



To: Economy and Jobs Policy Board

On: 23 March 2016

Report by: Director of Development and Housing Services

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

1. Summary

- 1.1 The Service Improvement Plan is a comprehensive statement of what Development and Housing Services intends to achieve over the next three years, based on the resources likely to be available. It takes account of the themes, actions, outcomes and targets set out in Renfrewshire's Community Plan, Local Outcome Improvement Plan (formerly Single Outcome Agreement) and Council Plan.
- 1.2 The future focus of Development and Housing Services is directed to deliver the Council's regeneration, employability and economic development priorities, as well as fulfilling the Council's role as landlord to its tenants and performing its statutory planning function to the highest possible standards.
- 1.3 The Service Improvement Plan covers a rolling three year period, and is reviewed and updated annually. The attached Service Improvement Plan covers the period 2016/17 to 2018/19.
- 1.3 This Service Improvement Plan contains:
- o A strategic statement which sets out the key activities and achievements during 2015/16 and an assessment of the challenges and priorities for the service over the next three years;
 - o The high level strategic outcomes the service will deliver
 - o Strategic improvement action plan
 - o Service performance scorecard
- 1.4 This Service Improvement Plan responds to the challenging financial environment and public sector reform which needs to be driven locally as well as responding to the national agenda. Despite these challenges, the service

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

- 1.5 An outturn report detailing progress made with the previous Service Improvement Plan 2015/16 to 2017/18 will be presented to the policy board in May 2016.
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2. Recommendations

It is recommended that the Economy and Jobs Policy Board:

- 2.1 Approves the attached Service Improvement Plan.
 - 2.2 Agrees that progress towards the actions outlined in the plan should be reported to the board in November 2016.
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3. Background

- 3.1 One of the main purposes of the Service Improvement Plan is to outline for elected members and our customers what Development and Housing Services intends to achieve over the next three years based on the financial and employee resources likely to be available and reflecting customer needs, the Council's priorities and the need to deliver Best Value.
- 3.2. The Service Improvement Plan is part of the process of cascading the Council's priorities throughout the organisation. It also provides the means to integrate the various other operational plans and action plans. Service Improvement Plans link Council and Community Planning priorities to Individual Development Plans, so that every employee knows how they help contribute to the council achieving its objectives.
- 3.3. The Service Improvement Plan provides the Economy and Jobs Policy Board with a basis for evaluating the performance of the service, in terms of developing and improving services. Progress on the implementation of the Service Improvement Plan will be monitored and reported to the Economy and Jobs Policy Board on a six monthly basis. A review of progress will be brought to the board in November 2016.

4. Our Key Priorities during 2016/17

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

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

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

Implications of the Report

1. **Financial** – None.
 2. **HR & Organisational Development** - None.
 3. **Community Planning** – The Service Improvement Plan takes account of the themes, actions, outcomes and targets set out in the Council Plan and Community Plan.
 4. **Legal** - None.
 5. **Property/Assets** – Measures are set out in this Service Improvement Plan which deals with the management of Development and Housing Services housing assets.
 6. **Information Technology** - None
 7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
 8. **Health & Safety** – None
 9. **Procurement** – None
 10. **Risk** – None
 11. **Privacy Impact** - None
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List of Background Papers

- (a) None
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Author: Douglas Morrison, Service Review and Development Officer, 0141 618 6263, douglas.morrison@renfrewshire.gov.uk



Development and Housing Services

Service Improvement Plan 2016/17 – 2018/19

Service Planning and Policy Development (Development and Housing Services)

