



To: Economy and Jobs Policy Board

On: 20 May 2015

Report by: Director of Development and Housing Services

Heading: Service Improvement Plan 2014/15 – 2016/17 Outturn Report

1. Summary

- 1.1 Development and Housing Services' improvement plan for 2014/15 – 2016/17 was approved by the Economy and Jobs Board in March 2014. The plan sets out how we 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 Implementation of the Service Improvement Plan is monitored and reported to the Economy and Jobs Policy Board on a six monthly basis to allow the Board to review progress. We previously provided the Board with a progress report on the 2014/15 – 2016/17 Service Improvement Plan in November 2014.
- 1.3 This current report contains details of performance over the period 1 April 2014 to 31 March 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 2014/15 – 2016/17; and
 - an assessment of performance in relation to the service scorecard of core performance indicators.
- 1.4 This Service Improvement Plan is responding to the challenging financial environment and public sector reform which needs to be driven locally as well as responding to the national agenda. Despite these challenges, the Service

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

- 1.5 As the Board will be aware a new Service Improvement Plan covering the period 2015/16 to 2017/18 is also being presented to the Policy Board this cycle.
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2. Recommendations

It is recommended that the Economy and Jobs Policy Board:

- 2.1 Notes the progress that has been made with the implementation of the Development and Housing Services 2014/15 – 2016/17 Service Improvement Plan actions and performance indicators for the activities relating to this Board's remit.
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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 Section 4 provides details of our achievements between April 2014 and March 2015 of the Service Improvement Plan. Further detail is provided in Appendix 1 which provides a summary of progress achieved over the same period in tackling the key areas set out in the Service Improvement Plan Action Plan. It highlights areas where significant advances have been made and gives targets for completing actions that have been reviewed or delayed. The report provides the basis for assessing the effectiveness of our service delivery.

- 3.5 Appendix 2 contains the core performance indicators. These are the performance indicators which we use to measure how well we are performing in relation to our service priorities. The appendix shows the performance in relation to each core indicator for the financial year 2014/15.
- 3.6 This report is a key part of the Public Performance Reporting framework, and it ensures that progress on core performance indicators is reported to the relevant Policy Board for them to note and to approve targets for future years.
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4. **Summary of main achievements**

- 4.1 The principal role and purpose of Development and Housing Services is to provide the economic development, regeneration, housing, planning, and property (up until March 2015) and asset management functions of the Council. This includes helping to deliver sustainable economic and physical regeneration of Renfrewshire, managing the Council's stock of approximately 12,500 houses and managing just fewer than 400 commercial, industrial and other properties.
- 4.2 The Key Achievements of Development and Housing Services from April 2014 to March 2015 are highlighted below in sections 4.5 to section 4.10.
- 4.3 Development and Housing Services have a total of 12 key outcomes and we have grouped our key outcomes against one of six 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
- Improved support to vulnerable adults
- Reduction in the causes and impact of poverty

A Better Council

- People and Organisational Development
- Managing Assets

A High Performing Council

- Governance and Assurance

Increased, sustainable investment in our economy

Key Outcome 1 – By 2015 all Council tenants have a home which meets the Scottish Housing Quality Standard (SHQS).

Key Outcome 2 – We work with partners to ensure people have access to suitable, affordable housing across all tenures.

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

Key Outcome 4 – We will work with partners to contribute to the economic and social regeneration of Renfrewshire.

Key Outcome 5 – We will support and encourage the sustainable development of Renfrewshire's natural and built environment.

Improved support to vulnerable adults

Key Outcome 6 – We will work to improve the health and wellbeing of our residents

Reduction in the causes and impact of poverty

Key Outcome 7 – We give homeless people the support they need and we help prevent people from becoming homeless

Key Outcome 8 – We will work to address the impact of welfare reform on rent arrears and tenancy sustainment

People and Organisational Development

Key Outcome 9 – Our workforce is structured and equipped to meet future challenges

Managing Assets

Key Outcome 10 – Our communities have modern, fit for purpose facilities

Key Outcome 11 – The Council's Assets are managed effectively and efficiently

Governance and Assurance

Key Outcome 12 – We deliver Best Value and involve stakeholders in shaping service delivery

- 4.4 Full detail on the service's progress in terms of implementing the tasks outlined in the current Service Improvement Plan over this period, is included as Appendix 1 to this report.

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

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

- In August 2014 the Council became a partner in the Glasgow and Clyde Valley City Deal project. City Deal will bring together eight councils, including Renfrewshire, in the Glasgow and Clyde Valley City Region, to share £1.13billion of public sector investment over the next decade. This presents a step change opportunity for the local economy. Renfrewshire will be at the centre of three of the most important projects.
 - o Clyde Waterfront/ Renfrew Riverside – to support the regeneration programme along with a new bridge crossing between Renfrew and Yoker.
 - o The proposed Glasgow Airport Investment Zone will build on commitments to capitalise on the airport's economic and employment strengths including new investment in roads and access to the M8.
 - o Glasgow Airport access link will create links between Glasgow Airport via Gilmour Street station and the wider rail network.

The project planning and delivery team for the Renfrewshire projects within the City Deal has been established, Strategic Business Cases are being prepared and a project implementation plan for those projects is being prepared.

- The Renfrewshire Local Development Plan was adopted in August 2014. This includes a framework for development which will enable;
 - o The potential for £200 million of private sector investment in the expansion of Braehead
 - o A strong framework that sets out Green Network priorities for the next 10 years
 - o Significant investment opportunities to our economic areas such as Glasgow Airport International Investment Quarter and Hillington.
 - o Innovative delivery mechanisms to build new homes on vacant and derelict land and regeneration areas
 - o Private sector housing investment bringing over 800 new homes to Renfrewshire in the next 5 years
 - o Certainty for communities and investors with an up to date Development Plan
- We have completed Supplementary Planning Guidance in relation to the LDP with the final guidance being presented to the Planning and Property Policy Board in May 2015.
- The Renfrewshire Local Development Plan Action programme was presented to the Planning and Property Policy Board in November 2014. This contains 51 actions which will help deliver the objectives of the LDP. We have completed 25 of these actions including all of those due to be completed by March 2015.
- We are promoting and assisting in the delivery of major development opportunities across Renfrewshire's Town Centres. Missives are in the process of being concluded for the conversion of the basement of the former Littlewoods store for use as a museum store in Paisley Town Centre. We continue to liaise with potential developers and Landlords considering development opportunities around the Town Centres.
- We have supported the new 'Paisley First' Business Improvement District (BID) which was agreed in November 2014. The new Paisley town centre BID will cover 676 businesses, making it the third-biggest of the 25 already running in Scotland.
- We are raising awareness of external funding opportunities. A new funding opportunities email is now provided quarterly to Council Services and a new Social Economy post was created and filled in autumn 2014. The new Social Economy grant fund was launched in late 2014 and a number of grants have now been issued. The team provide support to the Council Community Planning Partners and the third sector across Renfrewshire in external funding and contribute to a range of funding events.

- We are implementing our Core Path Plan and Access Strategy, with all actions on target as per our programme for the year.
- We continue to deliver Green Network Investment, with all actions on target as per our programme for the year.

Key Outcome 1 – By 2015 all Council tenants have a home which meets the Scottish Housing Quality Standard (SHQS).

