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

**On: 12 March 2019**

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**Report by: Director of Communities, Housing and Planning Services**

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**Heading: Communities, Housing and Planning Services - Service Improvement Plan 2019-22**

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## **1. Summary**

- 1.1 This Service Improvement Plan for Communities, Housing and Planning Services covers the period from 2019/20 – 2021/22. 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 beneath the Council Plan and Community Plan, alongside the Risk Management Plan and Workforce Plan to form a suite of documents which provide the strategic direction for the service.
- 1.3 The plan sets out our service priorities, the key tasks to be implemented and by when, and how we will measure progress.
- 1.4 This Service Improvement Plan is being presented to the Communities, Housing and Planning Policy Board, but it is also being presented to Infrastructure, Land and Environment Policy Board to approve elements covered within that Board's remit. A mid-year progress update on the Service Improvement Plan will be submitted to each of these Policy Boards in November 2019.

## **2. Recommendations**

- 2.1 It is recommended that the Communities, Housing and Planning Policy Board:

- (i) approves the attached Service Improvement Plan as specific to the areas of activity delegated to this Policy Board;
- (ii) note that the attached Service Improvement Plan for Communities, Housing and Planning is also being presented to the Infrastructure, Land and Environment Policy Board to approve elements covered within that Board's remit; and
- (iii) agrees that mid-year progress with the Service Improvement Plan be reported to this Board in November 2019.

### **3. Background**

- 3.1 Communities, Housing and Planning Services was established on 1 July 2018 following a review of senior management arrangements in the Council. The service plays a key role in the creation, development, support, protection and empowerment of Renfrewshire's communities.
- 3.2 The service has a key strategic role in the development of the Local Development Plan and Local Housing Strategy, which set out the strategic frameworks for development and regeneration of Renfrewshire, including facilitating major regeneration and investment zones such as the City Deal projects and Community Growth Areas.
- 3.3 The service is responsible for planning and placemaking; for driving forward the cultural regeneration ambitions of the Council and its partners following the UK City of Culture bid; for managing and investing in approximately 12,200 council houses; delivering housing regeneration and new build programmes; providing support to tenants and prospective tenants; providing housing advice and assistance to residents, including vulnerable and homeless people; and for working with partners to ensure that communities are safe, and that public health, the environment, individual consumers, and local communities are safeguarded, and that robust civil contingency and public protection arrangements are in place. The service also plays a key role in reducing inequalities, encouraging people to fulfil their potential and ensuring they have access to a range of learning and development opportunities, working with schools to support achievement and attainment.
- 3.4 The service plays key role in ensuring our spaces are there to be enjoyed by all - helping to create healthy places particularly through enforcement and monitoring air quality, but also attractive places, through Renfrewshire's Team Up to Clean Up campaign – our call to arms to communities to do their bit and tackle littering and fly tipping.
- 3.5 The Service Improvement Plan is one way in which elected members can scrutinise the work of Communities, Housing and Planning Services and consider 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. Importantly, the Service Improvement

Plan also links the Council and Community Plan priorities to strategic and operational activity within the service, which enables employees to understand how they contribute to the Council delivering its objectives. The priority actions set out in section 6 of the attached Service Improvement Plan, details how the service will work towards achieving the Council's priorities and help deliver improved outcomes for Renfrewshire.

#### **4. Key Achievements 2018/19**

- 4.1 During 2018/19 the service had a significant period of change, bringing together new service areas under the umbrella of Communities, Housing and Planning Services.
- 4.2 In planning and development control, work has progressed on the development of the new Local Development Plan which provides the framework for the Council's ambitious economic growth and physical development plans for Renfrewshire, including the City Deal projects and major housing development locations.
- 4.3 Our placemaking team has worked closely and engaged positively with communities and a range of stakeholders across Renfrewshire, including through the development of the Foxbar Place Plan and Town Centre Strategies. Our teams have also led and coordinated the Local Biodiversity Action Plan Steering Group and Growing Grounds Forum, supporting partners to deliver a range of biodiversity actions, and the Local Access Forum supporting partners and local communities to deliver recreational access and active travel improvements.
- 4.4 In housing, good progress has been made in new build housing projects across Renfrewshire including in Johnstone Castle and the large-scale development at Dargavel Village, Bishopton. In consultation with the local community, revised plans have been developed which will deliver around 100 new homes in Ferguslie Park, and plans are progressing for a wider development framework for the area. Progress is also being made with the redevelopment of the Paisley West End, where Sanctuary Scotland are development partners. All council tenants have been rehoused, and purchases of both residential and commercial properties are progressing, to facilitate the redevelopment.
- 4.5 Plans have been developed for future affordable housing provision and we have worked with housing association partners to deliver the Strategic Housing Investment Programme and are on track to deliver approximately 127 affordable homes by the end of March 2019. We have worked closely with colleagues on the Health and Social Care Partnership on housing, adaptations, and support needs for elderly and vulnerable members of the community and ensuring that there is strategic alignment between the Local Housing Strategy and HSCP's Strategic Plan.

- 4.6 In September 2018 full digital Universal Credit was rolled out in Renfrewshire and we have worked to support tenants making the transition onto the benefits system.
- 4.7 Advice, assistance and accommodation was provided to more than 800 homeless people, and we developed a Rapid Rehousing Transition Plan which sets out our proposals to ensure that homeless people are provided with settled accommodation more quickly, spend reduced time in temporary accommodation and have access to up-scaled support;
- 4.8 A fire safety working group was established following the tragic fire at Grenfell Tower in London in June 2017 and continues to meet. Improvement actions have been delivered in the Council's 14 multi storey flats.
- 4.9 Building on the momentum of the bid for UK City of Culture 2021 we have worked with partners to develop a Future Paisley Partnership action plan to deliver cultural regeneration in Renfrewshire. Significant progress is already evident. The CHEF fund has continued to support new cultural projects, and a new organisational development fund was established. A research centre with the University of the West of Scotland (UWS) has been established, the partnership with Glasgow School of Art and Castlehead High is continuing, and a creative sector business support programme has been developed.
- 4.10 In Communities and Public Protection, the Community Safety Hub has expanded and now has the wardens based at the hub, significantly improving partnership working. The Renfrewshire approach to tackling domestic abuse was developed. This has championed the White Ribbon Campaign, the 16 Days of Action and Reclaim the Night to increase awareness and improve the response of all partners. The approach is now receiving recognition across Scotland and has been cited as best practice in Parliament in Holyrood and Westminster.
- 4.11 The Street Stuff programme of diversionary activities had over 6,000 recorded attendances during the summer at core evening activities and summer camps. The summer programme also provided more than 3,000 healthy meals to children and young people in Renfrewshire. The programme is on track to exceed its target number of attendances in the current year.
- 4.12 The Team Up to Clean Up campaign, delivered in partnership with Environment and Infrastructure, has been hugely successful with community clean ups increasing by over 130% in the past year. The Big Spring Clean and Spotless September Challenge were very successful and demonstrated a real appetite for this type of engagement with our communities.
- 4.13 Completing the draft Renfrewshire Air Quality Action Plan covering the three air quality management areas in Renfrewshire. The action plan has been subject to consultation with the Scottish Government, SEPA, neighbouring local authorities and the public. Reflecting this, the report is being finalised and will be presented to the Infrastructure, Land and Environment Policy Board shortly for approval. Most action measures identified within the plan for

improving air quality are already underway with the remainder due to implemented shortly.

- 4.14 A vibrant and engaging 'Celebrating Youth' programme was designed by and for our young people as part of the Year of Young People. The Year of Young People calendar of events was delivered and engaged with young people in central and neighbourhood events following the co-design blueprint. The Annual Positive About Youth Awards took place in November 2018 – celebrating achievements of young people.
- 4.15 In community learning, our community education officers delivered the successful pizza reading programme in schools playing a key part in the excellent improvements in attainment in literacy and numeracy.
- 4.16 The service has been closely involved in preparing for the impact of Brexit including a no deal Brexit, in particular, closely monitoring the potential impact on food standards or trading standards legislation and the potential for additional workload pressures on these teams, particularly in regard to public protection duties and work with Glasgow International Airport.