Contact: Douglas Morrison

Phone: 0141 618 6263

Email: douglas.morrison@renfrewshire.gov.uk



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I. Introduction

- I.1 This Service Improvement Plan for Development and Housing Services covers the period from 2016/17 to 2018/19. The plan outlines what the service intends to achieve over the next three years based on the financial and employee resources likely to be available.
- I.2 The plan notes the principal factors that will influence service needs, development and delivery. It sets out the main priorities to be pursued and the key outcomes to be achieved over the next three years. The strategic actions and drivers which will help us to achieve the outcomes are outlined in our action plan in section 6.
- I.3 The main factors that our service needs to respond to are the challenging financial environment and the appetite for public sector reform. Our response to these challenges needs to be driven locally as well as aligned to the national agenda and in keeping with legislative changes.
- I.4 The financial environment in which the Council is operating will remain challenging for the medium to long term with additional spending pressures expected due to increasing demands on services through socio-economic factors, demographic changes and central government policy changes.
- I.5 There is also an increasing expectation that public services will be more responsive to customer needs, make better use of modern technology particularly through online services, and provide a more joined-up, holistic service with our key partners.
- I.6 The Renfrewshire Community Plan was formally approved by the Council in June 2013 and sets out an ambitious vision for the area, with each partner having a role in achieving outcomes for local people and communities. Complementing this, the Council Plan, 'A Better Future, A Better Council 2014-17' was approved by the Council in December 2013.
- I.7 The approach taken in the Council Plan is simple; A Better Future in Renfrewshire will be delivered through A Better Council which continues to improve and evolve its services to ensure we remain a high performing Council. The Council Plan was refreshed in December 2015 and the refocused priorities outline how Renfrewshire Council will continue to deliver improved outcomes for local people, communities and businesses. This approach is integrated within our service and strategic planning processes and this Service Improvement Plan is organised around these themes (as described in section 4).
- I.8 Development and Housing Services has been instrumental in ensuring Renfrewshire Council has made strong progress in delivering the Council Plan's vision to date. Major initiatives including the £1.13 billion City Deal programme, the UK City of Culture 2021 bid, the Invest in Renfrewshire programme, and the 10 year Paisley Town Centre Heritage Asset Strategy have been driven forward during the first two years of the Council Plan and play a significant role in delivering this second phase of the Council Plan.

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

2. Key Activities of the Service

- 2.1 Development and Housing Services provides the planning, regeneration, housing management and homeless services for the Council. This includes helping to deliver sustainable economic and physical regeneration in Renfrewshire, managing the Council's stock of approximately 12,500 houses and leading for the Council on the City Deal programme and Paisley's bid for UK City of Culture 2021.
- 2.2 Looking forward, the service will continue to operate in the context of the financial challenges facing the Council over the next three years. Specific areas of focus are outlined below.
- 2.3 **Regeneration**
- The service will continue to play a lead role in the Council's aim to stimulate the economy and reduce unemployment. This will include continuing to deliver the Invest in Renfrewshire programme, working to support local businesses to grow, and supporting unemployed people in to work.
 - We will also lead the delivery of the action plans for all of Renfrewshire's town centres with particular focus on progressing the Paisley Heritage Asset Strategy and preparation for candidacy for the UK City of Culture 2021.
 - Glasgow Airport continues to be a key economic driver for Renfrewshire and for the Glasgow City Region and we will continue to work with partners to support the development of the Glasgow Airport Investment Zone, and with local authorities in the Greater Glasgow area to develop a collaborative infrastructure fund which prioritises economic growth.
 - In our strategic housing role we will continue to work with our partners to develop and plan for future housing provision to ensure that there is an appropriate supply of affordable housing across all tenures to meet the needs of our communities.

2.4 City Deal

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

- **Clyde Waterfront / Renfrew Riverside:** This project seeks to secure the ongoing regeneration of Renfrewshire's waterfront and to support private sector investment to ensure that the economic benefits from this area are realised. This involves investment in road infrastructure, including a new bridge crossing between Renfrew and Yoker, which will in turn provide enhanced employment opportunities and improve access to investment opportunities at Glasgow Airport and Inchinnan Business Park.
- **Glasgow Airport Investment Zone:** This proposal relates to an ongoing commitment that has been pursued by Renfrewshire Council, in partnership with Glasgow Airport, Scottish Enterprise and the City Council to maximise the investment and employment opportunities associated with the Airport. This involves investment in road infrastructure to the east of the current Airport boundary and promoting improved access to the M8 and adjoining roads network.
- **Glasgow Airport Access:** This project will be jointly delivered with Glasgow City Council and involves enhancement to the access between Glasgow Airport / Paisley Gilmour Street and onwards to Glasgow Central and the wider rail network. This project will deliver a long established investment priority and enhance the role of the Airport and surrounding area in the performance of the economy of the city region.

