

**To: Communities, Housing and Planning Policy Board**

**On: 13 March 2018**

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

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**Heading: Development and Housing Services Service Improvement Plan  
2018- 21**

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## **1. Summary**

- 1.1 This Service Improvement Plan for Development and Housing Services covers the period from 2018/19 to 2020/21. 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.
  - 1.2 The Service Improvement Plan sits alongside the Council Plan, Community Plan, Risk Management Plan and the Workforce Plan to form a suite of documents which provide the strategic direction for the service.
  - 1.3 The plan sets out the priorities being addressed, the key tasks to be implemented, and our measures of success.
  - 1.4 A mid-year progress update on the Service Improvement Plan will be submitted to the Communities, Housing and Planning Policy Board in October 2018.
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## **2. Recommendations**

- 2.1 It is recommended that the Communities, Housing and Planning Policy Board:
  - i. approves the attached Service Improvement Plan;
  - ii. notes the key priority areas and performance measures; and
  - iii. agrees that a progress update will be reported to this Board in October 2018.

### **3. Background**

- 3.1 Development and Housing Services provides the economic development, planning, housing, landlord and regeneration functions of the Council. This includes helping to deliver sustainable economic, cultural and physical regeneration in Renfrewshire, managing the Council's stock of approximately 12,200 houses, providing housing advice and assistance to vulnerable people and delivering the Glasgow City Region City Deal programme.
- 3.2 The Service Improvement Plan is one of the ways in which elected members are able to scrutinise the work of Development and Housing Services and to consider and decide upon policy options as necessary. Refreshing Service Improvement Plans annually allows each service to consider the context in which they operate and revise plans where appropriate.
- 3.3 The Service Improvement Plan also links the Council Plan and Community Plan priorities to strategic and operational activity within the service, which helps employees to understand how their role contributes to the delivery of the Council's strategic objectives. The priority actions, set out in Section 6 of the attached Service Improvement Plan, detail the specific activities and programmes that Development and Housing Services will progress in order to support the Council's priorities.
- 3.4 The Service Improvement Plan also describes how Development and Housing Services will respond to challenges and opportunities locally and nationally including the current financial environment and significant public sector reform.

### **4. Key Achievements 2017/18**

- 4.1 During 2017/18, key achievements of Development and Housing Services include:
  - Paisley was successfully short-listed in the final five places for the title of UK City of Culture 2021 and was the only town in the running to be considered for the title. Our Bid brought together a wide range of Renfrewshire residents, partners and other stakeholders in a completely new way, shifting perceptions and providing an international platform to promote Paisley and Renfrewshire.
  - Throughout 2017/18 progress continued on Renfrewshire's City Deal projects - in May 2017 we carried out the third (statutory) round of consultations on our City Deal projects prior to submitting the planning applications.
  - We established the Renfrewshire Economic Leadership Panel to work with leading partners across sectors to deliver economic regeneration and are developing a robust suite of data and performance indicators to measure progress.

- We completed the £5m restoration of the iconic Russell Institute. This was completed within approved budget and the building is fully occupied and operational. Also, within the £4.5m Townscape Heritage/ Conservation Area Regeneration Scheme (TH/CARS2) regeneration project, we have received 26 grant applications to date for building repair and shop front improvements.
- Business Start Up and Growth - two Business Start Up Advisers are now operating from our enterprise hub at InCube on the High Street. We also brought the Business Gateway service in house, creating a more structured approach to supporting businesses focusing on those businesses with growth potential and ambitions to grow.
- Following board approval, we began implementing the Centre Strategies and Plans for Johnstone, Erskine, Renfrew, Linwood and Braehead. Paisley Town Centre Action Plan was also approved and we are now working towards delivering our programme of short and medium term objectives focused on the identified activity areas.
- Our Housing regeneration programmes continue across Renfrewshire – including Johnstone Castle, Bishopton and the development of plans for Paisley’s West End and Ferguslie Park. We are also working with housing associations to deliver new build housing projects within the Strategic Housing Investment Plan (SHIP).
- We published a new draft Renfrewshire Biodiversity Action Plan setting out a positive and ambitious approach to support our natural heritage and help to make Renfrewshire a vibrant and attractive place to live, work and visit.
- In partnership with colleagues across the Council and other service providers, we have delivered an effective refugee resettlement programme. 28 Syrian families have now arrived in Renfrewshire and they are being provided with settled accommodation which meets their needs. They are also provided with tailored employability support and advice.
- We established a Digital Participation Officer post to help design and deliver a programme of activities, promoting accessibility to technology and the internet for our tenants, in line with the Council’s Digital Strategy
- We submitted our fourth Charter return to the Scottish Housing Regulator in May 2017, noting that service performance is generally improving. Following previous submissions the Regulator has commented that Renfrewshire Council was one of 12 Councils (2015/16 return) for whom they had no cause for concern. We also submitted our 6th annual Planning Performance Framework (PPF) 2016/17 to the Scottish Government in July 2017.

## 5. Key priorities

### 5.1 The key priorities for Development and Housing Services over the next three years include:

- Through the Glasgow City Region City Deal continue to work with key partners in the public and academic sectors to realise the vision for a high quality Advanced Manufacturing Innovation District incorporating the Nethererton Farm site (which will be home to the new National Manufacturing Institute for Scotland – NMIS), Westway and Inchinnan Business Parks with the potential to deliver thousands of new jobs.
- Working with a range of partners, the service has been implementing a culture led economic regeneration programme within Paisley town centre. The next phase of the programme was approved by Council in September 2017, with £100 million investment to progress the delivery of the long term strategic regeneration agenda for Paisley town centre. These investment proposals will address major lifecycle maintenance needs in key assets as well as directly supporting improvements and modernisation of cultural venues and town centre infrastructure.
- Playing a key role in the coordination and delivery of the legacy action plan arising from Paisley's bid for UK City of Culture, including working to support the Paisley Partnership Board, and to monitor the implementation of the action plan, and report on progress and impact.
- Commencing a new five year Invest in Renfrewshire programme in 2018/19. This will encompass learning and good practice from the previous programme with a key focus on inclusive growth across Renfrewshire ensuring that the benefits of local investment, jobs growth and developments will impact on the most excluded areas and people.
- Delivering the key priorities within the Local Housing Strategy, which will directly link to the delivery of the Council Plan outcomes, including supporting vulnerable people (including homeless people and those threatened with homelessness, older people and households affected by fuel poverty), increasing the supply of affordable homes and developing regeneration plans to create sustainable, attractive communities.
- Delivering the current Local Development Plan and the development and adoption of the new Local Development Plan by 2019. The Local Development Plan is central to facilitating investment, directing development to existing built-up areas, creating sustainable mixed communities, delivering high quality place and delivering sustainable economic growth.
- Leading the delivery of Renfrewshire's Biodiversity Action Plan, ensuring we continue to have a positive and ambitious approach to supporting our natural heritage and helping to make Renfrewshire a vibrant and attractive place to live, work and visit.

## 7. Reporting progress

- 7.1 Performance reports on the implementation of the Service Improvement Plan are scrutinised by Development and Housing Services' Senior Management Team on a quarterly basis. A mid term review of progress will be brought to this Board in October 2018.

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## Implications of the Report

1. **Financial** - the Service Improvement Plan highlights resource considerations including increasing demand for services and the current financial environment.
2. **HR & Organisational Development** – section 4 of the Service Improvement Plan outlines how workforce planning links closely with the service planning process. Further progress updates on the Workforce Plan will be reported in the mid term report due to board in October 2018.
3. **Community/Council Planning** – the Service Improvement Plan details the range of activities which will help to achieve the Council and Community Plan strategic objectives.
4. **Legal** – none
5. **Property/Assets** – none
6. **Information Technology** – service developments relating to mobile/remote working and information technology are key enablers of service improvement and modernisation and support service-level and corporate objectives.
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. In addition, section 4 of the Service Improvement Plan describes how the monitoring of our equality and human rights duties is mainstreamed into the service planning process.
8. **Health & Safety** – none
9. **Procurement** – none.
10. **Risk** – risks related to the delivery and management of services are regularly monitored and included in Renfrewshire Council's Risk Register. Section 4 of the Service Improvement Plan also describes the close link between service planning and risk management activities.

**11. Privacy Impact** - none

**12. COSLA Policy Position** – none.

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**List of Background Papers:**     None

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*8 March 2018*

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# **Development and Housing Services**

## **Service Improvement Plan 2018 – 2021**

**Service Planning and Policy Development  
(Development and Housing Services)**

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**Development and Housing Services  
Service Improvement Plan 2018-2021**

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## 1. Executive Summary

- 1.1 This Service Improvement Plan sets out the strategic direction for Development and Housing Services and outlines key programmes, actions and improvements which we intend to deliver over the next three years based on the resources likely to be available. This plan describes the services we deliver, considers the needs of our customers and communities and outlines how our workforce can best meet their needs now and in the future. The Service Improvement Plan contains high level actions which will help to deliver the strategic outcomes of the Council Plan and Community Plan. We also report a range of performance indicators which help us monitor progress in achieving our priorities.
- 1.2 Key priorities for Development and Housing Services over the next three years include:
- Through the Glasgow City Region City Deal continue to work with key partners in the public and academic sectors to realise the vision for a high quality Advanced Manufacturing Innovation District incorporating the Netherton Farm site (which will be home to the new National Manufacturing Institute for Scotland – NMIS), Westway and Inchinnan Business Parks with the potential to deliver thousands of new jobs.
  - In partnership with a range of partners, the service has been implementing a cultural led economic regeneration programme within Paisley town centre. The next phase of the programme was approved by Council in September 2017, with £100 million investment to progress the delivery of the long term strategic regeneration agenda for Paisley town centre. These investment proposals will address major lifecycle maintenance needs in key assets as well as directly supporting improvements and modernisation of cultural venues and town centre infrastructure.
  - Playing a key role in the coordination and delivery of the legacy action plan arising from Paisley's bid for UK City of Culture, including working to support the Paisley Partnership Board, and to monitor the implementation of the action plan, and report on progress and impact.
  - A new Invest in Renfrewshire programme will commence in 2018/19 for the next five years. This will encompass learning and good practice from the previous programme with a key focus on inclusive growth across Renfrewshire ensuring that the benefits of local investment, jobs growth and developments will impact on the most excluded areas and people.
  - The ongoing delivery of the key priorities within the Local Housing Strategy, which will directly link to the delivery of the Council Plan outcomes, including supporting vulnerable people (including homeless people and those threatened with homelessness, older people and households affected by fuel poverty), increasing the supply of affordable homes and developing regeneration plans to create sustainable, attractive communities.
  - The delivery of the current Local Development Plan and the development and adoption of the new Local Development Plan by 2019. The Local Development Plan is central to facilitating investment, directing development to existing built-up areas, creating sustainable mixed communities, delivering high quality place and delivering sustainable economic growth.
  - Leading the delivery of Renfrewshire's Biodiversity Action Plan, ensuring we continue to have a positive and ambitious approach to supporting our natural heritage and helping to make Renfrewshire a vibrant and attractive place to live, work and visit.
- 1.3 The Service Improvement Plan also describes how our service will respond to challenges and opportunities locally and nationally including the financial environment and significant public sector reform; these are outlined in more detail in section 2.3.