## **5. Key Priorities**

- 5.1 The key priorities for the service this year include:
  - Building around 100 new Council homes in Ferguslie Park, as part of our housing-led regeneration plans for the area, following approval at the Communities, Housing and Planning Policy Board in October 2018 and engaging with the local community in the preparation of a development framework for the wider Tannahill area;
  - Developing and implementing plans for new council housing in Foxbar, West Johnstone, and Gallowhill as part of the affordable housing programme, and continuing the new build projects at Johnstone Castle, and Dargavel Village, Bishopton;
  - Progressing the regeneration plans for Paisley West End, and Orchard Street with our housing association development partners;
  - Consultation and engagement on the proposed Renfrewshire Local Development Plan with a range of stakeholders over a 12-week period to ensure local people, stakeholders and custodians continue to have the opportunity to shape their local areas;
  - Leading the ongoing cultural regeneration plans and play a key role in the development of new opportunities as well as the coordination, delivery and monitoring of the Future Paisley Partnership Board's action plan and reporting on progress and impact. This will include launching the research centre with UWS and establishing Paisley as a centre for excellence in cultural regeneration, identifying cross council opportunities to embed creativity in other areas of service delivery continuing the towns leadership agenda including ongoing work with the Organisation

for Economic Co-operation and Development (OECD), and exploring the opportunities to be part of other national or international networks;

- Continuing to strive to raise ambition, attainment and achievement within our communities, particularly with a view to widening access to opportunities across Renfrewshire, following the publication of our new Community Learning and Development Plan 2018-2021. We will continue to develop local partnerships across Renfrewshire, particularly with our youth services team supporting young people to become involved in participatory budgeting;
- Helping to develop the Council's approach to community empowerment and how we value and interact with our communities. We will also continue to support the delivery of the £1.87m funding programme for communities for green spaces, parks, play areas and villages;
- Reviewing the operations of the Community Safety Partnership to enable more flexible deployment of resources at key times, and to build capacity to respond to emerging priorities and pressures;
- Building on the success of the Team Up to Clean Up Campaign, continuing to work closely with communities, schools and businesses, publicising good news stories and encourage more communities to participate; and
- Implementing our Workforce Plan actions, reporting progress through the Service Improvement Planning process, in partnership with our colleagues in Organisational Development.

## **6. Monitoring Progress**

- 6.1 Progress on our Service Improvement Plan is monitored by our extended Senior Management Team every quarter. Progress will also be reported to both Communities, Housing and Planning Policy Board and Infrastructure, Land and Environment Policy Board on a six-monthly basis, with a mid-term update to be brought to this Board in November 2019.

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## **Implications of the Report**

- 1. Financial** - The Service Improvement Plan highlights resourcing pressures arising from increasing demand for services and the current financial environment.
- 2. HR & Organisational Development** – In partnership with our colleagues in Organisational Development, continue to roll out our Workforce Plan actions across the service.
- 3. Community/Council Planning** – The report details a range of activities which reflect local council and community planning themes.

4. **Legal** – none
5. **Property/Assets** – none
6. **Information Technology** – Service developments relating to 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.
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 Corporate and Strategic Risk Registers.
11. **Privacy Impact** - none
12. **COSLA Policy Position** – none

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**List of Background Papers:**      None

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MC/PM  
1 March 2019

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# Communities, Housing and Planning Services



## Service Improvement Plan

2019 - 2022



**Communities, Housing and Planning Services**  
**Service Improvement Plan 2019-2022**

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## **1. EXECUTIVE SUMMARY**

- 1.1 This Service Improvement Plan (SIP) sets out the strategic direction for Communities, Housing and Planning 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 provide, considers the needs of our customers and communities and outlines how our workforce can best meet the needs of Renfrewshire communities, 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 towards achieving our priorities.
- 1.2 Key priorities for Communities, Housing and Planning Services over the next three years include:
- delivering the approved housing-led regeneration plans for Ferguslie Park, Paisley's West End and Johnstone Castle; creating attractive, sustainable communities, where people want to live and invest;
  - delivering the current Local Development Plan and developing and adopting the new Local Development Plan in 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 ongoing cultural regeneration that builds from the UK City of Culture bid process, supporting and developing partnerships and identifying new opportunities. In addition, the team will continue the coordination, delivery and monitoring of the Future Paisley Partnership Board's action plan and reporting on progress and impact;
  - raising ambition, attainment and achievement through our approach to Community Learning and Development, while widening opportunities for communities across Renfrewshire;
  - working with colleagues across services, we are working to empower and value our communities and transform the relationship between the Council and the communities we serve;
  - leading the public protection agenda, focusing on combatting terrorism and serious organised crime and protecting communities, consumers and businesses across a wide range of service areas; and
  - enhancing our environment through improving air quality, cleaning up contaminated land and delivering the Team Up to Clean Up campaign, encouraging communities to deliver environmental improvements in their neighbourhood.
- 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. This is outlined in more detail in section 2.3.

## 2. INTRODUCTION TO THE SERVICE IMPROVEMENT PLAN

- 2.1 The Service Improvement Plan for Communities, Housing and Planning Services covers the period from 2019/20 to 2021/22. Our SIP sets out the strategic direction for the service and outlines key programmes, actions and improvements for 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 Communities, Housing and Planning Services, in common with other services across the Council, we experience a range of demand and financial pressures. As part of our landlord role, this includes managing the existing Council housing stock with its debt burden while keeping rents affordable. The implementation of Universal Credit is also being managed to support tenants to sustain their tenancies and to protect the service's largest income stream. Our service also experiences demand pressures on services for Renfrewshire's most vulnerable people and from the business community across Renfrewshire. In addition, a range of health controls for the protection of public and animal health are enforced at Glasgow International Airport.
- 2.4 The Council Plan outlines the Council's priorities for Renfrewshire, and along with the Community Plan, sets out an ambitious programme of work. Communities, Housing and Planning 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; and**
  - **Working together to improve outcomes.**
- 2.5 This SIP details our achievements, priorities and future plans 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 Communities, Housing and Planning Services, including the Local Housing Strategy, the Local Development Plan, the Community Learning and Development Plan and our public protection plans, including our resilience planning, counter terrorism and tackling serious and organised crime strategies.
- 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 this 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 Communities, Housing and Planning Services workforce plan and our risk register which also help set the programme of development and improvement activity within our service. They too help to set the context for budget decisions.

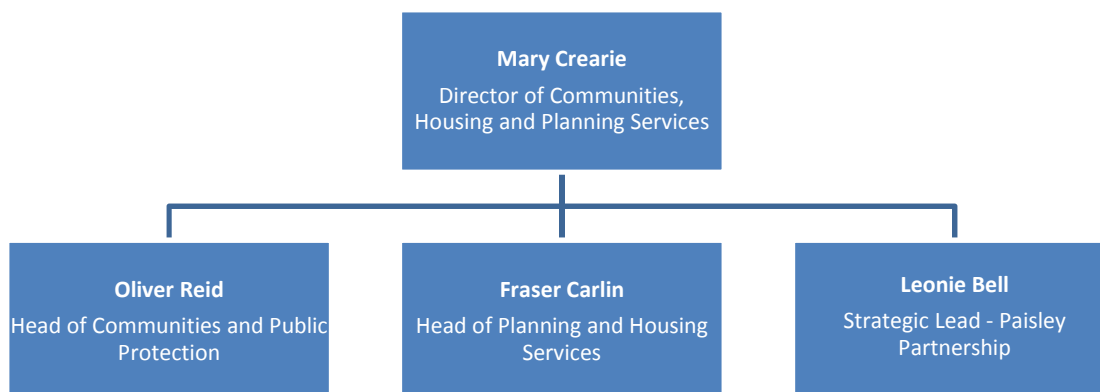
## **Employee Engagement**

- 2.9 The people who work in Communities, Housing and Planning Services are responsible for successfully delivering the aims and ambitions of the service; therefore it is essential that this SIP reflects their views and experiences.
- 2.10 Consultation was carried out across our service and this year we reached our biggest staff audience. We hope this consultation helped staff feel engaged and positive about the significant change our service has undergone and that they were able to give their view about opportunities for better working. In total we have engaged with around half our workforce to help shape this SIP.
- 2.11 Communities, Housing and Planning Services have a well-established Staff Panel comprising employees from all areas of the service and through their quarterly meetings panel members are encouraged to identify priorities for the service and to highlight challenges and opportunities from their perspective as mainly frontline staff.
- 2.12 Our management team (to fourth tier level) participated in SIP workshop sessions during a half day development session. Connections were made across the new service structure and new opportunities to work together were identified. Links were made between future priorities and the Council Plan outcomes to show how our workstreams contribute to the Council's overall aims – this has been reflected in our action plan.
- 2.13 The first Communities, Housing and Planning Services Staff Conference was held on 11<sup>th</sup> December 2018 in Paisley Town Hall with over 160 employees in attendance. As part of the day's agenda there were two SIP workshops – one focusing on priorities and the other on opportunities. Staff also heard from the Directorate who described how each area of the service operates, its ambition for the coming years and how we can all respond to the challenges ahead, together.