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

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

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

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

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

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

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

2.6 Planning and Housing Services

- The Local Development Plan provides the framework for future development in Renfrewshire and includes a number of important opportunities including the potential investment of up to £250m in the expansion of Braehead.
- The Planning Service will play a key role in supporting the City Deal team in the development of land use planning to ensure economic outcomes are maximised for the infrastructure projects.
- The former ROF Bishopton site is also progressing, with plans for up to 2,500 new homes over a 10-15 year period. Management of the Section 75 agreement linked to this development will continue to be a focus of the service.
- Managing the impact of Welfare Reform changes and in particular the change to direct housing payments as Universal Credit is implemented will be a key challenge going forward. As previously reported, the Housing Service will need to have more detailed knowledge of our tenants and their household circumstances as we deal with the roll out of Universal Credit. Although in these early days the numbers are relatively low, we are using this period to strengthen relationships with tenants, internal colleagues and DWP to make sure that communications are effective and contacts are targeted: to maximise income for customers impacted by the benefits changes, and protect rental income as far as possible as the roll out progresses and numbers of tenants in receipt of the new Universal Credit increases. This change presents a key risk for the Housing Revenue Account, and will continue to be closely monitored.
- Although we completed our Scottish Housing Quality Standard improvement programme in March 2015, we continue to develop forward plans for future investment in our housing stock. This will include delivery of capital investment and regeneration programmes, to ensure that our council housing stock is of an appropriate standard.

- Continuing to work with our partners in the Homelessness Partnership and others to focus on prevention of homelessness.
 - We will continue to work with Renfrewshire Health and Social Care Services to develop partnership working arrangements and with wider partners to develop options for the future provision of appropriate accommodation for vulnerable people
- 2.7 Our improvement action plan in section 6 contains the actions which will enable us to achieve the outcomes we have set for the specific areas of activity outlined above.
- 2.8 In addition, the action plan contains actions which will ensure Development and Housing Services continues to contribute to the ongoing 'Better Council' change programme and highlights how it will support and develop new ways of working.

3. Making a difference

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

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

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

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

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

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

4. Delivering our Key Outcomes

- 4.1 The Improvement Action Plan in section 6 outlines the high level outcomes we aim to achieve and the main strategic actions and drivers which will enable us to achieve these outcomes. They are supported by a range of operational plans and actions across our different service areas which are referenced in the action plan. The action plan also details how these strategic actions link in to our commitments in the Renfrewshire Community Plan.
- 4.2 Development and Housing Services has a total of 9 key outcomes under which all of our improvement actions are grouped. Each of these key outcomes is aligned to one of the Council Plan Priorities, as detailed below, however it should be recognised that we are involved in a range of activities to help deliver the other Priorities detailed within the Council plan.

A Better Future: PLACE

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

A Better Future: PEOPLE

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

A Better Council

- Priority 10: Continuing to be a Well Run Council

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

Priority 1: Driving Physical and Economic Regeneration

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

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

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

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

Priority 2: Building on our Culture and Heritage

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

Priority 4: Creating a Sustainable Renfrewshire

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

Priority 5: Reducing the Level and Impact of Poverty

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

Priority 7: Supporting and Sustaining People into Employment

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

Priority 10: Continuing to be a Well Run Council

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

5. Measuring our Performance

- 5.1 A suite of performance indicators is included as section 7 of this plan. The indicators are grouped under the same key outcomes as in the action plan with links to the relevant strategic actions.
- 5.2 The performance indicators scorecard include a number of indicators which form part of performance information reported and evaluated at other strategic forums including
- The Corporate Management Team, made up of the Chief Executive and Directors.
 - The Senior Management Team of Development and Housing Services, made up of the Director and the Heads of Service.
 - The Council Plan updates
 - The Community Plan thematic boards.
 - The Local Government Benchmarking Framework
 - The Scottish Housing Regulator through our Annual Return on the Charter.
- 5.3 The Service Improvement Plan monitoring report in November 2016 will include a comprehensive scorecard of our performance indicators which will show how well we are doing across all of these performance indicators in terms of meeting our key outcomes in the first six months of the year. Furthermore, an outturn report in May 2017 will show how well we have performed across the full year 2016/17.

