

To: COMMUNITIES, HOUSING AND PLANNING POLICY BOARD

On: 6 June 2017

Report by: Director of Development and Housing Services

Heading: Development and Housing Services Improvement Plan 2017/18 To 2019/20 and Outturn Report 2016/17 To 2018/19

1. Summary

- 1.1 The purpose of this report is to provide an update on Development and Housing Services' Service Improvement Plan progress for the 12 month period to 31 March 2017. Based on this performance and the Council and service's strategic context, Development and Housing Services' Service Improvement Plan has been reviewed and is now also submitted for approval by elected members of the policy board.
- 1.2 This report seeks to provide:
- a summary of performance of Development and Housing Services for 2016/17 period, with detailed explanation on all relevant actions and performance indicators in the performance summary attached as Appendix 1 to this report.
 - an updated Service Improvement Plan covering the period from 1 April 2017 to 31 March 2020 attached as Appendix 2 to this report.
- 1.3 Service Improvement Plans are comprehensive documents which are an important element of elected member scrutiny of service level activity and associated performance levels. Service Improvement Plans cover a three year period but are reviewed and updated on an annual basis to ensure sufficient focus on improvement activity and understanding of emerging challenges and opportunities.
- 1.4 The key priorities identified for Development and Housing Services over the three year period will directly contribute to the delivery of the Council Plan and Community Plan, as well as a number of other strategic initiatives.
- 1.5 The action plan is the core of the Service Improvement Plan. It sets out the priorities being addressed, the key tasks to be implemented, the implementation timetable and the measures of success. The service scorecard sets out a range of key indicators against which performance will be measured.

- 1.6 The Development and Housing Services management team reviews progress against performance indicators and service improvement actions on a quarterly basis. Six monthly reports on the service improvement plan are reported to board, with the next updated scheduled for November 2017.
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2. Recommendations

- 2.1 It is recommended that the Community, Housing and Planning Policy Board:
- (a) notes the progress that has been made with implementation of the 2016/17 to 2018/19 Service Improvement Plan actions and performance indicators (appendix 1)
 - (b) approves the attached Service Improvement Plan (appendix 2)
 - (c) agrees that progress with this plan be reported to the Board in November 2017
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3. Overview of Performance 2016/17

- 3.1 One of the purposes of the Service Improvement Plan is to reflect on what is happening in the service and to consider and develop policy options which reflect changing circumstances both in terms of customer needs and resource availability in the context of the Council's priorities and the need to deliver Best Value.
- 3.2 Appendix 1 provides an update on the progress made by the service during 2016/17 in terms of implementing the Service Improvement Plan. It includes an update on the Service's action plan as at 31 March 2017 and a balanced scorecard of indicators also as at 31 March 2017.
- 3.3 The key achievements of Development and Housing Services for the year to 31 March 2017 are highlighted below:
- Significant progress has been made in phase 1 of Renfrewshire's City Region City Deal Projects.
 - After many months of learning, researching, consultation and engagement a Stage 1 Bid for Paisley to host UK City of Culture 2021 was submitted to the UK Government before the deadline of 28 April 2017. The Department of Culture, Media and Sports will now conduct a clarification process with a decision on shortlisted places due in the summer. Subject to being shortlisted a final bid will be required by the end of September 2017.
 - Paisley Town Centre Vision and Action Plan was approved following a series of workshops held in Spring 2016.
 - The completion of the Paisley THI/CARS project in June 2016. The project exceeded expectations and delivered over £3.5m of improvements in the area.
 - Delivering key actions from the current Local Development Plan (LDP) and developing the new LDP, Local Housing Strategy (LHS) and Strategic Housing Improvement Plan (SHIP) in consultation with communities and stakeholders.
 - Following extensive consultation and engagement of the draft Renfrewshire Centre Strategies and Action Plans throughout 2016, the finalised strategies and action plans for Renfrewshire's Centres were approved by board in late 2016 and early 2017.

- InCube's second programme commenced in June 2016 - linking closely to the Paisley 2021 bid and our ambition to develop Renfrewshire's creative industries.
- An Economic Framework for Renfrewshire was approved.
- Developing a new approach and establishing a new team to deliver Community Economic Development services to Renfrewshire communities, empowering groups to access enhanced funding and development opportunities.
- Invest in Renfrewshire Employability Programmes supported around 2,000 people with around 40% of these moving directly into work with over 1200 new and additional jobs/ traineeships and internships created.
- Regeneration Plans were progressed including rehousing and demolition in Johnstone Castle progressing on target, regeneration plans for Ferguslie Park are being consulted on and a Masterplan for Paisley West End has been developed with consultation planned for summer 2017.
- The successful resettlement and ongoing support to Syrian refugees in Renfrewshire. This work now moves into a new phase helping support families move into long term tenancies and access employability support and advice, continuing their successful integration into the wider Renfrewshire community.
- Renfrewshire Council submitted its third Annual Return on the Charter (ARC) to the Scottish Housing Regulator in May 2016. Following the Scottish Housing Regulator's 2017 Risk Assessment, Renfrewshire Council is 1 of 12 local authorities where no scrutiny activity is required from the Regulator.
- The fifth Renfrewshire Planning Performance Framework (PPF) was submitted to the Scottish Government in July 2016 and highlights that in relation to the speed of decision making in planning, Renfrewshire Council continues to perform well.

3.4 Development and Housing Services key performance indicators are detailed in Appendix 1; the scorecard has 23 indicators – 11 are for data only, 7 are achieving or exceeding target and 5 are below target.

3.5 Indicators to highlight are detailed below:

- The rate of new private house building for 2016/17 was 643, exceeding the target of 500. The delivery of new homes in Renfrewshire has been increasing year on year since the challenging years of the recession. This year there has been a significant number of private sector completions, at a level not seen for around 10 years.
- In 2016/17 the number of people supported into work through Invest was 613 which is a significant increase on an already very positive figure.
- The affordable housing completions for 2016/17 at 167 were slightly below the 200 target. There has been a steady rate of completions and the rate of new affordable homes completions is likely to increase in line with the housing supply targets, as Renfrewshire Council assist the Scottish Government with the 'More Homes Scotland' priority, delivering 50,000 new affordable homes over the next few years. It is anticipated that the ambitious target of 200 affordable homes per annum will be delivered over the coming years.
- There was a slight increase in the average time from household presenting as homeless to completion of duty from 19.33 weeks to 22.25 weeks which meant we did not meet our target of 21 for 2016/17. It had been anticipated that there may be an increase in this indicator in 2016/17 given the focus that has been placed on successfully reducing the level of 'repeat homelessness', which had risen in recent

years. An increase in the 'average time to complete duty' is one of the consequences in reducing repeat homelessness, and it is hoped to counter this to a degree by increasing the number of lets to homeless applicants this year from the Council and Registered Social Landlords.

- The number of new business start-ups in Renfrewshire with Business Gateway Support has shown a slight decline since 2015/16. There are a number of external factors which influence the number of business starts in any given year. Those factors include the strength of the economy, consumer confidence, business confidence, the strength of the job market and, ultimately, people's personal circumstances, ambitions and motivations.
- Both the frontline and investigation stage complaints performance is below target – 91% of frontline complaints and 86% of investigation complaints were responded to within target in 2016/17. Significant work has taken place across the service in 2016/17 to roll out Lagan software for processing complaints and ensure all relevant staff have received appropriate training. Complaints are monitored on a monthly basis and areas of poor performance are identified and causes investigated.

- 3.6 Appendix 1 to this report provides a summary of progress achieved on last years' Service Improvement Plan Action Plan. It highlights areas where significant advances have been made and any actions that may have been reviewed or delayed.
- 3.7 Appendix 1 to this report also shows last years' performance for Development and Housing Services' key indicators.
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4. Service Improvement Plan 2017- 2020

- 4.1 The Service Improvement Plan cascades the Council's priorities throughout the organisation. It shows the strategic fit with operational plans and action plans and links to financial, risk management and workforce planning processes as well as the Council's Better Council Change Programmes. Work is also being progressed within the Council to ensure that Service Improvement Plans link Council and Community Planning priorities to team and Individual Development Plans, so that every employee knows how they help contribute to the Council achieving its objectives.
- 4.2 Following a range of engagement activities with Development and Housing Services' staff at all levels, the five key priorities identified for the service can be summarised as:
- We create great places for people to live, work and invest in
 - We will develop a successful bid for Paisley to become UK City of Culture 2021
 - We help to drive economic regeneration in Renfrewshire, supporting local businesses to grow and local people to move into employment
 - We protect our heritage and deliver physical regeneration in our town centres and within particular regeneration areas
 - With our customers and our workforce at the heart of our service planning, we look for ways to continuously improve our services across Development and Housing
- 4.3 In addition, we will continue to deliver essential services to our customers including the provision of housing advice and assistance (particularly to vulnerable clients at risk of homelessness); housing management and capital investment plans for our

12500 council houses; supporting our older people with aids and adaptations or through our sheltered housing complexes; and development management and building standards services to residents and developers.

- 4.4 The 2017/18 to 2019/20 Service Improvement Plan is attached at appendix 2 and also provides a strategic assessment of the key challenges and changes which will impact upon the service during the period of the delivery of this plan including financial pressures and political change including Britain's exit from the European Union.
- 4.5 The action plan, set out in Section 8 of the Service Improvement Plan, details the actions and milestones that will be implemented over the next three years to deliver the priorities identified by Development and Housing Services.
- 4.6 The scorecard, set out in Section 9 of the Service Improvement Plan, details the performance indicators which will be used to help measure progress towards achieving these identified priorities.

Implications of the Report

- 1. **Financial** – None
- 2. **HR & Organisational Development** –The Service Improvement Plan links closely with the Workforce Plan for Development and Housing Services, ensuring that the workforce is in a strong position to deliver key priorities now and in the future.
- 3. **Community Planning** - The Service Improvement Plan is underpinned by the themes, actions, outcomes and targets set out in the Council Plan and Community Plan.
- 4. **Legal** – None
- 5. **Property/Assets** – None
- 6. **Information Technology** – None
- 7. **Equality & Human Rights** - The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website. The Service Improvement Plan also links with the Council's Equality Outcomes and Mainstreaming Equality Report and includes actions to ensure the Service contributes positively to reducing inequality.
- 8. **Health & Safety** – None
- 9. **Procurement** – None
- 10. **Risk** – The Service Improvement Plan links closely with Development and Housing Service's Risk Register and key actions are shared across both plans.