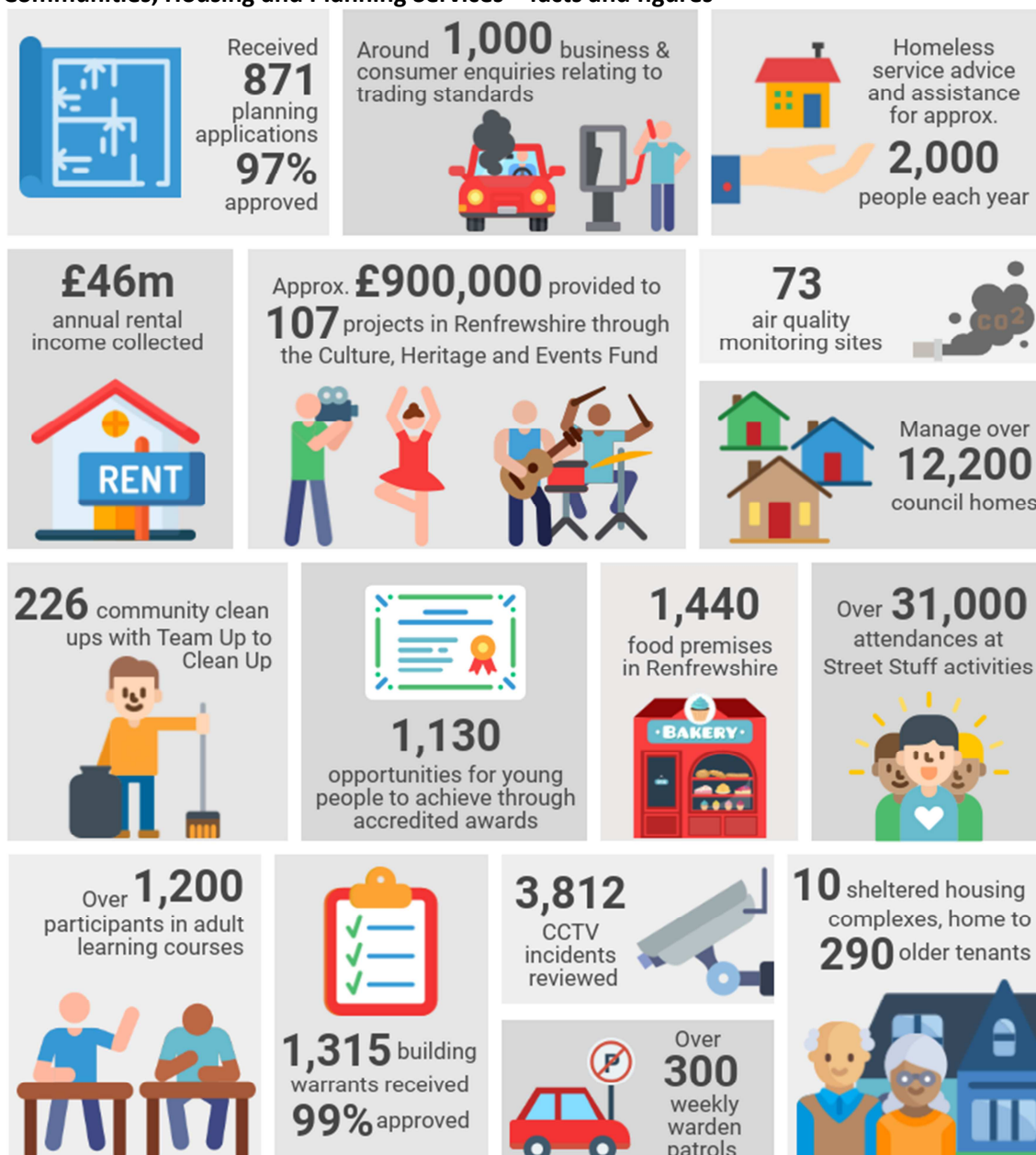
## **3. WHAT WE DO**

- 3.1 Communities, Housing and Planning Services aim to create, develop, support, protect and empower Renfrewshire' communities. From planning and placemaking to managing our housing stock of approximately 12,200 houses and providing housing advice and assistance to vulnerable people, we ensure people have safe and healthy places to live. This work links closely with our public protection role safeguarding public health and protecting the environment, consumers, workers and local communities.  
  
Within these communities, we encourage people to fulfil their potential and ensure they have equal access to a range of learning and development opportunities. Community Learning and Development teams work to build this capacity in individuals, families, groups and communities and will also play a key role in the Council's new approach to community empowerment.  
  
The cultural regeneration programme is also central to achieving our strategic outcomes in Renfrewshire through reimagining and rediscovering our sense of place and helping our communities to flourish.
- 3.2 These services are delivered by approximately 450 employees employed on a full-time or part-time basis, and in the 2018/19 budget the service had a gross expenditure budget of £18.5 million for general fund activities and just over £50 million budget for the Housing Revenue Account, which is ring fenced for the provision of social housing.

### 3.3 Communities, Housing and Planning Services Senior Management Team Structure



### 3.4 Communities, Housing and Planning Services – facts and figures



## Our Service

3.5 Communities, Housing and Planning Services plays a key role in many of the Council's priority projects, but we also deliver many crucial 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 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 Community Learning and Development team works with individuals, families, young people, groups and communities to help them become actively involved in their local communities and engage in learning opportunities to develop their own skills and knowledge, including adult literacy.
- Trading Standards and Licensing regulate products and services supplied to businesses and consumers. Officers provide advice and support in relation to general consumer and business advice complaints, as well as more involved support to victims of doorstep crime and mass media marketing scams.
- Business Regulation primarily undertakes enforcement and investigation in terms of food law, health and safety law and imported food. In addition, the team are responsible for enforcing a range of health controls for the protection of public and animal health at Glasgow International Airport and providing information to the Licensing Board.
- Environmental Improvements undertake investigation and regulation of a range of issues including non-domestic noise, artificial light, odours, insects, smoke; disrepair within private housing and private rented property; waste within private gardens and tenement courtyards; Houses in Multiple Occupation and enforcement of the regulation of private landlords. In addition, officers carry out regulatory functions relating to private water supplies, contaminated land and local air quality management. This team also includes Pest Control Officers and Public Health Technicians who investigate and address issues of household waste within private sector or owner-occupied homes.

- Renfrewshire Community Safety Partnership is a partnership between Renfrewshire Council, Police Scotland and the Scottish Fire and Rescue service and covers a wide range of services including wardens, who carry out patrols and respond to community safety and environmental crime issues, and the Rapid Response Team, who engage with residents and businesses to prevent and/or investigate litter and flytipping. We also have Animal Wardens, Community Safety Mediators who help to resolve low level neighbour disputes, Youth Officers who work to reduce disorder through engagement and Community Safety Investigators who work on serious anti-social behaviour cases. The public space CCTV Operations Centre is also part of the Partnership, reviewing and monitoring 49 public spaces cameras for the detection and prevention of crime. We also lead on Multi Agency Risk Assessment Conferences (MARAC) to support high risk victims of domestic abuse.
- Street Stuff is a diversionary project run in partnership between Renfrewshire Council, Police Scotland, Scottish Fire and Rescue Service, Engage Renfrewshire and St Mirren Football Club. The programme began in 2009 in Renfrewshire contributing to a reduction in youth disorder and anti-social behaviour by 75 per cent over the first five years with a sustained reduction of 65 per cent.
- Team Up to Clean Up is a joint initiative between the Council and communities to improve the local environment in Renfrewshire. Gully cleaning, road sweeping, recycling, litter picking, fly tipping, community clean ups are all part of the campaign which seeks to make Renfrewshire a more attractive place to live, work and visit.
- The Civil Contingencies Service (CCS) sits within Communities, Housing and Planning Services and is a joint service covering Renfrewshire, East Renfrewshire, Inverclyde and West Dunbartonshire council areas. The CCS ensures that each Council effectively plans for and responds to different emergencies.
- I Am Me also sits within Communities, Housing and Planning Services and aims to change attitudes and behaviours so that disabled and vulnerable people in Scotland feel safe in their communities. It has two key initiatives; *I Am Me* and *Keep Safe*. *I Am Me* aims to educate young people and the wider community about disabilities, bullying exclusion and hate crime. *Keep Safe* is a partnership initiative which works with local communities to create a network of places where people can 'Keep Safe'.

#### **4. OUR STRATEGIC CONTEXT**

- 4.1 The SIP fits underneath the Council and Community Plans and links to a number of strategic and operational plans at a service level. It 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.

#### **National policy context**

- 4.2 On 29 March 2019, the UK is expected to leave the European Union. Given the uncertainty which remains around this process, the Council and its partners have developed a range of contingency processes for any incidents which arise in the event of a "no deal Brexit". This is led by the Brexit Readiness Steering Group. Nonetheless, the situation requires continued close monitoring as there may be impacts on, for example, contractual arrangements with third parties, or on legislation impacting on food standards and trading standards or the workload and service expectations of these teams. The Council is also aware that some staff are EU nationals and that this is a time of uncertainty for them in relation to their status. It is likely that there may be implications for Communities, Housing and Planning Services particularly around our public protection duties and work with Glasgow International Airport as well as our business continuity arrangements and support for local communities.