- During 2014/15 we delivered the £34.3 million worth of improvements to Council housing stock through our capital improvement programme (including the final year of the Scottish Housing Quality Standard delivery plan).
- As of the 31st March 2015, we had completed
 - o A total of 9411 kitchen, bathroom and rewiring combinations.
 - o A total of 6524 new heating combinations.
 - o The over cladding to 9 of our multi-story blocks is now complete.
 - o The first 7 phases of our external works to deck access, 4 in-a-block properties. The other two phases of this programme will be completed by July 2015.

Final SHQS completion figures will be available in June 2015, and after applying allowable exclusions and abeyances, the Council is scheduled to be 100% compliant with the target to meet SHQS by 2015.

Key Outcome 2 – We work with partners to ensure people have access to suitable, affordable housing across all tenures.

- We continue to implement the actions within the Renfrewshire Local Housing Strategy with work ongoing with partners. The 2013/14 LHS Annual update was reported to Housing and Community Safety Policy board in November 2014 and work has started on the preparation of a new LHS covering the period 2016 to 2021.
- We are working with RSL partners to deliver affordable housing projects in the updated Strategic Local Programme – this includes;
 - o 40 units were completed at Renfrew (Sanctuary Housing Association), a second phase is planned which will provide a further 15 new affordable homes on adjacent land.
 - o Work is progressing well at Shortroods (phase 3) where Sanctuary is developing 86 new affordable homes and at the Arnotts site in Paisley Town Centre where Link H.A. is developing 31 new affordable homes. Work on both sites is due to be completed in summer 2015.

- o Work has started onsite at Thrushcraigs, Paisley. This is a development of 70 new affordable homes by Link Group which will include 56 homes for social rent and 14 homes for shared equity low cost ownership.
- Following consultation with tenants and residents on regeneration proposals for Johnstone Castle, the Housing and Community Safety Policy Board agreed in August 2014 that 288 properties (including around 250 Council-owned tenement flats which are difficult to let and for which there is no long term sustainable demand), should be demolished and plans for new build housing within Johnstone Castle should be developed.
- The demolition programme of our surplus housing stock is in progress and on programme. The demolition of Arkleston Court, Gallowhill is now complete.
- The construction of the new shops at Hallhill Road has started, with the old shops and the flats above them scheduled to be demolished in September 2015 and the first block of flats at Johnstone Castle has been demolished.
- We have commissioned external consultants to work with the Council and Housing Association partners to prepare a draft Renfrewshire wide allocations policy. This is as an early stage of the Common Housing Register action.

Key Outcome 4 – We will work with partners to contribute to the economic and social regeneration of Renfrewshire.

- The Paisley Heritage Asset Strategy has been approved and will provide a framework to progress and promote the economic development of Renfrewshire, through the use, regeneration and marketing of Paisley's world class cultural and heritage assets.
- Our Tourism Framework and Action Plan was approved by board in November 2014 and we have appointed a Tourism Officer. The framework and action plan will be delivered through to 2017 to maximise Renfrewshire's tourism potential through engagement with Visit Scotland and local private sector partners.
- We have delivered a number of initiatives to improve Paisley Town Centre such as enhanced maintenance regime, new visitor signage, more events, assisting businesses through property improvement grant scheme and marketing and promotion of the Town.
- We have developed the partnerships and delivery mechanisms with the Council's community planning partners, national agencies and external funders for the implementation of the Paisley Town Centre Heritage Strategy. Proactive delivery involving partner agencies is being taken forward on a

project by project basis. The Strategy was recently acknowledged in the national Planning Awards for best use of arts or culture in Placemaking.

- We delivered the Renfrewshire Employability Partnership Programme in partnership with East Renfrewshire Council. The programme was due to complete at the end of June 2014 but was extended to the end of March 2015. The Programme has exceeded its projected outcomes and, to date, 1,934 people have secured employment and a total of 5,757 people have been supported.
- We are continuing to build on the success of the Invest in Renfrewshire programme to help tackle the economic and social challenges impacting on individuals and businesses in Renfrewshire. 759 companies have signed up to the initiative to date with 260 companies having been offered grants to pursue development, training, exhibition and ICT projects, amounting to combined funding of over £1.25million.
- Furthermore, through the Invest in Renfrewshire programme, 162 internships have been approved; 110 with the council and 52 with companies and, so far, 594 young people have started new jobs supported through the Wage Subsidy Scheme.
- We have developed a new service level agreement (SLA) with the Renfrewshire Chamber of Commerce to further promote the Invest in Renfrewshire programmes of support to businesses. This new SLA will run between January 2015 and December 2017.
- We are assisting start up businesses and entrepreneurial activity through the creation of the Retail Incubator Hub focused on Paisley Town Centre. The Retail Incubator will open in Summer 2015 and the competition for places has been launched.
- The LEADER programme 2007 – 13 is complete. The proposals for the next LEADER programme 2014-20 are now submitted and plans for the new programme to commence in June 2015 are underway.
- We are taking a lead role in the economic development of the third sector organisations across Renfrewshire and are working to improve the capacity of local organisations to contribute to local economic development.
- We have delivered an increased programme of town centre activities. As well as annual events such as The Spree, Sma' Shot Day and the Christmas Lights Switch On, we have organised a number of 'one off' and new events this year such as The Queens Baton Relay as part of the Commonwealth Games, the start of the world famous Monte Carlo rally, Street Velodrome and Halloween Festival.

Key Outcome 5 – We will support and encourage the sustainable development of Renfrewshire's natural and built environment.

- We are delivering the Townscape Heritage Initiative in the Causeyside Street area of Paisley. This initiative is helping to stimulate regeneration and to maximise the value of the built heritage assets in this area. Moving forward, we have considered the final grant schemes which will be carried out during 2015/16.
- We are implementing the Biodiversity Action Plan and are on target as per the programme for the year. A report on the Council's biodiversity duty and actions was presented to the November 2014 Planning and Property Policy Board.
- Royal Ordinance Factory Bishopton - Further major infrastructure in the form of the road linking the Northern and Southern access roads is due to start on site in Spring 2015 with completion expected early 2016. Detailed permissions now in place for 850 units with many already complete and occupied. Phase 3 remediation expected to commence early 2016 and take two years. Discussions are ongoing to enable delivery of the first tranche of social rented homes (100 units) within the proposed village core as part of the developer obligation.
- Braehead - proposals for a major expansion which comprises mixed uses including retailing, office, hotel, events arena, food and drink, and transport interchange facilities have now been granted planning permission. The permission, and the Local Development Plan, however, are subject to legal challenges and the outcome of these will be matters for the Court of Session
- We have introduced a Simplified Planning Zone (SPZ) scheme for Hillington Park, which was adopted on October 1st 2014. The SPZ has recently been shortlisted in the 'Excellence in Decision Making in Planning' category in the 2015 RTPI Awards for Planning Excellence. The winner of each category and the overall winner of the Silver Jubilee Cup will be announced at the Awards ceremony in London in July 2015.

4.6 **A Better Future - Improved support to vulnerable adults**

Key Outcome 6 – We will work to improve the health and wellbeing of our residents

- The new Fuel Poverty Strategy was approved by the Housing and Community Safety Policy board in May 2014. Three new advocacy energy advisors are now in place and working through the actions in the revised Fuel Poverty Strategy. Efforts are focused on reducing Fuel Poverty by maximising available grants and supporting and developing our approach to improving energy efficiency and carbon reduction. In March 2015, the Council committed

£170k to establish a Fuel Poverty Task Team offering crucial one-to-one support for local people.