11. **Privacy Impact** – None

List of Background Papers: Development and Housing Services Service Improvement Plan 2016-19

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Development and Housing Services

Service Improvement Plan 2017/18 – 2019/20

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1. INTRODUCTION TO THE SERVICE IMPROVEMENT PLAN

- 1.1 This Service Improvement Plan for Development and Housing Services covers the period from 2017/18 to 2019/20. The plan outlines what we intend to achieve over the next three years based on the resources likely to be available.
- 1.2 The plan notes the principal factors that will influence service needs, their development and delivery. It sets out the main priorities to be pursued and outcomes to be achieved over the next three years. An action plan detailing these outcomes and key tasks is included in section 8. A performance scorecard is included in section 9 showing the performance indicators used to help measure progress towards achieving the priorities.
- 1.3 Elected members may be aware from previous reports that the Council is actively working to address a range of demand and financial pressures. For Development and Housing Services, this includes managing the existing Council housing stock with its debt burden while keeping rents affordable. The continuing roll out of Universal Credit is also being managed to support tenants in sustaining their tenancies and to protect the service's largest income stream. Development and Housing Services also experiences demand pressures on services to Renfrewshire's most vulnerable people such as those requiring housing advice and support and those threatened with or experiencing homelessness. The uncertain and variable national economic climate also impacts on the services' strategies for Renfrewshire's continued economic development requiring these to be dynamic and able to adapt quickly to this changing environment. The plan sets out the likely impact that these issues will have on Development and Housing Services and our plans for addressing it.
- 1.4 The Council Plan clearly articulates the Council's priorities for Renfrewshire and, along with the Community Plan, sets out an ambitious programme of work. Key activities for Development and Housing Services are closely aligned to both the Council and Community Plans, and support all local work undertaken across partnerships to deliver on these priorities for Renfrewshire, particularly in areas such as the physical and economic regeneration of Renfrewshire, protecting and promoting our heritage and also supporting our people into employment.
- 1.5 Service-level workforce plans and financial plans are also closely aligned to Service Improvement Plans, and then translated into team and individual development plans.
- 1.6 Service planning informs the budget process by enabling budget proposals to be seen in a wider policy development context. In turn, the outcomes of the budget process shape the final content of Service Improvement Plans. Integration of the budget and the service planning process assists elected members to arrive at budget decisions in the full knowledge of how these

decisions impact at service level. Financial information and data should also be related to outcomes and priorities.

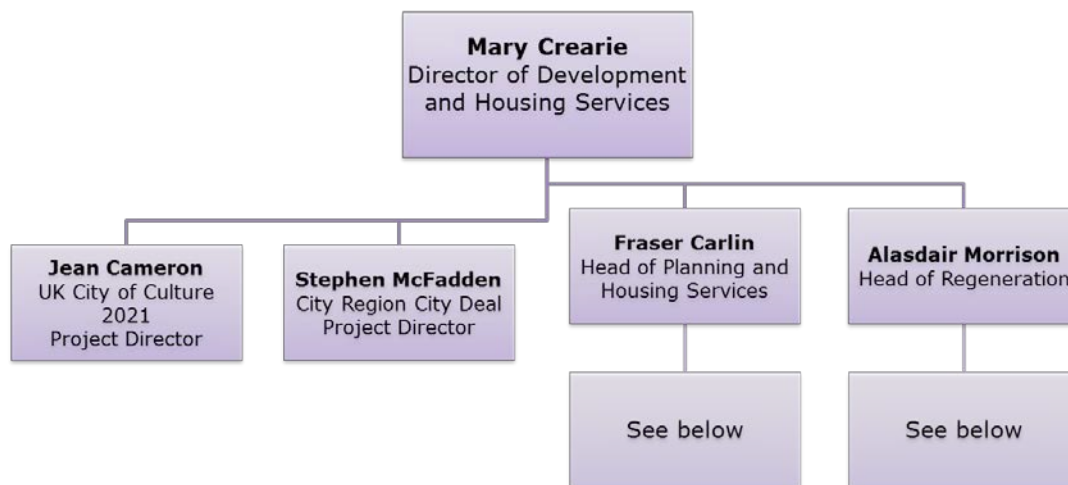
Staff Engagement

- 1.7 The people who work in Development and Housing Services are responsible for successfully delivering the aims and ambitions of the service; therefore it is essential that this Service Improvement Plan reflects their views and experiences.
- 1.8 Extensive consultation was carried out across three distinct staff groups. Development and Housing Services have established a Staff Panel comprising employees from all areas of the service and at the Panel's January 2017 meeting a workshop was facilitated for panel members to identify what they felt were key priorities for the Council, the service and their teams.
- 1.9 Development and Housing Services' senior management team (to third tier level) also participated in a workshop session discussing what impact the service has in Renfrewshire, reflecting on service performance and also looking at detail at last year's action plan and considering what actions should be taken forward for 2017/18 to 2019/20.
- 1.10 Finally, a wider staff group attended a half day workshop at Paisley Town Hall, led by the Director, to consider the current and future challenges for the service, identify service and Council priorities and discuss the difference they felt they, as officers, made in the local community.

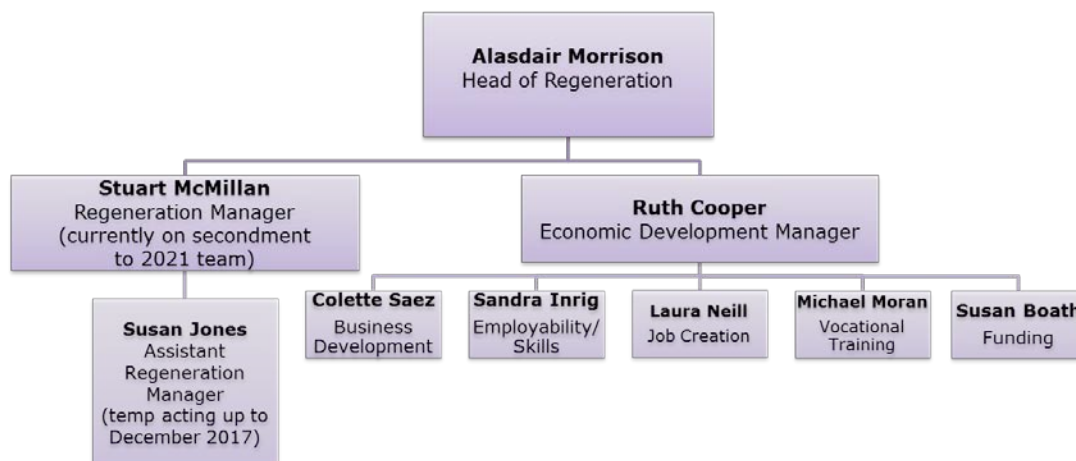
2. WHAT WE DO

- 2.1 Development and Housing Services provides the economic development, planning, housing and regeneration functions of the Council. This includes helping to deliver sustainable economic and physical regeneration in Renfrewshire, managing the Council's stock of almost 12,500 houses, providing housing advice and assistance to vulnerable people and leading for the Council on the Glasgow City Region City Deal programme and the UK City of Culture 2021 Bid.
- 2.2 Development and Housing Services provide services directly to the Renfrewshire public, to Council housing tenants, to other services within the Council and to community partners. The service contributes to the development of corporate policies and initiatives and the maintenance of effective working relationships with our partners and other organisations to deliver services throughout Renfrewshire. These services are delivered by approximately 440 employees employed on a full-time or part-time basis, with a gross expenditure budget of over £14 million (excluding Housing Revenue Account).

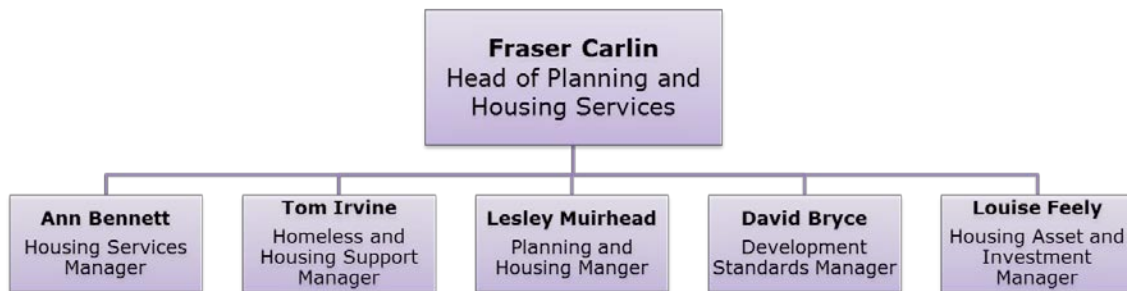
2.3 Development and Housing Services Senior Management Team



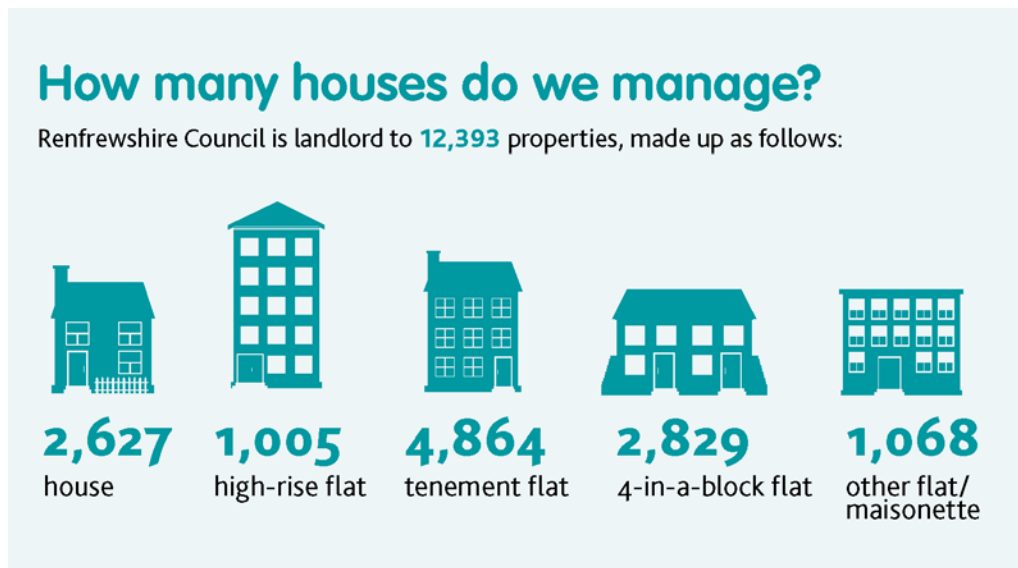
Regeneration and Economic Development



Planning and Housing Services



2.4 About us



- Over **1,400** unemployed people were supported through Renfrewshire Council Employability Programme (INVEST)
- After applying allowable exclusions and abeyances, the Council remains **100%** compliant with the Scottish Housing Quality Standard.
- We let nearly **1,200** homes during 2016/17
- The annual rental income due to be collected is just over **£46m**
- Our homeless services team provide advice and assistance to approximately **2,000** service users each year. There is a strong focus on homelessness prevention and around **800** applications from those who are statutory homeless.