- 4.3 The Requirements for Community Learning and Development (Scotland) Regulations 2013 place a statutory duty on local authorities to produce a 3-year plan detailing how Community Learning and Development will be delivered within the Council area. Each local authority is required to produce a clearly defined framework for planning and delivering community learning and development, through consultation with learners and in partnership with providers. Our plan for 2018-21 was published in summer 2018 and shapes the work of this service area.
- 4.4 Universal Credit is an ongoing challenge; September 2018 saw full roll out across Renfrewshire. To assist Council tenants with this and other welfare reform changes such as the Benefit Cap we have looked to advise and signpost tenants to the appropriate services we can provide to assist and mitigate any financial or psychological pressures this may present - including applications to the Discretionary Housing Payment fund administered by our colleagues in Finance and Resources.
- 4.5 Following the tragic fire at Grenfell Tower, there has been a renewed national focus on fire prevention and safety measures in high rise tower blocks. Communities, Housing and Planning Services owns and manages 14 high rise tower blocks and has robust measures in place to ensure the safety of our tenants. We will continue to closely monitor emerging policy and practice in this area.
- 4.6 The Energy Efficiency Standard for Social Housing (EESH) aims to improve the efficiency of social housing in Scotland. Communities, Housing and Planning 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 Communities, Housing and Planning 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.

#### **Local policy context**

- 4.7 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.
- 4.8 While the SIP 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 our shared vision for Renfrewshire.
- 4.9 Communities, Housing and Planning Services have established close working with our colleagues in the Health and Social Care Partnership (HSCP) and have common strategic links, particularly between our Local Housing Strategy and the HSCP's Strategic Plan – ensuring we deliver housing that meets the varied and multiple needs of our people and empowering them to live independently for as long as possible.
- 4.10 Communities, Housing and Planning Services will also support the work of the new Alcohol and Drugs Commission for Renfrewshire, recognising that through our multiple roles working in and supporting our community, we have insight, expertise and opportunities that we can share while also learning from other providers and specialists.
- 4.11 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 Communities, Housing and Planning Services however we will contribute to the corporate actions particularly around community engagement, partnership working and workforce planning.



- 4.12 The Council's risk management arrangements are well established with all strategic, corporate and service risks being reported to the Audit, Risk and 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 corporate and strategic risks, where Communities, Housing and Planning 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. Other risks, which may occur only for or within our own service, will be contained in our service risk register which are reported to the Audit, Risk and Scrutiny Board. Our top strategic, corporate and service specific risks are shown below for information.

Risks	Evaluations
<b>Our strategic risks</b>	
Community Safety and Public Protection (co-owner with Children's Services)	High
Serious organised crime (owner)	High
<b>Our corporate risks</b>	
Insider threat and corporate fraud	High
Organisational resilience	Moderate
<b>Our top service-specific risks</b>	
Public protection	High
Housing investment	High
House building and community regeneration	High

#### Tenant Participation and engaging with our communities

- 4.13 Communities, Housing and Planning Services engages extensively with communities through a variety of groups and forums and, as a landlord, 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 tower blocks 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 convener. The Tenant's Scrutiny Panel is recognised as good practice and 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 2019, 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 Tenants and Residents Associations 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.

- 4.14 As well as our ongoing support to tenant and resident 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. 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.
- 4.15 The Community Empowerment (Scotland) Act 2015 and Review of Community Planning aims 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 the Council and other public services.
- 4.16 Communities, Housing and Planning Services are well placed to support the delivery of this new way of working together with our communities, particularly our Community Learning and Development (CLAD) team who have well established relationships with Renfrewshire's communities, including our harder to reach citizens. To help drive the direction of our CLAD plan, the team used a variety of methods to collate information from learners, community groups and providers. This included learner evaluations, community planning events, an annual youth assembly, adult learner forum events and a senior manager/young people's commission.

#### **Self-Evaluation**

- 4.17 Communities, Housing and Planning Services remains committed to self-evaluation and improvement and is working with the Chief Executive's service to develop and agree an appropriate model that can be used across all staff groups which is easily accessible and fit-for-purpose. We expect to implement the agreed model through 2019/20.

#### **Workforce Planning**

- 4.18 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. Communities, Housing and Planning 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 SIP, and is cognisant of the strategic context and related challenges and opportunities which arise from the environment in which the service continues to operate.
- 4.19 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

- 4.20 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.
- 4.21 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.
- 4.22 Communities, Housing and Planning Services will continue to actively promote equality and diversity mainstreaming through the work of the main service areas, through this SIP and through the relevant operational plans.
- 4.23 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. Communities, Housing and Planning 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.
- 4.24 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.
- 4.25 The regeneration of the West End of Paisley is being undertaken with care to protect the needs of local residents, with many from BME backgrounds and older people. We also recognise the broader role for the area, as many local businesses in the area cater for a large diversity of cultural needs.
- 4.26 Community, Housing and Planning Services have provided digital skills training to over 400 older tenants across our 10 sheltered and amenity housing complexes and beyond to help them better participate in the digital world, feel connected and maximise the opportunities available on-line.
- 4.27 At our staff conference in December 2018, our key note speaker was the President of the Chartered Institute of Housing, speaking on the topic of domestic abuse and how housing professionals can make a difference. Housing services staff from Johnstone, Paisley and Renfrew attended training sessions to develop a better understanding of the impact of gender-based violence within a housing setting. The sessions also provided staff with an opportunity to contribute to developing a quick guide and referral process chart, which will be finalised in early 2019 and circulated to all staff within Housing Services.
- 4.28 Renfrewshire Multi Agency Risk Assessment Conference (MARAC) continues to support safety planning for high risk victims of serious harm with a robust partnership approach and compliance with Renfrewshire's MARAC Operational Protocol (MOP). Multi agency forums such as MARAC provide a framework in which agencies can upskill each other in their particular area of expertise and share examples of good practice to help establish links to fit the local need. The approach adopted in Renfrewshire is now being viewed as a model of best practice nationally and internationally.
- 4.29 Street Stuff is a youth engagement and diversionary project, delivered throughout Renfrewshire in locations which are identified through the Renfrewshire Community Safety Partnership using relevant datasets. These include areas of multiple deprivation as well as areas with high incidences of youth disorder and anti-social behaviour and targets engagement with those hardest to reach. Street Stuff are also delivering activities throughout the school holiday periods as part of the tackling poverty agenda providing football, gaming, DJ sessions and much more in the popular culture buses. A healthy meal is provided each day as part of the activities.

- 4.30 Throughout 2018, we have delivered a vibrant and engaging ‘Celebrating Youth’ programme designed by, and for, our young people as part of the Year of Young People calendar of events. A youth events panel was recruited and supported by youth services and helped plan a key Year of Young People Halloween festival event. Our Annual Positive About Youth Awards also took place in November which celebrated the achievements of Renfrewshire’s young people.

## **5. OUR RESOURCES**

- 5.1 Local government continues to operate in a challenging financial environment. The financial challenges are expected to continue to 2022 and beyond. Renfrewshire Council, together with other Scottish local authorities, face a significant financial challenge over the next few years. The Council is taking a long-term view of financial planning based on:
- Reducing resources given the uncertainty over when and at what level sustained budget growth may return
  - Rising cost and demand pressures continuing to be a feature of the Council’s financial outlook
  - An increasing and ongoing need for the Council to priorities spend to focus on the delivery of strategic priority outcomes
  - Delivering change, transformation and savings continuing to be a necessary feature of the Council’s planning arrangements
- 5.2 The current economic climate in the UK means that the Council, in common with the wider public sector, continues to face financial pressures and challenges in both the medium and long term. As a result, Communities, Housing and Planning Services will continue to help deliver significant financial efficiency savings over the medium term. To identify and deliver efficiencies, Communities, Housing and Planning Services will continue to review services to help the Council manage this reduction in resources in ways that have the minimum impact on both our communities and our ambitions for Renfrewshire.
- 5.3 The Better Council Change Programme was established to ensure Renfrewshire Council could remain financially sustainable, whilst delivering its strategic objectives. Communities, Housing and Planning 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.

## **6. ACTIONS AND PERFORMANCE INDICATORS BY COUNCIL PLAN THEME**

- 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, Communities, Housing and Planning Services has focussed its work and activities to ensure close alignment with the key strategic outcomes of the Council Plan.
- 6.2 The following pages detail how Communities, Housing and Planning 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 2019
  - Outlining the key priorities the service aims to achieve over the duration of the 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 Repositioning Renfrewshire's place and future sits at the heart of this strategic outcome. Paisley: The Untold Story and the UK City of Culture bidding journey radically transformed our thinking about regenerating Paisley and Renfrewshire culturally, physically, economically and socially. With a focus on investing in our strongest assets: culture, heritage and communities, the Paisley Partnership Board brings together 18 key local and national partners determined to move forward together with shared ambitions for cultural regeneration. The Strategic Lead for this work sits within Communities, Housing and Planning Services and the team delivers on the legacy plan, develops new opportunities and coordinates partnership efforts across the Council and beyond.
- 6.4 We deliver a responsive and dynamic planning function, which supports the ambitious economic and physical regeneration plans for Renfrewshire, links with our City Deal team and contributes to the Council's long-term vision for Renfrewshire. Place making is at the heart of what we do; working closely with communities, partners and other stakeholders to create vibrant, sustainable towns and villages across Renfrewshire to serve the people who already live and work here and to attract more people to the area.

