress on each of the strategic improvement actions contained within the Service Improvement Plan. Over the past 6 months, the key achievements for the service have been:

- Following the Council report in June 2015 preparations for a bid for UK City of Culture have been progressed. A Bid Director has been recruited and the first meetings of the Partnership Board and Executive Group have been held. Work is now proceeding to plan the launch event in November, and to develop the workstreams which will support delivery of the bid.
- The Strategic Business Cases for Renfrew Riverside & Clyde Waterfront Project and Glasgow Airport Investment Area Project were approved by the Leadership Board and City Deal Cabinet in June 2015. The Strategic Business Case for the Airport Access Project is currently being prepared and will be brought to the Leadership Board in December 2015.
- Invest in Renfrewshire continued to deliver successful results with youth unemployment now below the Scottish average for the first time at 2.2%, falling from 10.9% in June 2012 when the programme started. For the next three years the employability service will concentrate on new approaches to target some of the key poverty indicators for those looking for work including health issues, debt and money management, housing, energy and childcare.
- June 2015 saw the launch of InCube, the Council's retail incubator to support the growth and development of creative retail businesses. Incube spaces will be available for around 20 businesses each year. The first 13 businesses have moved into InCube and the programme of support via workshops, speakers and a business accelerator programme has commenced.
- The Paisley Town Centre Heritage Asset Strategy picked up two titles at the Placemaking Awards in London in March 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 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. Sma' Shot day saw an expanded themed parade featuring many local community groups and an evening programme including Paisley's first

Poetry Slam, and this year's Spree programme was the biggest and best attended to date.

- In May 2015 we reported on our performance in relation to the SHQS 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). Over 10,000 homes have received new kitchens, bathrooms and rewiring. Over 6,500 homes have had new heating systems installed. Almost 3,500 tenants have benefitted from external work such as new roofs, rendering, guttering, downpipes, over-cladding and door entry systems.

1.5 Over the next 6 months, the key actions the service will deliver are:

- The City of Culture core team will be established, and a detailed work programme leading to preparation of the bid will be progressed
- The scope and high level options for the City Deal projects will be further defined, leading to a preferred option which will be taken to detailed design stage. This will inform the development of Outline Business Cases for the projects.
- Invest in Renfrewshire will be developed to provide further focus on supporting people who are furthest from the labour market. In addition, new programmes of work will be developed around the issue of childcare (related to employment and poverty).
- The next intake to InCube will be finalised and this will see an additional 20 young companies joining early in the New Year.
- Alongside the traditional fireworks and Christmas Lights Switch on events, the Halloween festival will return for a second year and this year the programme will be spread over two days.
- The new Local Housing Strategy for 2016 to 2021 will be developed with public consultation taking place until the end of March 2016.
- The housing regeneration programme in Johnstone Castle will continue and following the appointment of a development partner, the housing regeneration plans for Paisley West End will be developed and progressed.
- For 2015/16 Council has 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 £5M enabling work to over 700 council properties in mixed tenure blocks and a similar number of owners.

- A revised Housing Asset Management Strategy will be developed by 2016. As well as setting out proposals to deal with abeyances in the SHQS programme, the strategy will also address the delivery of new Energy initiatives and the impact of proposed regeneration strategies and potential stock reprovisioning on the asset base.

2. Recommendations

It is recommended that the Planning and Property Policy Board:

- 2.1 Approves the recommendations that are within the remit of this Board
- 2.2 Notes the progress that has been made on service performance between April and September 2015.
- 2.3 Notes the progress made on actions and performance in the PI scorecard.
- 2.4 Agrees to review Service Improvement Plan implementation again in spring 2016.