- We received almost **1,000** planning applications in 2016/17, with nearly **98%** approved
- We received nearly **1,500** building warrants in 2016/17, with an approval rate of over **99%**

3. WHAT WE ACHIEVE

- 3.1 In 2016/17 Development and Housing Services continued to progress a number of high priority actions, grouped under the Council Plan priorities, including:

A Better Future: Place

- 3.2 Priority 1: Driving Physical & Economic Regeneration

City Deal

- Glasgow City Region City Deal aims to deliver an uplift of over £2 billion additional economic activity and 29,000 new jobs over the next 20 years. The three Renfrewshire City Deal projects are the £91 million Clyde Waterfront & Renfrew Riverside (CWRR) Project, the £39 million Glasgow Airport Investment Area (GAIA) Project and the £144 million Airport Access Project (AAP). Significant progress has been made in phase 1 of Renfrewshire's City Deal Projects. Outline business cases have been approved for all three projects and extensive public consultation has been (and continues to be) carried out.

Planning and Housing Services

- Renfrewshire's Local Development Plan Action Programme sets out an ambitious framework to assist in the successful implementation and delivery of the objectives, strategy and proposals set out within the Local Development Plan (LDP). 51 Actions were set out in the Action Programme, to date 43 out of the 51 actions have been progressed or are complete. Of particular significance, over the last few months there has been great progress on a range of actions to bring forward the Housing Action Programme Sites - these are primarily previously used sites which are within our existing places and communities, however require some assistance to encourage implementation and delivery of housing on the sites.
- Work on the preparation of the new Renfrewshire Local Development Plan is also progressing well, following an extensive consultation and engagement programme.
- The finalised Renfrewshire Local Housing Strategy (LHS) for 2016 – 2021 was developed and approved in 2016. The LHS sets out the strategic vision for housing and housing related services in Renfrewshire and provides a clear direction for future strategic housing investment.

- The Strategic Housing Investment Plan (SHIP) 2017/18 to 2021/22 was also approved in late 2016. The SHIP sets out a programme showing how grant funding will be utilised over the next five years and how the supply target for affordable housing will be met.
- Following extensive consultation and engagement of the draft Renfrewshire Centre Strategies and Action Plans throughout 2016, the finalised strategies and action plans for Renfrewshire's Centres were presented to and approved by board in late 2016 and early 2017. These strategies and action plans will be updated every two years to allow for regular review and monitoring of their performance and delivery.
- Regeneration programmes continue across Renfrewshire - rehousing and demolition in Johnstone Castle is progressing on target; a Masterplan for Paisley West End has been drawn up and approved by Council, with consultation planned for the summer; development of proposals in Bishopton continues, with planning and building warrant submissions expected in summer; and in Ferguslie Park consultation has taken place in 2016 with further consultation planned for 2017 alongside detailed proposals which are currently being developed.
- The Renfrewshire Outdoor Access Strategy and associated Action Plan was approved by the Planning and Property Policy Board on 23rd August 2016. Work is ongoing with a range of partners to start to deliver and implement the actions set out in the Access Strategy.

Regeneration

- Paisley Town Centre Vision and Action Plan has now been approved following a series of workshops held in Spring 2016. The 10 year ambitious plan sets out a number of short, medium and longer term priorities for 5 different activity areas viewed as crucial to the future success of the town centre.
- The completion of the Paisley THI/CARS project in June 2016, successfully delivering building repairs in Causeyside Street and Paisley Arts Centre, public realm improvements, a shop front restoration programme and bringing historic floor space back into use in Forbes Place. The project exceeded expectations and delivered over £3.5m of improvements in the area.

Economic Development

- Following the successful first round programme, a second InCube programme for local start up and early stage businesses commenced in June 2016 and a further intake occurred in January 2017. This flagship business incubator model continues to support early stage creative businesses in the area and links closely to the Paisley 2021 bid and our ambition to develop Renfrewshire's creative industries.
- The InCube shop was fully operational from June 2016 and is now well established. It provides a boutique shop with the opportunity for test-trading

for creative businesses and is also a retail academy offering unemployed people the opportunity for work experience and qualifications for work in retail.

- Renfrewshire Council is leading the delivery of the LEADER 2014 - 2020 programme for the rural areas within Renfrewshire, East Renfrewshire and Inverclyde, acting on behalf of the Local Action Group (LAG). The first approvals for the LEADER programme were in October and November 2016.
- Developing a new approach and establishing a new team to deliver Community Economic Development services to Renfrewshire communities, empowering groups to access enhanced funding and development opportunities.

3.3 Priority 2: Culture and Heritage

- After many months of learning, researching, consultation and engagement a Stage 1 Bid for Paisley to host UK City of Culture 2021 was submitted to the UK Government before the deadline of 28 April 2017. The month of May will see the Department of Culture, Media and Sports conduct the assessment process with a decision on shortlisted places by the end of June. Subject to being shortlisted a final bid will be required by the end of September 2017.

3.4 Priority 4: Creating a Sustainable Renfrewshire

- The Housing Capital Investment Plan 2017/18 to 2019/20 was approved by the Council in February 2017, setting out our approach to lifecycle replacement of key components to ensure Council housing stock is maintained at the required Scottish Housing Quality Standard.
- Over the last 4 years a total of £10.235m in grant funding has been secured through the Home Energy Efficiency Programme which has enabled a range of external wall insulation projects to be carried out in multi tenure blocks across Renfrewshire.

A Better Future: People

3.5 Priority 5: Reducing the Level and Impact of Poverty

- Development and Housing Services continue to build and develop knowledge of our tenant's circumstances and improve/refine processes and links with specialist money advice, energy management, employability services and the Department of Work and Pensions, in the interests of supporting our tenants to help mitigate the impact on low income households during ongoing Welfare Reform.
- Development and Housing Services played a key role in the successful resettlement and ongoing support to Syrian refugees in Renfrewshire was led by Development and Housing Services. This work now moves into a new phase, with Development and Housing Services creating a new post of Refugee Resettlement Co-ordinator to help support families to move into long term tenancies and access employability support and advice, continuing their successful integration into the wider Renfrewshire community.

- A full review of homeless prevention activities was carried out to ensure Renfrewshire's most vulnerable people continue to get the best advice and assistance, preventing people with a housing crisis from becoming homeless and to reduce the incidence of repeat homelessness. This has included a new 'Tenancy Sustainment Assistance' initiative by the George Street team, a 'Keys to Learn' training programme delivered by the Glasgow Homelessness Network and an expansion of the Housing First project in partnership with Turning Point Scotland using new funding from the Big Lottery Fund.

3.6 Priority 7: Supporting & Sustaining People into Employment

- Over 1,200 new and additional jobs/traineeships and internships have been created through Development and Housing's Employability programmes moving Renfrewshire from 27th place in Scotland for Youth Employment to 4th in 2015 and currently 8th.
- Invest in Renfrewshire Employability Programmes support around 2,000 people each year getting employability support with around 40% of these moving directly into work. Key deliverables as part of this include Tackling Poverty funds for Childcare and Access to Work were completed; Renfrewshire Council traineeships increased and new programmes are now being procured; delivery of Employability Fund and Modern Apprentice programme contracts commenced and the new Renfrewshire Recruitment Initiative was launched; the 3rd Annual 'Celebrating Success' Awards ceremony and the Annual Invest in Renfrewshire partnership conference were held with 500 people attending these events; the official launch of second intake of Project SEARCH took place in August 2016; and August also saw the Official launch of retail academy at InCube shop.
- Renfrewshire Council acts as lead for the Youth Gateway programme across the 8 local authorities with the City Region. The programme is currently running ahead of target, and given its success the focus is now turning to developing a joined up City Region employability service to commence in 2019.

A Better Council

3.7 Priority 10: Continuing to be a Well-Run Council

- Renfrewshire Council submitted its third Annual Return on the Charter (ARC) to the Scottish Housing Regulator in May 2016. A report was presented to the board in August 2016 outlining performance against the Charter indicators, highlighting both improved performance and also areas which require further improvement. A six monthly update report, outlining performance in the first half of 2016/17 was also presented to the board in November 2016. In October 2016 we produced our Tenant Report on the Charter following consultation with tenant representatives. Following the Scottish Housing Regulator's 2017 Risk Assessment, published in May 2017, Renfrewshire Council is 1 of 12 local authorities where no scrutiny activity is required from the Regulator.

- The fifth Renfrewshire Planning Performance Framework (PPF) was submitted to the Scottish Government in July 2016. The PPF requires the Council to demonstrate continuous improvement and provide an explanation in support of our performance. The PPF highlights that in relation to the speed of decision making in planning, Renfrewshire Council is performing well in terms of the Scottish average.
- Learning from the experience of the Hillington Simplified Planning Zone (SPZ), Development and Housing Services prepared and implemented the first pilot town centre SPZ in Renfrew town centre.

3.8 Development and Housing Services leads on many of the Council's priority projects, as has been outlined in much of the above, but the Service also delivers crucial 'business as usual' activities which have a significant impact on the people of Renfrewshire:

- Housing Services manage approximately 12,500 houses in Renfrewshire, making the Council the largest landlord in the area and responsible for the estate management of large parts of Renfrewshire's towns and villages; 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.
- For Renfrewshire residents who find themselves in need of complex housing advice or at a crisis in their lives, specialist teams continue to offer advice and assistance to tackle homelessness and assist those at risk of becoming homeless. Teams working from Abercorn Street and George Street provide a vital lifeline to some of Renfrewshire's most vulnerable people.
- The Council owns and manages 10 sheltered housing complexes throughout Renfrewshire, where over 300 older tenants are provided with support 7 days a week from a team of Sheltered Housing Officers.
- Development Management and Building Standards provide the regulatory controls through consenting and enforcement which ensure that amenity and public safety is protected and communities are engaged throughout the development and planning processes. The work in this area underpins many of the Council's high profile projects; ensuring planning procedure is adhered to effectively and efficiently and ultimately helping attract millions of pounds worth of investment to Renfrewshire through the delivery of key housing, business and infrastructure developments.

4. **STRATEGIC CONTEXT**

4.1 Development and Housing Services works directly with a number of different customer groups delivering frontline services, but also provides strategic

planning for the whole area. Significant research underpins the Local Housing Strategy including the regional Housing Need and Demand Assessment, ensuring we have a thorough understanding of our local context and are effectively planning for the current and future needs of Renfrewshire residents.