## 2. Introduction to the Service Improvement Plan

- 2.1 The Service Improvement Plan (SIP) for Development and Housing Services covers the period from 2018/19 to 2020/21. Our SIP sets out the strategic direction for the service and outlines key programmes, actions and improvements which we intend to deliver over the next three years based on the resources likely to be available.
- 2.2 The SIP outlines how we will help to deliver the key priorities of the Council Plan and Community Plan and also describes how our service will respond to challenges and opportunities locally and nationally including the financial environment and significant public sector reform.
- 2.3 For Development and Housing Services, our challenges include managing the existing Council housing stock with its historic debt burden while keeping rents affordable. The continuing roll out of Universal Credit is also being managed to support tenants in sustaining their tenancies and to protect the service's largest income stream. Development and Housing Services experiences demand pressures on services to Renfrewshire's most vulnerable people such as those requiring housing advice and support, elderly people and those with a range of particular needs, and also individuals and families threatened with or experiencing homelessness. The uncertain and variable national economic climate also impacts on the services' strategies for Renfrewshire's continued economic development and regeneration requiring these to be dynamic and able to adapt quickly to this changing environment. The plan sets out the likely impact that these issues will have on Development and Housing Services and our plans for addressing it.
- 2.4 The Council Plan clearly articulates the Council's priorities for Renfrewshire, and along with the Community Plan, sets out an ambitious programme of work. Development and Housing Services will work together with partners, businesses, local people and communities to target the 5 strategic outcome areas of the Council Plan, creating opportunities for all. These are outlined below:
- **Reshaping our place, our economy and our future**
  - **Building strong, safe and resilient communities**
  - **Tackling inequality, ensuring opportunities for all**
  - **Creating a sustainable Renfrewshire for all to enjoy**
  - **Working together to improve outcomes**
- 2.5 This SIP details our achievements, priorities and future plans for delivery under each of these strategic outcome areas. We also show key performance measures which we continue to monitor closely against agreed targets to ensure we are delivering as expected in each of these areas.
- 2.6 The SIP links very closely to a number of important strategies which drive the work of Development and Housing Services, including the Local Housing Strategy, the Local Development Plan and Renfrewshire Strategic Economic Framework. In our action plan we have linked actions under the key themes of these strategies, demonstrating the golden thread running through these strategies and feeding up to the Council Plan; none of them exist in isolation and the work across each compliments the other.
- 2.7 Service planning helps to inform the budget process by enabling budget proposals to be seen in a wider policy development context. In turn, the outcome of the budget process shapes the final content of Service Improvement Plan. Integration of the budget and the service planning process assists elected members to arrive at budget decisions in the full knowledge of how these will impact at a service level.
- 2.8 The SIP also sits alongside the Development and Housing Services workforce plan and our risk register which also help set the programme of development and improvement activity within our service. They also help to set the context for budget decisions.

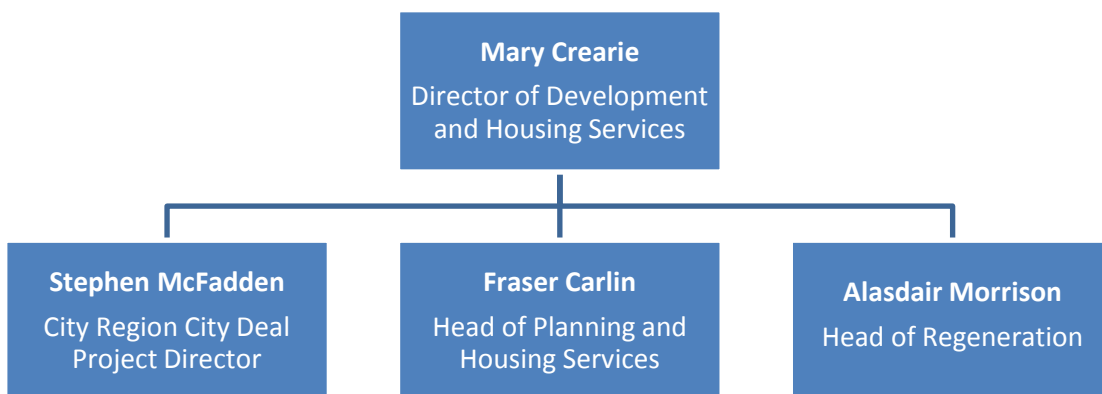
## **Employee Engagement**

- 2.9 The people who work in Development and Housing Services are responsible for successfully delivering the aims and ambitions of the service; therefore it is essential that this Service Improvement Plan reflects their views and experiences.
- 2.10 Extensive consultation was carried out across three distinct staff groups. Development and Housing Services have established a Staff Panel comprising employees from all areas of the service and at the Panel's January 2018 meeting a workshop was facilitated for panel members to identify what they felt were key priorities for the Council, the service and their teams and to highlight challenges and opportunities.
- 2.11 Development and Housing Services' senior management team (to third tier level), were engaged with individually, as well as participating in a workshop session discussing what impact the service has in Renfrewshire, reflecting on service performance and also looking in detail at last year's action plan and considering what actions should be taken forward for 2018/19 to 2020/21.
- 2.12 Finally, a wider staff group attended a workshop at the Lagoon Centre in early February to consider the current and future challenges for the service; identify service and Council priorities; and discuss the difference they felt they, as officers, made in the local community.

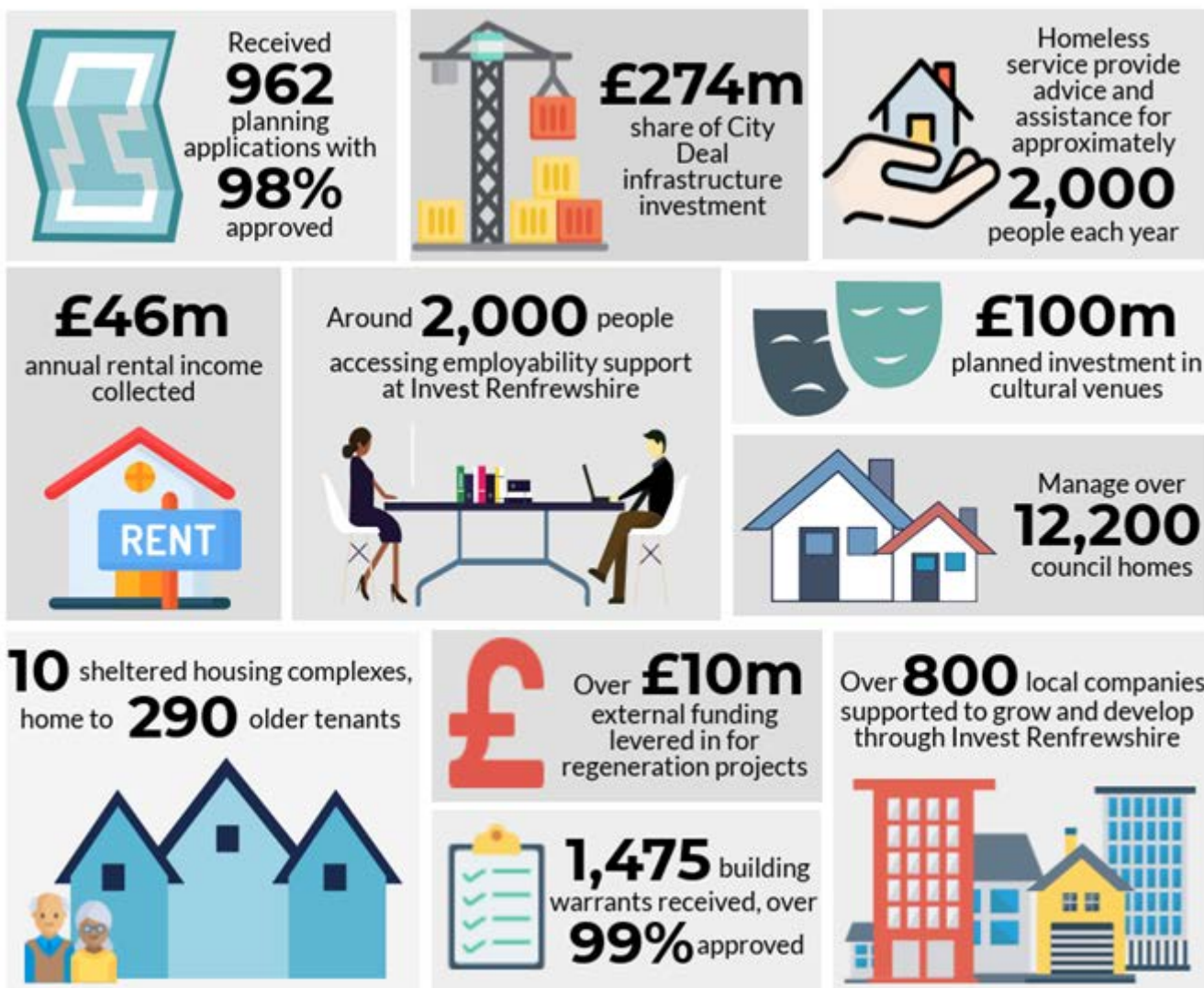
## **3. What We Do**

- 3.1 Development and Housing Services provides the economic development, planning, housing, landlord and regeneration functions of the Council. This includes helping to deliver sustainable economic and physical regeneration in Renfrewshire, managing the Council's stock of approximately 12,200 houses, providing housing advice and assistance to vulnerable people and delivering the Glasgow City Region City Deal programme. These services are delivered by approximately 440 employees employed on a full-time or part-time basis, with a gross expenditure budget of almost £12million for General Fund activities and £48.45million for the Housing Revenue Account which is ring fenced for the provision of the Council's landlord activities. The £12m budget is increased by additional investment on agreed Council priorities, for example, Economic Development (£4.5m as agreed at the Council meeting of 2 March 2018), Paisley Town Centre Heritage Asset Strategy and City Deal.

3.2 Development and Housing Services Senior Management Team Structure



3.3 Development and Housing Services – Facts and figures



## **Our Impact**

3.4 Development and Housing Services plays a key role in many of the Council's priority projects, but we also deliver many crucial 'business as usual' activities which have a significant impact on the people of Renfrewshire:

- Housing Services manage approximately 12,200 houses in Renfrewshire, making the Council the largest landlord in the area; ensuring tenants are supported and manage their rent accounts, empty properties are quickly re-let and neighbourhoods are well managed and desirable places to live.
- This work links with extensive capital investment programmes, ensuring housing is of a high standard and our housing stock is maintained effectively for the future. There are also a number of energy efficiency projects which significantly benefit Renfrewshire Council tenants, proactively tackling fuel poverty and ensuring tenants live in warm, dry, fuel efficient homes.
- The Council owns and manages 10 sheltered housing complexes throughout Renfrewshire, where 290 older tenants are provided with support 7 days a week from a team of Sheltered Housing Officers.
- The Council owns and manages 14 high rise properties and provides concierge and caretaking services to the tenants who live there.
- For Renfrewshire residents who find themselves in need of more complex housing options advice or at a crisis in their lives, specialist teams continue to offer advice and assistance to tackle homelessness and provide housing support to some of Renfrewshire's most vulnerable people.
- Development Management and Building Standards provide the regulatory controls through consenting and enforcement which ensure that amenity and public safety is protected and communities are engaged throughout the development and planning processes. The work in this area underpins many of the Council's high profile projects; ensuring planning procedure is adhered to effectively and efficiently and ultimately helping attract millions of pounds worth of investment to Renfrewshire through the delivery of key housing, business and infrastructure developments.
- The Invest in Renfrewshire programme has helped support businesses and individuals across the whole of Renfrewshire. So far it has supported over 1,500 unemployed people each year, created over 1,200 new and additional jobs and financially supported over 800 local companies to grow and develop. Our employment levels are amongst the highest in Scotland. Renfrewshire's youth employment is currently 5% above the Scottish average.
- Over 1,000 companies are signed up to work with the Invest in Renfrewshire programme and we have provided £1.18m worth of grant support through the Retail Improvement Scheme. We have also brought the Business Gateway Service in house which has created a more structured approach to supporting businesses and their growth potentials.

## **4. Our strategic context**

4.1 The Service Improvement Plan fits underneath the Council and Community Plans, links to a number of strategic and operational plans at a service level, takes account of key local and national reviews and policies which have implications for the future delivery of public services in Renfrewshire and Scotland against a backdrop of increasing demand for services, demographic change and resource pressures.

## Understanding our Customers

- 4.2 Development and Housing Services works directly with a number of different customer groups delivering frontline services, but also provides strategic planning for the whole area. Significant research underpins the Local Housing Strategy including the regional Housing Need and Demand Assessment, ensuring we have a thorough understanding of our local context and are effectively planning for the current and future needs of Renfrewshire residents.
- 4.3 Tenants' data is regularly analysed to help us plan our current and future service provision, particularly from an equalities perspective, as is the data we collate through our homeless services. Our economic development team also collates and reports local economic indicators and employment rates to understand local needs and target services most efficiently.
- 4.4 Along with other service areas of Renfrewshire Council, Development and Housing Services recognises that our customer groups are changing. We have an aging population in Scotland and this is also reflected in Renfrewshire. This means there is an increased demand for properties suitable for older people and also for aids and adaptations to allow older people to stay in their own homes, living independently for longer. We have also noted an increase in service users with more complex and multiple needs, requiring support across a range of services.
- 4.5 In common with the rest of Scotland, we are seeing an increase in the number of households in Renfrewshire, with the trends moving toward more but smaller households, increasing the need and demand for housing across all tenures in Renfrewshire.
- 4.6 Invest in Renfrewshire service supports unemployed people across the whole of Renfrewshire. An outreach service is provided to particular areas of disadvantage, for example Ferguslie, to ensure that services are brought directly into the communities that need them most. The service also delivers programmes for specific groups of people with additional barriers to work, for example, the Project Search programme supports young people with learning disabilities.
- 4.7 The Working Matters programme has supported over 400 local people with serious health conditions and the Invest programme employs staff experienced in working with particular groups. For example two members of staff are employed only to work with care leavers and other staff for those with a criminal background. Another part of the team focuses on 16 – 19 year olds who have specific employability issues and they work across all secondary schools in Renfrewshire.
- 4.8 A range of Invest in Renfrewshire services have been designed in conjunction with the users and other partner organisations, including DWP, Impact Arts and Skills Development Scotland. Services include the Recruit Programme, Community Traineeships and InCube.