6. Our Strategic Improvement Actions

A Better Future: PLACE – Priority 1 : Driving Physical and Economic Regeneration				
Key Outcome 1 – We will deliver the Clyde Valley City Deal investment programme				
Strategic Action	Link to Community Plan Theme	Dates Due	Outcomes and significant milestones	
1.1 Deliver Glasgow and Clyde Valley City Deal programme	Jobs and the Economy	2034	Over the last year the Glasgow and Clyde Valley Councils developed a set of proposals which would deliver over £2 billion of additional economic activity and 29,000 new jobs over the next twenty years. In Renfrewshire, three projects have been identified as being key elements of the Infrastructure investment across the City Region: Clyde Waterfront / Renfrew Riverside, Glasgow Airport Investment Zone and Glasgow Airport Rail Link. Main actions include; • Lead Consultants have been appointed for Glasgow Airport Investment Zone and Clyde Waterfront / Renfrew Riverside projects and they will work on options appraisals to develop the details of the project for the outline business case. • SUMMER 2016 – Appointment of a lead consultant to take forward the Airport Access Project. • NOV/ DEC 2016 – Outline Business Case for the Glasgow Airport Investment Zone, the Clyde Waterfront/ Renfrew Riverside and the Airport Access Project will be presented to the Leadership board and then the City Deal Cabinet for approval. Regular reports will be submitted to Council or the relevant Policy Board on progress with the City Deal Project.	

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

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

Strategic Action	Link to Community Plan Theme	Dates Due	Outcomes and significant milestones
2.1 Deliver the Invest in Renfrewshire (Invest in Business programme)	Jobs and the Economy	March 2017	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 • 2016 - 2017 – Lead on 'Living Wage' campaign and support to employers to sign up to Living Wage • MAY 2016 – Official opening of new InCube MAKlab creative workshops. • JUNE 2016 – Commence second InCube programme for local start up and early stage businesses. • NOVEMBER 2016 – Deliver a wide range of events to contribute to Global Entrepreneur Week. • ONGOING – We will continue to deliver a wide range of support to local business through Invest in Renfrewshire grants and loans. 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)	Jobs and the Economy	March 2017	• APRIL 2016 - Programme will be open for applications for the new LEADER programme; Renfrewshire Council is leading the delivery of the LEADER 2014-2020 programme for the rural areas within Renfrewshire, East Renfrewshire and Inverclyde, acting on behalf of the Local Action Group (LAG). • 2016 – A newly formed and approach for Community Economic Development with a team of three staff working across Renfrewshire's communities to promote external funding opportunities and develop new local services. • ONGOING – Continuation of Social Economy grant programme and Third Sector trainee programme. 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	Jobs and the Economy	Early 2017	During 2016 the Council will lead on the preparation of a longer term vision for the Paisley Town Centre. The future vision for the Town Centre will be one that seeks to change perceptions about the place. For too long Paisley Town Centre has been overlooked as a place for significant investment and this vision needs to help reinstall confidence in a credible future as a place to visit and spend time. The vision will be drafted for summer 2016 and then (once agreed by the Council) subject to consultation with key stakeholders and the wider community in Renfrewshire. MARCH – APRIL 2016 – facilitated workshops involving representatives from across the Council's services SUMMER 2016 – presentation of draft vision to Renfrewshire Council members AUG – SEPT 2016 – stakeholder consultation We aim to have an agreed vision before the end of 2016 or early 2017.
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A Better Future: PLACE – Priority 1 : Driving Physical and Economic Regeneration

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

Strategic Action	Link to Community Plan Theme	Dates Due	Outcomes and significant milestones
3.1 Implement current Local Development Plan (LDP)	Jobs and the Economy	2014 - 2019	The Planning and Property Policy Board approved the current Renfrewshire Local Development Plan in August 2014. The Renfrewshire LDP Action Programme sets out how the objectives, strategy and policies within the Renfrewshire Local Development Plan (LDP) can be successfully implemented and delivered. Main actions still ongoing include • 2016 - Investigate the potential for taking forward a range of initiatives to assist with the funding of development infrastructure requirements for housing identified as Housing Action Programme Sites. • 2016 – We will aim to provide a range and choice of housing across the Renfrewshire area to meet the housing need and demand.