- 4.2 Tenants' data is regularly analysed to help us plan our current and future service provision, particularly from an equalities perspective, as is the data we collate through our housing advice and homeless services. Our economic development team also collates and reports local economic indicators and employment rates to understand local needs and target services most efficiently.
- 4.3 Along with other service areas of Renfrewshire Council, Development and Housing Services recognises that our customer groups are changing. We have an aging population in Scotland and this is reflected in Renfrewshire. This means there is an increased demand for properties suitable for older people and also for aids and adaptations to allow older people to stay in their own homes, living independently for longer. We have also noted an increase in service users with more complex and multiple needs, requiring support across a range of services.
- 4.4 In common with the rest of Scotland, we are seeing an increase in the number of households in Renfrewshire, with the trends moving toward more but smaller households, increasing the demand for housing across all tenures in Renfrewshire.
- 4.5 The current economic climate in the UK means that the Council, in common with the wider public sector, continues to face a number of financial pressures and challenges in both the medium and long term. As a result, Development and Housing Services will continue to help deliver significant financial efficiency savings over the medium term. In order to identify and deliver efficiencies, Development and Housing Services will continue to review services to help the Council manage this reduction in resources in ways that have the minimum adverse impact on both the communities of Renfrewshire and our ambitions for Renfrewshire.
- 4.6 It is likely that changes in the political and national policy environment, arising from the European Union Referendum vote to leave the EU (or 'Brexit'), will have potential implications for both the Council and Renfrewshire's communities and businesses. The full impact for Renfrewshire is likely to take several years to become fully apparent. This uncertainty may impact on the Council's financial outlook. It is also likely that there may be implications Development and Housing Services particularly around future funding for employability services.
- 4.7 The **Better Council Change Programme** was established to ensure Renfrewshire Council could remain financially sustainable, whilst delivering its strategic objectives. Development and Housing Services has supported the strategic development and delivery of the transformation programme and will

continue to deliver on the service changes it leads on as part of phases 1 and 2. In addition, the service will be actively involved in developing and delivering the next phase of the Council's future change programme which it is anticipated will require significant cross cutting transformational change.

- 4.8 The Council's **Risk Matters - risk management policy and strategy** sets out a new approach from 1 April 2017. As our risk management arrangements are well embedded, the Corporate Risk Register has two distinct risk strands; a Strategic Risk Register will contain details of the externally focused risks, and a Corporate Risk Register will contain details of the internally focused risks. Both of these top level risk registers are underpinned by service specific risk registers. During the development of this years' Service Improvement Plan the service has ensured that any corporate or strategic risks that Development and Housing Services is responsible for, and the actions to mitigate and monitor these risks, are included in the action plan.

5. KEY PRIORITIES

- 5.1 Building on this track record of success, Development and Housing Services has an exciting and ambitious programme of priorities to deliver over the years 2017/18:

- We create great places for people to live, work and invest in
- We will develop a successful bid for Paisley to become UK City of Culture 2021
- We help to drive economic regeneration in Renfrewshire, supporting local businesses to grow and local people to move into employment
- We protect our heritage and deliver physical regeneration in our town centres and within particular regeneration areas
- With our customers and our workforce at the heart of our service planning, we look for ways to continuously improve our services across Development and Housing

- 5.2 Key strategic actions are outlined in the action plan in section 8, show the activities which Development and Housing Services will carry out over the next three years to deliver on these strategic priorities. These will also link to the Council and Community Plan priorities and be monitored and reported to board on a 6 monthly basis.

6. CONTINUOUS IMPROVEMENT

Self-Evaluation Activities

- 6.1 Renfrewshire Council has a mature and well-developed approach to self-evaluation which has been in place corporately since 2008 and has been based on the Public Services Improvement Framework (PSIF). In addition, the Council also gathers intelligence as part of its self-evaluation activities through the Public Services Panel, customer experience work, and complaints handling data.
- 6.2 All areas of Development and Housing Services have been involved in the PSIF process; engaging with employees, identifying strengths and areas for improvement and producing action plans to drive service improvement.
- 6.3 More recently, Development and Housing Services' Staff Panel worked to identify improvement areas across the whole Service, forming an improvement plan. Actions were allocated to the senior management team and progress is monitored at the quarterly Staff Panel meetings.
- 6.4 For Renfrewshire Council's corporate assessment, in the summer of 2016, a new approach for self-evaluation was piloted with the Corporate Management Team (CMT) and Heads of Service. Development and Housing Services will support the development of this new Council wide approach to self-evaluation during 2017/18.

Community engagement

- 6.5 Development and Housing Services engages extensively with communities through a variety of groups and forums and has a strong track record of tenant participation across Renfrewshire. We have a number of different engagement opportunities to ensure our customers, particularly our tenants, are at the heart of service design and improvement including:
 - Quality circles – tenant-led inspections currently in high rise flats and sheltered housing to identify areas for improvement.
 - Scrutiny panel – detailed investigation into more complex issues, such as void letting standard, customer experience and currently working on tenancy sustainment. The panel examines these issues at a series of monthly meetings and then prepares and presents a report with recommendations to the Senior Management Team and conveners. The Tenant's Scrutiny Panel is recognised as good practice; Renfrewshire Council was an early adopter of this approach.
 - An annual rent consultation is carried out and is open to all tenants to give their views. We have used different methods of engaging with tenants including through our tenants newsletter and telephone consultations.

- There are 9 Neighbourhood Forums comprising representatives from Registered Tenants Organisation 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.
- 6.6 As well as our ongoing support to tenants and residents group and the opportunities outlined above, we have an extensive programme of additional consultations 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, City Deal plans and Paisley 2021 Bid.
- 6.7 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. Extensive consultation has taken place over the past two years in Ferguslie Park and similar engagement is planned around the regeneration of Paisley's West End. Consultation work is also carried out with a wide variety of stakeholders including partners and businesses in the development of high level strategies such as the Local Housing Strategy and the Paisley Town Centre Action Plan.

Workforce Planning

- 6.8 The Council's Organisational Development Strategy will ensure that the Council can continue to deliver its core business and service objectives, with an engaged and motivated workforce during an anticipated climate of continued financial and resource constraints. Development and Housing Services' has developed a workforce plan which provides analysis of the key workforce considerations for the service during 2017/18. The key aim of the plan is to ensure our employees are deployed to the right place with the right skills at the right time. The workforce plan is closely linked to the Service Improvement Plan, and is cognisant of the strategic context and related challenges and opportunities which arise from the environment in which the service continues to operate.
- 6.9 The workforce plan is action orientated and outlines a number of key actions which will be targeted during 2017/18 including:
- developing a mix of capability and experience throughout the workforce, identifying business critical capabilities gaps and working towards improving the skill mix within these areas
 - establishing succession plans for the recruitment, retention and development of key posts of Development and Housing Services

- improving opportunities for development and movement of employees across service areas where appropriate
- improving what we know about the workforce and aligning the workforce profile to develop the required skills in the service to improve resilience to changing priorities, demands or budgetary pressures.

Equalities

- 6.10 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.
- 6.11 The Council recognises that equality needs to be both mainstreamed fully into policies and procedures and also ensure that equality outcomes are given high priority, by being part of mainstream progress reporting. The Council has agreed that this will be done through Service Improvement Plans. This will allow progress to be monitored on a quarterly basis through Senior Leadership Teams and the CMT.
- 6.12 The Council is also committed to reporting progress to local equalities led community groups. It is recognised that circumstances for individuals and organisations can change over time and by establishing a clear reporting structure, the Council can demonstrate that equality actions and priorities are contributing to overall outcomes and can be reviewed and amended accordingly.
- 6.13 Development and Housing Services will actively promote equality and diversity mainstreaming through the work of the main service areas, through this Service Improvement Plan and through the relevant operational plans.
- 6.14 Renfrewshire's Local Housing Strategy (LHS) recommends that the needs of Gypsy/Traveller and Showpeople should be considered through the review of the next Local Development Plan (LDP). The LDP's Main Issues Report outlines options for Gypsy/Traveller provision of authorised transient or permanent sites in Renfrewshire and is seeking views on these options. Development and Housing Services has produced a Gypsy/Traveller and Travelling Showpeople Planning Advice Note to provide guidance on development proposals relating to establishing appropriate locations for sites. Work continues with our regional local authority colleagues to identify cross boundary considerations.
- 6.15 Development and Housing Services' Community Services Team provide ongoing support and assistance to Gypsy/Travellers and Showpeople in Renfrewshire with visits to encampments to make sure their needs are being met.

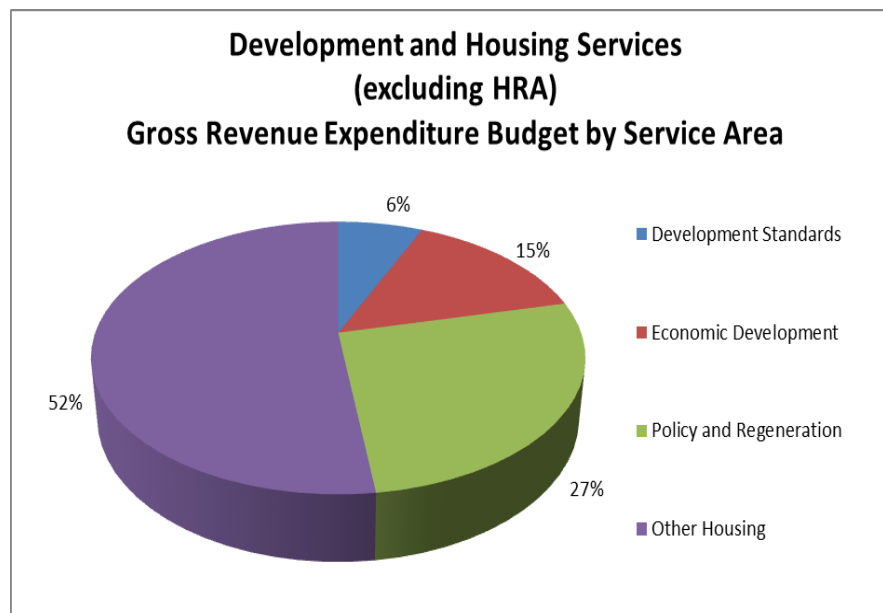
7. RESOURCE ANALYSIS

- 7.1 The table and chart below illustrates Development and Housing Services' revenue estimates for 2017/18 across each division. This information does not include the Housing Revenue Account (HRA) which is detailed separately below in 7.3.