- The Health and Wellbeing co-ordinator post which was funded via the Change Fund, has now been adopted as a permanent post within Community Services team to work with our older tenants in sheltered and amenity standard homes.
- We are maximising housing's contribution along with partners to help enable older people to live independently. In the last six months;
 - Works at Glencairn Court (including construction of social space and reconfiguration of entrance) is now complete.
 - Reviews of Sheltered Housing and very Sheltered Housing have been completed and the findings were presented to Housing and Community Safety Policy board in November 2014.
 - The Council has plans in place to build 24 grouped amenity flats at Seedhill Road however the site start has been delayed due to infrastructure issues.
- We are implementing the homeless and preventing homelessness related actions from CHP's Health and Homeless Standards Action Plan, with progress being monitored by the Renfrewshire Homeless Partnership.

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

Key Outcome 7 – We give homeless people the support they need and we help prevent people from becoming homeless

- We are implementing the action plan resulting from the review of temporary accommodation provision, and since October 2014 Discretionary Housing Payment has been applied for those under occupying temporary accommodation.
- We are fully compliant with the duty to assess and provide housing support for all homeless applicants, and we are currently awaiting the publication of the review of the new duty by the Scottish Government.
- We have begun to track a random sample of young homeless applicants who have been rehoused in order to help assess the impact of homeless prevention measures on tenancy sustainment levels.
- We are monitoring the impact of 'Housing First – Renfrewshire' in partnership with Turning Point Scotland, through regular steering group meetings which are taking place and early results are positive and new funding has been secured from the Big Lottery Fund. Homeless Action Scotland is carrying out an independent evaluation of the first year of this initiative.

- Despite the challenges of Welfare Reform, rent arrears have been reduced by £107,000.

Key Outcome 8 – We will work to address the impact of welfare reform on rent arrears and tenancy sustainment

- We contributed to the work of the Tackling Poverty Commission, and continued to support the workstreams of the corporate Welfare Reform Programme to further explore options available to the Council as a landlord, our tenant base and internal/ external partners. Whilst taking opportunities that arise to access external funding in partnership for the benefit of Renfrewshire tenants and residents.
- It is anticipated that Universal Credit will roll out in Renfrewshire from June 2015. Initially the customer group involved in this will be:
 - o single persons aged between 18 - 60 years and 6 months; and
 - o have made a new application for, and are entitled to Job Seeker's Allowance (Income Based).

4.8 A Better Council - People and Organisational Development

Key Outcome 9 – Our workforce is structured and equipped to meet future challenges

- We have well established Business Continuity arrangements within the department, with quarterly Senior Management Team (SMT) meetings taking place. The departmental business continuity plan has been changed, updated and it is reviewed on a regular basis before Senior Management Team meetings.
- We are helping to implement the Corporate Workforce and Organisational Strategy Action Plan 2013–15. Development and Housing Services continues to support the delivery of the objectives and actions contained in the Council Plan. The Economic Development Division supports the delivery of the Invest in Renfrewshire Programme and other service divisions have provided opportunities under the trainee, apprentice and intern schemes available. Employees are supported by Individual Development Plans and by flexible working practices.
- The review of the role of Sheltered Housing Officers has been completed. It was approved by board in November 2014 and is now implemented.
- Work is ongoing to implement the action plan resulting from the George Street Service Review, and a number of new measures have been put in place to ensure the service continues to meet service users need.
- Two Supporting Attendance workshops have been held by HR for Development and Housing Services managers to ensure they remain up to

date on the council's policies and the support available for employees. An electronic Absence Management System was implemented in March 2015 to assist managers in supporting attendance.

4.9 A Better Council - Managing Assets

Key Outcome 10 – Our communities have modern, fit for purpose facilities

- We delivered the Council's major investment programme as per the detailed programme for 2014/15. Between April 2014 and March 2015 this has included;
 - o Completed the new Johnstone Town Hall. This has recently scooped the **Development of the Year (Public Buildings)** award in the Scottish Property Awards 2015.
 - o Tweedie Hall in Linwood was completed.
 - o Customer Contact Centre redesign in Renfrewshire House –completed
 - o Completed the new St. James Primary School in Renfrew, pre five and community resource. Phase 2 (Car park and synthetic pitch) was completed in April 2015.
 - o Knockhill Park ongoing (funded by Big Lottery Fund) – completed
 - o Managing the delivery of the CCTV control room – work has now started on site.
 - o Re-roofing programme in three primary schools. Ralston complete. Howwood complete, and Heriot is ongoing and will be completed on programme.
 - o Design work is ongoing on the £4million 2014 SEMP project – Mossview/ St James joint campus (Paisley) and the new build St. Fergus primary school in Paisley.
 - o Construction on the proposed new school in Linwood is progressing with a completion date of April 2016.
 - o Russell Institute – Design work is complete and work has now commenced on the refurbishment.
 - o Design work has started on the Council Wide Pitch Strategy and consultation on this is ongoing.

The investment is designed to drive forward the regeneration of our town centres, encourage healthy lifestyles, and increase participation in sport and leisure activities.

Key Outcome 11 – The Council's Assets are managed effectively and efficiently

- We have reduced the percentage of CO2 emissions by the Council by 28% from the 2007/08 baseline. This is better than the ambitious target of 25% (Carbon Management Plan April 2010). Our new Carbon Management Plan was approved by board in November 2014. This contains a detailed action plan which outlines what we plan to do over the next 6 years and £2m capital investment has been approved to help deliver this.
- We have implemented the Corporate Asset Management Information System (CAMIS). The repairs module is now installed and the repairs' helpdesk model implemented and moved to "business as usual". The Estates module is currently being implemented and the Planned Preventative Maintenance (PPM) module will now be implemented through the new Facilities Management structure.
- The draft Corporate Asset Strategy has been prepared and is with service departments for updating and comment. Once this has been completed the Strategy will be presented to the Planning and Property Policy board during 2015.
- The current figure for public areas in Council buildings which are suitable for and accessible to disabled people is 83.5%.
- The Housing Asset Management Strategy review has commenced. Its target date has been revised to reflect the review of investment priorities and emerging energy initiatives. The aim is to have the completed document presented to the Housing and Community Safety Policy Board in November 2015.

4.10 A High Performing Council - Governance and Assurance

Key Outcome 12 – We deliver Best Value and involve stakeholders in shaping service delivery

- We delivered our first ARC (Annual Return on the Charter) to the Scottish Housing Regulator in May 2014. We have established new performance reporting arrangements with a twice yearly update on our performance against the Charter Indicators to the Housing and Community Safety Policy board. In October 2014 we completed our first tenant's report, which was produced with input from a group of tenants, and this report was sent to all tenants as a special edition of the Peoples News.
- We worked with tenants who completed the first tenant panel scrutiny exercise which concentrated on the voids letting standard.
- In Building Services, additional training initiatives are now underway including trainee supervisory work placements. Trade skills workshops have been

completed for staff undertaking charity work in Africa. The proposal for 2015 charity Malawi trip to build a school is now agreed and planning underway.

- Following an extensive external audit in February 2015, Property Services retained its ISO 9001:2008 quality management system accreditation. This was achieved with zero non conformances.
 - Revenue savings targets agreed for Financial Year 2014/15 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
 - Completed the programme for phase 2 of the PSIF programme across all service areas.
 - Development and Housing Services retained their full CSE accreditation as part of the corporate wide assessment which was carried out during April 2015.
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5. Progress against service scorecard

- 5.1. A service scorecard of performance indicators (PI's) is given in Appendix 2. Some of the key indicators are above or below the targets set.

