

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

**On: 22 May 2018**

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

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**Heading: Development and Housing Services – Service Improvement  
Outturn Report for 2017/18**

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## **1. Summary**

- 1.1 The Service Improvement Plan 2017/18 – 2019/20 for Development and Housing Services was approved by the Communities Housing and Planning Policy Boards in June 2017.
- 1.2 The attached Service Improvement Action plan (appendix 1) and Performance Scorecard (appendix 2) show progress against the agreed priorities for the service, aligned to the new Council Plan strategic outcomes as approved by Council on 28 September 2017.
- 1.3 This report details Development and Housing Services' performance for the 12 month period to 31 March 2018. The main purpose of the report is to provide:
  - Details of the key achievements of the service
  - A progress update on implementing the action plan linked to the 2017-20 Service Improvement Plan
  - An assessment of performance in relation to the service scorecard which comprises core performance indicators
- 1.4 Development and Housing Services has continued to progress an ambitious programme of service development throughout 2017/18 across all areas of service delivery. Key achievements included:

- 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, providing an international platform to promote Paisley and Renfrewshire.
- Throughout 2017/18 progress continued on Renfrewshire's City Deal projects - the extensive consultation process prior to submitting planning applications allowed communities the opportunity to input to the project development stages and influence the shape of the projects.
- We completed the £5m restoration of the iconic Russell Institute, within the approved budget and the building is fully occupied and operational.
- 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.
- We are working with housing associations to deliver new build housing projects within the Strategic Housing Investment Plan (SHIP) with Sanctuary Scotland completing the first phase of development at Andrew Avenue in Renfrew.
- 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 with this location raising the profile of the programme and reminding 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.
- 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.
- A new draft Renfrewshire Biodiversity Action Plan has been developed in partnership with some 25 biodiversity organisations from the public, private and voluntary sectors setting out a positive and ambitious approach to support our natural heritage and make Renfrewshire a vibrant and attractive place to live, work and visit.
- We submitted our fourth Charter return to the Scottish Housing Regulator in May 2017, with service performance 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.

- 1.5 Service Improvement Plans are important documents which provide an opportunity for elected members to scrutinise service levels, activity and associated performance. Implementation of the Service Improvement Plan is monitored and reported to this Policy Board on a six monthly basis to allow the Board to review progress. A six month progress report was previously provided to the Board on the 2017 to 2020 Service Improvement Plan in November 2017.
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## **2. Recommendations**

- 2.1 It is recommended that the Communities, Housing and Planning Policy Board:
- (i) Notes the progress that has been made by Development and Housing Services with implementation of the 2017 to 2020 Service Improvement Plan actions and performance indicators as detailed in the appendices
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## **3. Background**

- 3.1 The Service Improvement Plan for Development and Housing Services provides a comprehensive statement of the outcomes the service aims to achieve, and the actions it will take to achieve these. It fits within the wider planning framework of the Council by taking account of Community Planning themes and Council priorities. It enables elected members to have oversight of developments within the service and to consider and develop policy options which reflect customer need and resource availability.
- 3.2 The Service Improvement Plan also provides a mechanism by which elected members can evaluate the performance of the service and this outturn report provides an update on progress against the 2017-18 Plan actions and performance indicators.
- 3.3 In June 2017, Development and Housing Services presented a Service Improvement Plan aligned to the then Council Plan, which was due to come to an end. A new Council Plan focusing on 5 strategic outcomes was approved by Council in September 2017 and consequently, Service Improvement Plans have been realigned to reflect these outcomes. The Council Plan 2017-2022 strategic outcomes are:
- Outcome 1: Reshaping our place, our economy and our future
  - Outcome 2: Building strong, safe, and resilient communities
  - Outcome 3: Tackling inequality, ensuring opportunities for all
  - Outcome 4: Creating a sustainable Renfrewshire for all to enjoy
  - Outcome 5: Working together to improve outcomes
- 3.4 The action plan lies at the core of the Service Improvement Plan. It sets out the priorities being addressed, the key tasks to be implemented, the implementation timetable and the outcomes and measures against which progress can be assessed.

- 3.5 Appendix 1 to this report provides a summary of progress achieved on the Development and Housing Services' Service Improvement Plan Action Plan to the end of March 2018. It highlights areas where significant advances have been made and any actions that may have been reviewed or delayed.
- 3.6 Aligned to the actions, there is a suite of performance indicators to measure progress - appendix 2 to this report details the performance of Development and Housing Services' strategic performance indicators.
- 3.7 The service improvement planning process is a key part of our Public Performance Reporting framework with additional performance reports produced and further information available on our council web pages.

#### **4. Summary of main achievements**

- 4.1 The key achievements of Development and Housing Services for the year to 31 March 2018 are highlighted below. Full details of the progress implementing the actions outlined in the Service Improvement Plan can be found in Appendix 1 to this report.
- 4.2 Outcome 1: Reshaping our place, our economy and our future
- 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.
  - We have established the Economic Leadership Panel to work with leading partners across sectors to deliver economic regeneration. We have developed 4 sectoral sub groups (tourism, manufacturing, care / healthcare, skills) led by the private sector to help formulate a new economic strategy for Renfrewshire. Two further groups on creative industries and transport are likely to be set up this year. The new Economic Strategy will be published in early 2019.