### 6.5 Achievements 2018/19

- Developing a Future Paisley Partnership action plan to deliver cultural regeneration in Renfrewshire. Significant progress is already evident, particularly around building new partnerships, establishing two funding programmes for projects and organisations (CHEF and CODF<sup>1</sup>), the establishment of a research centre with the University of the West of Scotland (UWS) and the development of a creative sector business support programme and innovative partnerships like Glasgow School of Art and Castlehead High School. To lead on this workstream a post of Paisley Partnership Strategic Lead, reporting to the Director of Communities, Housing and Planning Services was successfully recruited and took up post in October 2018 along with a Cultural Regeneration Officer.
- Following on from the wide range of consultation and engagement on the Renfrewshire Local Development Plan Main Issues Report in 2017, extensive progress has been made, taking into account the comments, views and representations provided by a range of stakeholders which has formed the basis of the Future Land Use Strategy and Framework for the next 10 years in Renfrewshire.
- Implementing the Centre Strategies and Plans for Johnstone, Erskine, Renfrew, Linwood and Braehead continues. 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.
- Our place making team has worked closely and engaged positively with communities and a range of stakeholders across Renfrewshire, including through the development of the Foxbar Place Plan; regarded as an example of best practice and an approach which will be rolled out to other communities in Renfrewshire.

### 6.6 Priorities 2019/20

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

- Leading the ongoing cultural regeneration and playing a key role in the development of new opportunities as well as the coordination, delivery and monitoring of the Future Paisley Partnership

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<sup>1</sup> Culture, Heritage and Events Fund (CHEF), Cultural Organisations Development Fund (CODF)

Board's action plan and reporting on progress and impact. This will include launching the research centre with UWS and establishing Paisley as a centre for excellence in cultural regeneration, identifying cross Council opportunities to embed creativity in other areas of service delivery, continuing the towns leadership agenda including ongoing work with the Organisation for Economic Co-operation and Development (OECD), and exploring the opportunities to be part of other national or international networks.

- The proposed Renfrewshire Local Development Plan will be presented to the Communities, Housing and Planning Policy Board in March 2019. Following on from this will be extensive consultation and engagement over a 12-week period to ensure local people, stakeholders and custodians shape their local areas through the final Renfrewshire Local Development Plan.

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
To develop Paisley's ongoing plans for cultural regeneration	<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 and inspire a generation to fulfil their potential</li> <li>• Transform Paisley into a vibrant cultural town centre</li> </ul>	Strategic Lead	31-Mar-2021
Deliver the Economic Strategy within the current Local Development Plan (LDP)	<p>Economic 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> <li>• An enhancement in the natural and built environment of Renfrewshire in support of the health of its communities, attractiveness of its places and setting for economic recovery.</li> </ul>	Planning and Housing Manager / Strategy and Place Manager	31-Mar-2022
Deliver the Centres Strategy within the current Local Development Plan (LDP)	<p>Centres Strategy will help deliver the following LDP objectives</p> <ul style="list-style-type: none"> <li>• The housing-led 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 / Strategy and Place Manager	31-Mar-2022
Deliver the Infrastructure Strategy within the current Local Development Plan (LDP)	<p>Infrastructure 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> <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 / Strategy and Place Manager	31-Mar-2022
Develop and adopt	The Renfrewshire Local Development Plan (LDP) sets out	Planning and	31-Dec

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
new LDP 2	<p>the spatial strategy that will facilitate investment and guide the future use of land in Renfrewshire, with a focus on supporting sustainable economic growth.</p> <p>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.</p>	Housing Manager / Strategy and Place Manager	2022

Performance Indicator	Frequency	Current Value	Current Target	Current Status	2018/19 Target	2019/20 Target	2020/21 Target	Comments
Amount of vacant and derelict land brought back in to use (hectares)	Annual	65 (2017/18)	20		20	20	20	Target is set according to the Vacant and Derelict Land Strategy, as approved by the CHAPS Policy Board in January 2018

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

6.7 This outcome describes multiple role of Communities, Housing and Planning Services. Firstly, in our role as the area's largest landlord, providing safe, comfortable, affordable homes for rent across Renfrewshire, 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 and support those who find themselves homeless or at risk of homelessness.

6.8 We have a range of measures in place to tackle and prevent homelessness, and our performance is considerably better than the national average for:

- ensuring those who are in housing need have their applications processed quickly, and
- the length of time homeless applicants then have to wait to be provided with a settled housing option

Temporary furnished accommodation is provided for anyone who has nowhere to stay, and there is no reliance on hostels or bed and breakfast to provide this interim accommodation. Satisfaction with our temporary accommodation remains high at 89% in 2017/18.

We were the first Scottish local authority to fund a 'Housing First' approach to providing enhanced support to homeless households, in partnership with Turning Point Scotland. This model is now being rolled out across Scotland and forms a key part of the Scottish Government's new Rapid Rehousing programme.

The Renfrewshire Homelessness Partnership continues to monitor homelessness trends, and a range of partners including RAMH, local and national Housing Associations, Shelter Scotland, and Renfrewshire Women's Aid meet regularly to review the impact of initiatives and services and agree actions to strengthen the multi-agency approach to homeless prevention.

Considering the size of Renfrewshire, there is no evidence to suggest that there is a significant issue with known rough-sleeping.

6.9 The service also leads on public protection, working with a range of partners to make Renfrewshire a safer place. Initiatives such as the Renfrewshire Community Safety Partnership and daily tasking have been recognised as best practice nationally. Challenges remain around levels of gender-based violence and drug-related crimes. Partnership work in relation to counter terrorism and civil contingencies are also key priorities of the service, ensuring that Renfrewshire continues to respond effectively to emerging challenges.

6.10 There is a thriving network of community groups, organisations and expertise locally. Working with colleagues across the council and beyond, Communities, Housing and Planning Services, particularly through our Community Learning and Development team, will continue to value, support and involve communities. We work together on joint priorities that will transform the relationship we have with the communities we serve.

### 6.11 **Achievements 2018/19**

- The annual Local Housing Strategy (LHS) update 2018 was presented to and approved by the Communities, Housing and Planning Policy Board on the 30<sup>th</sup> October 2018. The annual update outlines progress made against the actions under each of the 7 outcomes of the new LHS, as approved in January 2017 and covering the period up until 2021.
- Progressing our housing-led regeneration programmes across Renfrewshire – redevelopment and rehousing in Johnstone Castle is progressing on target and the large-scale development on the former ordnance factory site in Bishopton also continues. New ambitious plans for Ferguslie Park were approved by the Communities, Housing and Planning Policy Board in October 2018.



- In addition, we continue to work with our housing association partners to deliver new build housing projects within the Strategic Housing Investment Plan (SHIP). The Scottish Government requires the SHIP to be updated annually. Consultation on the new SHIP for the period 2019/20 to 2023/24 was carried out in August and September 2018 with the final SHIP being presented to the Communities, Housing and Planning Policy Board on the 30<sup>th</sup> October 2018.
- In Paisley's West End, Sanctuary Housing Association are nearing completion of the development at the former Co-op site at Wellmeadow Street, funded through the Strategic Housing Investment Plan (SHIP). Progress is also being made as part of the wider Paisley West End regeneration masterplan, with purchases progressing with private owners, both residential and commercial.
- The Scottish Government accepted a recommendation from the national Homelessness and Rough Sleeping Action Group that all local authorities were to submit fully costed five-year Rapid Rehousing Transition Plans by 31 December 2018. Extensive consultation took place from summer 2018 onwards and our plan details how we ensure that those who are homeless are provided with settled accommodation more quickly; spend reduced time in temporary accommodation and have more access to up-scaled support.
- Expanding the Community Safety Hub with the Renfrewshire Wardens now being based at the Hub, significantly improving partnership working with closer working relationships with partners. The Briefcam technology within the CCTV operations room is now completely operational to allow quicker analysis of CCTV footage. Work continues on expanding the Radio Link and other key priorities allowing the Hub to develop.
- The Renfrewshire approach to tackling Domestic Abuse has championed the White Ribbon Campaign, the 16 Days of Action and Reclaim the Night to increase awareness and improve the response of all partners. The approach is now receiving recognition across Scotland and has been cited as best practice in Parliament in Holyrood and Westminster.