Below target

- Affordable housing completions for the year were 56. However there is a large number (117) across sites in Renfrewshire which will be completed by summer 2015. The annual target of 150 is an average target per year over the lifetime of the current LHS (2011-16).
- Overall repairs completed within target is slightly below our annual target of 95% and at the year end was 92.8%.

Above target

- The absence figures for 2014/15 are below our annual target of 4.9%. The cumulative figure for sickness absence for the year is 3.6%.
- The average time taken to relet was 44 days during 2014/15. This is a major improvement on the figure at the end of 2013/14 which was 56 days, and, improvement work is ongoing.
- We have reduced the percentage of CO² emissions by the Council by 28% from the 2007/08 baseline. This is better than the ambitious target of 25% which we had set ourselves in our Carbon Management Plan which was approved in April 2010.

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;
 - a. Deal with the management of Development and Housing Services housing assets; and
 - b. Reflect the leading role played by Development and Housing Services in delivering the Council's Property Asset Management Strategy.
 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) Background Paper 1
Report by the Director of Development and Housing Services to the Economy and Jobs Policy Board entitled, 'Service Improvement Plan 2014/15 to 2016/17', agenda item 5 on 19th March 2014
- (b) Background Paper 2
Report by the Director of Development and Housing Services to the Economy and Jobs Policy Board entitled, 'Service Improvement Plan Monitoring Report', agenda item 12 on 19th November 2014

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 Manager, 0141 618 6263, douglas.morrison@renfrewshire.gov.uk

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Appendix 1: Service Improvement Plan – Action Plan 2014-17

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
	DHSIP14 Development & Housing Services Service Improvement Plan 2014-2017	84%	31-Mar-2017	
	DHSIP14.01 Theme 1: A Better Future- Increased, sustainable investment in our economy	83%	31-Mar-2015	
	DHSIP14.01.01 Key Outcome 1 - By 2015, all Council tenants have a home which meets the Scottish Housing Quality Standard (SHQS)	97%	31-Mar-2015	
	DHSIP14.01.01.01 Carry out internal improvements (kitchens, bathrooms, rewires)	100%	30-Apr-2015	Stock fully compliant at 31 March 2015 allowing for approved exemptions and abeyances
	DHSIP14.01.01.02 Fit more efficient central heating systems	100%	31-Mar-2015	Stock fully compliant at 31 March 2015 allowing for improved exemptions and abeyances
	DHSIP14.01.01.03 Carry out External Envelope programme. Workstream 2 – (9 multi-story flats)	95%	31-Mar-2015	Phase 1 (Williamsburgh Court) - complete May 2014. Phase 2 (Camphill and Spiersfield Courts) - complete March 2015. Phase 3 (Calside, Hamilton, Rowan and Union Courts (including Biomass Heating upgrade) - Over cladding substantially complete along with biomass boiler plant and individual heating installations. Final commissioning due by end of July 2015. Overcladding also complete at Gallowhill and Glencairn Courts
	DHSIP14.01.01.04 Carry out External Envelope programme. Workstream 3 – (deck access, 4-in-a-block) NB –Completion subject to owner participation	95%	31-Mar-2015	Phase 1 - Completed July 2013. Phase 2 - Completed August 2013. Phase 3 - Completed August 2013 Phase 4 - Completed January 2014. Phase 5 - Completed May 2014 Phase 6 - Completed March 2015 Phase 7 - Completed November 2015. Phase 8 - On site - 95% complete - Due for completion April 2015. Phase 9 - On site - 70% complete -Due for completion June 2015. Phase 10 - On site - 40% complete -Due for completion July 2015.

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
	DHSIP14.01.02 Key Outcome 2 -We work with partners to ensure people have access to suitable, affordable housing across all tenures	52%	31-Mar-2018	
	DHSIP14.01.02.05 Implement the Local Housing Strategy with key partners.	65%	31-Mar-2016	We continue to implement the actions within the Renfrewshire Local Housing Strategy with work ongoing with partners. The 2013/14 LHS Annual update was reported to Housing and Community Safety Policy board in November 2014.
	DHSIP14.01.02.06 Work with development partners to deliver affordable housing projects in line with priorities set out in LHS & SHIP.	10%	31-Mar-2018	- o 40 units were completed at Renfrew (Sanctuary Housing Association), a second phase is planned which will provide a further 15 new affordable homes on adjacent land. - o Work is progressing well at the site in Paisley Town Centre (Link Housing Association), Shortroods (Sanctuary Housing Association) and Linstone have completed the refurbishment of 16 flats at Brown St. - o Work has started onsite at Thrushcraigs, Paisley. This is a development of 70 new affordable homes by Link Group which will include 56 homes for social rent and 14 homes for shared equity low cost ownership.
	DHSIP14.01.02.07 Agree Common Housing Register (CHR) model for Renfrewshire with RSL partners	5%	31-Dec-2015	We have commissioned external consultants, to assist with the preparation of a draft Renfrewshire wide allocations policy (for the Council and its housing association partners). This is as an early stage of the Common Housing Register action.
	DHSIP14.01.02.08 Demolition of surplus housing stock	90%	31-Mar-2016	Craigdonald Place demolition completed. Arkleston Court Demolition - Complete - November 2014, subject to final landscaping in spring 2015. Hallhill Road Demolition - Replacement New Build shops on site allowing for planned demolition of existing shops and maisonettes in autumn 2015 (note - further planned demolitions at Johnstone Castle will be the subject of a new action once timescales are clearer).
	DHSIP14.01.02.09 Review Council Housing	60%	31-Aug-2014	Draft revised policy was prepared but this has been put on hold. Health

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
	Adaptation Policy.			and Social Care integration now includes adaptations and a revised policy will be considered within that context at a later date.
	DHSIP14.01.03 Key Outcome 3 –We will work support investment in the sustainable growth of Renfrewshire's communities	80%	31-Mar-2019	
	DHSIP14.01.03.10 Implement the Objectives of the Local Development Plan	100%	31-Mar-2015	Renfrewshire LDP Action programme was presented to the Planning and Property Policy Board in November 2014. This contains 51 actions which will help deliver the objectives of the LDP. We have completed 25 of these actions including all those due to be completed by March 2015.
	DHSIP14.01.03.11 Develop a programme of Supplementary Planning Guidance	100%	31-Mar-2015	We have completed Supplementary Planning Guidance in relation to the LDP and final Guidance will be presented to the May 2015 board.
	DHSIP14.01.03.12 Implement Core Path Plan and Access Strategy	100%	31-Mar-2015	On target as per programme for year
	DHSIP14.01.03.13. Deliver Green Network Investment	100%	31-Mar-2015	On target as per programme for year
	DHSIP14.01.03.14 Support Development at key business and employment locations identified in the Strategic Development Plan	100%	31-Mar-2015	Service has successfully secured investment capital through City Deal for the Glasgow Airport Investment Areas and in addition has consented to a SPZ scheme for Hillington. The LDP when adopted will seek to deliver investment in all of these locations.
	DHSIP14.01.03.15 Promote and assist in the delivery of major development opportunities across Renfrewshire's Town Centres	95%	31-Mar-2015	Missives in the process of being concluded for the conversion of the basement of the former Littlewoods store for use as a museum store. We continue to liaise with potential developers and Landlords considering development opportunities around the Town Centres.
	DHSIP14.01.03.16 Raise awareness of external funding opportunities through organising / delivering training and events.	100%	31-Mar-2015	A new Social Economy post started in Autumn 2014. The new Social Economy grant fund was launched in late 2014 and a number of grants have now been issued. The team provide support to the Council CPP partners and the third sector across Renfrewshire in external funding and contribute to a range of funding events.
	DHSIP14.01.03.18. Promote and assist in the delivery of housing action sites identified within the Renfrewshire Local Development Plan.	20%	31-Mar-2019	Implementation of the LDP will seek to bring forward brown field housing development opportunities. This is part of a medium/ long term strategy looking at surplus Council land and restrictive policies on Greenfield development.
	DHSIP14.01.04 Key Outcome 4 - We will work with partners to contribute to the economic and social regeneration of Renfrewshire	99%	31-Mar-2015	