- 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.

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

- The annual Local Housing Strategy (LHS) update 2017 was presented to and approved by the Communities, Housing and Planning Board in 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 shortly. 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 in 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.

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

- 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 well 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.
- 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

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

- 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.

#### 4.6 Outcome 5: Working together to improve outcomes

- 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.

### 5. Areas where actions have been reviewed or delayed

- 5.1 Since the publication of the Service Improvement Plan 2017-2020, all actions have been progressing in line with anticipated timescales.

## **6. Progress against service scorecard**

6.1 The Development and Housing Services' performance scorecard for 2017/18 contains 26 indicators, of which 5 are for information only and have no target. Of those indicators with targets, 15 are performing well (green), 4 are close to target (amber) and will continue to be monitored and 2 are currently not achieving their target (red). The full performance scorecard containing a detailed explanation of performance for each indicator is included at Appendix 2 of this report.

6.2 Some examples of positive performance include:

- Declining retail vacancy rate in Paisley Town Centre – falling from 71 empty commercial units in 2016/17 to 64 in 2017/18
- As outlined in the mid-term monitoring report to this board, the measure for Vacant and Derelict Land has been changed slightly to more accurately measure the land brought back into use. This is a new indicator but performance has significantly exceeded the agreed target of 20 hectares, with 65 hectares brought back into use, as of the 2017 audit.
- 2 out of the 3 employability indicators have exceeded targets, but the sustainment figures are particularly positive with 238 clients sustained in work at 6 months, against a target of 150. This represents approximately 50% of the clients supported into work and this figure could be lower than the reality as it can be difficult to track clients once they've entered into employment.
- A number of the indicators in the scorecard are reported to the Scottish Housing Regulator as part of the Charter return and are showing positive performance.

6.3 Some examples of performance indicators that are currently performing below target include:

- The number of unemployed people being supported through INVEST fell short of the target for 2017/18, with 1,185 against a target of 1,500. Caseloads are reducing as more people enter work so the INVEST team do tend to now get referrals for the most disengaged individuals and a reduction in numbers is a natural effect of this. It is also worth noting that this figure also represents only the new registrations in 2017/18 and doesn't include the customers registered in previous months who will still be receiving support from the team. It is positive to see that although the initial number of people being supported hasn't quite met the target, the other two employability indicators both have exceeded their targets, reflecting the success in supporting people into, and sustaining, employment.

- The number of new business start-ups in Renfrewshire with Business Gateway support fell slightly short of target with 265 against a target of 300. There are a number of factors which can influence people's inclination to set up new businesses but it is worth noting that the other business related indicator around growing businesses has performed very well, exceeding the target of 450, with performance for 2017/18 of 512.
- The two indicators measuring complaints performance are both slightly under target for 2017/18 and therefore have an amber warning. Both indicators were on track to meet the target for the first half of the year but saw a significant deterioration in the second half, particularly for quarter 4. In the second half of the year, due to the Council's migration from Lotus Notes to O365, new systems for dealing with FOIs, general correspondence and elected member enquiries were implemented which generated additional work for officers while the system bedded in. Although the complaints process and system (Lagan) remained unchanged, across the service it tends to be the same officers who deal with all these areas and it is thought that the general effect on their workloads has caused this dip in performance. March's figures seem to support this, starting to show a return to expected performance levels.

6.4 Several performance indicators in the service scorecard are reported as part of the Local Government Benchmarking Framework (LGBF). The Improvement Service released a validated version of the LGBF data for 2016/17 in February 2018 and a summary of Renfrewshire Council's performance was reported to the Audit, Risk and Scrutiny Board in March 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** – The Service Improvement Plan links closely with the Workforce Plan for Development and Housing Services, ensuring that the workforce is in a strong position to deliver key priorities now and in the future.
3. **Community/ Council Planning** – the Service Improvement Plan details the range of activities which will help to achieve the Council and Community Plan 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 because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website. The Service Improvement Plan also links with the Council's Equality Outcomes and Mainstreaming Equality Report and includes actions to ensure the Service contributes positively to reducing inequality.
8. **Health & Safety** – None.
9. **Procurement** – None.
10. **Risk** – The Service Improvement Plan supports the overarching management of risk within Renfrewshire Council and aligns closely with the Development and Housing Services' Risk Register.
11. **Privacy Impact** – None.
12. **Cosla Policy Position** – Not applicable

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#### **List of Background Papers:**



- (i) Development and Housing Services Service Improvement Plan 2017
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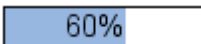
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11 May 2018




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# Appendix 1 - DHS Service Improvement Plan 2017-2020 Actions


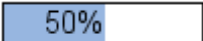
## 01: Reshaping our place, our economy and our future