3.2 Develop and adopt new Local Development Plan 2 (LDP)	Jobs and the Economy	2018	Work on the review of the Local Development Plan 2 (LDP) has already commenced as LDP2 requires to be adopted by 2019. The Development Plan Scheme was approved by The Planning and Property Policy Board in August 2015 and this details the timetable for the adoption of the next LDP, as outlined below. • AUGUST 2016 – Prepare and publish Main Issues Report and consult over a 12 week period. • AUGUST 2017 – Prepare and publish the proposed LDP taking into account comments received on the Main Issues Report. Consult on the proposed LDP over a 12 week period. • DECEMBER 2017 – Submit the proposed LDP with a proposed Action Programme. (Start of Examination process). • JUNE to SEPT. 2018 – Report on the Examination and the Council to consider Reporter’s findings and recommendations. • JUNE to SEPT. 2018 – Publish Local Development Plan with any modifications arising out of Examination Report and advertise intention to adopt. • OCTOBER 2018 – Adoption of new Local Development Plan.
3.3 Develop and adopt Town Centre Strategy and Action Plans	Jobs and the Economy	August 2016	A series of Draft “Centre Strategies and Action Plans” for the 5 town centres of Erskine, Johnstone, Linwood, Renfrew and Braehead were presented to the Board in 2015. These Draft Strategies formed the basis for consultation with the local community and key stakeholders and these consultation exercises are now complete. The next steps are; • AUGUST 2016 - Taking account of the representations and comments made during the consultation, the Finalised Centre Strategies and Action Plans for the 5 town centres will be presented to the Planning and Property Policy Board. • AUGUST 2016 - Draft strategy and action plan for local and village centres will be prepared and presented to the Planning and Property Policy Board 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.
3.4 Deliver Paisley THI project	Jobs and the Economy	June 2016	By June 2016 The THI Projects will have delivered: • Building Repairs – Paisley Arts Centre and 43 Causeyside Street completed. 41 Causeyside Street and 44 Causeyside Street to be completed by June 2016.

3.5 Deliver Paisley TH/ CARS 2 project	Jobs and the Economy	June 2021	• Shop front Restoration – eight shop fronts completed and one further shop front completed in February 2016. • Bringing historic floor space back into use – restoration of 4-6 Forbes Place into 8 one bed flats completed March 2016. Complementary Initiatives – includes delivery of the Activity & Training Plan. Programme of activities has been delivered in partnership with Arts & Museums, UWS and West College Scotland. Celebration Event to mark the end of the TH/CARS February 27th 2016 Subject to approval of funding application to Heritage Lottery Fund and Historic Environment Scotland, over the course of the five year project the main deliverables will be; • 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"	A Greener Renfrewshire	2016 - 2026	Consultation on the draft Outdoor Access Strategy is being carried out during February and March 2016 which involves external agencies, Community Planning partners, Community Councils, Renfrewshire Local Outdoors Access Forum and other access stakeholders. • AUGUST 2016 - Following consultation and consideration of the comments received the Final Access Strategy will be referred to the Planning and Property Policy Board for approval. • AUGUST 2017 - A comprehensive baseline will be developed during the first year of the strategy to help improve the monitoring and evaluation process. • 2016 – 2026 – Implement Strategic actions contained within Outdoors For You strategy A statement will be prepared examining the progress on the issues identified in the action plan on a biennial basis. This will also inform the future review of the "Outdoors For You".

A Better Future: PLACE – Priority 1 : Driving Physical and Economic Regeneration				
Key Outcome 4 – We will work with partners to ensure people have access to suitable, affordable housing across all tenures				
Strategic Action	Link to Community Plan Theme	Dates Due	Outcomes and significant milestones	
4.1 Deliver Local Housing Strategy (LHS)	Community Care, Health and Wellbeing Jobs and the Economy	2016 - 2021	Our current LHS covers the period 2011 – 2016. We have prepared a new draft LHS to cover the period 2016 – 2021 and we will complete the public consultation phase at the end of March 2016. Following this, our new LHS will be presented to the Housing and community Safety Policy Board; MAY 2016 – Finalised LHS presented to HACS Board for approval AUGUST 2016 – Update on progress of previous LHS covering 2015/16 2017 – Annual update on progress on LHS actions	
4.2 Deliver new Strategic Housing Investment Plan (SHIP)	Jobs and the Economy	2020/21	Local authorities are required to prepare a Strategic Housing Investment Plan (SHIP) ever two years and submit this to the Scottish Government. The SHIP should show how investment in affordable housing will be targeted to achieve the objectives set out in the Local Housing Strategy (LHS). MAY 2016 - The SHIP for the period 2016/17 to 2020/21 will be presented to the Housing and Community Safety Policy Board. The SHIP will include a number of new sites to be determined in consultation with partners, as well as the following which are currently progressing: Milliken Road, Kilbarchan - 18 new units of affordable housing Renfrew new supply (second site) – 77 new units of affordable housing Orchard Street/Causeyside Street - comprehensive tenement improvement Bishopton (Phase 1) - affordable housing units Paisley West End – regeneration, Johnstone Castle – regeneration	