## National policy context

- 4.9 The current economic climate in the UK means that the Council, in common with the wider public sector, continues to face a number of financial pressures and challenges in both the medium and long term. As a result, Development and Housing Services will continue to help deliver significant financial efficiency savings over the medium term. In order to identify and deliver efficiencies, Development and Housing Services will continue to review services to help the Council manage this reduction in resources in ways that have the minimum impact on both the communities of Renfrewshire and our ambitions for Renfrewshire.
- 4.10 It is likely that changes in the political and national policy environment, arising from the European Union Referendum vote to leave the EU (or 'Brexit'), will have potential implications for both the Council and Renfrewshire's communities and businesses. The full impact for Renfrewshire is likely to take several years to become fully apparent. This uncertainty may impact on the Council's financial outlook. It is also likely that there may be implications for Development and Housing Services particularly around future funding for employability services.

- 4.11 Universal Credit is an ongoing challenge, with the date of roll out now expected to be September 2018. To assist council tenants with this and other welfare reform changes such as the Benefit Cap we have looked to advise/signpost tenants to the appropriate services we can provide to assist/mitigate any financial or psychological pressures this may present - including applications to the Discretionary Housing Payment fund administered by Finance and Resources.
- 4.12 The Planning (Scotland) Bill is currently going through the Scottish Parliament and will have a significant impact on how we work on a day to day basis but also on the broader ethos around planning – strengthening our commitment to show that Renfrewshire is open for business and a great place to invest. The reforms will strengthen the link between planning and inclusive growth, housing and infrastructure delivery while at the same time empowering communities and supporting community well-being. Through this reform, there will also be opportunities for training for elected members, recognising the statutory role that Councillors have in the planning process.
- 4.13 Following the devastating fire at Grenfell Tower, there has been a renewed national focus on fire prevention and safety measures in high rise tower blocks. Development and Housing Services owns 14 high rise flats and has robust measures in place to ensure the safety of our tenants. We are ready to respond to any actions and recommendations that come out of the work of the cross parliamentary group.
- 4.14 The Energy Efficiency Standard for Social Housing (EESH) aims to improve the efficiency of social housing in Scotland. Development and Housing Services has made significant progress working to ensure our properties meet this standard. New targets are being developed up to 2032 and senior officers from Development and Housing Services are involved in the national stakeholder working group influencing this work. The expectation is that the new targets will be challenging and the service is preparing for work to address this.
- 4.15 The Council are currently engaging with key partners to realise the vision for an advanced manufacturing innovation district (the Advanced Manufacturing Innovation District Scotland - AMIDS) which will encompass the Netherton Farm site, Westway and Inchinnan Business Parks, with the potential to deliver thousands of jobs. The anchor for this is the new £65million National Manufacturing Institute for Scotland (NMIS), which will be located on the Netherton Farm site. NMIS aims to make Scotland a global leader in advanced manufacturing, combining research, industry and public sector expertise to transform skills, productivity and innovation in a sector which already accounts for more than one-third of Scotland’s total exports. NMIS will be delivered in partnership with Scottish Government, University of Strathclyde, Renfrewshire Council, Scottish Enterprise, Highlands and Islands Enterprise and Skills Development Scotland.

### Local policy context

- 4.16 Renfrewshire’s Community Plan was developed in tandem with the Council Plan ensuring the two Plans are closely aligned; focusing the work of the Council and our Community Planning partners towards shared objectives and a shared vision for Renfrewshire.
- 4.17 The four community plan themes are:
- Our Renfrewshire is **thriving**: maximising economic growth that is inclusive and sustainable.
  - Our Renfrewshire is **well**: supporting the wellness and resilience of our citizens and communities.
  - Our Renfrewshire is **fair**: addressing the inequalities that limit life chances.
  - Our Renfrewshire is **safe**: protecting vulnerable people, and working together to manage the risk of harm

- 4.18 While the Service Improvement Plan feeds directly into the Council Plan strategic outcomes, many of the actions will also contribute to the Community Plan objectives, reflecting the golden thread through these three strategic documents showing the role that Council services have in delivering the vision for Renfrewshire.
- 4.19 Following the Council’s Best Value Audit inspection, Audit Scotland provided direction on areas for improvement, with 7 key recommendations forming an improvement plan, approved by Council in September 2017. Actions from the improvement plan are embedded within the Council and Community Plans and will be driven at a service level through the Service Improvement Planning process. There are no actions specific to Development and Housing Services however we will contribute to the corporate actions particularly around community engagement, partnership working and workforce planning.
- 4.20 The Better Council Change Programme was established to ensure Renfrewshire Council could remain financially sustainable, whilst delivering its strategic objectives. Development and Housing Services has supported the strategic development and delivery of the transformation programme and will continue to deliver on the service changes it leads on as part of phases 1 and 2. In addition, the service will be actively involved in developing and delivering the next phase of the Council’s future change programme which it is anticipated will require significant transformational change.
- 4.21 The Council’s risk management arrangements are well established with all strategic, corporate and service risks being reported to the Audit, Risk & Scrutiny Board. Strategic risks are more outward in nature, whereas corporate ones are more inward and often affect more than one service department. Actions related to strategic risks, where Development and Housing Services are owner or joint owners of the risks (shown below), are reflected in our service improvement action plan; this ensures an additional layer of monitoring in our management of these risks. Our service is currently not the lead service for any of the Council’s corporate risks. Other risks, which may occur only for or within our own service, will be contained in our service risk register which will be reported to the Audit, Risk & Scrutiny Board in May 2018.

Risks	Evaluations
<b>Our strategic risks</b>	
SRR17.01.01 Opportunity Management - Key Regeneration Outcomes	Evaluation: High
SRR17.02.03 Opportunity Management - Key Cultural & Heritage Outcomes	Evaluation: High

### Tenant Participation and engaging with our communities

- 4.22 Development and Housing Services engages extensively with communities through a variety of groups and forums and has a strong track record of tenant participation across Renfrewshire. We have a number of different engagement opportunities to ensure our customers, particularly our tenants, are at the heart of service design and improvement including:
- Quality Circles – tenant-led inspections currently in high rise flats and sheltered housing to ensure standards continue to be met, and identify any areas for improvement.
  - Tenant’s Scrutiny Panel – detailed investigation into more complex issues, such as void letting standard, customer experience and currently working on tenancy sustainment. The panel examines these issues at a series of monthly meetings and then prepares and presents a report with recommendations to the Senior Management Team and conveners. The Tenant’s Scrutiny Panel is recognised as good practice; Renfrewshire Council was an early adopter of this approach.
  - An annual rent consultation is carried out to help inform the decision on the rent level for the coming year. In early 2018, external consultants carried out a telephone survey on behalf of the Council, with a sample of 600 Council tenants.



- There are 9 Neighbourhood Forums comprising representatives from Registered Tenant Organisations across Renfrewshire who meet regularly to discuss local housing issues and performance and to direct a small budget on estate management projects.
- Council Wide Forum – annual meeting to bring together Tenants and Residents Associations to discuss relevant housing and community issues.
- Focus groups have been established for service users of our Housing Support team.

4.23 As well as our ongoing support to tenants and residents groups and the opportunities outlined above, we have an extensive programme of additional consultations, across our service areas, to gather feedback from current and potential service users to determine future direction, service improvement activities and engagement on specific pieces of work such as the Local Development Plan and City Deal plans.

4.24 Significant work is also undertaken to seek community input at an early stage on specific projects and the development of plans where these relate to particular communities, such as our Housing Regeneration Strategies.

4.25 We work closely with our communities to deliver sustainable regeneration projects such as the Russell Institute Skills and Employability Hub, the proposed Learning and Cultural Hub / Museum project, our public realm improvements, grant funded building improvement projects through Townscape Heritage and Conservation Area Regeneration Scheme 2 (TH/CARS2), our City Deal projects and our Retail Improvement Scheme.

4.26 The Community Empowerment (Scotland) Act and Review of Community Planning helps to empower community bodies through supporting them in taking ownership or control of land and buildings, and by strengthening their voices in decisions about public services. Communities of place or interest also have new rights under the Community Empowerment (Scotland) Act 2015 to request participation in the planning and delivery of services, which has implications for Council and other public services. Guidance is expected early in 2018 in respect of Part 9 of the Act. The service is well placed to respond to this, using this existing successful engagement channels outlined above or in new ways as this agenda develops further.

## **Self-Evaluation**

4.27 Renfrewshire Council has a mature and well-developed approach to self-evaluation which has been in place corporately since 2008 and has been based on the Public Services Improvement Framework (PSIF). During 2018 the Council will introduce a new approach to self-evaluation, using a lighter touch and more strategic focus whilst at the same time producing valuable improvement actions.

4.28 This new model will be based around a checklist of statements across a number of key themes: Leadership, Service Planning, Workforce, Partnership and Resources, Processes and Services and Results. It will be carried out across all employee groups, focusing on high level improvement actions which will help the service to deliver on the Council Plan priorities. The actions from this self-assessment process will be mainstreamed within future Service Improvement Plans and reported accordingly.

4.29 Development and Housing Services will use the new model to help identify what is working well and what could be improved within the service. It will help us to put our employees at the heart of identifying meaningful service improvements, listening to their views and empowering them to problem solve the best approach to delivering progress in each area.

## **Workforce Planning**

- 4.30 The Council's Organisational Development Strategy ensures that the Council can continue to deliver its core business and service objectives, with an engaged and motivated workforce during an anticipated climate of continued financial and resource constraints. Development and Housing Services has a workforce plan which provides analysis of the key workforce considerations for the service. The aim of the plan is to ensure our employees are deployed to the right place with the right skills at the right time. The workforce plan is closely linked to the Service Improvement Plan, and is cognisant of the strategic context and related challenges and opportunities which arise from the environment in which the service continues to operate.
- 4.31 The workforce plan is also aligned to the Council Plan and the Better Council Change Programme and outlines a number of actions to be progressed under the following key themes:
- A modernised and flexible workforce
  - A developing workforce
  - A resilient workforce
  - A skilled workforce
  - A partnering workforce

## **Equalities**

- 4.32 Every area of work within the council has a role to play in promoting equality and diversity. While this is the right thing to do and has clear advantages for the Council, there are also legal requirements. Equality law (The Equality Act 2010) protects people from unfair treatment and asks public bodies (including Renfrewshire Council) to show how they make a positive difference to equality groups.
- 4.33 The Council recognises that equality needs to be both mainstreamed fully into policies and procedures and also ensure that equality outcomes are given high priority, by being part of mainstream progress reporting. The Council has agreed that this will be done through Service Improvement Plans. This will allow progress to be monitored on a quarterly basis through Senior Leadership Teams and the CMT.
- 4.34 The Council is also committed to reporting progress to local equalities led community groups. It is recognised that circumstances for individuals and organisations can change over time and by establishing a clear reporting structure, the Council can demonstrate that equality actions and priorities are contributing to overall outcomes and can be reviewed and amended accordingly.
- 4.35 Development and Housing Services will continue to actively promote equality and diversity mainstreaming through the work of the main service areas, through this Service Improvement Plan and through the relevant operational plans.
- 4.36 Renfrewshire's Local Housing Strategy (LHS) recommends that the needs of Gypsy/Traveller and Showpeople should be considered through the review of the next Local Development Plan (LDP). The LDP's Main Issues Report outlines options for Gypsy/Traveller provision of authorised transient or permanent sites in Renfrewshire and is seeking views on these options. Development and Housing Services has produced a Gypsy/Traveller and Travelling Showpeople Planning Advice Note to provide guidance on development proposals relating to establishing appropriate locations for sites. Work continues with our regional local authority colleagues to identify cross boundary considerations.
- 4.37 Our Housing Support Team provide ongoing support and assistance to Gypsy/Travellers in Renfrewshire with visits to encampments and sharing of information with our partners to make sure their needs are being met.