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
	DHSIP14.01.04.17 Deliver the Renfrewshire Employability Partnership Programme as the Council's response to the shared services agenda.	100%	30-Jun-2014	The Programme has exceeded its projected outcomes and, to date, 1,934 people have secured employment and 5,757 people have been supported.
	DHSIP14.01.04.19 Through implementation of the Invest in Renfrewshire programme - develop an enhanced role in tackling the economic and social challenges impacting on individuals and businesses	100%	31-Mar-2015	100 % of actions to March 2015. 771 companies have signed up to the initiative to date. 271 companies have been offered grants to pursue development, training, exhibition and ICT projects, amounting to combined funding of over £1,251,233. 162 internships have been approved; 110 with the council and 52 with companies. So far, 649 young people have started new jobs supported through the wage subsidy/ Employer Recruitment Incentive programmes.
	DHSIP14.01.04.20 Deliver Business Gateway services in Renfrewshire in partnership with Inverclyde and East Renfrewshire Councils	90%	30-Sep-2015	In the last 30 months, since the start of the new Business Gateway contract, 776 new companies have been established with Business Gateway support, 346 businesses have demonstrated growth aspirations and been given a dedicated business advisor and 243 start up workshops and 124 business growth workshops have been delivered.
	DHSIP14.01.04.21 . Maximise Renfrewshire's Tourism potential through engagement with Visit Scotland and local private sector partners	100%	31-Mar-2015	We have completed the actions to March 2015 with the Tourism Framework and action plan being approved by board and a Tourism officer appointed, for delivery through to 2017.
	DHSIP14.01.04.22 . Deliver the Leader programme within the context of the Scottish Rural Development Fund	100%	31-Mar-2015	The LEADER programme 2007 – 13 is complete with only some EU funding claims now remaining to be submitted. The proposals for the next LEADER programme 2014-20 are now submitted and plans for the new programme to commence in June 2015 are underway. Additional staff require to be recruited for the augmented programme covering East Ren, Inverclyde and Renfrewshire.
	DHSIP14.01.04.23 . Deliver the support to the local business community via the West of Scotland Loan and Business Venture Funds	100%	31-Mar-2015	100% Complete but continuing. The Business Venture Funds are now subsumed within the Invest in Renfrewshire Grant programme for business and will not be reported separately in future.
	DHSIP14.01.04.24 Work with the Chamber of Commerce to develop an integrated approach to matching employer's needs	100%	31-Mar-2015	Since January 2015 we have a SLA in place with the Chamber of Commerce to support a range of business needs in the area. The SLA covers the period from January 2015 till December 2017.

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
	DHSIP14.01.04.25 Secure improvements in the performance and viability of Paisley Town Centre through delivery of Town Centre Action Plan and related funding	100%	31-Mar-2015	We have delivered a number of initiatives to improve Paisley Town Centre such as enhanced maintenance regime, new visitor signage, more events, assisting businesses through property improvement grant scheme and marketing and promotion of the Town.
	DHSIP14.01.04.26 Manage and delivery a range of civic and corporate functions to enhance the profile of the Council and as a means of promoting successes across community planning partner	100%	31-Mar-2015	We have delivered a number of initiatives to support the Provost in her role as Civic Leader and support Departments in the delivery of corporate events and discussions are ongoing with Corporate Services to assist with further support for the Provost.
	DHSIP14.01.04.27 . Take a lead role in the economic development of the third sector organisations across Renfrewshire and work to improve the capacity of local organisations to contribute to local economic development.	100%	31-Mar-2015	100 % of March 2015 actions. The new Social Economy officer post has now been filled and the Social economy grant programme has now been launched and the first applications have been approved.
	DHSIP14.01.04.28 Develop an enhanced role in promoting entrepreneurship, encouraging greater business start-up and developing a more enterprising Renfrewshire community.	100%	31-Mar-2015	Work on the new incubator hub has been completed and the staff have been recruited. The hub opened on 1 st April 2015 and the competition for places has been launched.
	DHSIP14.01.04.29 Develop the partnerships and delivery mechanisms for the implementation of the Paisley Town Centre Heritage Strategy.	100%	31-Mar-2015	Key partnerships have been facilitated with Council's community planning partners, national agencies and external funders. Proactive delivery involving partner agencies being taken forward on a project by project basis.
	DHSIP14.01.05 Key Outcome 5 - We will support and encourage the sustainable development of Renfrewshire's natural and built environment	80%	31-Mar-2021	
	DHSIP14.01.05.30 Deliver Townscape Heritage Initiative as a means of maximising the value of the built heritage asset in the Causeyside Street area to stimulate regeneration.	90%	31-Mar-2015*	Projects now about to enter its final year for the delivery of projects final grant schemes to be considered by the end of March 2015 for delivery in 2015/16. * Change end date of project is June 2016
	DHSIP14.01.05.31 Deliver increased programme of town centre activities as outlined in an approved strategy	100%	31-Mar-2015	We have delivered and improved existing events programme during 2014-15. A number of new events this year have taken place such as Queens Baton Relay, Street Velodrome and Halloween.
	DHSIP14.01.05.32 . Undertake Strategic Environmental Assessment in accordance	100%	31-Mar-2015	SEA for LDP completed. POST Adoption SEA statement was prepared in December 2014.

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
	with statutory requirements.			
	DHSIP14.01.05.33 . Implementation of the Biodiversity Action Plan	100%	31-Mar-2015	On target as per programme for year. A report on the Council's biodiversity duty and actions was presented to the November P&P Policy board.
	DHSIP14.01.05.34 Establish the role and remit of the Development Standards User Group.	50%	31-Dec-2014	We are in the process of collating and analysing the results of the customer survey. Thereafter we will put together a programme of actions to address the customer survey results (for example 1-2-1 with agents and an annual event for developers, investors and other stakeholders.).
	DHSIP14.01.05.35 Introduce a Simplified Planning Zone (SPZ) scheme for Hillington Park.	100%	31-Jun-2014	This is now complete with the adoption of the SPZ on 1 st October.
	DHSIP14.01.05.36 . Develop and deliver employability and training programmes to support sustainable improvements to Renfrewshire's natural and built environment.	100%	31-Mar-2015	Traditional Skills training programme, run in partnership with Renfrewshire Employability Partnership, and delivered by West College Scotland, completed March 2015.
	DHSIP14.01.05.37 Deliver the key projects identified in the Paisley Town Centre Heritage Strategy.	5%	2020/21	The 10 year strategy has been launched and initial feasibility works on first phase of capital projects has commenced.
	DHSIP14.01.06 Key Outcome 6 - We will work to improve the health and wellbeing of our residents (Improved support to vulnerable adults)	80%	31-Mar-2016	
	DHSIP14.01.06.38 Implement the actions from the revised Fuel Poverty Strategy action plan	100%	31-Mar-2015	100 % of the actions scheduled to be complete by March 2015. The new Fuel Poverty Strategy was approved by the Housing and Community Safety Policy board in May 2014. Three new advocacy energy advisors are now in place and working through the actions in the revised Fuel Poverty Strategy. In March 2015, Council committed £170k to establish a fuel poverty task team offering crucial one-to-one support for local people.
	DHSIP14.01.06.39 Implement the homeless and preventing homelessness related actions from CHP's Health and Homeless standards action plan.	80%	31-Mar-2015	Progress on this action is being monitored by the Renfrewshire Homeless Partnership.
	DHSIP14.01.06.40 Evaluate operation and outcomes of Change Fund posts (Health & Wellbeing Co-ordinator, Housing Options Advice for Older People, and Care and Repair	80%	30-Jun -2015	The Older Persons Housing Options Advice position and the handyman service (based within Care and Repair) have been extended till March 2016.