3. Background

- 3.1 One of the main purposes of the Service Improvement Plan is to enable elected members to take stock of what is happening in the service, and to consider and develop policy options which reflect changing circumstances both in terms of customer needs and resource availability in the context of the Council's priorities and the need to deliver Best Value.
- 3.2 The Service Improvement Plan is a comprehensive statement of what the service intends to achieve. It takes account of the themes, actions, outcomes and targets set out in the Council Plan, Single Outcome Agreement and Community Plan. The Single Outcome Agreement and Community Plan detail how the Council and its partners will work together to deliver the vision, outcomes and targets for Renfrewshire.
- 3.3 Service Improvement Planning also provides the Board with a mechanism for evaluating the performance of the service in terms of developing and improving services. The Action Plan lies at the core of the Service Improvement Plan. This lists the priorities being addressed, the key tasks to be implemented over the plan period, the implementation timetable and details performance indicators against which progress can be measured.
- 3.4 Appendix 1 provides details of our achievements over the first six months of the Service Improvement Plan of our main strategic improvement actions. Development and Housing Services has a total of 9 Key Outcomes under which all of our strategic improvements are grouped. Each of these Key

Outcomes is directly aligned to the appropriate outcome in the Council Plan “*A Better Future, A Better Council*”.

- 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 so far for the year 2015/16.
- 3.6 The next review of progress will be brought before the Board in spring 2016, alongside a revised Service Improvement Plan for the period 2016/17 to 2018/19.
- 3.7 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. Progress of Key Strategic Improvement actions

- 4.1 Development and Housing Services provides the economic development, planning, housing and the regeneration functions of the Council. This includes helping to deliver sustainable economic and physical regeneration in Renfrewshire, managing the Council’s stock of approximately 12,500 houses and leading for the Council on the City Deal programme and the City of Culture bid.
- 4.2 Development and Housing Services have a total of 9 key outcomes and each of our strategic improvement actions contribute to achieving one of these key outcomes. We have grouped our key outcomes against one of three of the Council plan outcomes as shown below, however it should be recognised that we are involved in a range of activities to help deliver the other outcomes detailed within the Council plan.

A Better Future

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

A Better Council

- People and Organisational Development

A High Performing Council

- Governance and Assurance

- 4.3 A summary of progress against our main strategic improvement actions over the first six months of 2015/16 is attached to this report as Appendix 1.

5. Progress against Performance Indicators scorecard

5.1 A service scorecard of performance indicators (PI's) is given in Appendix 2.

A number of the performance indicators are reported annually and are not measured for quarters. Most of the other indicators are on target or exceeding targets and improving.

For example the average number of days to re-let empty properties, which has improved from 44 days in March 2015 to 39 days at September 2015 against a target of 42 days.

The average time for the completion of duty to homeless people is 18 weeks for Quarter 2 against our target of 21 weeks.

Our figure for the six month period for the percentage of rent lost due to properties being empty up to the end of September 2015 is 1.8%. Our performance against this indicator has improved continuously since 2012/13

New targets for rates of house building will be set out in the new Local Housing Strategy which is currently being developed. These targets will reflect ambitious house building outputs which will meet the housing need and demand in Renfrewshire over the next five years.

The three planning indicators (Average time for processing planning applications) will not be available until mid November as these are provided by the Scottish Government and will not be available to the Council until then.

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.

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 on 12th May 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