Action	Status	Progress	Due Date	Update
We will develop a successful bid for Paisley to be UK City of Culture 2021		<div><div>100%</div></div>	31-Dec-2017	<p>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.</p> <p>We have played 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.</p>
Deliver Glasgow City Region City Deal programme		<div><div>50%</div></div>	31-Mar-2020	<p>Planning applications for both Glasgow Airport Investment Area (GAIA) and Clyde Waterfront and Renfrew Riverside (CWRR) were submitted in July 2017;</p> <ul style="list-style-type: none"> <li>GAIA (Abbotsinch Road) – Ref: 17/0485/PP</li> <li>GAIA (Inchinnan Cycleway_ - Ref: 17/0487/PP</li> <li>CWRR – Ref: 17/0486/PP</li> </ul> <p>Planning was granted for GAIA (Abbotsinch Road) on 7th November 2017, a planning decision has still to be determined for GAIA Inchinnan Cycleway. In relation to CWRR this application was called in by the Scottish Ministers and a planning decision (on behalf of all three Local Authorities) is expected in June 2018.</p> <p>The Council acquired voluntarily a key site for the GAIA (Abbotsinch Road) project on 1 November 2017. A Compulsory Purchase Order relating to GAIA (Abbotsinch Road) was published on 5th February 2018. During the objection period, 4 statutory objections have been received. Meetings have been arranged with objectors to discuss and where possible to come to a voluntary agreement where possible. As voluntary acquisition is the preferred route to acquire land, the Council continues to engage with all other affected parties in relation to land required for the projects. Attempts to secure voluntary acquisitions are generally positive. Negotiations continue with remaining owners and the design has accommodated their</p>


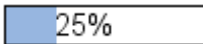
Action	Status	Progress	Due Date	Update
				<p>requirements wherever possible.</p> <p><b>GAIA</b> - Tender documents were issued to six tenderers on 12th March 2018, tender closing date is 1st June 2018 for the design and construction of the GAIA infrastructure.</p> <p><b>CWRR</b> – Contract documents are being finalised with a view to issuing them after planning consent is granted and any subsequent decisions on the project.</p> <p><b>AAP</b> – Project team are engaging with Transport Scotland to address audit comments from Jacobs’ review of the Outline Business Case.</p> <p>An application for Planning Permission In Principle (PPIP) for a new business park development to the east of Abbotsinch Road, which is now owned by the Council will be submitted in quarter 2. The proposed business park will be at the centre of the new Advanced Manufacturing Innovation District Scotland (AMIDS) which will be home to anchor tenant – National Manufacturing Institute for Scotland (NMIS). The PPIP application will establish the appropriateness of the proposed uses. Pre application consultation will take place on Wednesday 2nd May 2018 in The Normandy Hotel, Renfrew.</p>
Implement Current Local Development Plan (LDP)			31-Mar-2019	<p>Work continues to deliver the current Renfrewshire Local Development Plan Action Programme to support the LDP Spatial Strategy and sustainable economic growth across Renfrewshire.</p> <p>48 out of the 51 actions in the Renfrewshire Local Development Plan Action Plan have been progressed or completed by the Council or other partners.</p> <p>The Action Programme is currently being reviewed in preparation of the next LDP. A range of new actions will be set and some of the existing actions which are not yet complete will be updated to reflect changes since the LDP was adopted in 2014.</p>
Develop and adopt new LDP 2			31-Mar-2019	<p>Consultation on the Main Issues Report ended on 30 May 2017.</p> <p>A range of methods of engagement and consultation took place over the consultation period and 240 responses were received from a range of stakeholders including local residents, local businesses and developers.</p> <p>The response generally supported the Main Issues identified for the next LDP and agreed that the principal strategy for development set out in the current LDP remains relevant.</p> <p>All of the representations received to the Main Issues Report have been considered and summarised with the preparation of the Proposed LDP well underway and due to</p>




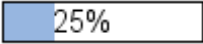
Action	Status	Progress	Due Date	Update
				be presented to the Board later in 2018.
Develop and implement Centre Strategies and Action Plans		<div><div>100%</div></div>	31-Mar-2020	All Centre Strategies and Action Plans were presented to and approved by the Planning and Property Policy Board between November 2016 and March 2017. Monitoring of actions in each strategy is underway and work is progressing with a variety of public, private and community groups to support delivery. A baseline report of progress in relation to actions will be reported to the Communities, Housing and Planning Board alongside updated strategies within the two year review cycle. The refreshed Centre Strategies will be presented to the Board later in 2018.
Develop and deliver a range of heritage led regeneration projects across Renfrewshire		<div><div>50%</div></div>	31-Mar-2020	<p>We continue to develop and deliver heritage led regeneration projects across Renfrewshire, during 2018 this has included;</p> <ul style="list-style-type: none"> <li>• Paisley Learning &amp; Cultural Hub – design team appointed through Hub West and options prepared. Initial surveys work completed and programme of enabling works prepared.</li> <li>• Russell Institute – project complete within approved budget and building fully occupied and operational.</li> <li>• Coats Memorial Church – support provided to proposed new Trust in identifying a sustainable end use for the building.</li> <li>• Successful uptake of the 2017/18 Retail Improvement Scheme - to improve nearly 150 properties over the 5-year period and return over 40 units to beneficial use</li> <li>• 2018/19 budget of £50,000 approved.</li> <li>• Clyde Muirshiel Regional Park – ongoing delivery of the approved Park Strategy.</li> <li>• Provision of support at Community Planning consultation events to raise awareness of regeneration activity and projects in Renfrewshire.</li> </ul> <p>Successful delivery of the ‘wee dig’ project involving over 1,000 people in the community archaeology project</p>
Implement approved Paisley Town Centre Action Plan		<div><div>30%</div></div>	31-Mar-2020	<ul style="list-style-type: none"> <li>• Ongoing discussions with Network Rail regarding Paisley Gilmour Street.</li> <li>• Continuing to work with Environment and Communities on the Public Realm Masterplan.</li> <li>• Paisley West End Masterplan public consultations held in 2017/18.</li> <li>• Paisley Town Centre Transport Strategy commissioned by Environment and Communities (PBA).</li> <li>• Proprietary work for the regeneration of the Abbey Quarter area is Progressing</li> <li>• Abbey Drain regeneration project – initial feasibility study completed (SLR Consultants).</li> <li>• ‘Big Dig 2018’ archaeology project to be delivered in summer 2018 dependant on the success of the application to Heritage Lottery Fund.</li> </ul>