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
	posts, Housing OT)			The Health and Wellbeing Co-ordinator post has now been adopted as a permanent post within Community Services.
	DHSIP14.01.06.41 Maximise housing's contribution along with partners to help enable older people to live independently.	60%	31-Mar-2015	Works at Glencairn Court (including construction of social space and reconfiguration of entrance) has now been completed. Reviews of Sheltered Housing and very Sheltered Housing have been completed and the findings were presented to HACs Policy board in November 2014. Construction start of new build Council properties at Seedhill Road has been delayed due to infrastructure issues.
	DHSIP14.01.07 Key Outcome 7 – We give homeless people the support they need and we help prevent people from becoming homeless (Reduction in the causes and impact of poverty)	90%	31-Mar-2016	
	DHSIP14.01.07.42 . Implement the action plan resulting from the review of temporary accommodation provision	90%	31-Dec-2014	Stock reconfiguration has progressed and since October 2014 Discretionary Housing Payment has been applied to those under occupying temporary accommodation.
	DHSIP14.01.07.43 . Review the impact of the introduction of the duty to assess and provide housing support for all homeless applicants	100%	30-Sep-2014	There has been full compliance with the new duty and awaiting the publication of the review of the new duty by the Scottish Government.
	DHSIP14.01.07.44 Evaluate/ Review findings from tenancy sustainment analysis and the impact of new measures to improve sustainment levels.	70%	31-Mar-2015	A random sample of young homeless applicants who have been rehoused is being tracked in order to inform us on the impact of the various homeless prevention measures. Improvements have been made in the sharing of information in Housing Services and other agencies in order to assist with the early identification of tenancies that are showing signs of failing.
	DHSIP14.01.07.45 . Monitor the impact of 'Housing First – Renfrewshire' in partnership with Turning Point Scotland.	100%	31-Mar-2015	Regular steering group meetings are taking place and early results are positive. Homeless Action Scotland are carrying out an independent evaluation of the first year of this initiative.

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
	DHSIP14.01.08 Key Outcome 8 - We will work to address and manage the impact of welfare reform on rent arrears and tenancy sustainment (Reduction in the causes and impact of poverty)	100%	31-Mar-2015	
	DHSIP14.01.08.46 Undertake actions to manage the impact of welfare reform.	100%	31-Mar-2015	The Welfare Reform actions in the SIP are all business as usual and ongoing in nature, for progress based on reforms implemented to date. The roll out plans for UC in Scotland are still uncertain, however the UK Government target date remains as 2016 for new claims, therefore, we will continue to contribute to the Corporate Welfare Reform programme workstreams and communications as timescales and details become known.
	DHSIP14.02 Theme 2: A Better Council	89%	30-Jun-2016	
	DHSIP14.02.09 Key Outcome 9 - Our workforce is structured and equipped to meet future challenges (People and Organisational Development)	93%	31-Jul-2015	
	DHSIP14.02.09.47 Implement 2013 - 2015 Corporate Workforce and Organisational Strategy Action Plan.	100%	31-Mar-2015	100 % of the actions up to March 2015. The service continues to support the delivery of the objectives and actions contained in the Council Plan. The Economic Development Division supports the delivery of the Invest in Renfrewshire Programme and other service divisions have provided opportunities under the trainee, apprentice and intern schemes available. Employees are supported by Individual Development Plans and by flexible working practices.
	DHSIP14.02.09.48 Ensure Business Continuity arrangements are robust and embedded within the service.	100%	31-Mar-2015	Business Continuity arrangements are well established within the department, with quarterly SMT meetings taking place. Departmental business continuity plan has been changed & updated to include the former P&T. Plan is reviewed on a regular basis just before SMT meetings.
	DHSIP14.02.09.49 Continue to implement and monitor the impact of policies and activities aimed at reducing staff absence levels.	100%	31-Mar-2015	Two Supporting Attendance workshops were held by HR for D&HS managers to ensure they remain up to date on the council's policies and the support available for employees. An electronic Absence Management System has now been implemented to assist managers in supporting attendance.
	DHSIP14.02.09.50 Implement actions resulting from the review of the role of Sheltered Housing Officers	95%	31-Mar-2015	Board report approved in November 2014 and will be fully implemented by the end of April 2015.

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
	DHSIP14.02.09.51 Implement actions resulting from the George Street Service Review.	70%	31-Jul-2015	Work is ongoing, and a number of new measures have been put in place to ensure the service continues to meet service users need.
	DHSIP14.02.10 Key Outcome 10 - Our Communities have modern, fit for purpose facilities (Managing Assets)	100%	30-Jun-2016	
	DHSIP14.02.10.52 . We will deliver the Council's major investment programme and Town Centre Regeneration projects	100%	30-Jun-2016	100 % of 2015 actions complete - Completed the new Johnstone Town Hall. This has recently scooped the Development of the Year (Public Buildings) award in the Scottish Property Awards 2015. - Tweedie Hall complete. - Customer Contact Centre redesign in Renfrewshire House – completed - Completed the new St. James Primary School, pre five and community resource. Phase 2 (Car park and synthetic pitch) was completed in April 2015. - Knockhill Park ongoing (funded by Big Lottery Fund) – completed - Managing the delivery of the CCTV control room – work has now started on site. - Re-roofing programme in three primary schools. Ralston complete. Howwood complete, and Heriot is ongoing and will be completed on programme. - Design work is ongoing on the £4million 2014 SEMP project – Mossview/ St James joint campus (Paisley) and the new build St. Fergus primary school in Paisley. - Construction on the proposed new school in Linwood is progressing with a completion date of April 2016. - Russell Institute – Design work is complete and work has now commenced on the refurbishment. - Design work has started on the Council Wide Pitch Strategy and consultation on this is ongoing.