4.3 Progress housing regeneration programmes	Jobs and the Economy	2017	The Housing and Community Safety Policy Board agreed that around 290 tenement flats in Johnstone Castle should be demolished and that detailed plans should be developed for newbuild Council housing in the area. Main actions for Johnstone Castle include • ONGOING - continue to progress the rehusing of existing tenants on a phased basis (Phase 1 & 2 complete. Phases 3 & 4 ongoing) and the acquisition of privately owned properties • 2016-2017 – Design team in place. Contracts for the construction of new build Council housing to be procured. • 2016 – Demolition contractor on site till May 2016 for site clearance of Phases 1 and 2. • 2017 - commence the first phase of newbuild Other regenerations actions include; • 2016 – We will work with Sanctuary (Scotland) Housing Association, our RSL partner to develop a Masterplan for regeneration of Paisley West End. • 2016 – We will acquire sites at Dargavel Village, Bishopton for the building of affordable housing units.
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A Better Future: PLACE – Priority 2 : Building on our Culture and Heritage

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

Strategic Action	Link to Community Plan Theme	Dates Due	Outcomes and significant milestones
5.1 We will develop a winning bid for Paisley to be UK City of Culture 2021	Jobs and the Economy	2017	A detailed work programme to deliver the key work-streams associated with the bid is now being progressed, the main milestones for our bid are, • JUNE 2016 –Developing our vision and bid themes. Setting outcomes and evaluation • ONGOING – Substantive community consultation and engagement activity based around the summer and autumn events programme. • DECEMBER 2016 – Programme developed and draft bid prepared • MARCH 2017 - Bid writing, review and production • APRIL to NOVEMBER 2017 – The UK Government Bid Process, from submission of initial bid to announcement of winner

5.2 Implement the Paisley Town Centre Heritage Asset Strategy	Jobs and the Economy	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, including • OCTOBER 2017– Complete museum store project with official opening in October 2017. • JUNE 2016 – Complete current Paisley T.H.I. programme. • DECEMBER 2016 – Complete the, up to £5m, refurbishment of the iconic Russell Institute. • MAY 2018 – Complete design and development activities for the refurbishment and extension of Paisley museum in preparation of Heritage Lottery Fund stage 2 application. • JUNE 2021 – Deliver the new Paisley T.H. project (subject to approval of funding applications). This further scheme focussing on New Street and the western end of High Street will seek to build on the success of the current project. • 2016 ONWARD - - 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.	Safer and Stronger Renfrewshire	December 2016	Paisley First and Renfrewshire Council are working together to prepare and submit a Purple Flag application during 2016. The main stages of this application are; • Entry form and registration for Purple Flag Accreditation (completed – February 2016). • Develop a representative working group and prepare assessment against the five Purple Flag Core Agenda themes (Ongoing). • Overnight visit by Purple Flag assessors to evaluate bid. • Decision by Purple Flag Accreditation panel on the basis of recommendations from assessors.

A Better Future: PLACE – Priority 4 : Creating a Sustainable Renfrewshire				
Key Outcome 6 – We will deliver improvements to the condition of Renfrewshire’s housing stock				
Strategic Action	Link to Community Plan Theme	Dates Due	Outcomes and significant milestones	
6.1 Implement revised Housing Asset Management Strategy	A Greener Renfrewshire	December 2016	A revised strategy will set out proposals to deal with abeyances and exemptions which have arisen from the Scottish Housing Quality Standard (SHQS) and programmes to maintain delivery of the standard in coming years. The strategy will also address the delivery of new Energy initiatives and the impact of proposed regeneration strategies and potential stock re-provisioning on the asset base. • DECEMBER 2016 – Revised Strategy presented to board for approval	
6.2 Implement Housing Capital Investment Plan 2015/16 to 2017/18	A Greener Renfrewshire	2018	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 hopes to secured additional investment under the Scottish Government HEEPS: ABS and the ECO carbon reduction programme to contribute to external wall insulation programmes across common blocks.	