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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	In recognition of the Scottish Government Reporter's recommendations a draft Renfrewshire Housing Land Supply Supplementary Guidance was produced and approved in May 2015 as a means of providing a framework for assessing planning applications for new housing in Renfrewshire. A six week public consultation was carried out and this will inform the finalised Supplementary Guidance which will be considered by the Planning and Property Board on 10 November 2015. This together with a commitment to review the Local Development Plan should meet the recommendations issued by the Scottish Government's Reporter. In August, 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. Draft town centre strategies have now been prepared for four of Renfrewshire's town centre. These cover: • Johnstone • Renfrew • Erskine • Linwood The Planning and Property Policy Board approved the draft town centre strategies and action plans for the four areas outlined above, as a basis for consultation with the local community and key stakeholders. Consultation on the draft Town Centres Strategies is currently taking place over a 12 week period which commenced on Friday 14th August 2015 and runs until 6th November 2015 and representations received during the consultation process will be reported to the Board prior to approval of finalised Plans in late 2015. 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. The majority of grant funding has been spent or allocated to projects due for completion by March 2016. The latest summary includes the following: • Building Repairs – includes restoration of Paisley Arts Centre (completed), No. 43 Causeyside Street (completed), 41 Causeyside Street (roof repairs – grant awarded), 44 Causeyside Street (upper floors – grant awarded) • Shopfront Restoration – eight shopfronts completed in Causeyside Street, one grant application approved but contractor now withdrawn – options being investigated in relation to appointing another contractor • Bringing Historic Floorspace back into use – restoration of 4-6 Forbes Place into 8 one bed flats (additional grant approved to enable completion of works to proceed – site start in October) • 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
1.2 Develop and adopt Town Centre Strategy and Action Plans	Jobs and the Economy	Nov. 2015	
1.3 Deliver Paisley THI/ CARS project	Jobs and the Economy	March 2016	

1.4 Implement the Paisley Town Centre Heritage Asset Strategy	Jobs and the Economy	2021	During the first half of 2015/16, we have delivered the following: • Commencement of the OBC for the Paisley Museum and for Gallery extension and refurbishment; • Commencement of the design process for the relocation of the museum stores; • The launch of the Invest in Renfrewshire Business Incubator, InCube (see action 2.1); • Appointment of the team and start of a second Townscape Heritage development project; • Development of a draft cultural strategy for Renfrewshire; • The third OECD* review visit; • Delivery of the spring/summer events programme (see action 2.2); • Commissioning of fundraising and sponsorship resources to support the museum project and the wider capital and events programme. • Let a contract for the restoration of carved stone work around Dunn Square. *The Organisation for Economic Development (OECD) has been engaged to assist the council to explore best practice in heritage and cultural leg regeneration from across Europe including an examination by an international peer group. Between April and September 2015 the following projects were progressed:
1.5 Deliver Green Networks investment	A Greener Renfrewshire	March 2016	• Crosslee Park Improvements – we have secured LAC funding and are currently in the process of appointing contractors • Simple Trail Heritage Project – now in final phase of delivery and will be completed on target in December 2015 • 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 been appointed to carry out a feasibility study • Air Ambulance Memorial – we have secured LAC and external funding and have appointing contractors who will commence works in spring 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, 109 new paid posts have been created and 49 local businesses have signed up to the Invest in Renfrewshire initiative. In addition, 965 unemployed people have registered and received support from the Invest in Renfrewshire employability service. Between April and September 2015 ; • 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 • September - The retail space and training academy opened in October 2015 and InCube will be significantly involved in a new programme of events and workshops planned by Invest in Renfrewshire as part of a pilot “Enterprise Week” in November this year. Since the launch of Invest in Renfrewshire in 2012,966 new paid posts have been created, 820 local businesses have signed up to the Invest in Renfrewshire initiative, £700,000 worth of grant support has been provided through the Retail Improvement Scheme and 11 Social Enterprise Grants worth over £50,000 have been awarded	
2.2 Town Centre and Events Programme	Jobs and the Economy	April 2016	Between April and September 2015, 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 – Paisley Pipe Band Championship • AUGUST – Fire Engine Rally (Johnstone) • SEPTEMBER – Doors Open Day • SEPTEMBER – Bring it all home Our biggest ever winter events programme starts in October 2015, and includes The Spree, Halloween Festival, the Christmas Lights Switch-On events and the Monte Carlo Classic Car Rally and all of these events and activities helps 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	Theme 1 – Leadership and Collaboration Following discussions with key organisations an Industry Strategic Networking Event is being organised for November 2015 to identify key partners for a new Renfrewshire Tourism Leadership Group. Target date for establishment of the Leadership Group - end January 2016. The role of the Leadership Group will be to consult, guide, inform and lead members of a proposed Tourism Alliance in the delivery of key objectives. Theme 2 – Building the Capabilities and Capacity of Our Assets • 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. Theme 3 – Providing Authentic Experiences • Spring 2015 – 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 – Report will be finalised in October 2015. • We are working with Paisley Threadmill Museum on relocation and improvement- with a target date of Spring 2016. • Spring 2015 - Spring 2016 – Promotion of existing tourism product - Discover Renfrewshire Brochure in draft format – completion targeted for end December 2015 Theme 4 – Marketing and Promotion • 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 indicative allocation of grant has been confirmed as £2,324,196. It is anticipated that the programme will be launched in the new year.
2.5 European Structural Fund (ESF) programme 2014/20	Jobs and the Economy	2020	There are four confirmed applications for the 2014-20 programme. BUSINESS DEVELOPMENT - A notional offer of ERDF grant of £706,112 has been offered to Renfrewshire Council to augment the Business Gateway services currently being delivered in Renfrewshire, Inverclyde and East Renfrewshire . A range of business development programmes will be developed for submission to the Scottish Government to ensure that