## 5. Our Resources

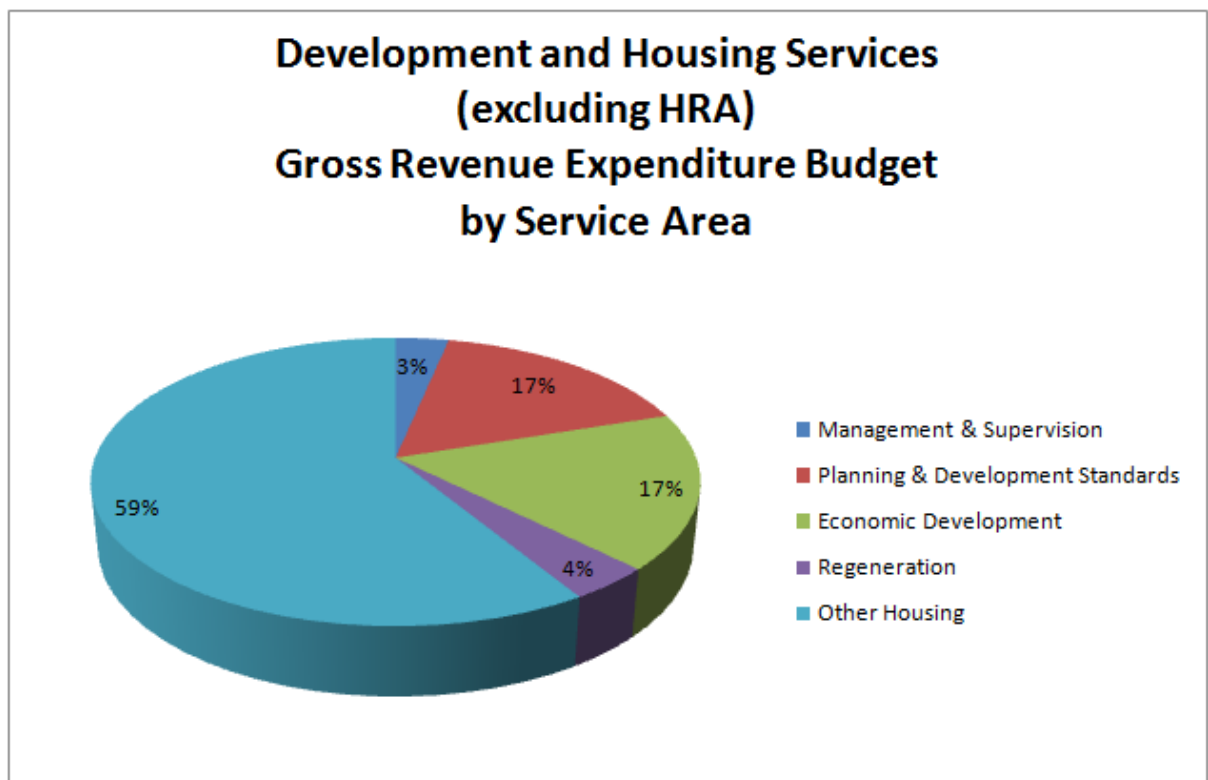
5.1 The table and chart below illustrate Development and Housing Services' revenue estimates for 2018/19 across each division. The information does not include the Housing Revenue Account (HRA) which is detailed below in 5.5.

**Table 1: Gross Revenue Estimates by Service Area 2018/19**

Service Area	2018/19	
	£'000	%
Management & Supervision	399	3%
Planning & Development Standards	1,998	17%
Economic Development	2,105	17%
Regeneration	460	4%
Other Housing	7,078	59%
<b>TOTAL</b>	<b>12,040</b>	<b>100%</b>

Note: This is the services core budget which can be increased during the year to reflect additional Council investment on agreed priorities.

**Chart 1: Gross Revenue Estimates by Service Area 2018/19**



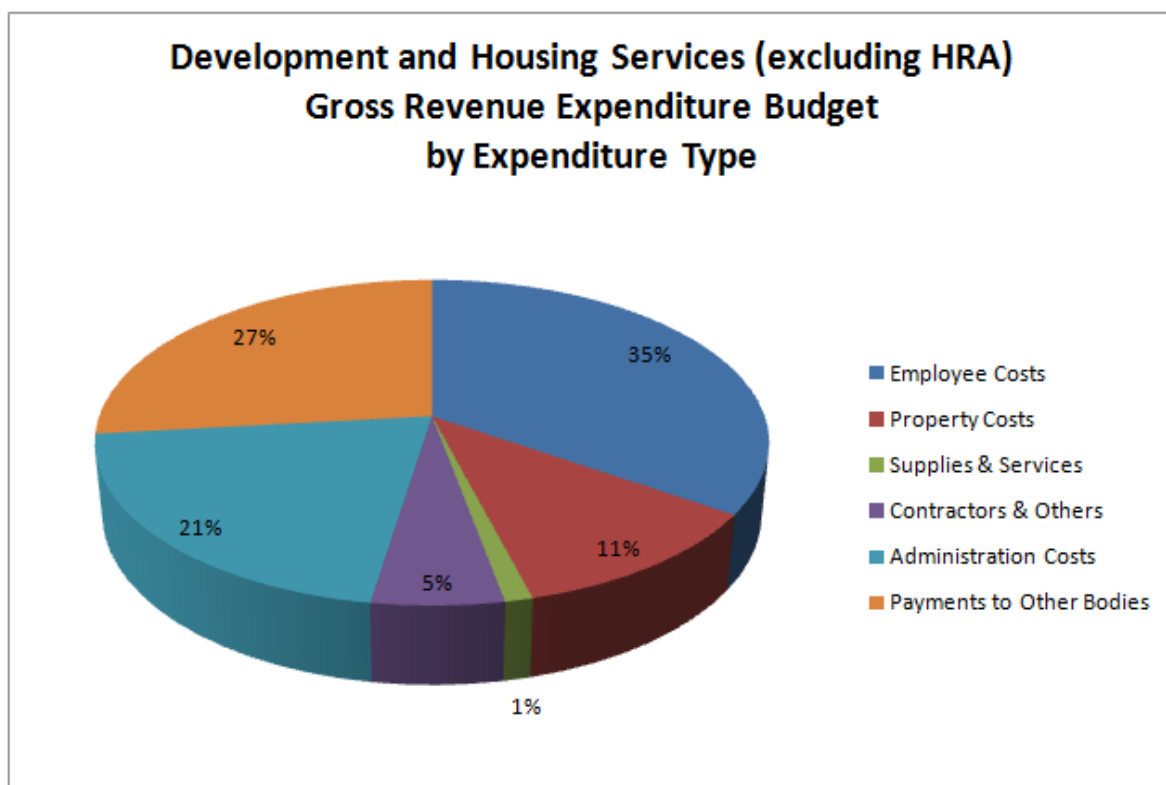
5.2 The following table and chart illustrates Development and Housing Services' revenue estimates for 2018/19 in terms of type of expenditure.

**Table 2: Gross Revenue Estimates by Type of Expenditure 2018/19**

Expenditure Type	2018/19	
	£'000	%
Employee Costs	4,162	35%
Property Costs	1,363	11%
Supplies and Services	139	1%
Contractors & Others	656	5%
Administration Costs	2,500	21%
Payments to Other Bodies	3,220	27%
<b>TOTAL</b>	<b>12,040</b>	<b>100%</b>

Note: This is the services core budget which can be increased during the year to reflect additional Council investment on agreed priorities.

**Chart 2: Gross Revenue Estimates by Type of Expenditure 2018/19**



### 5.3 Resource Implications

The services delivered by Development and Housing Services will be met from the agreed Revenue Estimates for 2018/19 as detailed in the tables above, which will be augmented by the £4.5m of revenue resources invested in a new 5 year Employability Programme for Renfrewshire as agreed by Council on 2 March 2018 and any European Funding which can be levered in. The gross revenue estimates will also be augmented by the services share of sums provided for pay inflation and the Living Wage agreed by Council on 2 March 2018, as appropriate.

- 5.4 The General Services Capital Investment Programme for the period 2018/19 agreed by Council on 2 March 2018, and led by Development and Housing Services includes:

**Table 3: General Services Capital Investment Programme 2018/19**

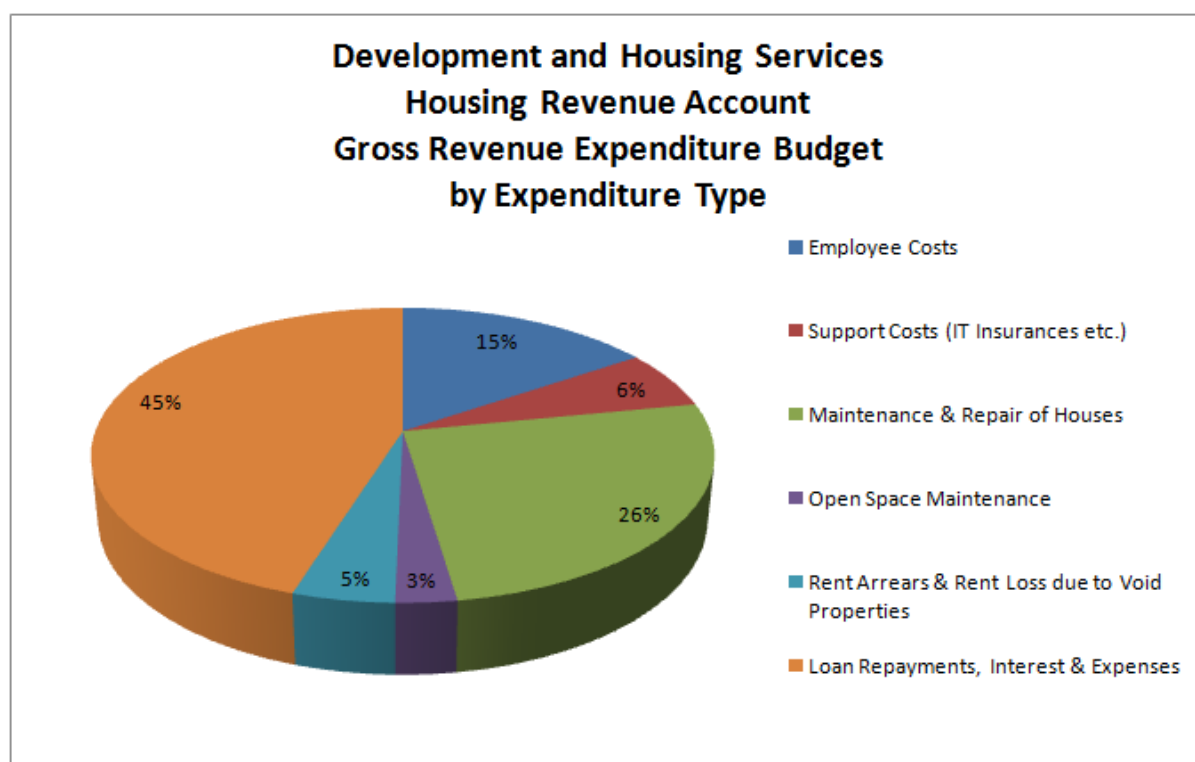
<b>Programme</b>	<b>2018/19</b>
<b>Project Title</b>	<b>£'000</b>
City Deal	2,204
Airport Access	9,132
Glasgow Airport Investment Area	6,103
Clyde Waterfront & Renfrew Riverside	
<b>Total City Deal</b>	<b>17,439</b>
<b>Investment in 2021 Venues &amp; Town Centre Infrastructure</b>	
Paisley Town Hall	3,300
Paisley Arts Centre	375
Upgrade to St James Playing Fields	3,182
Flexible Outdoor Facility/Travel & Accessibility Infrastructure	1,500
<b>Total Investment in 2021 Venues &amp; Town Centre Infrastructure</b>	<b>8,357</b>
Townscape Heritage/CARS 2	1,255
Paisley Learning & Cultural Hub	1,531
Paisley Museum	1,900
<b>TOTAL DEVELOPMENT &amp; HOUSING SERVICES PROGRAMME</b>	<b>30,482</b>

- 5.5 The following table and chart illustrate the Housing Revenue Account (HRA) revenue estimates for 2018/19 in terms of type of expenditure.