A Better Future: PEOPLE – Priority 5 : Reducing the Level and Impact of Poverty

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

Outcomes and significant milestones			
Strategic Action	Link to Community Plan Theme	Dates Due	
7.1 Deliver on actions Development and Housing Services lead on within Tackling Poverty Action Plan	Children and Young People	March 2017	Renfrewshire's Tackling Poverty Strategy has been developed to respond to the recommendations from the Tackling Poverty Commission's strategic assessment of the nature, causes and impact of poverty in Renfrewshire. We will work with Community Planning partners to deliver the priority outcomes of the strategy and we lead as Project Executive on a the following actions within the Tackling Poverty Programme; • Living Wage Campaign • Invest in Renfrewshire Employability Programme • Promote community benefits and anti-poverty practices (City Deal) • Subsidies for Childcare • Transport Assistance • Funding/ Support to community groups • Pilot asset based regeneration approaches • Social Rent Affordability • Private Landlords
7.2 Continue to support Council's approach to dealing with Welfare Reform	Children and Young People	March 2017	We continue to build knowledge of our tenant's circumstances and improve processes and links with specialist money advice, employability services and the DWP, in the interests of supporting our tenants to help mitigate the worst impacts on low income households of the next phase of Welfare Reforms.
7.3 Establish procedures for successful resettlement of refugees.	Safer and Stronger Renfrewshire	March 2017	We will ensure robust arrangements are developed including for housing options advice, employability options, etc.

7.4 Review existing homelessness strategy and incorporate high level outcomes within the new Local Housing Strategy 2015 - 2021.	A Greener Renfrewshire	June 2016	A lower level operational working document will be developed during 2016. The Homelessness Partnership will develop and monitor the outcomes of the working document. High level strategic outcomes will be incorporated within the new LHS and progress will be reported within the LHS annual updates.
7.5 Review impact of homeless prevention activities (including George St. service) and implement recommendations.	A Greener Renfrewshire	April 2017	We are currently undertaking a review of the prevention activities and initiatives within homeless services. • AUGUST 2016 – Complete review of existing arrangements • APRIL 2017 – Complete implementation of recommendations and revised arrangements

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

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

Strategic Action	Link to Community Plan Theme	Dates Due	Outcomes and significant milestones
8.1 Deliver the Invest in Renfrewshire (Employability programme)	Jobs and the Economy	March 2017	The Council's Invest in Renfrewshire Employability Programmes supports around 2,000 people each year. Key deliverables as part of this include • 2016 –Renfrewshire Community Planning Partnership, led by Renfrewshire Council will work towards Renfrewshire being a full Youth Employment Area. This will be the biggest priority for the coming year. • APRIL – MARCH 2017 – Increase take up of Tackling Poverty funds for Childcare and Access to Work. • APRIL – MARCH 2017 – Renfrewshire Council will increase traineeships from 40 to 120 this year. • APRIL 2016 – Commencing delivery of Employability Fund and Modern Apprentice programme contracts from Skills Development Scotland. • APRIL 2016 – Launch of the new Renfrewshire Recruitment Initiative • MAY 2016 – Official launch of retail academy at InCube shop. • JUNE 2016 – 3rd Annual 'Celebrating Success' Awards ceremony • JUNE 2016 - Annual Invest in Renfrewshire partnership conference both being held • JUNE 2016 – Launch of the City of Culture Enterprise Academy. • AUGUST 2016 – Official launch of second intake of Project SEARCH • ONGOING – Second year of the City Deal Working Matters programme – tackling those with health related issues The Invest in Renfrewshire economic development programmes are subject to regular and ongoing reports to the Economy & Jobs Policy Board.