			the Council's allocation of ERDF is utilised. Operational programmes are currently being submitted to draw down this grant. Further reports to Board will be forthcoming when the notification of funds is confirmed. YOUTH EMPLOYMENT INITIATIVE – An indicative offer of grant of £2.2M ESF has been awarded to Renfrewshire Council to run until March 2018 for the development of youth employability services. Operational programmes are currently being submitted to draw down this grant. SOCIAL INCLUSION AND POVERTY - An indicative offer of grant of £423,500 ESF for poverty and social inclusion programmes linked to employment has been awarded to Renfrewshire Council to run to the end of 2018. A further programme will run between 2018 and 2020. Operational programmes are currently being submitted to draw down this grant. EMPLOYABILITY PIPELINE – An indicative offer of grant of £1,996,773 ESF for all age employability programmes has been awarded to Renfrewshire Council to run to the end of 2018. Operational programmes are currently being submitted to draw down this grant.
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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	The Council and partners are delivering 'regeneration programmes that create stable mixed communities that are attractive places to live' through the affordable housing new build programme. Link and Sanctuary Housing Associations have recently completed new affordable homes in the heart of Paisley town centre and the Shortroods area of Paisley respectively, with the developments delivering a mix of social rent, mid market rent and shared ownership opportunities. Renfrewshire is one of 12 local authorities involved in the Scottish Government's 'Help to Adapt' 2014 initiative delivered by the Link Group, assisting home owners to use the equity in their home to pay for adaptations allowing them to 'live independently in suitable housing', around £7m is being made available in loans across the 12 local authorities until 2018. Housing Options approach has continued to 'prevent homelessness where possible' with a further 15% fall in homeless applications in 2014/15 on the previous year. Housing First Renfrewshire initiative commissioned by Renfrewshire Council and managed by Turning Point Scotland provides resettlement support to 10 people, providing 'services that meet the needs of people who become homeless'. The initiative has been awarded a share of £500,000 in funding from the Big Lottery to roll out the initiative for the next 5 years. The HNDA for the new Local Housing Strategy has been completed in partnership with other local authorities in Glasgow and Clyde Valley and a 'robust and credible' assessment of it has been carried out by the Centre for Housing Market Analysis. Research and development work has also been undertaken and the draft LHS will be presented to the Housing and Community Safety Policy Board in November 2015. Subject to approval by the board, public consultation on the draft LHS will then commence and run until the end of March 2016. Following this, a finalised LHS will be presented to the HACS board for approval. The current SHIP covers the five year period 2015/16 to 2019/20. Two new build projects were completed in the first half of 2015/16; • Arnotts, 31 units were completed in July 2015 (Link Housing Association) • Shortroods, 86 units, Development complete early Autumn 2015 (Sanctuary Housing Association) Work is currently on site with a further three new build projects; • Thruscraigs, 70 units. Site started January 2015 with estimated completion June 2016 (Link Housing Association) • Braille Crescent (Phase II), 15 units, Site started July 2015 with estimated completion February 2016 (Sanctuary Housing Association) • Cotton Street (Phase II), 38 units, Site started April 2015 with estimated completion late August 2016 (Link Housing Association)	
3.2 Develop new Local Housing Strategy (LHS)	Community Care, Health and Wellbeing Jobs and the Economy	June 2016		
3.3 Deliver Strategic Housing Investment Plan (SHIP)	Jobs and the Economy	2019/20		