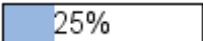



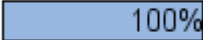


Action	Status	Progress	Due Date	Update
Deliver Paisley TH/CARS 2 project		<div><div>12%</div></div>	31-Mar-2020	<p>The Townscape Heritage/ Conservation Area Regeneration Scheme £4.5m regeneration project is centred around Paisley High Street. Over the last 6 months we have:</p> <ul style="list-style-type: none"> <li>• Received 29 preliminary grant applications to date for building repair and shop front improvements</li> <li>• Continued to make contact with property owners to provide support and guidance</li> <li>• Quarterly Monitoring reports submitted and approved by the funders outlining progress to date and claiming the required grant.</li> <li>• Specialist consultants appointed to prepare base line data</li> <li>• Tenders are being prepared for the appointment of topographic survey, landscape architecture consultant and contractor</li> <li>• PTC conservation management plan and conservation area appraisal approved by Board in March 2018.</li> </ul> <p>Extensive programme of heritage activities is well underway with 8 activities successfully delivered to date and a further 10 are underway</p>
Implement and Review Paisley Town Centre Heritage Asset Strategy		<div><div>20%</div></div>	31-Mar-2020	<p>We are currently carrying out a review of the Paisley Town Centre Heritage Asset Strategy Action Plan and Implementation Programme in the context of the Legacy of the bid process.</p>
Deliver Invest in Renfrewshire (Invest in Business Programme)		<div><div>50%</div></div>	31-Mar-2018	<p><b>Business Start Up</b> – the start-up service is operating with two advisers. One Advisor deals with start-up volume (less than the VAT threshold), the other adviser focuses on the potential high value clients, i.e. those new businesses which aspire to trade above £70,000 or employ staff within 12 months – 18 months. Strengthening the business start-up service has enabled a greater degree of assessment of the needs and potential of new start businesses.</p> <p><b>Business Growth</b> – the Business Growth team continue to provide business growth services to assist local companies to identify and unlock any barriers to their growth potential thus ensuring that they are in a position to play a full part in increasing the level of local economic activity.</p>
Deliver Invest in Renfrewshire (Employability Programme)		<div><div>75%</div></div>	31-Mar-2018	<p>Since January 2017, 1,316 unemployed people have been registered and are receiving support to progress to employment through the support provided by the employability hub.</p> <p>71 people have been supported through a wage subsidy programme to progress to employment</p> <p>410 have secured employment</p>


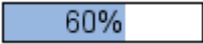
Action	Status	Progress	Due Date	Update
				<p>878 people have received support to address barriers they are facing to employment and are engaging with Invest in Renfrewshire to continue their journey towards sustainable employment</p> <p>65 individuals have been supported by Employability Fund and Modern Apprenticeship programmes.</p>
Deliver Economic Framework			31-Mar-2018	<p>We have established the Economic Leadership Panel to work with leading partners across sectors to deliver economic regeneration. We have developed 4 sectoral sub groups (tourism, manufacturing, care / healthcare, skills) led by the private sector to help formulate a new economic strategy for Renfrewshire. Two further groups on creative industries and transport are likely to be set up this year. The new Economic Strategy will be published in early 2019.</p>