**Table 4: HRA Gross Revenue Estimates by Type of Expenditure 2018/19**

<b>Expenditure Type</b>	<b>2018/19</b>	
	<b>£'000</b>	<b>%</b>
Employee Costs	7,520	15%
Support Costs (IT Insurances etc.)	3,093	6%
Maintenance & Repair of Houses	12,454	26%
Open Space Maintenance	1,320	3%
Rent Arrears & Rent Loss due to Void Properties	2,212	5%
Loan Repayments, Interest & Expenses	21,852	45%
<b>TOTAL</b>	<b>48,451</b>	<b>100%</b>

**Chart 3: HRA Gross Revenue Estimates by Type of Expenditure 2018/19**



5.6 The HRA Capital Investment Programme for the period 2018/19 agreed by Council on 2 March 2018, and led by Development and Housing Services includes:

**Table 5: HRA Capital Investment Programme 2018/19**

Expenditure Category	2018-19 £m	2019-20 £m	2020-21 £m
<b>Existing Housing Stock</b>			
Internal Investment	2.374	1.846	1.883
Low Rise External Improvements	2.464	4.051	4.133
Multi Storey Flats Improvements	0.253	0.256	0.262
Sheltered Housing Improvements	1.010	0.103	0.105
Other Investments	1.980	2.215	2.260
Professional Fees	1.818	1.846	1.883
<b>Total Existing Housing Stock</b>	<b>9.899</b>	<b>10.317</b>	<b>10.526</b>
<b>Regeneration and New Build</b>			
General	0.805	0.210	3.825
Johnstone Castle Regeneration	2.073	3.606	0.510
Tannahill Regeneration	0.000	1.950	2.985
Dargavel New Build	2.663	2.663	0.000
Seedhill Regeneration	0.000	0.000	1.870
<b>Total Regeneration and New Build</b>	<b>5.541</b>	<b>8.429</b>	<b>9.190</b>
<b>Overall Housing Investment Total</b>	<b>15.440</b>	<b>18.746</b>	<b>19.716</b>

## **6. How Development and Housing contributes to the delivery of the Council Plan**

- 6.1 The Council Plan, 'Thriving People, Connected Communities', describes the Council's priorities for Renfrewshire and along with the Community Plan sets out an ambitious programme of work. To deliver these priorities, Development and Housing Services has focussed its work and activities to ensure close alignment with the key strategic outcomes of the Council Plan.
- 6.2 The Service Improvement Plan details how Development and Housing Services will contribute to the delivery of these outcomes. This section of the plan provides an overview of how the service will contribute to each of the 5 strategic outcomes of the Council Plan. It does this by:
- Highlighting the service's achievements for the year up to 31 March 2018
  - Outlining the key priorities the service aims to achieve over the duration of the improvement plan
  - Identifying the key actions to be undertaken to meet the priorities
  - Setting out the performance indicators to be used to monitor progress

## Strategic Outcome 1: Reshaping our place, our economy and our future

- 6.3 This priority outcome underpins much of the work of Development and Housing Services, including our City Deal projects and coordination of an extensive programme of regeneration projects. Our work under this outcome includes further supporting the local and regional economy, maximising opportunities for investment and boosting employment in Renfrewshire. As well as economic regeneration, we have extensive physical regeneration projects and proposals to boost our local high streets and communities across Renfrewshire. Throughout our two year journey developing our shortlisted UK City of Culture Bid, there was a real shift towards how we maximise opportunities for all through cultural regeneration and work continues to ensure a lasting legacy from this transformational project.
- 6.4 Part of Ferguslie was ranked the most deprived area in Scotland according to the 2016 Scottish Index of Multiple Deprivation (SIMD). The Invest in Renfrewshire team are coordinating a new initiative - 'Nine Streets' - to change this through an innovative partnership to specifically target and improve the outcomes and indicators measured as part of the SIMD process. A multi-agency approach is resulting in the development of new local services and ensuring that all agencies operating in the area are aware of how their specific work can impact more positively on local outcomes.
- 6.5 **Achievements 2017/18**
- In 2017 Paisley was successfully short-listed in the final five places for the title of UK City of Culture 2021 and was the only town in the running to be considered for the title. Our Bid brought together a wide range of Renfrewshire residents, partners and other stakeholders in a completely new way, shifting perceptions and providing an international platform to promote Paisley and Renfrewshire.
  - Throughout 2017/18 progress continued on Renfrewshire's City Deal projects - in May 2017 we carried out the third (statutory) round of consultations on the Glasgow Airport Investment Area (GAIA) and Clyde Waterfront and Renfrew Riverside (CWRR) City Deal projects prior to submitting the planning applications. The extensive consultation process allowed communities the opportunity to input to the project development stages and influence the shape of the projects.
  - Planning applications for the City Deal projects at the GAIA and the CWRR were submitted in July 2017, with consent granted for the core GAIA project in November 2017. Specimen designs for both the GAIA and CWRR projects have been completed, with the tender documents for GAIA due to be issued in February 2018.
  - We established the Renfrewshire Economic Leadership Panel to work with leading partners across sectors to deliver economic regeneration. We are currently developing a robust suite of data and performance indicators to establish baseline and measure progress.
  - We completed the £5m restoration of the iconic Russell Institute. This was completed within approved budget and the building is fully occupied and operational.
  - We continue to develop and deliver cultural led regeneration projects across Renfrewshire, such as the proposed Learning and Cultural Hub at No22 High Street in association with the Paisley Museum Reimagined Project.
  - Business Start Up - two Business Start Up Advisers are now in place and are operating from our enterprise hub at InCube on the High Street. Having had no High Street presence for a number of years the location has served to raise the profile of the programme and to remind people of the wide range of support mechanisms that can be accessed from Business Gateway.
  - Business Growth - Bringing the Business Gateway service in house has created a more structured approach to supporting businesses focusing on those businesses with growth potential and ambitions to grow. A range of interventions to support the local business base continued to be delivered in order to stimulate investment and growth in the local economy.



- Within the £4.5m Townscape Heritage/ Conservation Area Regeneration Scheme (TH/CARS2) regeneration project, we have received 26 grant applications to date for building repair and shop front improvements.
- We carried out consultation on the Main Issues Report for the new Local Development Plan. A range of methods of engagement and consultation took place over the consultation period (which ended in May 2017) and 240 responses were received from a range of stakeholders including local residents, local businesses and developers.
- Following board approval, we have begun implementation of the Centre Strategies and Plans for Johnstone, Erskine, Renfrew, Linwood and Braehead. The key objectives of the Centre Strategies and Action Plans are to ensure town centres continue to grow, that they are fit for purpose and can adapt to changing markets.
- Following approval of the Paisley Town Centre Action Plan, we are now working towards the delivery of programme of short and medium term objectives focused on the identified activity areas.

## 6.6 Priorities 2018/19

The key priorities the service aims to achieve over the duration of the improvement plan are:

- Through the Glasgow City Region City Deal, we will continue to drive innovation and growth through the delivery of the City Deal projects in Renfrewshire. Renfrewshire's City Deal team are engaging with key partners to realise the vision for a high quality advanced manufacturing innovation district (the Advanced Manufacturing Innovation District Scotland - AMIDS) which will encompass the Netherton Farm site, Westway and Inchinnan Business Parks which has the potential to deliver thousands of new jobs. The catalyst for this will be the recently announced National Manufacturing Institute for Scotland (NMIS) which will be located on the Netherton Farm site. The Council are engaging closely with key partners including the Scottish Government, Scottish Enterprise and the University of Strathclyde to meet the programme for NMIS delivery and to take forward the development of AMIDS.
- The two employability programmes associated with City deal come to an end in 2018/19 and the learning from these will be incorporated into new City Region agendas and local work.
- Playing a key role in the coordination and delivery of the legacy action plan arising from Paisley's bid for UK City of Culture, including working to support the Paisley Partnership Board, and to monitor the implementation of the action plan, and report on progress and impact. This will include leading the implementation of the Heritage Lottery Fund funded Great Places Scheme, and towns leadership agenda including ongoing work with the Organisation for Economic Co-operation and Development (OECD), and exploring the case for a potential application for UNESCO creative cities network, or other international networks.
- In partnership with colleagues across the Council and with Renfrewshire Leisure, the service has been implementing a cultural led economic regeneration programme within Paisley town centre. To date the ongoing implementation of this strategy has included a range of targeted investment in strategically important assets within the town centre including the museum, the new museum store, the new learning and community hub in the High Street, and the redevelopment of both the Arnott's site and Russell Institute. The next phase of investment in key assets was approved by Council in September 2017, with £100 million committed to progress the delivery of the long term strategic regeneration agenda for Paisley town centre. These investment proposals will address major lifecycle maintenance needs in key assets as well as directly supporting improvements and modernisation of cultural venues and town centre infrastructure.
- Continued delivery of the Renfrewshire Strategic Economic Framework and the 10 near term strategic priorities identified within it, taken forward through the Renfrewshire Economic Leadership Panel.

- Work with partners to implement the Glasgow City Region Economic Action Plan – an ambitious plan of action across 11 strategic objectives to deliver economic change across the region. Renfrewshire Council takes the lead on the enterprise portfolio.
- Continuing to implement the current TH/CARS2 investment programme across relevant parts of Paisley Town Centre including building restoration and repairs, improving public realm areas and delivering heritage, education, training and events activities.
- Over the last 12-18 months Development and Housing Services have been in discussions with the Scottish Government’s Regeneration Team to see if there may be potential for a pilot project in Paisley focused on incentivising investment by property owners and others. Discussions would suggest this could take several forms but the emphasis (if Paisley was selected as a pilot project) would be to develop learning that can be applied to traditional town centres across Scotland. As the largest, Paisley would set itself to develop applicable good proactive in delivering regeneration in and around high street locations.
- A new Invest in Renfrewshire programme will commence in 2018/19 for the next five year. This will encompass learning and good practice from the previous programme with a key focus on inclusive growth across Renfrewshire ensuring that the benefits of local investments, jobs growth and developments will impact on the most excluded areas and people. The focus will also be on having a ‘sectoral’ approach to a lot of the work of the employability and business teams and develop support for the creative industries sector and skills pipeline.
- Assist in the delivery of the approved Renfrewshire Visitor Plan 2018-2021 and develop and deliver the Great Places Scheme ‘Paisley and Renfrewshire: Developing a Cultural Destination’.



## 6.7 Actions







Action Code	What are we doing?	What difference will it make?	Who is leading this?	When will we do it by?
DHS.SIP17-1.01	To develop and deliver a Bid Legacy Action Plan	<ul style="list-style-type: none"> <li>• To grow significant new dimensions to Paisley’s economy, e.g. creative, cultural and tourism</li> <li>• Radically change Paisley’s image and reputation</li> <li>• Paisley will be recognised for its cultural excellence</li> <li>• Lift communities out of poverty</li> <li>• Transform Paisley into a vibrant cultural town centre</li> </ul>	Regeneration Manager	31-Mar-2021
DHS.SIP17-1.02	Work with partners to deliver the Advanced Manufacturing Innovation District – Scotland (AMIDS)	The Council are engaging with key partners in the public, academic and private sectors to realise the vision for a high quality advanced manufacturing innovation district (AMIDS) which aims to deliver up thousands of new jobs.	Project Director (City Deal)	31-Mar-2020
DHS.SIP17-1.03	Deliver our City Deal Projects – the Glasgow Airport Investment Area Project, the Airport Access Project, the Clyde Waterfront and Renfrew Riverside Project and City Region wide employment programmes	Renfrewshire will benefit from three projects in the City Deal Infrastructure Fund programme - together these projects have the potential to improve local and regional connectivity and create job opportunities through business growth and inward investment.	Project Director (City Deal)	31-Mar-2020
DHS.SIP17-1.04	Deliver the Economic Strategy within the current Local Development Plan	Economic Strategy will help deliver the following LDP objectives <ul style="list-style-type: none"> <li>• Development locations supported by existing or planned physical infrastructure and services</li> <li>• An enhancement in the natural and built environment of</li> </ul>	Planning and Housing Manager	31-Mar-2019