## 6.12 **Priorities 2019/20**

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 housing-led 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 measures
- Following approval at Communities, Housing and Planning Policy Board in October 2018, around 100 new homes will be built by the Council in Ferguslie Park as part of our plans for the area. This housing will be designed and built to modern standards to meet current and future needs. A Development Framework will be prepared in consultation with the local community for the wider Tannahill area which will take into account opportunities for land and assets to secure long term regeneration objectives.
- Helping to develop the Council's approach to community empowerment is a key priority for the service. Research visits to other local authorities across the UK have taken place and learning led to the development of an expanded enabling approach within a number of strategic workstreams. Work is ongoing to support the delivery of the £1.87m funding programme for communities for green spaces, parks, play areas and villages.
- Continue to lead on the public protection agenda for Renfrewshire, incorporating requirements from national legislation







- Redesign Renfrewshire Community Safety Partnership to best deliver for the needs of Renfrewshire's communities, including having more staff in at times that are required, and continuing to look at ways for the Hub to build on the existing strong partnership working.

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
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-2022
Along with our key partners, we will monitor and review the impact of the range of services provided to homeless people, and those threatened with homelessness	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-2022
We will deliver key outcome 1 from the Local Housing Strategy (LHS) - <i>The supply of homes is increased.</i>	The LHS sets out plans to increase the supply of housing by: <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 development;</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-2022
We will deliver key outcome 2 from the Local Housing Strategy (LHS) - <i>Through targeted investment and regeneration activity, Renfrewshire has attractive and sustainable neighbourhoods and well-functioning town centres.</i>	The LHS sets out plans to create sustainable communities by: <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-2022
We will deliver key outcome 3 from the Local Housing Strategy (LHS) - <i>People live in high quality, well managed homes.</i>	The LHS sets out plans to improve the quality of homes by: <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-2022
We will deliver key	The LHS sets out plans to tackle homelessness with focus	Planning and	31-Mar-

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
outcome 5 from the Local Housing Strategy (LHS) - <i>Homelessness is prevented and vulnerable people get the advice and support they need.</i>	<p>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> <li>Delivering our Rapid Rehousing Transition Plan (RRTP), ensuring those who are homeless are provided with settled accommodation more quickly; spend reduced time in temporary accommodation and have more access to up-scaled support.</li> </ul>	Housing Manager/ Homeless and Housing Support Service Manager	2022
We will deliver key outcome 6 from the Local Housing Strategy (LHS) - <i>People are able to live independently for as long as possible in their own home.</i>	<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 and address the housing needs of key groups</li> </ul>	Planning and Housing Manager	31-Mar-2022
Deliver the Places Strategy within the current Local Development Plan (LDP)	<p>Our 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> <li>Creation of strong communities and attractive places focusing on housing-led regeneration and renewal of existing urban areas, supporting sustainable development and a low carbon economy</li> </ul>	Planning and Housing Manager and Strategy and Place Manager	31-Mar-2022
Lead on the development of an Empowering Communities model for the Council	Communities will be better engaged and involved in the development of their community assets	Senior Management Team (SMT)	31-Mar-2022
Lead on the public protection agenda incorporating requirements from national legislation	Renfrewshire's residents, communities, workers and visitors will live/visit/work in a safer environment	Communities and Enforcement Manager	31-Mar-2022
Continue to develop phase 2 of the Renfrewshire Community Safety	The Renfrewshire Community Safety Partnership hub will be manned and active 24 hours a day to ensure we can respond to residents of Renfrewshire and other partners e.g. Police Scotland	Communities and Enforcement Manager	31-Mar-2021

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Partnership hub			
Develop community interventions that build community resilience, improve safety and security and reduce victims of harm through improved intelligence sharing, partnership working and diversionary activities	<p>Safer and stronger communities delivered through provision of the Your Home, Your Street, Our Community Programme. Tailored interventions to meet the needs of communities and:</p> <ul style="list-style-type: none"> <li>• Reduce the number of victims of crime and victims of unintentional harm</li> <li>• Improve perceptions of safety and wellbeing</li> <li>• Deliver the Street Stuff Programme</li> </ul>	Communities and Enforcement Manager	31-Mar-2022
Develop and deliver strategies for how the Council will respond locally to the risks posed by serious organised crime and terrorism	Better understanding of Renfrewshire's potential risks in terms of serious and organised crime, and the identification of resources to mitigate areas of greatest vulnerability	Head of Communities and Public Protection	31-Mar-2022
Work with key partners to develop a multi-agency counter terrorism strategy	Officers and partners confident in understanding the risks posed by terrorism and aware of threat levels and current guidance	Head of Communities and Public Protection	31-Mar-2022
Redesign of Renfrewshire Community Safety Partnership to deliver the needs of Renfrewshire's communities, where required	The re-design of the Renfrewshire Community Safety Partnership will allow the Service to meet the needs of the Community when they require it most. This includes having more staff in at times that are required e.g. Wardens/Community Safety Officers and increasing resilience of other services e.g. Public Space CCTV to ensure 24 hour coverage. The re-design will continue to look at ways for the Renfrewshire Community Safety Hub to expand with partners and to continue the strong links already in place.	Communities and Enforcement Manager	31-Mar-2022

Performance Indicator	Frequency	Current Value	Current Target	Current Status	2018/19 Target	2019/20 Target	2020/21 Target	Comments
Number of incidents of anti-social behaviour reported to Renfrewshire Council Community Safety Service	Quarterly	438 (Q3 2018/19)	450 (quarter)	✓	1,800	1,800	1,800	2018/19 Q3 total remains lower than the Q3 total for each of the previous two years, and it is expected that Q4 will result in a further reduction in reported incidents, thereby following a by-now well-established seasonal trend.
Percentage of adults who agree that Renfrewshire is a safe place to live.	Annual	84.6% (2017/18)	84%	✓	85%	85%	85%	This is an annual indicator from the Council's Public Services Panel survey. This is a snapshot survey which takes place once a year.

Performance Indicator	Frequency	Current Value	Current Target	Current Status	2018/19 Target	2019/20 Target	2020/21 Target	Comments
Percentage of adults who agree with the statement "I am satisfied with my neighbourhood as a place to live".	Annual	83.5% (2017/18)	87%		88%	88%	88%	This is an annual indicator from the Council's Public Services Panel survey. This is a snapshot survey which takes place once a year.
Number of complaints regarding youth disorder	Quarterly	206 (Q3 2018/19)	185 (quarter)		650	650	650	Performance continues to improve, and target has been reduced from 740 (annual) for 2017/18 to 650 and will be reviewed again during 2019/20.
Percentage of Council housing stock which meets the Scottish Housing Quality Standard	Annual	93.51% (2017/18)	100%		100%	100%	100%	The Council has properties in abeyance where the current tenant has refused internal works or the Council has been able to secure owner participation to allow external works.
Average time from household presenting themselves as homeless to completion of duty (number of weeks)	Quarterly	22 (Q3 2018/19)	23		23	24	24	Scottish average is 36 weeks
Affordable housing completions	Annual	77 (2017/18)	144		127	484	300	Renfrewshire's Housing Supply Target is set out in the Local Housing Strategy (LHS) to deliver 1,000 new affordable homes over the five year period to 2021 and we are on track to deliver this, although completions are not evenly distributed across the five year period.
Private housing completions	Annual	601 (2017/18)	500		500	500	500	Targets are set using detailed analysis of the region (Glasgow and Clyde Valley) from the Housing Need Demand Assessment and form part of the LHS.

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

6.13 Many of the programmes outlined in the previous two sections also feed into this outcome – from working with our communities, particularly our young people to ensure they can access opportunities to improving housing conditions and access to housing advice and options – our actions in this section all have fairness, equality and improving opportunities at the core.

### 6.14 **Achievements 2018/19**

- We delivered a vibrant and engaging ‘Celebrating Youth’ programme designed by and for our young people as part of the Year of Young People. A youth events panel was recruited and supported by youth services to help plan for a key Year of Young People funded Halloween festival event. The Year of Young People calendar of events was delivered and engaged with young people in central and neighbourhood events following the co-design blueprint. Links were made between youth services and the museum re-envisaging team and work has started to facilitate youth engagement in the planning for museum and cultural learning. The Annual Positive About Youth Awards took place in November 2018 – celebrating achievements of young people.
- The innovative Pizza Learning approach has been expanded to include both literacy and numeracy and has been piloted as a whole school programme receiving recognition in recent inspection reports as delivering exceptional results that support attainment and improve outcomes.
- 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 are provided with ongoing support to integrate into the wider Renfrewshire community, living in settled accommodation and accessing employment opportunities.
- 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. This work focuses on groups who tend to be digitally disenfranchised such as our older tenants across our sheltered housing complexes and those referred to our George Street service.
- Delivering the very successful Street Stuff programme of diversionary activities, with over 6,000 recorded attendances during the summer at core evening activities and summer camps. The summer programme also provided more than 3,000 healthy meals to children and young people in Renfrewshire. The programme is on track to exceed its target number of attendances in the current year.