## 02: Building strong, safe and resilient communities




Action	Status	Progress	Due Date	Update
Deliver Local Housing Strategy (LHS)			31-Mar-2020	<p>The annual 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 to 2021.</p> <p>This SIP Action Plan has separate actions detailing progress with the Strategic Housing Investment Plan (SHIP) and housing regeneration programmes. (Outcomes 1 and 2 of the LHS). Other actions include;</p> <p><b>Outcome 3 'People live in high quality, well managed homes'</b>, The Council and Paisley Housing Association continue to progress the Orchard Street Housing Renewal Area.</p> <p><b>Outcome 4 'Homes are Energy Efficient and Fuel Poverty is minimised'</b>, Total funding of £1,487,525 for energy projects in Renfrewshire awarded as part of the Scottish Government's Home Energy Efficiency Programmes: Area Based Schemes (HEEPS ABS). This is being used to fund energy efficiency improvement programmes such as external wall insulation, to be carried out by the Council and local Housing Associations.</p> <p><b>Outcome 5 'Homelessness is prevented and vulnerable people get the advice and support they need'</b> - In recognition of the need to address wider issues than just 'housing' in order to tackle homelessness, Community Justice Renfrewshire, the Employability Service and Housing Services made a successful joint funding application to the Scottish Government for an integrated programme of training, skills development and employment activities for people with convictions living in / returning to Renfrewshire. This new service will provide bespoke specialist support for around 60 individuals who have complex barriers to employment, and will aim to help them to access sustainable employment and break the cycle of repeat convictions and homelessness.</p> <p><b>Outcome 6 'People are able to live independently for as long as possible in their own home'</b> - Discussions are ongoing to facilitate the development and/or re-provisioning of housing to meet the needs of older people.</p>

Action	Status	Progress	Due Date	Update
				<p><b>Outcome 7 'People can access affordable housing that meets their needs at the right time'</b>, Work on a draft common allocation policy, which will be used by both Renfrewshire Council and 5 local housing association partners, is at an advanced stage. A final draft will be presented to a future meeting of the Policy Board for authority to consult with tenants and other service users and stakeholders in 2018.</p>
Deliver Strategic Housing Investment Plan (SHIP)			31-Mar-2020	<p>In 2017/18, 77 new affordable homes were completed. All of these homes were at Andrew Avenue (Phase I) in Renfrew.</p> <p>Estimated completions in the financial year 2018/19 are 166. This includes 67 affordable homes at Inchinnan Road (Western Park) in Renfrew, 39 new affordable homes on the former Co-op site in Paisley's West End and a further 60 new affordable homes at Andrew Avenue (Phase II) in Renfrew.</p> <p>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.</p> <p>The current SHIP brought projects forward from the pipeline programme in the last SHIP and includes new projects which accord with the outcomes of the current LHS 2016-2021.</p>
Progress Housing regeneration programmes			31-Mar-2020	<p>Johnstone Castle - Compulsory Purchase Order (CPO) 1 has been approved by Scottish Ministers. Officers will now progress the second CPO for the regeneration of the Johnstone Castle area. Demolition of the former tenements is ongoing to clear the sites, with 11 blocks already demolished and a further 22 blocks transferred to our demolition contractors, these blocks will be demolished by the end of the year. Following approval by the Finance, Resources and Customer Services Policy Board in March 2017, Engie Regeneration Limited will be formally appointed as the Council's new build contractor for 95 new build Council Homes in Johnstone Castle.</p> <p>Paisley West End – Following the approval of the West End Masterplan by the Leadership Board in December 2017, officers from Planning and Housing are working with our RSL partner, Sanctuary Scotland and the Scottish Government to deliver the Regeneration Masterplan for the West End of Paisley. In order to facilitate the masterplan, a CPO will be promoted to assist in the delivery of the Masterplan.</p> <p>Having reviewed further the options for the Regeneration of the Tannahill area of Ferguslie Park, officers from Planning and Housing have been preparing a final assessment of the costs and funding opportunities for the Tannahill area. The findings of this review will be presenting to the Communities, Housing and Planning Policy Board later in 2018.</p>











Action	Status	Progress	Due Date	Update
Implement the Housing Capital Investment Plan 2017/18 to 2019/20			31-Mar-2020	The £4.5M external improvement works programme for 2017/18 is on site and progressing well. This programme will provide combinations of external wall insulation and roofline works for a total of 440 owners and tenants and has been supported by £1.2M of Scottish Government's HEEPS:ABS funding. Works are currently scheduled to be concluded August 2018.
				£1.3M door replacement programme installed almost 1,200 new doors
				The internal improvement works programme for 2017/18 delivered a combination of kitchen, bathroom and rewiring upgrades as well as a central heating replacement programme to over 500 tenants.
				350 disabled adaptations in Council housing have been completed during 2017/18.
				Investment in high rise properties including foyer refurbishment works at 4 blocks and common area fire detection and alarm systems installed at 5 blocks.
Implement revised Housing Asset Management Strategy			31-Mar-2020	Enhance interlinked smoke and heat alarms installed in homes in 3 blocks with works underway in a further 2 blocks.
Implement the Private Sector Housing Grant (PSHG) for 2017/18			31-Mar-2018	The Strategic Asset Management System (SAMS) outputs are being reviewed and will contribute to the development of the Housing Asset Management Strategy.
				192 private sector adaptation installations have been completed during 2017/18, with grant support of £694,000.
				The Care and Repair contract was awarded to Bridgewater Housing Association for a period of three years from 1 <sup>st</sup> November 2017.
Allocation of council houses and nominate applicants to Registered Social Landlords			31-Mar-2020	Grant support of £48,000 has been provided to private homeowners involved in SHQS/Capital Investment programmes.
				The Council has formally declared a Housing Renewal area at Orchard Street Paisley and Paisley Housing Association are currently in dialogue with owners. The rehabilitation of the block is not expected to commence until around 2019/20.
Estate Management Services			31-Mar-2020	Performance continues to improve – void rent loss compared to the equivalent period last year (financial year end) has reduced from £708,700 (1.53%) to £599,600 (1.31%)
				Local Estate action plans ongoing, figures regarding Anti-Social Behaviour (ASB) lower than comparable period previous year.