A Better Council: – Priority 10 : Continuing to be a Well Run Council				
Key Outcome 9 – We deliver Best Value and measure and report on our performance				
Strategic Action	Link to Community Plan Theme	Dates Due	Outcomes and significant milestones	
9.1 Implement Risk Management Plan	Council action with no direct linkage to Community Plan	April 2017	In keeping with 'Risk Matters', the Council's combined risk management policy and strategy, the Development and Housing Services Risk Register is refreshed on an annual basis and is approved by the Housing and Community Safety Policy (HACS) Board as part of the Risk Management Plan. The Plan identifies relevant risks and the significance of each is assessed in terms of the current nature of the risk. • MAY 2016 – Updated Risk Management Plan presented to board for approval • NOVEMBER 2016 – Present midyear progress report on the management of the service's risks to HACS board. • MAY2016 till APRIL 2017 – Close monitoring and scrutiny of the identified risks is carried out throughout the year.	
9.2 Submit Annual Return on the Charter to Scottish Housing Regulator (SHR) and report back to stakeholders	Council action with no direct linkage to Community Plan	March 2017	The Annual Return on the Charter (ARC) is the primary avenue through which our performance as a landlord is measured. It enables our tenants and other customers to evaluate our performance in areas of interest to them, and also to compare us against other social landlords. Key milestones in this process are; • MAY 2016– ARC submitted to Scottish Housing Regulator detailing our performance in 2015/16. • AUGUST 2016 – Present report on our performance on the SSHC to Housing and Community Service Policy Board. • OCTOBER 2016 - We will produce a tenants report (in collaboration with our tenants) in order for our customers to evaluate our performance as a landlord. • MAY 2016 till MARCH 2017 – We will implement those improvement actions identified through analysis of our performance and our return to the SHR.	

9.3 Produce Planning Performance Framework (PPF) for 2015/16	Council action with no direct linkage to Community Plan	July 2016	The Planning Performance Framework is produced annually and the framework gives a balanced measurement of the overall quality of the planning service and will be used to drive a culture of continuous improvement. The main milestones in this process are • MAY 2016– Present Renfrewshire Planning Performance Framework for 2015/16 to the Planning and Property Policy Board • JULY 2016 – Submit approved PPF to Scottish Government
9.4 Continue to implement and monitor the impact of policies and activities aimed at reducing staff absence levels.	Council action with no direct linkage to Community Plan	March 2017	Sickness absence levels are reduced.

7. Performance Indicator Scorecard

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

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

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

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

PI CODE	Performance Indicator Description	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Target	2016/17 Target	2017/18 Target
HPSIP01	New build: Affordable housing units	175	196	56	150	*	*
SOA10.10a	New build: Private housing units	276	343	467	745	*	*

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

A Better Future: PLACE – Priority 4 : Creating a Sustainable Renfrewshire

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

PI CODE	Performance Indicator Description	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Target	2016/17 Target	2017/18 Target
HPCHARTER08	Percentage of properties at or above the appropriate NHER (National Home Energy Rating) or SAP (Standard Assessment Procedure) ratings specified in element 35 of the SHQS, as at 31 March each year.	N/A	85.07%	97.35%	100%	100%	100%
HPCMT13a	% of Council housing stock which meets the Scottish Housing Quality Standard	32.3%	62.1%	100% **	100%	100%	100%

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

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

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

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

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

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

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

A Better Council: – Priority 10 : Continuing to be a Well Run Council							
Key Outcome 9 – We deliver Best Value and measure and report on our performance							
PI CODE	Performance Indicator Description	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Target	2016/17 Target	2017/18 Target
HPCMT07 %	Overall Repairs Completed Within Target	88.1%	93.8%	92.8%	95%	95%	95%
HPCHARTER12	Average length of time taken to complete non emergency repairs (days)	9.2	8.5	8.5	15	15	15
DHS.SPSO.03a	Percentage of complaints closed at the frontline resolution stage within 5 working days	N/A	94.9%	98%	DATA ONLY	DATA ONLY	DATA ONLY
DHS.SPSO.03a	Percentage of complaints closed at investigation stage within 20 working days	N/A	94.9%	97%	DATA ONLY	DATA ONLY	DATA ONLY
HPCHARTER13	% of reactive repairs carried out in the last year completed right first time	92%	87.8%	87.5%	91%	91%	92%
HPCHARTER34	% of rent loss due to voids	3.1%	2.57%	2.03%	2.0%	2.25%	2.25%
HPCHARTER35	Average length of time taken to re-let properties in the last year	63	56	44	42	40	35
PT.DS.PPF.CMT01	Average Time for processing Planning Applications (Householder)	7.8	6.9	7.2	DATA ONLY	DATA ONLY	DATA ONLY
PT.DS.PPF.CMT02	Average Time for processing Planning Applications (Non Householder)	11.2	8.7	8.3	DATA ONLY	DATA ONLY	DATA ONLY
PT.DS.PPF.CMT03	Average Time for processing Planning Applications (Major)	36.6	12	10.1	DATA ONLY	DATA ONLY	DATA ONLY
T.B.C.	Average number of work days lost through sickness absence per employee (FTE)	N/A*	6.55	7.53	8.44	N/A	N/A

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