Table1: Gross Revenue Estimates 2017/18

Development and Housing Services (excluding HRA)	17/18 Budgets
Development Standards	£935,995
Economic Development	£2,077,862
Policy and Regeneration	£3,775,127
Other Housing	£7,362,736
Grand Total	£14,151,720

Chart 1: Gross Revenue Estimates 2017/18

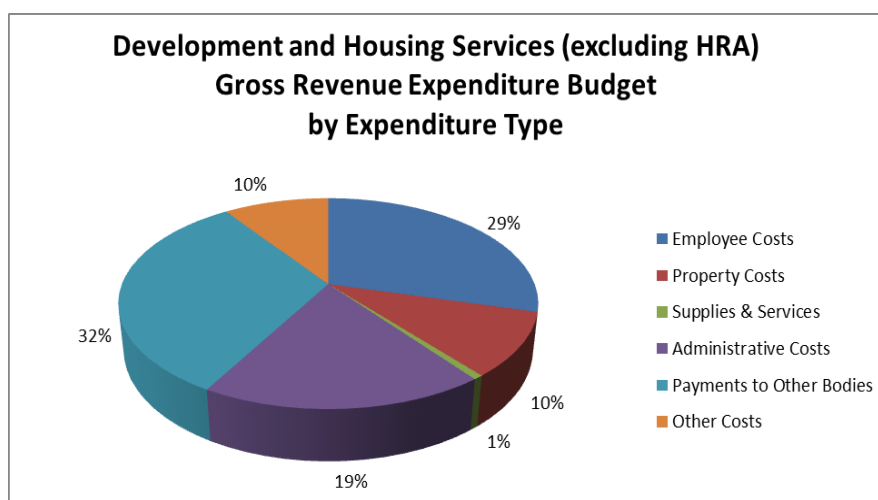


7.2 The following table and chart illustrates Development and Housing Services' revenue estimates for 2017/18 in terms of the type of expenditure.

Table 2: Gross Revenue Estimates by type of expenditure 2017/18

Development and Housing Services (excluding HRA)	17/18 Budgets
Employee Cost	£4,132,176
Property Costs	£1,388,529
Supplies & Services	£91,350
Administrative Costs	£2,626,315
Payments to Other Bodies	£4,540,000
Other Costs	£1,373,350
Grand Total	£14,151,720

Chart 2: Gross Revenue Estimate by expenditure type 2017/18

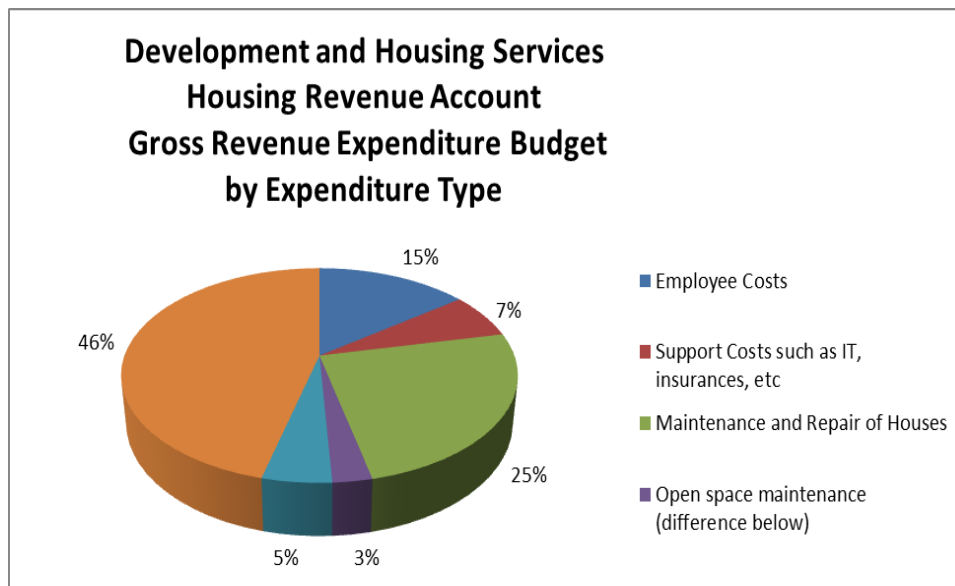


7.3 The following table and chart illustrate the Housing Revenue Account (HRA) revenue estimates for 2017/18 in terms of the type of expenditure.

Table 3: HRA Gross Revenue Estimates by type of expenditure 2017/18

Housing Revenue Account	17/18 Budgets
Employee Cost	£29,422,203
Property Costs	£2,648,334
Supplies & Services	£2,939,916
Administrative Costs	£2,768,973
Payments to Other Bodies	£2,409,832
Other Costs	£3,634,893
Grand Total	£4.3m

Chart 3: HRA Gross Revenue Estimate by expenditure type 2017/18



8. ACTION PLAN

Key Priority 1 – We create great places for people to live, work and invest in					
What are we doing?	When will we do it by?	What difference will we make?	Who is leading this?	How will we know it's been successful?	Linked plans and strategies
I. Deliver Glasgow City Region City Deal programme	March 2018 (City Deal actions over the next year)	Renfrewshire will benefit from three of the biggest infrastructure investments; the Airport Access Project (AAP), the Clyde Waterfront and Renfrew Riverside (CWRR) project and the Glasgow Airport Investment Area (GAIA). Together these projects will transform local and regional connectivity resulting in job opportunities through business growth and inward investment. Over the next year key milestones will include; • Planning applications for GAIA & CWRR will be lodged and other statutory processes will be progressed. • Specimen design for GAIA & CWRR will be progressed. • Land assembly is being progressed. • Procurement Process for GAIA & CWRR - It is expected that the tendering process for the construction contracts will begin in late 2017 with construction expected to start in summer 2018 • Consultants have been appointed to support development of AAP. • Ongoing stakeholder engagement to identify and address constraints.	Project Director - City Deal	All projects will be delivered within budget and delivered within agreed timescales. All projects will be managed using the Council's established Project Management Framework and the City Deal Assurance Framework. The Glasgow City Region Finance Group meets four-weekly to review the financial monitoring and all financial matters in relation to the Programme. Internal governance continues via the City Deal Programme Board (chaired by the Chief Executive), via the Joint CE Steering Group for the Airport Access Project (AAP) and the Leadership Board.	Council Plan Community Plan Local Development Plan Strategic Economic Framework Paisley Heritage Asset Strategy Paisley Town Centre Action Plan 2016 - 2026

2. Implement Current Local Development Plan (LDP)	2014 - 2019	The Renfrewshire Local Development Plan sets a framework and spatial strategy that facilitates investment and supports sustainable economic growth by identifying opportunities for change, regeneration and enhancing existing places, providing high quality development in the right locations.	Head of Planning and Housing	The Renfrewshire Local Development Plan Action Programme was published alongside the LDP. It sets out 51 Actions to successfully implement and deliver the objectives, strategy and policies in the LDP. Since publication of the LDP Action Programme, 37 of the Action have progressed well or are complete. Of the other 14 Actions, all have commenced, however progress is slightly slower.	In line with the aspirations, vision and outcome measures of Renfrewshire's Single Outcome Agreement, the Community Plan and the Council Plan, the LDP will guide development across Renfrewshire.
3. Develop and adopt new LDP 2	2018 -2019	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. Therefore the next plan is unlikely to require significant change, however emerging considerations and issues will require to be taking into account. Consultation and engagement on the next Plan commenced early in 2015. A Main Issues Report was prepared, which concentrates on the main changes that have taken place and the key opportunities for future development. The Main Issues Report was approved for a 12 week consultation by the Planning & Property Policy Board on the 24 January 2017. The consultation and engagement on this Main	Head of Planning and Housing	Through both targeted and general consultation and engagement, the level of constructive feedback will determine whether the Main Issues Report was clear and informative, to help shape the preparation of the Proposed Plan, the next stage in the Plan preparation.	In line with the aspirations, vision and outcome measures of Renfrewshire's Single Outcome Agreement, the Community Plan and the Council Plan, the LDP will guide development across Renfrewshire.

4. Deliver Local Housing Strategy (LHS)	2016 - 2021	Issues Report will inform the next stage in the Plan Preparation, the Proposed Plan, which becomes the Council's settled view. The current LHS was approved by Board in January 2017 and covers the period 2017-2021. It has 7 key outcomes: 1. The supply of homes is increased. 2. Through targeted investment and regeneration activity, Renfrewshire has attractive and sustainable neighbourhoods and well functioning town centres. 3. People live in high quality, well managed homes. 4. Homes are Energy Efficient and Fuel Poverty is minimised. 5. Homelessness is prevented and vulnerable people get the advice and support they need. 6. People are able to live independently for as long as possible in their own home. 7. Affordable housing is accessible to people who need it.	Head of Planning and Housing	We have a number of key actions, targets and milestones contained in the LHS Action Plan which will deliver these outcomes. The action plan is monitored and an annual update is presented to Board. The LHS includes supply targets – 500 new private homes and 200 affordable homes completed each year	Council Plan Community Plan Strategic Housing Investment Plan Local Development Plan
5. Deliver Strategic Housing Investment Plan (SHIP)	2017/18 -2021/22	The current SHIP is for the period 2017/18 to 2021/22 and was approved by Board in November 2016. This SHIP was finalised following a period of consultation with residents, stakeholders, registered social landlords and private developers in September 2016 with the approved SHIP outlining how grant funding will be used to deliver affordable housing across Renfrewshire over the next 5 years New affordable housing will be delivered in line with LHS supply targets and outcomes.	Head of Planning and Housing	Projects in current SHIP delivered. Pipeline programme brought forwards.	Council Plan Community Plan Local Housing Strategy Local Development Plan
6. Implement the Housing	2019/20	The Housing Capital Investment Plan 2017/18 to 2019/20 was approved by the Council in	Head of Planning and Housing	A range of indicators contained within the Scottish Social Housing Charter	Council Plan Community Plan