3.4 Progress housing regeneration programmes	Jobs and the Economy	2017	288 tenement flats will be demolished as part of the regeneration strategy for Johnstone Castle. We are currently in the process of looking to appoint a demolition contractor to take forward the demolition of Johnstone Castle Phase 1 and 2 which includes 60 tenement flats. It is anticipated that these properties will be demolished early in 2016. Officers continue to progress the rehousing of existing tenants on a phased basis, including the acquisition of privately owned properties. It is anticipated that following procurement of the design and construction of the new build Council housing, the first phase of new build Council properties in Johnstone Castle will start on site in 2017. Other regeneration initiatives: Sanctuary Scotland is the housing association partner which will work with the Council to develop and deliver regeneration plans for Paisley West End.
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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	Taking abeyances into account, the Council was 100% compliant with SHQS by the end of March 2015. (84.6% achieved SHQS, 15.4% in abeyance). Over 10,000 homes have received new kitchens, bathrooms and rewiring. Over 6,500 homes have had new heating systems installed. Almost 3,500 tenants have benefitted from external work such as new roofs, rendering, guttering, downpipes, over-cladding and door entry systems. 1,000 owners in common blocks have also benefitted by sharing the cost of major improvements in buildings and blocks of flats where properties are owned by both the council and individual owners.	
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 the period 2015/16 to 2017/18 in March 2015. The existing Care and Repair contract has now been extended to March 2017 and will continue to provide an important service in improving the quality and condition of private sector housing in Renfrewshire with this joint initiative between Renfrewshire Council, East Renfrewshire Council and Bridgewater Housing Association.	
4.3 Implement revised Housing Asset Management Strategy	A Greener Renfrewshire	December 2015	A revised Housing Asset Management Strategy will be developed by 2016. As well as setting out proposals to deal with abeyances in the SHQS programme, the strategy will also address the delivery of new Energy initiatives and the impact of proposed regeneration strategies and potential stock provisioning 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 2015/16 to 2017/18 was approved by the Council in February 2015. This includes continuing with a range of programmes including replacement kitchens and bathrooms, rewiring upgrades, heating replacements and roofing projects. In addition for 2015/16 Council has secured additional investment under the Scottish Government HEEPS:ABS and national ECO carbon reduction programmes to contribute to external wall insulation across common blocks and the replacement of redundant district heating. The total combined benefit is approximately £5M enabling work to over 700 council properties in mixed tenure blocks and a similar number of owners.	

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	Development of the City Deal project continues, with the project planning and delivery team for the Renfrewshire projects within the City Deal having been established. The Strategic Business Cases for Renfrew Riverside & Clyde Waterfront Project and Glasgow Airport Investment Area Project were approved by Councillors and City Deal Cabinet in June 2015. The Strategic Business Case for the Airport Access Project is currently being prepared and will be brought to the Leadership Board in December 2015. The working matters employability programme went live on 24th August and referrals are now coming through and the Economic Development Team are leading the progression of the Youth Guarantee for the City Region. Lead consultants were appointed in October for the Riverside & Clyde Waterfront Project and Glasgow Airport Investment Area Project to take forward options appraisal and provide technical support to the project team. Traffic modelling and land use consultants have also been appointed.