Action	Status	Progress	Due Date	Update
Deliver Invest in Renfrewshire (Invest in Communities Programme)			31-Mar-2018	<b>Community Economic Development</b>
				Since January 2017, the Community Economic Development Team has supported 106 Community Organisations with advice, funding and capacity building.
				Since January 2017, the Community Economic Development Team has supported 16 Community Organisations to submit funding applications.
				Over the last 6 months, 5 funding applications have been successful, with funding secured totalling £270,500.
				<b>LEADER</b>
				Since 2016, 5 LEADER funding applications have been approved (3 in Inverclyde and 2 in Renfrewshire).
				The total value of approved LEADER funding applications is currently £819, ,321 with the average LEADER intervention being 43.14%
				13 LEADER funding applications are currently being considered with a total project value of £842,750

### 03: Tackling inequality, ensuring opportunities for all

Action	Status	Progress	Due Date	Update
We will ensure delivery of an effective Refugee resettlement programme.		<div><div>100%</div></div>	31-Mar-2018	<p>Twenty eight Syrian families have now arrived in Renfrewshire.</p> <p>Eleven families and 2 single men have been supported to resettle in the wider community.</p> <p>Two males are in full time employment, with a further two in part time posts. Three men regularly volunteer in order to gain work experience, whilst others continue to study and attend English for Speakers of Other Languages (ESOL) classes. The women are beginning to attend more classes both at college and the learning centres.</p> <p>An efficient and effective Refugee Resettlement programme is now being delivered, therefore 100% complete.</p>
Along with our key partners, we will monitor and review the impact of the range of services we provide to homeless people, and those threatened with homelessness.		<div><div>100%</div></div>	31-Mar-2018	<p>There continues to be a range of services provided to those who are homeless or threatened with homelessness in Renfrewshire, including :</p> <ul style="list-style-type: none"> <li>• family mediation,</li> <li>• assistance when moving into a new tenancy,</li> <li>• tailored support from specialist providers such as Turning Point Scotland, Blue Triangle Housing Association and so on.</li> </ul> <p>There is a range of temporary accommodation available for those who are roofless utilising council properties, Registered Social Landlord (RSL) 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.</p> <p>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.</p> <p>The Renfrewshire Homelessness Partnership continues to meet quarterly, and closely reviews performance in tackling and preventing homelessness.</p>
Development and Housing Services will pilot a new approach to Equality Impact Assessments (EQIAs) in the coming year		<div><div>25%</div></div>	31-Mar-2018	<p>The council's lead officers for equalities attended the DHS Senior Management Team (SMT) &amp; 3rd tier managers meeting to discuss the new approach to mainstreaming equalities and further meetings have taken place across the service to aid discussion on equalities and identify good practice. The EQIA process is well underway for the new Paisley Library and officers from across the service along with colleagues from Renfrewshire Leisure (RLL) continue to meet with Renfrewshire's Access Panel as part of the EQIA process and update it as necessary.</p>







## 05: Working together to improve outcomes





Action	Status	Progress	Due Date	Update
Submit Annual Return on the Charter to Scottish Housing regulator (SHR) and report back to stakeholders			31-Oct-2017	<p>We submitted our fourth return to the SHR in May 2017. We submitted our report on the Charter to Communities, Housing and Planning Board in August this year, noting that service performance is generally improving.</p> <p>A further benchmarking report was presented to Communities, Housing and Planning Board in November, which, in addition to our Charter return, presents additional benchmarking data against local authorities. Again this demonstrates an improving picture for the service.</p> <p>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.</p> <p>Our report to tenants, outlining our performance was published in October 2017.</p>
Maximising rental income – reducing the amount of arrears to current and former tenants and former tenancies			31-Mar-2020	<p>Performance continues to improve – Current arrears compared to equivalent period last year (financial year end) have reduced from £1,194,900 (2.58%) to £1,146,600 (2.52%) Former tenant arrears have also reduced from 2.78% of gross rent in 2016/17 to 2.38% of gross rent in 2017/18.</p>
Manage Housing Waiting List			31-Mar-2020	<p>Number of refusals has reduced from previous year and number of applicants on waiting list remains consistent with previous year.</p>
Produce Planning Performance Framework (PPF) for 2016/17			31-Jul-2017	<p>We submitted our 6th annual Planning Performance Framework 2016/17 to the Scottish Government by the deadline in July 2017 and was also reported to the Communities, Housing &amp; Planning Policy Board in August 2017.</p> <p>The Scottish Government provides a 'Feedback Report' outlining their evaluation of our performance based on the evidence provided within the Planning Performance Framework and this was received late 2017 and was brought to the Communities, Housing and Planning Policy Board in March 2018, noting broadly positive performance with 9 out of the 15 performance markers indicating green, 6 amber ratings and no red ratings.</p>
Develop improvements to the delivery of regulatory services (within Development Standards)			31-Mar-2020	<p>We are currently in the early phases of migration from Acolaid to Uniform (Planning software systems). Some live data sets have already been transferred and system set up and field mapping are in progress. This will improve efficiencies within our Planning and Building Standards processes</p>