Capital Investment Plan 2017/18 to 2019/20		February 2017. The total value of the plan is £65.1m and includes allowances for new build homes, regeneration and the planned investment programmes required to ensure council house stock is maintained at the required standard. The main areas for investment within the plan are: • External improvements (roof, render, rain water goods improvements) • Energy Efficiency and carbon reduction programmes • Internal improvements (kitchens, bathrooms and rewiring) • Other priorities such as disabled adaptations. In addition for 2017/18 the Council hopes to secured additional investment under the Scottish Government HEEPS: ABS and the ECO carbon reduction programme to contribute to external wall insulation programmes across common blocks.		capture how well we are performing. The Annual Return on the Charter is submitted to the Scottish Housing Regulator in May of each year.	Local Housing Strategy
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Key Priority 2 – We will develop a winning bid for Paisley to become UK City of Culture 2021					
What are we doing?	When will we do it by?	What difference will we make?	Who is leading this?	How will we know it's been successful?	Linked plans and strategies
7. We will develop a successful bid for Paisley to be UK City of Culture 2021	December 2017	Paisley's bid for UK City of Culture 2021 aims to deliver significant benefits through a regeneration approach that uses cultural programmes in association with community, social, economic and physical regeneration. As Renfrewshire's largest urban area, the bid seeks to develop the cultural and heritage assets of the town, for the benefit of the wider council area. The UK City of Culture will be transformational for the town's reputation and economic profile.	City of Culture - Bid Director	UK City of Culture 2021 is a competition awarded by the Department of Culture, Media and Sports. The successful candidate will be announced in December 2017. To measure success, an evaluation framework will be developed covering; - Economic - Reputational - Cultural - Deprivation - Town Centre Outcomes	Council Plan Community Plan Strategic Economic Framework Paisley Heritage Asset Strategy Paisley Town Centre Action Plan 2016 - 2026

Key Priority 3 – We help to drive economic regeneration in Renfrewshire, supporting local businesses to grow and local people to move into employment					
What are we doing?	When will we do it by?	What difference will we make?	Who is leading this?	How will we know it's been successful?	Linked plans and strategies
8. Deliver Invest in Renfrewshire (Invest in Business Programme) - Our full integrated in-	March 2018	Business Start Up - We will support local people to consider self employment and start up. To those who take forward proposals for self employment, we will provide a range of support including	Economic Development Manager	There is a range of targets for both business start ups and for business growth covering the period October 2016 till March 2018. Progress on achieving these will be reported on at regular intervals to the	Council Plan Community Plan Economic Development Action Plan

house delivery of Business Gateway services will ensure a joined up service is provided to companies. Two distinct teams have been developed to follow the national specification for Business Gateway:		• Incubation space • Workshops • Advice and guidance • Grants and loans We strive to ensure Renfrewshire provides a source of new enterprises and jobs in years to come. Business Growth - We will work to support businesses across Renfrewshire to grow and develop, thereby increasing jobs and productivity. Services include • Advice and Guidance • Business growth workshops • Grants and Loans • Business training • Wage subsidies The aim of our Business Growth activities is to enable and support local companies to get the assistance they need to sustain and grow their business.		Economy and Jobs Policy Board. We report annually through SLAED and are measured against all other Scottish Local Authorities. We augment the targets and support through attracting ERDF funding to the revised service.	
9. Deliver Invest in Renfrewshire (Invest in Communities Programme) - Our Community	March 2018	We will support communities and community organisations across Renfrewshire to identify local opportunities for new projects and developments that will support their communities to grow. We will work with local organisations and support them to identify and apply for external	Economic Development Manager	We have set targets and outputs to identify the numbers and types of organisations and areas supported. We identify and monitor the new services created at a local level. We record and track all funding applications and their outcomes.	Council Plan Community Plan Economic Development Action Plan

Economic Development team of 3 staff work across the Renfrewshire area. We manage the EU LEADER programme for Renfrewshire, East Renfrewshire and Inverclyde.		funding to support their proposals. We will also support social economy organisations to grow and develop and will link them to wider business development supports within Renfrewshire. Our LEADER programme will support our development of rural economies and communities across Renfrewshire, East Renfrewshire and Inverclyde.		We support new rural developments and grant funding to enable these. Outputs and outcomes are tracked thoroughly. Progress on achieving these will be reported on at regular intervals to the Economy and Jobs Policy Board.		
10. Deliver Economic Framework	2016 - 2018	The Renfrewshire Strategic Economic Framework, published in November 2016, contains 10 near term strategic priorities, developed in consultation with our partners that we believe will contribute significantly to economic growth and delivery of a positive step change across Renfrewshire.	Head of Regeneration	We will monitor the overall impact on the economy and growth of Renfrewshire through the agreed jobs and the economy 10-year targets and measures from the Community Plan Single Outcome Agreement including population growth; housing; business growth; transport; job creation and education. We will formally review progress of the Strategic Economic Framework in June 2017 and again in June 2018.	Council Plan Community Plan City Deal Local Development Plan	
11. Develop and implement Town Centre Strategy and Action Plans	2017 – 2022	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. In particular the key objective for each centre is as follows: Johnstone Support and encourage new retail, commercial and housing opportunities in the centre;	Head of Planning and Housing	There will be continual monitoring of Action Plans. Strategies and Action Plans are to be reviewed every 2 years. Completed and implemented action will be reported to the Planning and Property Policy Board along with the updated Strategies and Action Plans.	Council Plan Community Plan City Deal Local Development Plan	

12. Deliver Invest in Renfrewshire (Employability Programme)	March 2018	We will support around 2,000 unemployed people each year to gain new skills and move closer to work. We will support the creation of around 200 new and additional jobs through our wage subsidy traineeship and apprenticeship programmes. We will provide a range of special support services to those with the greatest barriers to work. This includes a range of health, mental health, debt and financial management, housing and childcare supports. We will provide employability outreach services to ensure that we target those most disengaged from the labour market. We will deliver national employability programmes including employability fund and modern apprenticeships. We will assist around 800 people each year into work.	Economic Development Manager	We track and record all interventions and supports to our clients. We set high targets for outcomes and progressions for clients and these are recorded through our ESF programmes. Progress on achieving these will be reported on at regular intervals to the Economy and Jobs Policy Board. We report annually through SLAED and are measured against all other Scottish Local Authorities.	Council Plan Community Plan Economic Development Action Plan
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Key Priority 4 – We protect our heritage and deliver physical regeneration in our town centres and within particular regeneration areas					
What are we doing?	When will we do it by?	What difference will we make?	Who is leading this?	How will we know it's been successful?	Linked plans and strategies
13. Implement approved Paisley Town Centre Action Plan	2016 -2026	The plan will deliver change within the identified key activity areas. It outlines a clear vision for the future of the Town Centre and will provide the essential framework for further activity and investment. The vision is defined by a series of objectives and an Action Plan which sets out strategic activity areas to deliver transformational change. The activity areas are: • Gilmour Street Gateway • Paisley West End • High Street & University Campus • Abbey & River Precinct • Improving Connections	Regeneration Manager (in partnership with key internal and external stakeholders)	The action plan has a number of strategic objectives, with identified short, medium and long term actions. Delivery of these actions will demonstrate the success of the action plan. Progress will be reported on a regular basis to the Economy and Jobs Policy Board.	Council Plan Community Plan LDP Strategic Economic Framework Paisley Heritage Asset Strategy City Deal
14. Deliver Paisley TH/ CARS 2 project	2016 - 2021	Over the course of the five year project, the main deliverables will be • Repair and refurbishment of a number of priority buildings and shop fronts within the Paisley Town Centre Conservation Area, in partnership with owners. • Improving areas of public realm including the west end of High Street and the area around Shuttle Street and George Place. • Delivery of the Heritage, Education, Training and Events activity plan with a	Regeneration Manager	Number of building improvements, public realm improvements and activities delivered. Progress will be reported on a regular basis to the Economy and Jobs Policy Board. Progress is also reported to the Paisley Regeneration Programme Board.	Council Plan Community Plan Local Development Plan Strategic Economic Framework Paisley Heritage Asset Strategy Paisley Town Centre Action Plan 2016 - 2026

		range of actions to increase involvement and raise people's awareness of Paisley's heritage and culture. This project will help deliver the desired outcomes of the Paisley Town Centre Heritage Asset Strategy & Action Plan and will support the UK City of Culture 2021 bid.				
15. Develop and deliver a range of heritage led regeneration projects across Renfrewshire	Ongoing	We identify projects from approved strategies and action plans, develop the project, secure funding and work with key stakeholders to deliver these projects. These projects will help regenerate the economy and the environment of Renfrewshire. Examples of current heritage led regeneration projects being delivered are Russell Institute Skills and Employability Hub and the Paisley Central Library relocation project	Regeneration Manager	All projects are subject to project management framework and external funders reporting and monitoring requirements. Regular updates to appropriate boards as required.	Council Plan Community Plan Local Development Plan Strategic Economic Framework City Deal Paisley Heritage Asset Strategy. Paisley Town Centre Action Plan 2016 - 2026	
16. Implement and Review Paisley Town Centre Heritage Asset Strategy	2021	We will develop projects and secure funding for the delivery of the strategy and associated projects, including the development of business cases for capital works. The Paisley Town Centre Heritage Asset Strategy will help us take forward a bid for UK City of Culture 2021 and it will support cultural and tourism activity in Paisley and across Renfrewshire.	Regeneration Manager	We will monitor the impact of the projects which come out of the strategy to evaluate the success of the projects. Progress will be reported on a regular basis to the Economy and Jobs Policy Board.	Council Plan Community Plan Local Development Plan Strategic Economic Framework Paisley Town Centre Action Plan 2016 – 2026 Paisley TH/ CARS2 project	
17. Progress Housing regeneration programmes	2017/18 – 2021/22	We will provide a better mix of the right type and tenure of housing, in the right locations, to support mixed communities and meet identified needs.	Planning and Housing Manager	• Johnstone Castle – around 100 new Council homes completed to replace demolished obsolete high density flats. • Paisley West End – following consultation, Masterplan approved to regenerate Well Street area of	Council Plan Community Plan Local Housing Strategy Strategic Housing Investment Plan Local Development Plan	

					Paisley West End. • Ferguslie Park – following consultation with tenants and residents, regeneration plans developed and implemented including regional sports facility and package of housing investment for the Tannahill area.	
18. Implement revised Housing Asset Management Strategy	TBC – timescale will be informed by Stock Asset Management Systems (SAMS) outputs.	A revised strategy will set out proposals to deal with abeyances and exemptions which have arisen from the Scottish Housing Quality Standard (SHQS) and programmes to maintain delivery of the standard in coming years. The strategy will also address the delivery of new Energy initiatives and the impact of proposed regeneration strategies and potential stock re-provisioning on the asset base.	Head of Planning and Housing	Through the results of our ongoing stock condition surveys	Council Plan Community Plan Local Housing Strategy Strategic Housing Investment Plan	
19. Implement the Private Sector Housing Grant (PSHG) for 2017/18	March 2018	The Private Sector Housing Grant (PSHG) was presented to Board in March 2017. The PSHG supports owner participation on a range of programmes including grants for external improvements in common blocks, disabled adaptations and longer term projects such as the Orchard Street tenement rehabilitation project.	Head of Planning and Housing		Council Plan Community Plan Local Housing Strategy	