### 6.15 **Priorities 2019/20**

- Following the resettlement of the Syrian families in Renfrewshire, as well as receiving further families, the service will continue to 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 ongoing activity focused on supporting new tenants to settle and sustain tenancies and through mitigating any detrimental effects from the roll out of Universal Credit and promoting access to suitable affordable housing.
- Following the publication of our new Community Learning and Development Plan 2018-2021, work will continue to develop performance measures so that that a comprehensive picture of the CLAD priorities is reported with the appropriate challenge through revised indicators and targets. This is reflected in a new suite of indicators for this outcome, detailed below.

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
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-2022
We will deliver key outcome 7 from the Local Housing Strategy (LHS) - <i>Affordable housing is accessible to people who need it.</i>	<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>• Implement a common housing allocation policy for the Council and local RSLs;</li> <li>• Manage the impact of the roll out of Universal Credit in Renfrewshire and monitor and prepare for the potential impact of any future welfare changes</li> <li>• Work towards a full Common Housing Register (CHR) with RSL partners</li> <li>• Assist applicants to access housing of a suitable size</li> <li>• Support new tenants to settle and sustain tenancies</li> </ul>	Planning and Housing Manager	31-Mar-2021
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 Support Services Manager	31-Mar-2020
Deliver the Street Stuff programme including activities and meals	Anti-social behaviour and offending will be maintained at a low level across Renfrewshire	Communities and Enforcement Manager	31-Mar-2021
Provide employment and training opportunities for identified groups of young people in Renfrewshire	Young people and people with vulnerabilities will have opportunities to enhance their chances of employment	Communities and Enforcement Manager	31-Mar-2021
Deliver enhanced enforcement activity in the private rented sector	The standard of housing provided through private landlords in Renfrewshire will be improved	Communities and Enforcement Manager	31-Mar-2021
Take forward a 'Celebrating Youth' programme, offering young people the chance to get involved and participate in various social, cultural, digital and sport activities	Young people are engaged with their wider community and have the opportunity for new experiences	Education Manager	31-Mar-2021
Develop youth and equalities voice initiatives which ensure youth issues are a key element of local engagement.	Children and young people have their voice heard by the services which support them. They feel listened to.	Education Manager	31-Mar-2021
Provide children and young people with opportunities to	Children and young people have opportunities to participate and achieve in a wider range of activities. Achievement ensures that young people's specific skills,	Education Manager	31-Mar-2021



What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
participate in activities which provide a vehicle for wider achievement.	interests and talents are encouraged through nationally recognised achievement awards.		
Incorporate current CLAD performance measures reported annually through service reports into the new SIP	A comprehensive picture of CLAD's priorities is reported with appropriate challenge through measurable indicators and targets.	Education Manager	31-Mar-2021

Performance Indicator	Frequency	Current Value	Current Target	Current Status	2018/19 Target	2019/20 Target	2020/21 Target	Comments
Number of recorded attendances at Street Stuff activities	Quarterly	4,766 (Q3 2018/19)	6,250 (quarter)		25,000	25,000	25,000	To date, attendances are at 24,132 for 2018/19, meaning we should meet our annual target of 25,000 for 2018/19.
Number of opportunities for young people to achieve through accredited awards	Bi-annually	1,193 (2017/18)	1,130		1,130	1,130	1,130	Currently collected annually but from the new financial year will be collected bi-annually
Number of adults participating in Adult Learning and Literacy courses within our local communities	Bi-annually	New indicator			1,200	1,200	1,200	Locally set target, based on the last 7-8 years of experience, taking in to account number of spaces, and capacity within the team. Most courses will last 40 weeks.
Number of learners in accredited and non-accredited digital learning and work clubs	Bi-annually	New indicator			200	200	220	There are digital courses delivered across Renfrewshire, including 4 work clubs with varying levels of support required, from C.V. writing to confidence building and personal development. Courses can last from 2 weeks to a year.
Number of young people taking part in Youth Voice events	Bi-annually	New indicator			350	380	400	There are 270/280 young people involved in the annual Youth Assembly, 3 Youth Forums (Erskine,



Performance Indicator	Frequency	Current Value	Current Target	Current Status	2018/19 Target	2019/20 Target	2020/21 Target	Comments
								Renfrewshire, Linwood), 5 MSYPs, and Youth Commissioners.
Number of young people in receipt of Young Scot National Entitlement Card	Quarterly			New indicator	15,900	17,800	19,900	We provide primary 7 rollout to every Renfrewshire school pupil, which allows us to sustain the level of saturation. Locally set target indicative of number of young people entitled to it in Renfrewshire.
Number of Young Scot reward users	Quarterly			New indicator	3,800	3,900	4,050	We negotiate with businesses for suitable local rewards, and make sure people are credited with reward points for participating in activities. We have highest numbers in Scotland for how many young people are accessing and claiming rewards.
Number of online engagements in local youth information platform	Quarterly			New indicator	19,300	20,000	21,000	We provide a 'go-to' portal for young people to access information about health/travel etc. An officer provides content, and keeps up to date with relevant information.

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

- 6.16 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 housing-led 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.
- 6.17 We have a key role in ensuring our spaces are there to be enjoyed by all. We help to create healthy places particularly through enforcement and monitoring air quality, but also attractive places, through Renfrewshire's Team Up to Clean Up campaign – our call to arms to communities to do their bit and tackle littering and fly tipping.
- 6.18 This also links to 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.

### 6.19 **Achievements 2018/19**

The main achievements during 2018/19 relating to strategic outcome 4 include:





- Establishing the Team Up to Clean Up campaign, delivered in partnership with Environment and Infrastructure. The campaign has been hugely successful with community clean ups increasing by over 130% in the past year. The Big Spring Clean and Spotless September Challenge were very successful and demonstrated a real appetite for this type of engagement with our communities.
- Over the past five years the Housing Asset and Investment Team have successfully applied for and managed £13.2million of Scottish Government funding, including £1.6million this past year alone. This has translated into the delivery of energy improvement works to almost 6,000 homes throughout Renfrewshire (2,522 privately owned, 3,265 social rented). These projects have sustainability at the heart – ensuring council housing stock meets the Energy Efficiency Standard in Social Housing (EESH) requirements for the future, this both improves energy efficiency and delivers energy bill savings to residents, helping to address fuel poverty.
- Completing the draft Renfrewshire Air Quality Action Plan covering the three air quality management areas in Renfrewshire. The action plan has been subject to consultation with the Scottish Government, SEPA, neighbouring local authorities and the public. Reflecting this, the report is being finalised and will be presented to the Infrastructure, Land and Environment Policy Board shortly for approval. Most action measures identified within the plan for improving air quality are already underway with the remainder due to be implemented shortly.
- Leading and coordinating the Local Biodiversity Action Plan Steering Group and Growing Grounds Forum, supporting partners to deliver a range of biodiversity actions.
- Leading and coordinating the Local Access Forum and supporting partners and local communities to deliver recreational access and active travel improvements.
- Publication of a finalised Renfrewshire Biodiversity Action Plan and working with partners to continue to monitor and deliver actions within the Plan.
- Partnership projects with Butterfly Conservation Scotland and with Froglife UK.

## 6.20 Priorities 2019/20

- Maintain and build on the success of the Team Up to Clean Up Campaign, continuing to work closely with communities, schools and businesses, publicising good news stories and encourage more communities to participate.
- Deliver the qualifying projects within the Renfrewshire Council area as part of the Scottish Government's HEEPS:ABS programme.
- 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 2019.