Action	Status	Progress	Due Date	Update
Implement Development and Housing Services' workforce plan		<div><div>50%</div></div>	31-Mar-2019	A corporate Workforce Plan has been developed and a workshop was held by HR and OD with the SMT and 3rd tier managers in May 2017 to develop the service workforce plan. Workforce planning remains a key priority for the service and SMT and 3rd tier managers are continuing to progress key actions. For example, ensuring Individual Development Plans (IDPs) are being carried out across the service remains a high priority and this is also an action of DHS' staff panel's improvement plan. Workforce planning has also been discussed at the DHS staff panel with HR and OD colleagues attending all the Staff Panel meetings during 2017/18 to update and consult with the panel.
Undertake a review of the Customer Engagement Strategy		<div><div>25%</div></div>	31-Dec-2018	We are in the early stages of reviewing our Customer engagement strategy. We will develop an action plan that encompasses a range of consultation methods and activities. We are looking to deliver a framework for involving tenants, residents and stakeholders on local and Renfrewshire wide issues, with an inclusive approach which takes account of often hard to reach groups.

## Appendix 2 - DHS Service Improvement Plan 2017-2020 Scorecard





### Local Outcome 01: Reshaping our place, our economy and our future

Code	Performance Indicator	Current Status	2015/16		2016/17		2017/18		2018/19	2019/20	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	Target	
DHS.CP.R R01	Number of properties on Buildings at Risk Register		46	No target set previously	45	No target set previously	41	42	42	42	7 properties are currently undergoing restoration
SOA16DH .13	Number of vacant retail units in Paisley Town Centre		73	No target set previously	71	No target set previously	64	68	68	68	The 2018 survey of Paisley Town Centre was completed in April, and focuses on ground floor commercial units within the town centre, and doesn't include upper floors. 64 units are currently vacant, which is 14% of the ground floor commercial units in Paisley TC, this is down from 16% the previous year. The declining vacancy rates are related to a rise in local retail, cafe and service type uses in recent years.
DHS.SLA DOC9	Town Vacancy Rate		11.5%	Data only	11.8%	Data only	11.7%		Data only		Vacancy in Renfrewshire's Town Centres has decreased slightly to 11.7% which is above the Scottish average of 9.2%. The vacancy rate across Renfrewshire is largely attributed to vacancy in Paisley Town Centre, although vacancy in Paisley continues to fall.
DHS.VDL 01	Amount of vacant and derelict land brought back in to use (hectares)			New indicator			65	20	20	20	The Vacant and Derelict Land audit is undertaken annually. The 2018 audit is under way and will be completed over the Summer. The 2017 audit saw 65 Ha brought back into use. That covers both urban and rural sites.
DHS.EMP .01	Number of unemployed people being supported through Renfrewshire Council Employability Programme (INVEST)		1,635	No target set previously	1,464	No target set previously	1,185	1,500	1,500	1,500	This is the total number of new registrations in this period. Invest will still have an active caseload of customers registered in previous months.  Caseloads are reducing as more people enter work. The Invest team now tend to get referrals for those most disengaged.
DHS.EMP .02	Number of unemployed people supported into work through Renfrewshire Council Employability		557	No target set previously	613	No target set previously	523	500	500	500	This indicator shows a slight decline in comparison to last year but the figures still show a high number of people supported into work through the programmes. The











Code	Performance Indicator	Current Status	2015/16		2016/17		2017/18		2018/19	2019/20	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	Target	
	Programme (INVEST)										proportion of jobs to registrations remained constant.
DHS.EMP.03	Number of people supported, sustained in work at 6 Months through Renfrewshire Council Employability Programme (INVEST)		126	No target set previously	287	No target set previously	238	150	150	150	Sustainment figures are achieved by tracking those entering employment. In 17/18 the figures exceeded the target of 150 and approximately 50% of clients supported into work sustained in work at 6 months. This figure may be higher but it is not always possible to track or contact all clients who enter employment. Please note targets for this and the previous 2 employability indicators will be reviewed in line with the new structure due to be implemented from October onwards.
DHS.EMP.07a	Number of new companies supported to grow business			New indicator			512	450	450	450	The Business Growth team have assisted local companies to identify and unlock any barriers to their growth potential to ensure they are in a position to play a full part in increasing local economic activity.
DHS.EMP.08	Number of new business start ups in Renfrewshire with Business Gateway support		336	No target set previously	326	No target set previously	265	300	300	300	<p>Figures are as follows:</p> <p>January 32 February 30 March 20</p> <p>There are a number of external factors which influence the number of business starts in any given year. Those factors include the strength of the economy, consumer confidence, business confidence, the strength of the job market and, ultimately, people's personal circumstances, ambitions and motivations.</p>
DHS.EMP.09	Renfrewshire Claimant Count (NOMIS)		3,035	Data only	3,040	Data only	3,290		Data only		<p>Please note that this figure reflects the 'claimant count' for Renfrewshire at end of March 2018.</p> <p>Of this figure, claimants aged 18-24 years = 570</p> <p>Claimants aged 50+ years = 900</p> <p>This data is taken from NOMIS and describes the number of Renfrewshire residents in receipt of the main</p>



Code	Performance Indicator	Current Status	2015/16		2016/17		2017/18		2018/19	2019/20	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	Target	
											unemployment benefits. It doesn't include people who are not in employment but on other benefits or not in receipt of benefits, so doesn't count all unemployed people in the area.