Key Priority 5 – With our customers and our workforce at the heart of our service planning, we look for ways to continuously improve our services across Development and Housing					
What are we doing?	When will we do it by?	What difference will we make?	Who is leading this?	How will we know it's been successful?	Linked plans and strategies
20. We will ensure delivery of an effective Refugee	March 2018	Refugees will access settled accommodation from a range of housing providers across Renfrewshire and will be provided with tailored employability support and advice.	Homeless & Housing Support Services Manager	Families continue to be provided with settled accommodation which meets their needs.	

resettlement programme.						
21. Along with our key partners, we will monitor and review the impact of the range of services we provide to homeless people, and those threatened with homelessness.	March 2018	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.	Homeless & Housing Support Services Manager	We use a suite of performance indicators which are reported annually to the Renfrewshire Homelessness Partnership, including the number and proportion of homeless applicants who remain in their tenancy for over 12 months.	Council Plan Community Plan, Local Housing Strategy	
22. Submit Annual Return on the Charter to Scottish Housing (SHR) regulator (SHR) and report back to stakeholders	May 2017 & October 2017	Tracks quality of service provided to tenants and provides benchmarking and tenant scrutiny of services provided.	Planning and Housing Manager	May – We will submit our Charter Performance to the SHR October - following consultation, provide report to stakeholders	Council Plan Community Plan Local Housing Strategy	
23. Manage Housing Waiting List	Ongoing	Customers make informed choices regarding housing options available within Renfrewshire. Housing Waiting list accurately represents the demand for council housing. Meet housing needs.	Housing Services Manager	Housing Waiting list accurately represents the needs and preferences of those who choose to join.	Local Housing Strategy	
24. Allocation of council houses and nominate applicants to Registered Social Landlords	Ongoing		Housing Services Manager	Minimise void rent loss through empty homes.	Local Housing Strategy	
25. Estate Management Services	Ongoing	Improve living conditions within estates and communities for residents of Renfrewshire. Reduce neighbour disputes/anti-social	Housing Services Manager	Improved outlook on estates/for communities.	Local Housing Strategy Community Safety Partnership	

		behaviour etc.			Reports of neighbour disputes and asb are resolved.	
26. Maximising rental income – reducing the amount of arrears to current and former tenants and former tenancies	Ongoing	Ensure services provided to tenants continue	Housing Services Manager		Rent arrears (current and former) figure will reduce.	Tackling Poverty Strategy
27. Produce Planning Performance Framework (PPF) for 2016/17	July 2017	The Planning Performance Framework is produced annually and the framework gives a balanced measurement of the overall quality of the planning service and will be used to drive a culture of continuous improvement.	Strategy and Place Manager	We will receive scorecard from the Scottish Government commenting on the Planning Performance Framework in late 2017, which provides feedback based on the evidence provided within the PPF.		Council Plan
28. Develop improvements to the delivery of regulatory services (within Development Standards)	Ongoing	This will enhance customer experience and deliver process efficiencies.	Development Standards Manager	Through the delivery of our annual and quarterly continuous improvement plan. Through ICT and software improvements we will deliver efficiency benefits We will re-evaluate business processes in the light of the Scottish Government review of the Scottish Planning System. Continuously monitor performance and we provide monthly, quarterly and annual returns to the SG.		Council Plan Community Plan
29. Development and Housing Services will pilot a new approach to EQIAs in the	March 2018	EQIAs will be completed for the two pilots, adopting best practice. Lessons learned and the template produced will then be shared with colleagues across the service to raise awareness and encourage best practice and understanding of EQIAs.	Service Planning and Development Manager (Development and Housing)			Council Plan Community Plan Equality Outcomes and Mainstreaming Equality Local Housing Strategy Local Development Plan

coming year, ensuring that the process of carrying out an EQIA is valuable and intrinsic to project and policy development. Two pilots have been identified - Ferguslie Regeneration proposals and the project to relocate Paisley Library.		Paisley Library & Museum will be a large redevelopment in Paisley and affords us the opportunity to make a real improvement in the services offered for many equality groups in Renfrewshire			Paisley Heritage Asset Strategy.
30. Implement Development and Housing Services' Workforce Plan	March 2019	We will develop a mix of capability and experience throughout the workforce and identify business critical capabilities gaps and work towards improving the skill mix within these areas. We will also establish succession plans for key sections of Development and Housing Services for example, the recruitment, retention and development of Housing Officers. The plan will also help improve opportunities for development and movement of employees across service areas where appropriate. It will improve what we know about the workforce and align the workforce profile and develop the required skills in the service to improve resilience to changing priorities, demands or budgetary pressures.	SMT	Review quarterly at Senior Management Team (SMT) meetings. The SMT for Development and Housing Services will decide how to progress with appropriate review and monitoring.	Council Plan
31. Develop and	March 2018	We will ensure staff across all service areas	Service Planning	An action plan produced and reviewed	Council Plan

implement a programme of self assessment		within Development and Housing Services have an opportunity to be involved in a self-assessment exercise. This work will drive service improvements and identify better ways of working to benefit both staff and service users.	and Development Manager (Development and Housing)	quarterly a SMT meetings	
32. Undertake a review of the Customer Engagement Strategy	March 2018	We will widen out engagement with our different customer and client groups to increase opportunities for customers to be involved in monitoring performance and helping shape service delivery. We will have a particular focus on increasing involvement from those groups who have been traditionally hard to reach.	Planning and Housing Manager	The revised Customer Engagement Strategy will contain a number of actions and the progress in achieving these will be reported annually to the Housing and Community Safety Policy Board.	Council Plan

9. PERFORMANCE SCORECARD

Development and Housing Services Service Improvement Plan 2017–2020 Scorecard



PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only

Priority 1 : We create great places for people to live, work and invest in

Code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On target	2017/18 Target	2018/19 Target	2019/20 Target
HPCMT13a	% of Council housing stock which meets the Scottish Housing Quality Standard	Years	2016/17	85.87%	100%		100%	100%	100%
HPSIP01	Affordable housing completions	Years	2016/17	167	200		200	200	200
SOA10.10a	Rate of new house building (new private housing supply through new build and conversion)	Years	2016/17	643	500		500	500	500
SOA13DH.08	Reduction on the level of vacant and derelict land. (Hectares)	Years	2015/16	874	900		TBC	TBC	TBC

Priority 3: We help to drive economic regeneration in Renfrewshire, supporting local businesses to grow and local people to move into employment

Code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On target	2017/18 Target	2018/19 Target	2019/20 Target
DH.CP.EC01	Reduction in the number of unemployed people 50+	6 monthly	2016/17	670 (Annual)	354		TBC	TBC	TBC
DHS.EMP.01	Number of unemployed people being supported through Renfrewshire Council Employability Programme (INVEST)	Quarters	2016/17	1462 (Annual)	Data only		Data only	Data only	Data only
DHS.EMP.02	Number of unemployed people supported into work through Renfrewshire Council Employability Programme (INVEST)	6 monthly	2016/17	613 (Annual)	Data only		Data only	Data only	Data only
DHS.EMP.03	Number of people supported, sustained in work at 6 Months through Renfrewshire Council Employability Programme (INVEST)	6 monthly	2016/17	287 (Annual)	Data only		Data only	Data only	Data only
DHS.EMP.07	Number of new companies supported to grow their business (through development and training grants and business loans)	Years	2016/17	72 (Annual)	Data only		Data only	Data only	Data only
DHS.EMP.08	Number of new business start ups in Renfrewshire with Business Gateway support	Months	2016/17	326 (Annual)	Data only		Data only	Data only	Data only
SOA13DH.04	Reduction in the number of unemployed young people (18-24 year olds)	Years	2015/16	565 (Annual)	Data only		Data only	Data only	Data only

Priority 4: We protect our heritage and deliver physical regeneration in our town centres and within particular regeneration areas

Code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On target	2017/18 Target	2018/19 Target	2019/20 Target
DH.CP.RR01	Number of properties on Buildings at Risk Register	6 Monthly	2016/17	45	Data only		Data only	Data only	Data only
SOA16DH.13	Reduction in the number of vacant retail units in Paisley Town Centre	Years	2015/16	73	Data only		Data only	Data only	Data only

Priority 5: With our customers and our workforce at the heart of our service planning, we look for ways to continuously improve our services across Development and Housing

Code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On target	2017/18 Target	2018/19 Target	2019/20 Target
DHS.COMP.FRONT%	Total Percentage of frontline (stage 1) complaints responded to within target by DHS	Months	2016/17	91% (Annual)	95%		95%	95%	95%
DHS.COMP.INV%	Total Percentage of investigation (stage 2) complaints responded to within target by DHS	Months	2016/17	86% (Annual)	95%		95%	95%	95%
HPCHARTER12	Average length of time taken to complete non emergency repairs (days)	Months	2016/17	7.34 (Q2)	15		15	15	15
HPCHARTER13	% of reactive repairs carried out in the last year completed right first time	Years	2015/16	90.8%	91%		92%	TBC	TBC
HPCHARTER30	Rent collected as percentage of total rent due in the reporting year.	Quarters	2016/17	98.35% (Q2)	95%		95%	TBC	TBC
HPCHARTER31	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.	Years	2016/17	5.43%	8%		9%	TBC	TBC

Code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On target	2017/18 Target	2018/19 Target	2019/20 Target
HPCHARTER34	% of rent loss due to voids	Quarters	2016/17	1.7% (Q2)	2.5%		1.75%	TBC	TBC
HPCHARTER35	Average length of time taken to re-let properties in the last year	Quarters	2016/17	35 (Q2)	45		36	TBC	TBC
HPCMT05	Average time from household presenting themselves as homeless to completion of duty (number of weeks)	Quarters	2016/17	22.25 (Annual)	21		23	23	23
HPCMT07	% Overall Repairs Completed Within Target	Months	2017/18	93% (Annual)	95%		95%	95%	95%
PT.DS.PPF.CMT01	Average Time for processing Planning Applications (Householder)	Quarters	2016/17	7.6 (Annual)	Data only		Data only	Data only	Data only
PT.DS.PPF.CMT.06	Application Approval Rate	Quarters	2016/17	97.7% (Annual)	Data only		Data only	Data only	Data only
PT.DS.PPF.CMT.07	Percentage of applications dealt with under delegated authority	Quarters	2016/17	94.2% (Q3)	Data only		Data only	Data only	Data only

APPENDIX 1

Development and Housing Services Service Improvement Plan 2016 -19 Action Plan – Outturn Report



Council Plan Priority 1: Driving Physical and Economic Regeneration			
Status	Action Title	Due Date	Progress on actions
	1.1 Deliver Glasgow City Region City Deal programme	December 2016	Glasgow City Region City Deal aims to deliver an uplift of over £2 billion additional economic activity and 29,000 new jobs over the next 20 years. The three Renfrewshire City Deal projects are the £91 million Clyde Waterfront & Renfrew Riverside (CWRR) Project, the £39 million Glasgow Airport Investment Area (GAIA) Project and the £144 million Airport Access Project (AAP). Main actions include: - Options appraisal and development work has been ongoing in conjunction with external consultants and public engagement - The Outline Business Case's (OBC) for all three of Renfrewshire's City Deal projects have been approved. The plans were endorsed by Renfrewshire Council in November 2016 before being approved by the Glasgow City Region Cabinet at a meeting in the City Chambers on 12 December 2016. These provide details of the Outcomes of the development and options appraisal work undertaken to date - Following its establishment in August 2016, the Steering Group (involving Renfrewshire Council, Scottish Enterprise, the airport, Glasgow City Council and Glasgow and Renfrewshire Chambers) continues to meet on a monthly basis. A successful OECD facilitated workshop was held in February 2017 and the role and remit of the SG is being developed in conjunction with partners. - Further public engagement took place in December 2016 to present project progress and allow feedback on emerging preferred options - Statutory consultation for the planning applications for GAIA & CWRR have been completed and planning applications will be submitted for GAIA & CWRR in summer 2017.