Action Code	What are we doing?	What difference will it make?	Who is leading this?	When will we do it by?
	(LDP)	Renfrewshire in support of the health of its communities, attractiveness of its places and setting for economic recovery.		
DHS.SIP17-1.05	Deliver the Centres Strategy within the current Local Development Plan (LDP)	Centres Strategy will help deliver the following LDP objectives <ul style="list-style-type: none"> <li>The regeneration and evolution of strategic centres and other town and village centres as places of municipal, commercial and community value</li> <li>An enhancement in the natural and built heritage environment of Renfrewshire in support of the health of its communities, attractiveness of its places and setting for economic recovery</li> <li>Regeneration and renewal of existing urban areas as energy efficient, healthy and safe places</li> </ul>	Planning and Housing Manager	31-Mar-2019
DHS.SIP17-1.06	Deliver the Infrastructure Strategy within the current Local Development Plan (LDP)	Infrastructure Strategy will help deliver the following LDP objectives <ul style="list-style-type: none"> <li>Development locations supported by existing or planned physical infrastructure and services</li> <li>A framework for local solutions to energy needs, waste generation</li> <li>Measures to reduce and mitigate for the effects of climate change</li> </ul>	Planning and Housing Manager	31-Mar-2019
DHS.SIP17-1.07	Develop and adopt new LDP 2	The Renfrewshire Local Development Plan (LDP) sets out the spatial strategy that will facilitate investment and guide the future use of land in Renfrewshire, with a focus on supporting sustainable economic growth. Work on the next Renfrewshire Local Development Plan has commenced. In reviewing the Plan, it is considered that the main components of the current adopted Plan remain relevant and central to facilitating investment, directing development to existing built-up areas, creating sustainable mixed communities, delivering high quality place and delivering sustainable economic growth.	Planning and Housing Manager	31-Aug-2019
DHS.SIP17-1.08	Develop and deliver a range of heritage led regeneration projects across Renfrewshire	We identify projects from approved strategies and action plans, develop the project, secure funding and work with key stakeholders to deliver these projects. These projects will help regenerate the economy and the environment of Renfrewshire.	Regeneration Manager/ Assistant Manager (Regeneration)	31-Mar-2021
DHS.SIP17-1.09	Develop and coordinate the delivery of a Development Framework for Paisley North/GAIA South	This will identify the regeneration opportunities for the Paisley North Area in association with the projects being delivered with the City Deal	Regeneration Manager/ Assistant Manager (Regeneration)	31-Mar-2021
DHS.SIP17-1.10	Deliver on the ambitions of our town centre strategies and specifically working with partners to transform Paisley Town Centre	The plans will deliver changes within the identified key areas, outlining a clear vision for the future of the town centres and will provide the essential framework for further activity and investment.	Regeneration Manager/ Assistant Manager (Regeneration)	31-Mar-2021
DHS.SIP17-1.10	Deliver Paisley TH/CARS 2 project	Over the course of the five year project, the main deliverables will be <ul style="list-style-type: none"> <li>Repair and refurbishment of a number of priority buildings and shop fronts within the Paisley Town Centre Conservation Area, in partnership with owners.</li> <li>Improving areas of public realm including the west end of High Street and the area around Shuttle Street and George Place.</li> <li>Delivery of the Heritage, Education, Training and Events activity plan with a range of actions to increase involvement and raise people's awareness of Paisley's heritage and culture.</li> </ul>	Regeneration Manager/ Assistant Manager (Regeneration)	31-Mar-2022
DHS.SIP17-1.11	Develop and deliver the Great Place Scheme: Developing a Cultural Destination	Following the success of the Heritage Lottery Fund bid, the project will be delivered by the Regeneration Team in association with the Council's Tourism Officer.	Regeneration Manager/ Assistant Manager	31-Sept-2020

Action Code	What are we doing?	What difference will it make?	Who is leading this?	When will we do it by?
			(Regeneration)	
DHS.SIP17-1.10	Deliver Invest in Renfrewshire (Invest in Business Programme)	<p><b>Business Start Up</b> - We will support local people to consider self-employment and start up. To those who take forward proposals for self-employment, we will provide a range of support including Incubation space, workshops, advice and guidance and grants and loans. We strive to ensure Renfrewshire provides a source of new enterprises and jobs in years to come.</p> <p><b>Business Growth</b> - We will work to support businesses across Renfrewshire to grow and develop, thereby increasing jobs and productivity. Services include advice and guidance, business growth workshops, grants and loans, business training and wage subsidies. The aim of our Business Growth activities is to enable and support local companies to get the assistance they need to sustain and grow their business.</p>	Economic Development Manager	31-Mar-2021
DHS.SIP17-1.11	Deliver Invest in Renfrewshire (Employability Programme)	<p>We will support around 1,000 unemployed people each year to gain new skills and move closer to work, focusing on those with the greatest barriers to work.</p> <p>We will provide employability outreach services to ensure that we target those most disengaged from the labour market.</p> <p>We will bid to deliver national employability programmes including employability fund and modern apprenticeships. We will apply for EU funding to support our programmes.</p> <p>We will assist around 400 people each year into work.</p>	Economic Development Manager	31-Mar-2021
CP17.DHS.01	Support the Regional Economic Framework and locally driving economic progress through the Renfrewshire Economic Leadership Panel	The Renfrewshire Strategic Economic Framework, published in November 2016, contains 10 near term strategic priorities, developed in consultation with our partners that we believe will contribute significantly to economic growth and delivery of a positive step change across Renfrewshire. This work will be led by the Economic Leadership Panel and will contribute to the wider Regional Economic Framework.	Head of Regeneration	31-Mar-2021
CP17.DHS.04	Proactively work with absent landlords to bring some of the areas most valued assets back into use	This work will link with the town centre strategies to protect, enhance and return to use key assets.	Regeneration Manager/ Assistant Manager (Regeneration)	31-Mar-2021
CP17.DHS.05	Support growth activity in relation to emerging manufacturing, digital, culture and food industries locally	This will promote business growth and investment in emerging sectors linking to other key plans in this area such as City Deal and culture led regeneration.	Head of Regeneration	31-Mar-2022

## 6.8 Performance Indicators

Code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2018/19	2019/20	2020/21
DHS.CP.RR01	Number of properties on Buildings at Risk Register	Quarterly	Q3 17/18	42	42		42	42	42
SOA16 DH.13	Number of vacant retail units in Paisley Town Centre	Years	16/17	71	New target		68	68	68
DHS.SLAE DOC9	Renfrewshire town centres retail vacancy rate	Years	16/17	11.8%	Data only			Data only	
DHS.VDL	Amount of vacant and derelict land	Years		New indicator		-	20	20	20

Code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2018/19	2019/20	2020/21
01	brought back into use (hectares)								
DHS.EMP.01	Number of unemployed people being supported through Renfrewshire Council Employability Programme (INVEST)	Quarterly	Q3 17/18	238	375				*see note below
DHS.EMP.02	Number of unemployed people supported into work through Renfrewshire Council Employability Programme (INVEST)	Years	16/17	613	500				*see note below
DHS.EMP.03	Number of people supported, sustained in work at 6 Months through Renfrewshire Council Employability Programme (INVEST)	Years	16/17	287	150				*see note below
DHS.EMP.07a	Number of new companies supported to grow business	Years	New indicator	New indicator	450	-	450	450	450
DHS.EMP.08	Number of new business start-ups in Renfrewshire with Business Gateway support	Quarterly	Q3 17/18	58	75		300	300	300
DHS.EMP.09	Renfrewshire Claimant Count (NOMIS)	Quarterly	Q3 17/18	3,090	Data only				Data only
DHS.WOR.KPOP	Percentage of Renfrewshire population working age (16-64)	Years	16/17	64.4%	Data only				Data only

\*targets will be set following the budget setting process

## Strategic Outcome 2: Building strong, safe and resilient communities

6.9 This outcome describes a key dual role of Development and Housing Services. Firstly in our role as the area's largest landlord, providing more than 12,200 safe, comfortable, affordable homes for rent across Renfrewshire and also our strategic role ensuring that housing of all tenures is available, at the right cost, in the places people want to live now and in the future and that our housing options continue to meet the needs of our changing population.

### 6.10 Achievements 2017/18

- The annual Local Housing Strategy (LHS) update 2017 was presented to and approved by the Communities, Housing and Planning Board on the 29th August 2017. The annual update provides detailed information on progress made against the actions under each of the 7 outcomes of the new LHS which was approved in January 2017 and covers the period up until 2021.
- Our Housing regeneration programmes continue across Renfrewshire - rehousing and demolition in Johnstone Castle is progressing on target. Public consultations were held in June 2017 on the proposed West End Masterplan with the finalised masterplan being approved by the Leadership Board in December 2017. Housing development on the former ordnance factory site in Bishopton continues and officers from Development and Housing Services are reviewing options for housing investment in Ferguslie Park.
- We are working with housing associations to deliver new build housing projects within the Strategic Housing Investment Plan (SHIP). Sanctuary Scotland has completed the first phase of development at Andrew Avenue in Renfrew (77 new homes), with a further 67 new homes at Inchinnan Road in Renfrewshire under construction and due to be completed in May 2018. The second phase (60 new homes) at Andrew Avenue is due to be completed in December 2018.
- The Scottish Government requires the SHIP to be updated annually. Consultation on the new SHIP for the period 2018/19 to 2022/23 was carried out in August and September 2017 with the final SHIP being presented to the Communities, Housing and Planning Board on the 7th November 2017.
- We are delivering the Housing Capital Investment Plan 2017/18 to 2019/20 which was approved by the Council in early 2017. This sets out our approach to lifecycle replacement of key components to ensure Council housing stock is maintained at the required Scottish Housing Quality Standard.
- 94 private sector adaptation installations have been completed since April 2017, with grant support of £330,000. Renfrewshire and East Renfrewshire Council have concluded the joint tendering of private sector adaptation and small repairs services and a three year contract was awarded commencing 1 November 2017.
- Community Economic Development - Since March 2016, the Community Economic Development Team has supported 153 Community Organisations with advice, funding and capacity building. They have supported 49 External Funding applications for Community Organisations to submit funding applications securing a total value of £183,196 additional funding to Renfrewshire. Moreover, £223,566 was secured for Renfrewshire Council Corporate Departments.
- LEADER - Since 2016, 6 LEADER funding applications have been approved (3 in Inverclyde and 3 in Renfrewshire). The total value of approved LEADER funding applications is currently £819,321.40. Eleven LEADER funding applications are currently being developed to be put forward for consideration by the Local Action Group.

## 6.11 Priorities 2018/19

- The ongoing delivery of the key priorities within the Local Housing Strategy will directly link to the delivery of this Council Plan strategic outcome through
  - Ensuring the right supply of homes in the right places – utilising our LDP to identify appropriate sites and linking to our SHIP to deliver partnership approaches to affordable housing
  - Creating sustainable communities through regeneration in targeted areas
  - Improving conditions in the private rented sector through a range of activities
  - Enabling people to live independently in their own homes through the availability of a wide range of appropriate support measure
- Paisley West End regeneration – officers from Development and Housing Services will work in partnership with Sanctuary Scotland and the Scottish Government to progress the rehousing of existing tenants and the acquisition of privately owned properties by Sanctuary Scotland to enable demolition and new build plans to be taken forward as set out in the Regeneration Masterplan.
- The Leadership Board of 19th September 2017 agreed that following the outcome of consultation with tenants and residents, a review of housing investment opportunities in Tannahill and across Ferguslie Park would be presented to the Communities, Housing and Planning Policy Board during 2018. This review is ongoing and Development and Housing Services is carrying out an analysis of regeneration and investment opportunities as well as engaging with the local community to determine their housing needs.
- Review the range of services provided to homeless people and those threatened with homelessness
- We will work with community organisations providing advice, funding and capacity building, empowering them to deliver successful projects for the benefit of their area.