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, will contain a number of high level outcomes specifically relating to homelessness (see action 3.2). The new LHS will also contain an operational action plan with homeless action which will be monitored by the Renfrewshire Homeless 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 are relatively low, we are using this period to strengthen relationships with tenants, internal colleagues and DWP to make sure that communications are effective and contacts are targeted: to maximise income for customers impacted by the 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. 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 • City of Culture 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	Council action	Subject to	We have informed tenants of the end of the Right to Buy as outlined in the Act through the tenant's newsletter 'The

changes contained in Housing (Scotland) Act 2014	with no direct linkage to Community Plan	Scottish Gov. guidance	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 has been completed and the revised arrangements were implemented on 1 st 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 currently being developed.
8.5 Implement 2013 - 2015 Corporate Workforce and Organisational Strategy Action Plan.	Council action with no direct linkage to Community Plan	March 2016	The Corporate Workforce and Organisational Strategy is currently being reviewed. As well as access to courses through the internal training calendar over the last six months various staff groups have had opportunities for other training, including • 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.

A High Performing Council – Governance and Assurance

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

Strategic Action	Link to Community Plan Theme	Dates Due	Update on Progress
9.1 Implement Risk Management	Council action with no direct linkage to	April 2016	A midyear progress report on the management of the services' risks will be presented to the Housing and Community Safety Policy Board in November 2015. 100% of actions contained within the Risk Management Plan are on target to be completed within timescale.

Plan	Community Plan		
9.2 Submit Annual Return on the Charter to Scottish Housing Regulator (SHR) and report back to stakeholders	Council action with no direct linkage to Community Plan	March 2016	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. A report was presented to the HACS board in August 2015 outlining performance against the Charter indicators, highlighting both improved performance and also areas which require further improvement. The report also outlined arrangements for a new tenant satisfaction survey which will be carried out later in the year. A six monthly update report, outlining performance in the first half of 2015/16 will be presented to the HACS board in November 2015. In October we produced our Tenant Report on the Charter following consultation with tenant representatives. The fourth Renfrewshire Planning Performance Framework was submitted to the Scottish Government on the 31 July 2015.
9.3 Produce Planning Performance Framework (PPF) for 2015	Council action with no direct linkage to Community Plan	August 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 expect to receive a scorecard from the Scottish Government commenting on the Planning Performance Framework before the end of 2015.
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 are on target to be achieved. Revenue monitoring reports are submitted to each policy board cycle detailing the current budget monitoring position as well as a forecast for the remainder of the financial year.

Appendix 2 – Performance Indicators

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	Q1 2015/16	Q2 2015/16	2015/16	2016/17	2017/18
			Value	Value	Value	Value	Value	Target	Target	Target
SOA13DH.01	Reduction on the level of vacant and derelict land sites.		175	174	168	Not measured for Quarters		Data Only	Data Only	Data Only

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	Q1 2015/16	Q2 2015/16	2015/16	2016/17	2017/18	
			Value	Value	Value	Value	Value	Target	Target	Target	
DHS.EMP.01	Number of unemployed people being supported through Renfrewshire Employability Programme.		2,001	2,294	1,462	532	834	*			
DHS.EMP.02	Number of people supported into work through Renfrewshire Employability Programme.		376	929	629	123	225	*			
DHS.EMP.03	Number of people supported, sustained in work at 6 Months through Renfrewshire Employability Programme		48	310	475	Not measured for Quarters		*			
DHS.EMP.04	Number of new companies signed up to the 'Invest in Renfrewshire'		266	337	156	Not measured for Quarters		*			
DHS.EMP.05	Number of new companies supported to create new and additional jobs		85	305	111	Not measured for Quarters		*			
DHS.EMP.06	Number of new people employed through wage subsidy support (includes graduates and traineeships)		81	382	394	Not measured for Quarters		*			
DHS.EMP.07	Number of new companies supported to grow their business (through development and training grants and business loans)		48	141	82	Not measured for Quarters		*			
DHS.EMP.08	Number of new businesses start ups in Renfrewshire with Business Gateway Support		343	330	311	Not measured for Quarters		*			