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
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, built and cultural heritage environment of Renfrewshire in support of the health of its communities, attractiveness of its places and strength of its diverse economy</li> <li>• Measures to reduce and mitigate for the effects of climate change</li> </ul>	Planning and Housing Manager /Strategy and Place Manager	31-Mar-2022
We will deliver key outcome 4 from the Local Housing Strategy (LHS) - <i>Homes are Energy Efficient and Fuel Poverty is minimised.</i>	<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 existing and newbuild housing</li> <li>• Maximising grant funding secured from national energy efficiency programmes.</li> <li>• Working with other services to ensure that people have access to good quality, easily accessible, fuel poverty and energy efficiency advice;</li> <li>• Working with other services to maximise household budgets;</li> <li>• Working with other services to assist householders to use their energy efficiently to reduce their fuel costs;</li> </ul>	Planning and Housing Manager/ Housing Asset and Investment Manager	31-Mar-2022
Deliver the Team Up to Clean Up campaign throughout Renfrewshire, involving local communities	Renfrewshire will be a cleaner place to live work and visit. Communities will be engaged and participating in Team Up to Clean Up activities	Communities and Enforcement Manager	31-Mar-2022
Ensure that the Council's integrated enforcement policy is adhered to, ensuring businesses and communities are	Legitimate businesses in Renfrewshire will flourish and be assisted and offered advice when they are starting up. All enforcement will comply with the 5 principles of better regulation to ensure it is transparent, accountable, proportionate, consistent and targeted	Communities and Enforcement Manager	31-Mar-2022

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
treated fairly and consistently			

Performance Indicator	Frequency	Current Value	Current Target	Current Status	2018/19 Target	2019/20 Target	2020/21 Target	Comments
Air Quality - Annual average PM10 value across all continuous monitoring sites	Annual	13.1 (2017/18)	18		18	18	18	This target of 18 reflects the statutory requirement
Air quality - average nitrogen dioxide value of monitoring sites, within AQMA(s) exceeding limits	Annual	41.6 (2017/18)	44		43	42	41	The 2017/18 target of 44µg/m3 will be reduced to 40µg/m3 by 2020 to meet the Scottish Government's target for this pollutant.
Food Hygiene Information Scheme - % of premises which currently achieve a Pass rating	Quarterly	98% (Q3 2018/19)	97%		95% (+/-3%)	95% (+/-3%)	95% (+/-3%)	From 2019/20 the target has been set as a range of 95% plus or minus 3%
Percentage of council dwellings that are energy efficient	Annual	100% (2017/18)	100%		100%	100%	100%	This is an LGBF and Charter indicator

## Strategic Outcome 5: Working together to improve outcomes

- 6.21 Communities, Housing and Planning Services strive to deliver 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.
- 6.22 We report our performance to several national bodies including the Scottish Housing Regulator, Scottish Government, Association for Public Service Excellence (APSE) and the Improvement Service through the Local Government Benchmarking Framework (LGBF). The full suite of LGBF indicators relating to Communities, Housing and Planning Services is included as appendix 1 and a number are also integrated into the performance scorecard for this SIP.


### 6.23 **Achievements 2018/19**

- We submitted our fifth Charter return to the Scottish Housing Regulator in May 2018. We submitted our report on the Charter to Communities, Housing and Planning Policy Board in August 2018, noting that service performance continues to improve.
- We submitted our seventh annual Planning Performance Framework (PPF) 2017/18 to the Scottish Government in July 2018. The PPF requires the Council to demonstrate continuous improvement and provide an explanation in support of our performance.
- 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. 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 staff conference, as well as the additional engagement that took place as part of the development of this SIP, as outlined at the end of section 2. Our staff panel continues to meet and was refreshed to reflect the restructure which has also added new voices and perspectives. Our staff conference in December 2018 provided an excellent opportunity to engage with our workforce and look forward to the future together.




### 6.24 **Priorities 2019/20**

- 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.
- Communities, Housing and Planning Services' workforce plan has been developed, addressing age profiling, learning and development and skills development. The plan is action-focused, with a suite of actions under 5 key themes as outlined in section 4 of this SIP. In partnership with our colleagues in Organisational Development, we will continue to roll out the actions across our workforce and progress will be reported through the Service Improvement Planning process.

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
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
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.	Planning and Housing Manager	31-Mar-2021
Promote development and safeguards through the delivery of regulatory services (within Development Standards).	Contributes to the safety and wellbeing of our communities	Head of Planning and Housing	31-Mar-2020
Implement Communities, Housing and Planning 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-2020
Develop and implement a programme of self-assessment	We will ensure staff across all service areas within Communities, Housing and Planning 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-2022
Improve Tenant Participation by delivering the Customer Engagement Action Plan 2018/19.	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-2020
Ensure robust and up to date business continuity arrangements are in place	Services will be able to identify critical functions and the resources required to recover from disruptive events.	Senior Civil Contingencies Officer	31-Mar-2022
Ensure robust communications procedures are in place to allow the Council to respond effectively to disruptive events	Council can respond effectively to disruptive events	Senior Civil Contingencies Officer	31-Mar-2022
Ensure Council Officers with incident response duties are suitably trained to carry out this role	Trained Council Officers able to carry out role incident duties effectively and efficiently	Senior Civil Contingencies Officer	31-Mar-2022




























Performance Indicator	Frequency	Current Value	Current Target	Current Status	2018/19 Target	2019/20 Target	2020/21 Target	Comments
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.	Quarterly	6.13% (Q3 2018/19)	5.7%		5.7%	5.7%	5.7%	This is an LGBF and Charter indicator. It is currently subject to fluctuations due to internal processes relating to Universal

Performance Indicator	Frequency	Current Value	Current Target	Current Status	2018/19 Target	2019/20 Target	2020/21 Target	Comments
								Credit.
Rent collected as percentage of total rent due in the reporting year.	Quarterly	99% (Q3 2018/19)	98%	✓	98%	98%	98%	This is a Charter indicator. Target was revised from 95% in 2017/18 to 98% to reflect the improving performance.
Average length of time taken to re-let properties in the last year	Quarterly	37 days (Q3 2018/19)	38 days	✓	38 days	37 days	36 days	This is a Charter indicator. The Scottish average is 37 days.
Percentage of reactive repairs carried out in the last year completed right first time	Annual	90.2% (2017/18)	93%	✓	93%	93%	93%	This is a Charter indicator.
Percentage of Overall Repairs Completed Within Target	Quarterly	96.1% (Q3 2018/19)	95%	✓	95%	96%	96%	This is a Charter indicator
Average length of time taken to complete non emergency repairs (days)	Quarterly	7.1 (Q3 2018/19)	15	✓	15	15	15	This is an LGBF and Charter indicator. 15 days is the target as that is the maximum time to complete a non-emergency repair.
Percentage of rent loss due to voids	Quarterly	1.41% (Q3 2018/19)	1.5%	✓	1.5%	1.4%	1.4%	This is an LGBF and Charter indicator
Average Time for processing Planning Applications (Householder)	Bi-annually	6.5 (Q2 2018/19)	8 weeks	✓	8 weeks	8 weeks	8 weeks	This indicator is now verified by the Scottish Government bi-annually. A new target has been set of 8 weeks (statutory target), previously reported as data only.
Application Approval Rate	Bi-annually	98.8% (Q2 2018/19)	Data only		Data only	Data only	Data only	This indicator is now verified by the Scottish Government bi-annually
Percentage of applications dealt with under delegated authority	Bi-annually	96.6% (Q2 2018/19)	Data only		Data only	Data only	Data only	This indicator is now verified by the Scottish Government bi-annually
Time to issue a building warrant or amendment to warrant from receipt of application (days)	Quarterly	80.7 Days (Q3 2018/19)	60 days	✗	60 days	60 days	60 days	Locally set target
Percentage of first reports issued within 20	Quarterly	58.5% (Q3)	95%	✗	95%	95%	95%	Nationally set target

Performance Indicator	Frequency	Current Value	Current Target	Current Status	2018/19 Target	2019/20 Target	2020/21 Target	Comments
days (Building Standards)		2018/19)						
Percentage of building warrants or amendments issued within 10 days of receipt of all satisfactory information	Quarterly	58.8% (Q3 2018/19)	90%		90%	90%	90%	Nationally set target
Total Percentage of frontline (stage 1) complaints responded to within 5 days	Quarterly	82.4% (Q3 2018/19)	95%		95%	95%	95%	Timescales are set by the SPSO
Total Percentage of investigation (stage 2) complaints responded to within 20 days	Quarterly	88.9% (Q3 2018/19)	95%		95%	95%	95%	Timescales are set by the SPSO



# Appendix 1 – Communities, Housing and Planning Services LGBF Scorecard

LGBF									
PI Code & Name	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		2017/18	
				Value	Target	Value	Target	Value	Target
CR.PP.04a Cost of Trading Standards per 1,000 of population				£2,624	Data only	£1,466	Data only	£1,323	Data only
CR.PP.04b Cost of Environmental Health per 1,000 of population				£10,661	Data only	£6,378	Data only	£7,188	Data only
HPCHARTER08 Percentage of council dwellings that are energy efficient				98.5%	100.0%	98.0%	100.0%	100.0%	100.0%
HPCHARTER12 Average length of time taken to complete non emergency repairs (days)				8.4 days	15.0 days	7.4 days	15.0 days	7.1 days	15.0 days
HPCHARTER31 Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.				6.01%	8.00%	5.35%	8.00%	4.90%	6.00%
HPCHARTER34 % of rent loss due to voids				1.86%	2.50%	1.53%	2.40%	1.31%	1.80%
HPCMT13a % of Council housing stock which meets the Scottish Housing Quality Standard				85.9%	100%	91.4%	100%	93.51%	100%
LGBF.ECON2 Cost per planning application				£9,534.00	Data only	£8,506.40	Data only	£10,801.00	Data only
LGBF.ECON3 Average time taken to deliver a commercial planning decision				9.16	Data only	11.1	Data only	9	Data only



Contact:

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