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
	DHSIP14.02.11 Key Outcome 11 - The Council's assets are managed effectively and efficiently (Managing Assets)	74%	31-Mar-2020	
	DHSIP14.02.11.53 Deliver new Carbon Management Plan and implement the actions contained within.	100%	2019/20	100 % of 2015 actions complete. The new Carbon Management Plan was approved by board in November 2014. This contains a detailed action plan covering the next six years. £2m Capital money has been approved and will address many of the issues contained within the CMP.
	DHSIP14.02.11.54 Complete the implementation of the Corporate Asset Management Information System (CAMIS)	100%	31-Mar-2015	We have now implemented CAMIS and are working through the various modules. Repairs module installed and repairs' helpdesk model implemented and moved to 'business as usual'. The Planned Preventative Maintenance module will now be integrated into the new Facilities Management structure with the Estates module currently being implemented.
	DHSIP14.02.11.55 Refresh the Corporate Property Asset Management Strategy	70%	31-Aug-2014	An early draft of the Corporate Property Asset Management Strategy has been produced. This will be updated and presented to board following approval of the Corporate Asset Strategy.
	DHSIP14.02.11.56 Public areas in Council buildings are suitable for, and accessible to disabled people	84%	31-Mar-2015	The 2014/15 measure of public accessibility stands at 83.5%,
	DHSIP14.02.11.57 Complete revised Housing Asset Management Strategy	25%	30-Nov-2014	Asset Management Strategy reviewed has commenced. Target date revised to reflect review of investment priorities and emerging energy initiatives. A revised target date for completion is NOVEMBER 2015
	DHSIP14.02.11.58 . Revise Corporate Asset Strategy	70%	31-Oct-2014	The draft Corporate Asset Strategy has been prepared and is with service departments for updating and comment. Once this has been completed the Strategy will be presented to the Planning and Property Policy board during 2015.
	DHSIP14.03 A High Performing Council	81%	31-Mar-2016	
	DHSIP14.03.12 Key Outcome 12 - We deliver Best Value and involve stakeholders in shaping service delivery	81%	31-Mar-2016	
	DHSIP14.03.12.59 Retain Customer Service Excellence accreditation for all services	100%	31-Mar-2015	Development and Housing Services retained their full CSE accreditation as part of the corporate wide assessment carried out during April 2015.

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
	DHSIP14.03.12.60 Retain ISO 9001:2008 accreditation in Property Services	100%	31-Mar-2015	External Audit carried out February 2015. No non conformances were noted.
	DHSIP14.03.12.61 Retain Investors in People GOLD STANDARD accreditation for Resources and Building Services	50%	31-Mar-2016	All IDP's and annual training plan completed. Additional training initiatives are underway including trainee supervisory work placements. September 2015 charity trip to Malawi to build new school is now agreed and planning underway.
	DHSIP14.03.12.62 Deliver revenue efficiency savings in line with agreed targets	100%	31-Mar-2015	Revenue savings targets agreed for Financial Year 2014/15 have been 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.
	DHSIP14.03.12.63 Develop arrangements for monitoring and reporting performance against the Charter and for involving tenants in the scrutiny of performance.	100%	31-Oct-2014	- We delivered our first ARC (Annual Return on the Charter) to the Scottish Housing Regulator in May 2014. We have established new performance reporting arrangements with a twice yearly update on our performance against the Charter Indicators to the Housing and Community Safety Policy board. In October 2014 we completed our first tenant's report, which was produced with input from a group of tenants, and this report was sent to all tenants as a special edition of the Peoples News. - We completed the first tenant panel scrutiny exercise which concentrated on the voids letting standard.
	DHSIP14.03.12.64 Implement actions from Customer Engagement Annual Report	100%	30-Sep-2014	We carried out the Tenant Open days initiative during June 2014, and increased the number of editions of our tenants newsletter, 'The Peoples News'. The annual Customer Engagement report was presented to the HACS board in November 2014.
	DHSIP14.03.12.65 . Carry out tenant satisfaction survey and report findings to HACS Policy Board	0%	30-Sep-2015	The next tenant satisfaction survey will be carried out during 2015.
	DHSIP14.03.12.66 Complete Phase 2 of PSIF programme.	100%	30-Jun-2014	All PSIF assessments within Development and Housing Services now complete.

Appendix 2 – Service Improvement Plan - Performance Indicators 2014 -17

Priority Theme 01: A Better Future

Service Outcome Service Outcome 01: By 2015, all Council tenants have a home which meets the Scottish Housing Quality Standard (SHQS)

PI Code	Performance Indicator	Reporting Frequency	On Target	2011/12	2012/13	2013/14	2014/15	2014/15	2015/16	2016/17
				Value						Target
HPCMT13a	% of Council housing stock which meets the Scottish Housing Quality Standard	Years		15.1%	32.3%	62.1%	*		100%	**
HPCMT13b	% of Council housing stock which is of tolerable standard	Years		100%	100%	100%	*		100%	**
HPCMT13c	% of Council housing stock which is free from serious disrepair	Years		44.6%	65.1%	91.6%	*		100%	**
HPCMT13d	% of Council housing stock which is energy efficient	Years		60.7%	72.9%	91%	*		100%	**
HPCMT13e	% of Council housing stock which has modern facilities and services	Years		51%	67.9%	76.4%	*		100%	**

* SHQS Completion figures will be available June 2015, and after applying allowable exclusions and abeyances the Council is scheduled to be 100% compliant with the target to meet SHQS by 2015. ** Targets – Assessment methodology to be confirmed, on receipt of guidance from Scottish Government.

Priority Theme 01: A Better Future

Service Outcome Service Outcome 02: We work with partners to ensure people have access to suitable, affordable housing across all tenures

PI Code	Performance Indicator	Reporting Frequency	On Target	2011/12	2012/13	2013/14	2014/15	2014/15	2015/16	2016/17
				Value						Target
HPSIP01	Newbuild: Affordable housing units*	Years		283	175	196	56	150	150	150
SOA10.10a	Newbuild: Private housing units*	Years		282	276	343	467	745	745	632

* Supply Targets are set out in the Local Housing Strategy

Priority Theme 01: A Better Future
Service Outcome Service Outcome 03 – We will support investment in the sustainable growth of Renfrewshire's Communities

PI Code	Performance Indicator	Reporting Frequency	On Target	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
				Value			Target		
PT.DS.SMT.09	Increase the value of development investment activity (£millions)	Years		£189.11	£228.23	£189.19	£144.13	£180.00	

Priority Theme 01: A Better Future
Service Outcome Service Outcome 04 – We will work with partners to contribute to the economic and social regeneration of Renfrewshire

PI Code	Performance Indicator	Reporting Frequency	On Target	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
				Value			Target		
PT.ED.SMT.09	(Company Training Support) Number of companies assisted	Years		58	50	176	65	100	
PT.ED.SMT.10	(Company Training Support) Number of Individuals Supported	Years		311	141	297	258	255	
PT.ED.11	(Training and Employment Programmes) Number supported to sustain employment	Years		493	477	770	642	400	
PT.DS.PPF.CMT.05	Commercial Floor Space delivered m2	Years		16,940	17,545	31,167	*	DATA ONLY	DATA ONLY

* Figure for 2014/15 will be available in summer 2015. Survey currently being carried out

Priority Theme 01: A Better Future

Service Outcome Service Outcome 05- We will support and encourage the sustainable development of Renfrewshire's natural and built environment

PI Code	Performance Indicator	Reporting Frequency	On Target	2011/12	2012/13	2013/14	2014/15	2014/15	2015/16	2016/17
SOA08.12a	The number of projects delivered to enhance Renfrewshire's Green Network	Years		11	12	16	10	8	8	

Priority Theme 01: A Better Future

Service Outcome Service Outcome 06 – We will work to improve the health and wellbeing of our residents