## Local Outcome 02: Building strong, safe and resilient communities

Code	Performance Indicator	Current Status	2015/16		2016/17		2017/18		2018/19	2019/20	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	Target	
HPCMT1 3a	% of Council housing stock which meets the Scottish Housing Quality Standard		85.9%	100%	91.4%	100%	93.5%	100%	100%	100%	Last year the service brought a further 264 properties up to SHQS. At the end of 2017/18, 11,345 of the Council's stock of 12,220 properties met the SHQS. The Council has 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.
HPCMT0 5	Average time from household presenting themselves as homeless to completion of duty (number of weeks)		19.32	21	23.02	21	23.78%	23	23	24	An increase in the average time has been predicted in our efforts to reduce repeat homelessness, in addition the service is dealing with more complex cases which require more support to get customers ready for permanent accommodation.
HPSIP01	Affordable housing completions		132	150	108	108	*	144	99	484	*The Housing Land Audit is currently being carried out. Figures will be submitted to Clydeplan in September Targets have been updated to reflect the estimated timescales/numbers in the new SHIP. This shows that we are expecting to achieve the 1,000 affordable housing completions target over the 5 years but with expected large variations from one year to the next.
SOA10.1 0a	Private housing completions		577	745	643	500	*	500	500	500	*The Housing Land Audit is currently being carried out. Figures will be submitted to Clydeplan in September

## Local Outcome 05: Working together to improve outcomes

Code	Performance Indicator	Current Status	2015/16		2016/17		2017/18		2018/19	2019/20	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	Target	
HPCMT07	% Overall Repairs Completed Within Target		93.58 %	95%	93.2%	95%	95.43%	91.5%	95%	96%	Figure to be finalised within next two weeks
HPCHART ER12	Average length of time taken to complete non emergency repairs (days)		8.4 days	15.0 days	7.4 days	15.0 days	7.06 days	15.0 days	15.0 days	15.0 days	Performance continues to improve
HPCHART ER13	% of reactive repairs carried out in the last year completed right first time		90.8%	91.0%	94.8%	91.0%	90.2%	92.0%	93%	93%	More than 31,500 reactive repairs were completed 'right first time' last year. This represents 9 out of 10 repairs (90.17%) and shows very good performance in efficiently and effectively diagnosing repair problems and in planning for work to be completed.
HPCHART ER34	% of rent loss due to voids		1.86%	2.50%	1.53%	2.40%	1.31%	1.80%	1.5%	1.4%	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.
HPCHART ER30	Rent collected as percentage of total rent due in the reporting year.		100.0 %	95.0%	100.1%	95.0%	100.21 %	95.0%	*98%	*98%	At the end of Q4 we had collected around £45.6m in rental income.
HPCHART ER31	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.		6.01%	8.00%	5.35%	8.00%	4.9%	6.00%	5.7%	5.7%	Rent arrears have reduced from the previous quarter and remain below target
HPCHART ER35	Average length of time taken to re-let properties in the last year		42 days	42 days	38 days	40 days	38 days	38 days	38 days	37 days	Performance has remained stable
PT.DS.PP F.CMT.06	Application Approval Rate		97.1%	Data only	97.7%	Data only	97.2%	Data only	Data only	Data only	Performance stayed stable compared to 2016/17 when the application approval rate was 97.7%
PT.DS.PP F.CMT01	Average Time for processing Planning Applications (Householder)		7.9	Data only	7.6	Data only	7.6	Data only	Data only	Data only	Performance stayed very stable compared to 2016/17 as the average time for processing householder planning applications was also 7.6 weeks last year.
PT.DS.PP F.CMT.07	Percentage of applications dealt with under delegated authority		97.5%	Data only	96.3%	Data only	98.1%	Data only	Data only	Data only	Performance has improved slightly in 2017/18 compared to 2016/17 when the percentage of applications dealt with under

Code	Performance Indicator	Current Status	2015/16		2016/17		2017/18		2018/19	2019/20	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	Target	
											delegated authority was 96.3%
DHS.COM P.FRONT %	Total Percentage of frontline (stage 1) complaints responded to within 5 days by DHS		93%	95%	91%	95%	88.6%	95%	95%	95%	New systems for FOIs, general enquiries and councillors' enquiries were rolled out in the second half of the year and it is thought this has had a knock-on effect on workloads for the officers dealing with complaints. March's figures support this with a return to previous levels of performance.
DHS.COM P.INV%	Total Percentage of investigation (stage 2) complaints responded to within 20 days by DHS		59%	95%	86%	95%	85.7%	95%	95%	95%	For Q4, 6 investigation complaints were received with 4 answered on time. As above, it is thought the drop in performance is related to the difficulties in managing workloads during transition period to Microsoft Office 365.