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

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 Value	2013/14 Value	2014/15 Value	Q1 2015/16 Value	Q2 2015/16 Value	2015/16 Target	2016/17 Target	2017/18 Target		
HPSIP01	Affordable housing completions		175	196	56	Not measured for Quarters	Not measured for Quarters	150	150	150		
SOA10.10a	Rate of new house building (new private housing supply through new build and conversion)		276	343	467	Not measured for Quarters	Not measured for Quarters	745	632	632		

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 Value	2013/14 Value	2014/15 Value	Q1 2015/16 Value	Q2 2015/16 Value	2015/16 Target	2016/17 Target	2017/18 Target		
HPBS14b1	Number of PSHG awarded to disabled tenants to adapt private homes		122	123	109	Not measured for Quarters	Not measured for Quarters	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%	Not measured for Quarters	Not measured for Quarters	100%	100%	100%		
HPCMT13a	% of Council housing stock which meets the Scottish Housing Quality Standard		32.3%	62.1%	100%*	Not measured for Quarters	Not measured for Quarters	100%	100%	100%		

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

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 Value	2013/14 Value	2014/15 Value	Q1 2015/16 Value	Q2 2015/16 Value	2015/16 Target	2016/17 Target	2017/18 Target		
HPCMT05	Average time from client presenting themselves as homeless to completion of duty (number of weeks)		19.8	20.5	18.4	20	18	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	Q1 2015/16	Q2 2015/16	2015/16	2016/17	2017/18
			Value	Value	Value	Value	Value	Value	Target	Target
DHSSIP03	Amount of arrears accrued due to impact of Bedroom Tax		N/A	£105,844.00	£0 *	Not measured for Quarters		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%	97.55%	98.82%	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%	5.69%	6.27%	8%	10%	12%

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

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	Q1 2015/16	Q2 2015/16	2015/16	2016/17	2017/18
			Value	Value	Value	Value	Value	Value	Target	Target
DHSSIP05	DHS employees having completed IDPs (Percentage)		**	78.1%	81.9%	Not measured for Quarters		95%	95%	95%
DHSSIP06	% of days lost due to sickness absence		**	3.1%	3.6%	N/A	N/A	4.9%	4.9%	4.9%

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

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	2013/14	2014/15	Q1 2015/16	Q2 2015/16	2015/16	2016/17	2017/18					
			Value	Value	Value	Value	Value	Value	Target	Target	Target				
HPCMT07 %	Overall Repairs Completed Within Target		88.1%	93.8%	92.8%	94%	93.7%	95%	95%	95%					
HPCHARTER12	Average length of time taken to complete non emergency repairs (days)		9.2	8.5	8.5	8.3	8	15	15	15					
DHS.SP.SPO.03a	Percentage of complaints closed at the frontline resolution stage within 5 working days		N/A	94.9%	98%	96%	96%	Data Only	Data Only	Data Only					
DHS.SP.SPO.03a	Percentage of complaints closed at investigation stage within 20 working days		N/A	94.9%	97%	83%	N/A	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%	Not measured for Quarters		91%	92%	92%					
HPCHARTER34	% of rent loss due to voids		3.1%	2.57%	2.03%	1.76%	1.8%	2.0%	1.9%	1.8%					
HPCHARTER35	Average length of time taken to re-let properties in the last year		63	56	44	42	39	42	40	35					
PT.DS.PPF.CMT01	Average Time for processing Planning Applications (Householder)		7.8	6.9	7.2	7.6	*	Data Only	Data Only	Data Only					
PT.DS.PPF.CMT02	Average Time for processing Planning Applications (Non Householder)		11.2	8.7	8.3	7.7	*	Data Only	Data Only	Data Only					
PT.DS.PPF.CMT03	Average Time for processing Planning Applications (Major)		36.6	12	10.1	0	*	Data Only	Data Only	Data Only					

* Quarter 2 figures submitted to Scottish Government – summary analysis normally available mid November