PI Code	Performance Indicator	Reporting Frequency	On Target	2011/12	2012/13	2013/14	2014/15	2014/15	2015/16	2016/17
				Value				Target		
DHSSIP01	Amount of grant funding secured for energy efficiency	Years		£1,258,000	£3,954,000	£10,467,000	£7,542,584		DATA ONLY	DATA ONLY
DHSSIP02	Number of Households assisted for energy grant funding (including advice)	Years		2,201	6,918	3,114	TBC		DATA ONLY	DATA ONLY
HPBS14b1	Number of PSHG awarded to disabled tenants to adapt private homes	Years		123	122	123	109		DATA ONLY	DATA ONLY
HPSIP18	Percentage of Renfrewshire households that are in fuel poverty	Years		17%	17%	29%*	N/A	**	**	**

* Data sourced from SHSC, there is a lag in reporting, the most recent figure of 29% relates to data outturn from 2011/13. The national average during this period was 36%

** Target is a rolling target. Renfrewshire target is set at 5% below the national average.

Priority Theme 01: A Better Future
Service Outcome Service Outcome 7 – We give homeless people the support they need and we help prevent people from becoming homeless

PI Code	Performance Indicator	Reporting Frequency	On Target	Value				Target			
				2011/12	2012/13	2013/14	2014/15	2014/15	2015/16	2016/17	
HPCMT22	Homelessness: Proportion of those provided with permanent accommodation who maintain their tenancy for at least 12 months	Years		77%	73%	75%	81.4%	78%	79%	80%	
HPSIP17	% of "Time to Mend" clients who are homeless/threatened with homelessness who have reconciled with their family as a result of mediation.	Years		50%	59%	58%	55%	60%	60%	60%	
SOA10.10d	Homeless households in temporary accommodation as a percentage of all households	Years		0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	

Priority Theme 01: A Better Future
Service Outcome 8 – We will work to address the impact of welfare reform on rent arrears and tenancy sustainment

PI Code	Performance Indicator	Reporting Frequency	On Target	Value				Target		
				2011/12	2012/13	2013/14	2014/15	2014/15	2015/16	2016/17
DHSSIP03	Amount of arrears accrued due to impact of Bedroom Tax	Years		N/A	N/A	£105,844	£0*	Data Only	Data Only	Data Only
DHSSIP04	Number of Tenancies abandoned	Years		184	195	196	196	Data Only	Data Only	Data Only
HPCHARTER30	Rent collected as percentage of total rent due in the reporting year.	Quarters		N/A	100.5%	99.5%	100.2%	96.5%	95%	91.5%
HPCHARTER31	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.	Quarters		N/A	5.8%	5.6%	6.3%**	10%	12%	15%
HPSIP10	Number of evictions per year (excluding ASB)	Years		6	5	10	4	Data Only	Data Only	Data Only
HPSIP11	Percentage of tenancies not sustained for more than 12 months	Years		16%	17%	15%	13%	15%	15%	15%

*Bedroom tax arrears funded through DHP (£823k) or written off (109k). **This figure is calculated using a different methodology than that used to calculate the figure in previous years. If the same methodology as previous years had been used, the figure for 2014/15 would have been 4.93%.

Priority Theme 02: A Better Council
Service Outcome 09 – Our workforce is structured and equipped to meet future challenges

PI Code	Performance Indicator	Reporting Frequency	On Target	Value				Target		
				2011/12	2012/13	2013/14	2014/15	2014/15	2015/16	2016/17
DHSSIP05	DHS employees having completed IDPs (Percentage)	Years		N/A	N/A	78.1%*	81.9%	95%	95%	95%
DHSSIP06	% of days lost due to sickness absence	Quarters		N/A	N/A	3.1%*	3.6%	4.9%	4.9%	4.9%

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

Priority Theme 02: A Better Council
Service Outcome Service Outcome 11 – The Council's Assets are managed effectively and efficiently

PI Code	Performance Indicator	Reporting Frequency	On Target	2011/12	2012/13	2013/14	2014/15	2014/15	2015/16	2016/17
				Value			Target			
HPCMT07	% Overall Repairs Completed Within Target	Quarters		88.8%	88.1%	93.8%	92.8%	95%	96%	97%
HPCHARTER12	Average length of time taken to complete non emergency repairs (days)	Quarters		N/A	N/A	8.5	TBC	15	15	15
HPCHARTER13	% of reactive repairs carried out in the last year completed right first time	Years		N/A	N/A	87.8%	TBC	90%	91%	92%
HPCHARTER35	Average length of time taken to re-let properties in the last year	Quarters		52	63	56	44	55	50	45
HPCMT04	% reduction in CO2 emissions for the Carbon Management Plan	Years		19.4%	19%	28%	TBC *	N/A	N/A	N/A
HPCMT06	% of rent loss due to voids	Quarters		3.7%	3.1%	2.57%	2.03%	2.7%	2.5%	2.4%
HPCMT12	% of council buildings in which all public areas are suitable for, and accessible to, disabled people	Years		80%	83%	82%	83.5%	84%	85%	85%
HPCMT14a	The proportion of operational accommodation in satisfactory condition.	Years		69%	87%	88.5%	88.8%	89%	90%	91%
HPCMT14b	The proportion of operational accommodation that is suitable for its current use.	Years		89.8%	91%	91%	91%	92%	93%	94%

*2014/15 Figures not yet available. A new Carbon Management Plan was approved by board in November 2014. This new plan covers a six year period and has a target of a 36% reduction from the 2013 baseline.

Priority Theme 03: A High Performing Council
Service Outcome Service Outcome 12 – We deliver Best Value and involve stakeholders in shaping service delivery

PI Code	Performance Indicator	Reporting Frequency	On Target	Value				Target		
				2011/12	2012/13	2013/14	2014/15	2014/15	2015/16	2016/17
DHS.SPSO.03a	Percentage of complaints closed at the frontline resolution stage within 5 working days	Months		N/A	N/A	94.9%	98%	N/A	N/A	N/A
DHS.SPSO.08a	Percentage of complaints resolved at investigation stage within 20 working days	Months		N/A	N/A	94.9%	97%	N/A	N/A	N/A
HPBS26d	% of staff employed in all "quality accredited" schemes	Years		100%	100%	100%	100%	100%	100%	100%
PT.DS.PPF.CMT.06	Application Approval Rate	Years		95%	96.4%	97.9%	98.3%	DATA ONLY	DATA ONLY	DATA ONLY
PT.DS.PPF.CMT01	Average Time for processing Planning Applications (Householder) (weeks)	Years		8.2	7.8	6.9	*	DATA ONLY	DATA ONLY	DATA ONLY
PT.DS.PPF.CMT02	Average Time for processing Planning Applications (Non Householder) (weeks)	Quarters		10.8	11.2	8.7	*	DATA ONLY	DATA ONLY	DATA ONLY
PT.DS.PPF.CMT03	Average Time for processing Planning Applications (Major) (weeks)	Quarters		27.9	36.6	12	*	DATA ONLY	DATA ONLY	DATA ONLY
PT.DS.SMT.10	Percentage of First reports issued within 20 days of receiving a valid building warrant application	Months		77%	90%	88%	91%	90%	90%	
PT.DS.05	Average time taken to respond to a submission of completion certificate (days)	Months		1.2	1.6	1.5	2	2	2	
PT.DS.11	Average time taken to grant a building warrant (days)	Years				48	56.5	60		
PT.DS.04	Issue Building Warrant approvals within 6 days of receiving revised information	Months		87%	85%	88%	88%	85%	85%	
PT.DS.SMT.03	Percentage of Completion Certificates Issued within 3 Days	Months		98%	96%	98%	98%	95%	95%	95%

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