## 6.12 Actions





Action Code	What are we doing?	What difference will it make?	Who is leading this?	When will we do it by?
DHS.SIP17-2.01	Implement revised Housing Asset Management Strategy	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.	Housing Asset and Investment Manager	31-Mar-2021
DHS.SIP17-2.02	Deliver Invest in Renfrewshire (Invest in Communities Programme)	We will support communities and community organisations across Renfrewshire to identify local opportunities for new projects and developments that will support their communities to grow. We will work with local organisations and support them to identify and apply for external funding to support their proposals. We will also support social economy organisations to grow and develop and will link them to wider business development supports within Renfrewshire. Our LEADER programme will support our development of rural economies and communities across Renfrewshire, East Renfrewshire and Inverclyde.	Economic Development Manager	31-Mar-2021
DHS.SIP17-2.03	Along with our key partners, we will monitor and review the impact of the range of services	We will help prevent homelessness and ensure those who are homeless are given suitable temporary accommodation. We will also provide housing options advice and support when moving to settled accommodation. We will also provide support to help ensure our service users remain in settled accommodation for as long as they want.	Homeless and Housing Support Services Manager	31-Mar-2021

Action Code	What are we doing?	What difference will it make?	Who is leading this?	When will we do it by?
	provided to homeless people, and those threatened with homelessness.			
DHS.SIP17-2.04	We will deliver key outcome 1 from the Local Housing Strategy (LHS) - <b><i>The supply of homes is increased.</i></b>	<p>The LHS sets out plans to increase the supply of housing by:</p> <ul style="list-style-type: none"> <li>Ensuring that sufficient land is made available for new housing through the Local Development Plan process and that brownfield sites are brought forward for redevelopment;</li> <li>Delivering new build affordable housing projects through the SHIP programme in partnership with housing associations;</li> <li>Developing a better mix of housing of the right tenure, type and size and in the right places; and,</li> <li>Developing innovative approaches which facilitate mixed tenure housing developments on brownfield sites.</li> </ul>	Planning and Housing Manager	31-Mar-2021
DHS.SIP17-2.05	We will deliver key outcome 2 from the Local Housing Strategy (LHS) - <b><i>Through targeted investment and regeneration activity, Renfrewshire has attractive and sustainable neighbourhoods and well-functioning town centres.</i></b>	<p>The LHS sets out plans to create sustainable communities by:</p> <ul style="list-style-type: none"> <li>Building new affordable homes in housing regeneration areas – including Johnstone Castle, Ferguslie Park, Paisley West End;</li> <li>Developing area based strategies for areas with low demand / low value housing stock and creating opportunities for graduated housing markets with greater tenure mix; and,</li> <li>Continuing to support housing investment in Renfrewshire’s town and village centres to increase the number of people living in the town centre and promote economic growth.</li> </ul>	Planning and Housing Manager	31-Mar-2021
DHS.SIP17-2.05	We will deliver key outcome 3 from the Local Housing Strategy (LHS) - <b><i>People live in high quality, well managed homes.</i></b>	<p>The LHS sets out plans to improve the quality of homes by:</p> <ul style="list-style-type: none"> <li>Developing the information base on private tenemental property which is in poor condition and inform policy development;</li> <li>Working in partnership with Paisley Housing Association to achieve the comprehensive improvement of 5 tenement blocks at Orchard Street and Causeyside Street; and,</li> <li>Working in partnership with other council services to improve conditions in the private rented sector through registration enforcement activity and raising awareness.</li> </ul>	Planning and Housing Manager	31-Mar-2021
DHS.SIP17-2.06	We will deliver key outcome 5 from the Local Housing Strategy (LHS) - <b><i>Homelessness is prevented and vulnerable people get the advice and support they need.</i></b>	<p>The LHS sets out plans to tackle homelessness with focus around four key themes:</p> <ul style="list-style-type: none"> <li>Preventing homelessness occurring in the first place through a range of initiatives;</li> <li>Developing the housing options approach which looks at an individual’s housing options and choices in the widest sense at an early stage in the hope of avoiding a housing crisis;</li> <li>Ensuring there is access to appropriate services, particularly for people with convictions, complex needs associated with alcohol misuse, substance abuse and/or mental health issues; and,</li> <li>Providing sustainable solutions for homeless households through the provision of appropriate support.</li> </ul>	Planning and Housing Manager	31-Mar-2021
DHS.SIP17-2.07	We will deliver key outcome 6 from the Local Housing Strategy (LHS) - <b><i>People are able to live independently for as long as possible in their own home.</i></b>	<p>The LHS sets out plans to:</p> <ul style="list-style-type: none"> <li>Ensure that appropriate community based supports and preventative services are provided to enable people to live as safely and independently as possible within the local community and which help to prevent the need for more expensive and disruptive interventions at a later stage;</li> <li>Identify, facilitate and deliver an appropriate range of accommodation options, that gives people choice and an appropriate home environment; and,</li> <li>Consider the need to provide a site for Gypsy/Travellers.</li> </ul>	Planning and Housing Manager	31-Mar-2021
DHS.SIP17-2.08	Deliver the Places Strategy within the current Local	<p>Places Strategy will help deliver the following LDP objectives</p> <ul style="list-style-type: none"> <li>Development locations supported by existing or planned physical infrastructure and services</li> </ul>	Planning and Housing Manager	31-Mar-2019



Action Code	What are we doing?	What difference will it make?	Who is leading this?	When will we do it by?
	Development Plan (LDP)	<ul style="list-style-type: none"> <li>Regeneration and renewal of existing urban areas as energy efficient, healthy and safe places</li> </ul>		

### 6.13 Performance Indicators

Code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2018/19	2019/20	2020/21
HPCM T13a	% of Council housing stock which meets the Scottish Housing Quality Standard	Years	16/17	91.4%	100%		100%	100%	100%
HPCM T05	Average time from household presenting themselves as homeless to completion of duty (number of weeks)	Quarterly	Q3 17/18	24.2	23		23	24	24
HPSIPO 1	Affordable housing completions	Years	16/17	108	200		200	200	200
SOA10 .10a	Private housing completions	Years	16/17	643	500		500	500	500

## Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

6.14 Many of the programmes outlined in the previous two sections also feed into this outcome – boosting the economy to provide more opportunities for all, improving housing conditions and access to housing advice and options – these all have fairness, equality and improving opportunities at the core. Significant work continues to be carried out by employees across Development and Housing Services, from Working Matters Team helping clients to re-enter the employment market, to Housing Officers helping tenants to access the right benefits so they don't get into financial difficulties.

### 6.15 **Achievements 2017/18**

- In partnership with colleagues across the Council and other service providers, we have delivered an effective refugee resettlement programme. 28 Syrian families have now arrived in Renfrewshire and they are being provided with settled accommodation which meets their needs. They are also provided with tailored employability support and advice.
- There is a range of temporary accommodation available for those who are roofless utilising council properties, Registered Social Landlord stock and private sector leasing, and the satisfaction level from service users provided with temporary accommodation increased from 75% in 2015/16 to 83% in 2016/17.
- Similarly the proportion of homeless applicants who sustained a Council tenancy for over 12 months increased from 72% to 78% in the same time period.
- Work is underway on an Equality Impact Assessment (EQIA) for the new Paisley Library and officers from across the service along with colleagues from Renfrewshire Leisure have been meeting to progress this. Moving forward, learning from this process will be applied to developing an EQIA for Paisley's West End Regeneration project.
- We established a Digital Participation Officer post to help design and deliver a programme of activities, promoting accessibility to technology and the internet for our tenants, in line with the Council's Digital Strategy

### 6.16 **Priorities 2018/19**

- Following the resettlement of the Syrian families in Renfrewshire, as well as receiving further families, the service will now also have a focus on delivering phase two – providing ongoing support to integrate the families into the wider Renfrewshire community, living in settled accommodation and accessing employment opportunities.
- Linked to the Local Housing Strategy outcome 7, there is a range of activity focused on empowering Renfrewshire residents and potential residents to access affordable housing through appropriate advice, options, reduction in 'start up' costs and also to mitigate any detrimental effects from the roll out of universal credit.
- We will continue to ensure that we adopt an inclusive, considered and proportionate approach to developing EQIAs with a view to imbedding the process into the development of key plans, projects and policies as a matter of course.

## 6.1 17 Actions

Action Code	What are we doing?	What difference will it make?	Who is leading this?	When will we do it by?
DHS.SIP17-3.1	Monitor the impact of our Refugee resettlement programme.	Refugees will access settled accommodation from a range of housing providers across Renfrewshire and will be provided with tailored employability support and advice.	Homeless and Housing Support Services Manager	31-Mar-2019
DHS.SIP17-3.2	We will deliver key outcome 7 from the Local Housing Strategy (LHS) - <b>Affordable housing is accessible to people who need it.</b>	<p>The LHS sets out plans to:</p> <ul style="list-style-type: none"> <li>Strengthen the housing options approach and pilot new ways of delivering housing and related advice;</li> <li>Develop a common housing allocation policy for the Council and local RSLs;</li> <li>Assist tenants to downsize and exchange homes;</li> <li>Look at ways to reduce “whole house costs” and tenancy start-up costs as far as possible; and,</li> <li>Prepare for the roll out of Universal Credit in Renfrewshire and monitoring and preparing for the potential impact of future welfare changes.</li> </ul>	Planning and Housing Manager	31-Mar-2021
DHS.SIP17-3.3	Development and Housing Services will review our approach to developing EQIAs	When completing EQIAs best practice will be adopted, lessons learned and a template produced which will then be shared with colleagues across the service to raise awareness and encourage better understanding of how to incorporate EQIAs throughout the development of relevant projects/policies.	Strategic Planning and Policy Development Manager	31-Mar-2019
DHS.SIP17-3.4	Establish and deliver a digital participation programme for tenants	More tenants accessing services online, greater use of social media to publicise our services	Homeless and Housing and Support Services Manager	31-Mar-2020

## Strategic Outcome 4: Creating a sustainable Renfrewshire for all to enjoy

- 6.18 Creating strong, sustainable and well connected places in which people enjoy living, visiting and working underpins the work of the service. A focus on place making and regeneration is central to our Local Development Plan, with our Biodiversity Action Plan, Outdoor Access Strategy and Core Path Plan supporting delivery of physical, social and environmental outcomes which support successful and thriving communities.
- 6.19 This is also part of our landlord role ensuring we have effective estate management measures in place so our tenants can enjoy their local environment. Our stock of around 12,200 homes is also a significant asset in the Council's portfolio and as such ongoing investment is required to ensure it is sustainable for the future, helps our tenants to reduce their energy costs and also contributes towards lowering the overall carbon emissions of the Council.
- 6.20 Environmental risk management is an integral part of City Deal project development, design and delivery, taking into account issues such as air quality, noise pollution, light pollution, waste and recycling. Construction contracts will include requirements for Environmental Management Plans (EMPs) and Waste Management Plans (WMPs). Projects will also maximise opportunities in relation to resilience, greener placemaking, active and low carbon travel, and biodiversity.

### 6.21 **Achievements 2017/18**

The main achievements during 2017/18 that are of particular relevance to strategic outcome 4 include:

- Publication of a new draft Renfrewshire Biodiversity Action Plan, in partnership with some 25 biodiversity organisations from the public, private and voluntary sectors. It sets out a positive and ambitious approach to support our natural heritage and help to make Renfrewshire a vibrant and attractive place to live, work and visit.
- Publication of Renfrewshire Biodiversity Duty Report which highlights actions undertaken by the Council to support biodiversity between 2015 and 2017, as well as our contribution to targets within Scotland's National Biodiversity Strategy
- Leading and co-ordinating the Local Biodiversity Action Plan Steering Group and Growing Grounds Forum, supporting partners to deliver a range of biodiversity actions.
- Completion of physical works to upgrade the Glasgow Airport Cycle Route, in partnership with Glasgow Airport and Environment and Communities, delivering a key action within the Outdoor Access Strategy.
- Embedding active travel and recreational access opportunities within City Deal proposals.
- Working in partnership with Environment and Communities to consider feasibility of cycling links between National Cycle Route and Erskine bridge, Paisley and Renfrew town centres and City Deal proposals, delivering actions within the Outdoor Access Strategy
- Leading and co-ordinating the Local Access Forum and supporting partners and local communities to deliver recreational access and active travel improvements.
- Renfrewshire Council was allocated £1,412,775 for 2017/18 for qualifying projects within the Renfrewshire Council area as part of the Scottish Government's HEEPS:ABS programme. This programme provided external wall insulation for a total of 562 owners and tenants across the different project areas.

### 6.22 **Priorities 2018/19**


- Publication of a finalised Renfrewshire Biodiversity Action Plan and working with partners to continue to monitor and deliver actions within the Plan.
- A review of the existing Core Path Plan and publication of a revised draft plan for public consultation.

- Continue to work with public, private and voluntary sector partners to deliver actions within the Outdoor Access Strategy.
- A review of the Outdoor Access Strategy towards the end of 2018, with progress reported in early 2019.
- Deliver the qualifying projects within the Renfrewshire Council area as part of the Scottish Government's HEEPS:ABS programme.

## 6.23 Actions

Action Code	What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
DHS.SIP17-4.01	Deliver the Environment Strategy within the current Local Development Plan (LDP)	<p>The Environment Strategy will help deliver the following LDP objectives</p> <ul style="list-style-type: none"> <li>• Development that neither individually nor cumulatively causes significant environmental impacts.</li> <li>• An enhancement in the natural and built heritage environment of Renfrewshire in support of the health of its communities, attractiveness of its places and setting for economic recovery.</li> <li>• Measures to reduce and mitigate for the effects of climate change</li> </ul>	Planning and Housing Manager	31-Mar-2019
DHS.SIP17-4.02	We will deliver key outcome 4 from the Local Housing Strategy (LHS) - <b>Homes are Energy Efficient and Fuel Poverty is minimised.</b>	<p>The LHS sets out plans to make homes more energy efficient and tackle fuel poverty by:</p> <ul style="list-style-type: none"> <li>• Improving energy and fuel efficiency of housing stock;</li> <li>• Corporate working to ensure that people have access to good quality, easily accessible, fuel poverty and energy efficiency advice;</li> <li>• Maximising household budgets;</li> <li>• Corporate working to assist householders to use their energy efficiently to reduce their fuel costs; and</li> <li>• Maximising grant funding secured from national energy efficiency programmes.</li> </ul>	Planning and Housing Manager	31-Mar-2021

## 6.24 Performance Indicators

Code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2018/19	2019/20	2020/21
HPCHARTERO8	Percentage of council dwellings that are energy efficient	Years	16/17	98.0%	100%		100%	100%	100%

## Strategic Outcome 5: Working together to improve outcomes

6.25 Development and Housing Services have a long track record of delivering efficient and effective services with our tenants and other customers at the heart. We regularly review our services in partnership with our employees, tenants and other customers to gain insight into their experience and to drive service improvements.

6.26 We report our performance to a number of national bodies including the Scottish Housing Regulator, Scottish Government, Scottish Local Authorities Economic Development Group (SLAED) and the Improvement Service through the Local Government Benchmarking Framework (LGBF). The full suite of LGBF indicators relating to Development and Housing Services is included as appendix 1 and a number are also integrated into the performance scorecard for this Service Improvement Plan.

6.27 We work hard to engage with our workforce through a range of methods including our staff magazine, our quarterly Staff Panel, the annual Directors tour of our offices to meet with staff and talk about achievements and priorities, our annual DHS staff awards ceremony, as well as the engagement that took place as part of the development of this Service Improvement Plan, as outlined at the end of section 2.

### 6.28 **Achievements 2017/18**

- We submitted our fourth Charter return to the Scottish Housing Regulator in May 2017. We submitted our report on the Charter to Communities, Housing and Planning Policy Board in August, noting that service performance is generally improving. Following previous submissions the Regulator has commented that Renfrewshire Council was one of 12 Councils (2015/16 return) for whom they had no cause for concern.
- We submitted our 6th annual Planning Performance Framework (PPF) 2016/17 to the Scottish Government in July 2017. The PPF requires the Council to demonstrate continuous improvement and provide an explanation in support of our performance.
- We are currently in the early phases of migration to a new back office software system for Development Standards. The outcome of this will be to improve efficiencies within our Planning and Building Standards processes.
- Our people are our greatest asset and vital to how we successfully deliver public services in the future and we want to ensure that every member of staff feels supported in contributing to that change. The Development and Housing Services staff panel, which has been running for almost a year has produced an improvement plan which is currently being progressed. The services' staff awards ceremony, recognising the work done by our dedicated staff also took place in November 2017.

### 6.29 **Priorities 2018/19**

- We will continue to use our robust performance management regime to drive service improvement – reporting nationally on our performance but also identifying areas where we can learn from others or need to consider new ways of working.
- We will review our approach to tenant participation and customer engagement through our Customer Engagement Strategy and ensure that we provide meaningful opportunities for tenants, customers and other stakeholders to influence service delivery.

- We will roll out a new approach to self-evaluation across the service, listening to our workforce's views on what works well and what can be improved within Development and Housing Services, using this insight to drive real change linked to the strategic outcomes of the Council Plan.
- Development and Housing Services' draft workforce plan has been developed, addressing age profiling, learning & development and skills development. The plan is action-focused, with a suite of actions under 5 key themes as outlined in section 4.31 of this Service Improvement Plan. In partnership with our colleagues in Organisational Development, Development and Housing Services will roll out the actions across our workforce and progress will be reported through the Service Improvement Planning process.

<b>6.30 Actions</b>				
<b>Action Code</b>	<b>What are we doing?</b>	<b>What difference will it make?</b>	<b>Who is leading this?</b>	<b>When will we do it by?</b>
DHS.SIP1 7-5.1	We will use the Annual Return on the Charter (ARC) to Scottish Housing regulator (SHR) process to drive improvements across housing services.	The ARC tracks the quality of service provided to tenants and provides benchmarking and tenant scrutiny of the services provided. We use this to inform what areas we will focus on for improvement.	Planning and Housing Manager	31-Mar-2021
DHS.SIP1 7-5.4	We will use the Planning Performance Framework (PPF) process to drive improvements in the planning services we provide.	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 continuous improvement.	Development Standards Manager	31-Mar-2021
DHS.SIP1 7-5.5	Promote development and safeguards through the delivery of regulatory services (within Development Standards).	Contributes to the safety and wellbeing of our communities	Development Standards Manager	31-Mar-2020
DHS.SIP1 7-5.6	Implement Development and Housing Services' workforce plan	Implementing the plan will ensure our employees are deployed to the right place with the right skills at the right time.	All SMT	31-Mar-2019
DHS.SIP1 7-5.7	Develop and implement a programme of self-assessment	We will ensure staff across all service areas within Development and Housing Services have an opportunity to be involved in a self-assessment exercise. This work will drive service improvements and identify better ways of working to benefit both staff and service users.	Strategic Planning and Policy Development Manager	31-Mar-2019
DHS.SIP1 7-5.8	Improve Tenant Participation by delivering the Customer Engagement Action Plan 2017/18.	The Action Plan outlines how we will strengthen and increase tenant participation and support engagement, to help inform ongoing service development and continuous improvement.	Planning and Housing Manager	31-Mar-2019

## 6.31 Performance Indicators

Code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2018/19	2019/20	2020/21
HPCMT07	% Overall Repairs Completed Within Target	Quarterly	Q3 17/18	96.22%	95%		95%	96%	96%
HPCHAR TER12	Average length of time taken to complete non-emergency repairs (days)	Quarterly	Q3 17/18	6.3 days	15.0 days		15.0 days	15.0 days	15.0 days
HPCHAR TER13	% of reactive repairs carried out in the last year completed right first time	Years	16/17	94.8%	92.0%		93%	93%	94%
HPCHAR TER34	% of rent loss due to voids	Quarterly	Q3 17/18	1.31%	1.80%		1.5%	1.4%	1.4%
HPCHAR TER30	Rent collected as percentage of total rent due in the reporting year.	Quarterly	Q3 17/18	99.7%	95.0%		98%*	98%*	98%*
HPCHAR TER31	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.	Quarterly	Q3 17/18	5.1%	6.0%		5.7%*	5.7%*	5.7%*
HPCHAR TER35	Average length of time taken to re-let properties in the last year	Quarterly	Q3 17/18	43 days	38 days		38 days	37 days	36 days
DHS.CO MP.FRO NT%	Total Percentage of frontline (stage 1) complaints responded to within 5 days by DHS	Quarterly	Q3 17/18	86.6%	95%		95%	95%	95%
DHS.CO MP.INV %	Total Percentage of investigation (stage 2) complaints responded to within 20 days by DHS	Quarterly	Q3 17/18	100%	95%		95%	95%	95%
PT.DS.PP F.CMT.06	Application Approval Rate	Quarterly	Q3 17/18	98.2%	Data only			Data only	
PT.DS.PP F.CMT01	Average Time for processing Planning Applications (Householder)	Quarterly	Q3 17/18	8	Data only			Data only	
PT.DS.PP F.CMT.07	Percentage of applications dealt with under delegated authority	Quarterly	Q3 17/18	96.6%	Data only			Data only	
DHS.BST AN.1a	Time to issue a building warrant or amendment to warrant from receipt of application	Quarterly	Q3 17/18	75.43 days	60 days		60 days	60 days	60 days
DHS.BST AN.1b	Time to issue a first report (95% issued within 20 days)	Quarterly	Q3 17/18	26.26%	95%		95%	95%	95%
DHS.BST AN.1c	Time to issue a building warrant or amendment from receipt of satisfactory information (90% of all warrants and amendments issued within 10 days from receipt of all satisfactory information)	Quarterly	Q3 17/18	41.06%	90%		90%	90%	90%













\*Consideration is being given to the impact of welfare reform and the roll out of Universal Credit (full service) within Renfrewshire – future targets may be adjusted to reflect any changes however our aim remains to mitigate impact.



## Development and Housing Services Local Government Benchmarking Framework



LGBF PIs								
PI Code & Name	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Explanation of Performance
				Value	Target	Value	Target	
HPCHARTER31 Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.				6.01%	8%	5.35%	6%	Target for this PI is now 6% following on from year end performance.
HPCHARTER34 % of rent loss due to voids				1.86%	2.5%	1.53%	1.8%	Performance continues to improve. Improved performance is linked to a number of initiatives, such as proactive marketing, decentralisation of letting service to improve local knowledge, improvements in void management process and better cross service working.
HPCMT13a % of Council housing stock which meets the Scottish Housing Quality Standard				85.87%	100%	91.39%	100%	Last year the service brought a further 698 properties up to SHQS. At the end of 2016/17, 11,168 of the Council's stock of 12,220 properties met the SHQS. The Council has 1,052 properties in abeyance where the current tenant has refused internal works/ the Council has been unable to secure owner participation to allow external works to be carried out to comply with SHQS.
HPCHARTER12 Average length of time taken to complete non-emergency repairs (days)				8.40	15	7.41	15	Over 38,500 non-emergency repairs were completed in an average of 7.4 days. This is an improvement from 8.4 from the previous year and reflects work to improve staff training/support on the allocation of requests. A repairs bulletin was produced to improve understanding and accuracy of repairs reporting.
HPCHARTER08 Percentage of council dwellings that are energy efficient				98.52%	100%	98.03%	100%	Of the Council's 12,220 properties, 11,979 met the appropriate NHER or SAP rating at the end of March 2017. The small decrease in the proportion properties meeting the NHER standard compared to last year is due to small shifts in the profile of the Council's stock as a result of Right to Buy sales.

PI Code & Name	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Explanation of Performance										
				Value	Target	Value	Target											
PT.ED.LGBF.01 % Unemployed people accessing jobs via Council funded / operated employability programmes				27.5%	Data only	27.1%	Data only	619 jobs supported through Invest (matched the SLAED figure reported for 16/17)  3040 registered unemployed in Renfrewshire (from NOMIS as at March 2017)  Please note "Registered Unemployed" is based on the claimant count on NOMIS.										
LGBF.ECON2 Cost per planning application				£9,534.30	Data only	£8506.40	Data only	Cost per planning application – The cost has reduced from £9534.30 to £8506.40; however the indicator remains in the bottom quartile. We continue to have dialogue with the Improvement Service on this indicator as the current LFR total being used includes other areas of activity not relevant to planning applications. We have calculated this as follows for 2016/17:  <table border="0" style="width: 100%;"> <tr> <td style="width: 80%;">Direct staff costs</td> <td style="text-align: right;">£344k</td> </tr> <tr> <td>Indirect costs</td> <td style="text-align: right;">£326k</td> </tr> <tr> <td>Total costs</td> <td style="text-align: right;">£670k</td> </tr> <tr> <td>No. of applications</td> <td style="text-align: right;">553</td> </tr> <tr> <td>Cost per planning application</td> <td style="text-align: right;">£1211.57</td> </tr> </table>	Direct staff costs	£344k	Indirect costs	£326k	Total costs	£670k	No. of applications	553	Cost per planning application	£1211.57
Direct staff costs	£344k																	
Indirect costs	£326k																	
Total costs	£670k																	
No. of applications	553																	
Cost per planning application	£1211.57																	
LGBF.ECON3 Average time taken to deliver a commercial planning application decision				9.16	Data only	11.14	Data only	The time taken increased from 9.16 weeks to 11.14 weeks, with the ranking changing to 25 and putting it in the bottom quartile. Some applications took longer to process, as a result of delays in the applicants responding to requests for information.										
LGBF.ECON5 No of business gateway start-ups per 10,000 population				17.64	Data only	18.5	Data only											