			Commence Procurement Process for GAIA & CWRR in Autumn 2017- A well attended Market Engagement event and Tier 1 supplier one to one meetings took place in January 2017 to help inform the contract strategies. Draft contract strategies are being developed. Due to the technical complexities and constraints involved, the Airport Access Project (AAP) has a significantly longer development process, with the scheme expected to be completed and operational by 2025. The preferred mode option following a robust options appraisal is Train Tram and this was approved by cabinet in OBC. Work is continuing to identify a preferred route into the airport and to develop the FBC. As part of City Deal, Renfrewshire also has two Labour Market Programmes; Youth Gateway and Working Matters. Youth Gateway is on track to exceed all targets (including number of clients supported and number supported into permanent employment). Working Matters in marginally below target at this stage of the programme but mitigation measures are in place to address this.
	2.1 Deliver the Invest in Renfrewshire (Invest in Business programme)	March 2017	The Invest in Renfrewshire Programmes and Services provide a clear and joined up approach to support the growth of the local economy and to tackle unemployment rates. - Over 900 local companies are signed up as partners of the Invest in Renfrewshire programme, providing their time and expertise to unemployed people looking for work; - We are contributing to the 'Living Wage' campaign by raising awareness amongst employers to encourage them to sign up to Living Wage - The second InCube programme for local start up and early stage businesses was carried out in June 2016. The flagship InCube Business Incubator continues to support early stage creative businesses in the area and contributes significantly both to the plans for Paisley Town Centre and the Paisley 2021 bid. A further intake occurred in January 2017. - Renfrewshire Council has brought the 'Business Gateway' contract in house from 1st October 2016 and now deliver a joined up and seamless service to businesses. - We delivered a wide range of events to contribute to Global Entrepreneur Week during November 2016. - A recent restructure of the service has strengthened both the Business Start Up and Business Growth services by integrating all supports to business. The service has now split into two distinct sections. The first is Business Start-Up and Enterprise which will operate from InCube. The second is Business Growth and Development which will operate from a larger team in Renfrewshire House.

			The InCube shop was fully operational from June 2016 and is now well established. It provides a boutique shop with the opportunity for test-trading for creative businesses and is also a retail academy; offering unemployed people the opportunity for work experience and qualifications for work in retail. ONGOING – We will continue to deliver a wide range of support to local business through Invest in Renfrewshire grants and loans. The Invest in Renfrewshire economic development programmes are subject to regular and ongoing reports to the Economy & Jobs Policy Board.
	2.2 Deliver the Invest in Renfrewshire (Invest in Communities programme)	March 2017	- Programme is now open for applications for the new LEADER programme; Renfrewshire Council is leading the delivery of the LEADER 2014-2020 programme for the rural areas within Renfrewshire, East Renfrewshire and Inverclyde, acting on behalf of the Local Action Group (LAG). The first approvals for the LEADER programme were in October/ November 2106. - We are delivering our new approach for Community Economic Development with a team of three staff working across Renfrewshire's communities to promote external funding opportunities and develop new local services. ONGOING – Continuation of Social Economy grant programme and a new Third Sector trainee programme is about to be procured. The Invest in Renfrewshire economic development programmes are subject to regular and ongoing reports to the Economy & Jobs Policy Board.
	2.3 Creation of a longer term vision for Paisley Town Centre	Early 2017	Paisley Town Centre 10 year Action Plan has now been approved following a series of workshops held in Spring 2016 and it sets out a number of short, medium and longer priorities for 5 different Activity Areas viewed as crucial to the future success of the town centre.
	3.1 Implement current Local Development Plan (LDP)	2014 - 2019	The Planning and Property Policy Board approved the Renfrewshire Local Development Plan in August 2014. The Renfrewshire Local Development Plan Action Programme sets out an ambitious framework to assist in the successful implementation and delivery of the objectives, strategy and proposals set out within the Local Development Plan. 51 Actions were set out in the Action Programme. To date 43 out of the 51 Actions have been progressed or are complete.

			Of particular significance, over the last few months there has been great progress on a range of actions to bring forward the Housing Action Programme Sites that are identified in the Action Programme. These are primarily previously used sites which are within our existing places and communities, however require some assistance to encourage implementation and delivery of housing on the sites. With excellent coordination in the preparation Renfrewshire Local Housing Strategy, the Strategic Housing Investment Programme and the Renfrewshire Local Development Plan along with good partnership working both internally and externally with RSLs and the private sector, 11 sites out of the 35 sites identified in the Action Programme have either progressed on site or development is complete. For the other remain sites, they are either included within a strategy to be taken forward over the next few years or there is on-going discussions regarding disposal and development on the sites. Many of the sites identified as Housing Action Programme Sites have been vacant and derelict for a number of years. This progress has not only seen new houses and infrastructure being successfully implemented but by focusing on existing built up areas, this has meant a reduction in vacant and derelict land and more importantly it has meant a range and choice of new residential homes within existing communities.
	3.2 Develop and adopt new Local Development Plan 2 (LDP)	2018 - 2019	Work on the preparation of the new Renfrewshire Local Development Plan is progressing well. Following extensive consultation and engagement, the Renfrewshire local Development Plan Main Issues Report was presented to the Planning & Property Policy Board on the 24 January 2017. The statutory period for consultation and engagement was then carried out for a further 16 weeks through a variety of forums, events and consultation methods. The consultation period ended on the 30 May 2017. All of the feedback received for the Main Issues Report consultation will be summarised and presented to the Planning & Property Policy Board in Summer 2017. The following timetable indicates the future stages in the preparation of the next Renfrewshire Local Development: - Autumn/Winter 2017 – Prepare and publish the Proposed Renfrewshire Local Development Plan taking into account comments received on the Main Issues Report. Consult on the Proposed Renfrewshire Local Development Plan over a 12 week period. - Spring 2018 – Submit the Proposed Renfrewshire Local Development Plan to the Scottish Ministers. (Start of Examination process). - Winter 2018 – Report on the Examination of the Renfrewshire Local Development Plan. The Council to consider Reporter's findings and recommendations.

			January 2019 – Adoption of new Renfrewshire Local Development Plan.
	3.3 Develop and adopt Town Centre Strategy and Action Plans	2017	Following extensive consultation and engagement of the draft Renfrewshire Centre Strategies and Action Plans in 2016, the finalised strategies and action plans for Renfrewshire's Centres were presented to and approved by the Planning and Property Policy Board on the following dates : - Johnstone Town Centre Strategy - in 8 November 2016, - Erskine and Renfrew Centre Strategies - in 24 January 2017 - Linwood and Braehead Centre Strategies – 14 March 2017. Renfrewshire's Centre Strategies and Action Plans will be updated every two years to allow for regular review and monitoring of their performance and delivery.
	3.4 Deliver Paisley TH/ CARS project	June 2016	The Paisley TH/ CARS project was completed in June 2016. By then it had delivered Building Repairs – Paisley Arts Centre, 41Causeyside Street, 43 Causeyside Street and 44 Causeyside Street were all complete. Shop Front Restoration – 9 shop fronts restorations were completed. Bringing historic floor space back into use – The restoration of 4-6 Forbes Place into 8 one bedroom flats was completed in March 2016. There was also a range of complimentary initiatives – including delivery of the Activity and Training Plan and a programme of activities has been delivered in partnership with Arts & Museums, UWS and West College Scotland. A Celebration Event to mark the end of the TH/ CARS was held in February 2016.
	3.5 Deliver Paisley TH/ CARS 2 project	2016 - 2021	We have now had our funding applications approved by the Heritage Lottery Fund (£1,882m) and Historic Environment Scotland (£998k). With funding from Renfrewshire Council (£1.214m) and owners (£400k) the overall value of this project is £4.5m. The team of 4 staff plus Project Manager to deliver the project are now in place and the project was formally launched in February 2017. and over the course of the five year project, the main deliverables will be; Repair and refurbishment a number of priority buildings within the Paisley Town Centre Conservation Area, in partnership with owners.

			- Improving areas of public realm including the west end of High Street and the area around Browns Lane. - We have developed an activity plan with a range of actions to help raise people's awareness of Paisley's heritage, culture and an understanding of the importance of maintaining the built heritage. This project will help deliver the desired outcomes of the Paisley Town Centre Asset Strategy & Action Plan and will work with the UK City of Culture 2021 partnership in achieving the aims of the bid.
	3.6 Implement Renfrewshire Outdoor Access Strategy – "Outdoors For You"	2016 - 2026	The Renfrewshire Outdoor Access Strategy and associated Action Plan was approved by the Planning and Property Policy Board on 23rd August 2016. Work is ongoing with a range of partners to start to deliver and implement the actions set out in the Access Strategy.
	4.1 Deliver Local Housing Strategy (LHS)	2016 - 2021	Following consultation with stakeholders and partners, Renfrewshire's new Local Housing Strategy (LHS) for the five year period 2016 to 2021 was approved by the Housing and Community Safety Policy Board in January 2017. The LHS will sit within the framework of the Community Planning Partnership as well as other key strategies, such as 'Clydeplan' - Strategic Development Plan, the Local Development Plan and the strategic priorities of Renfrewshire's Health and Social Care Partnership. The LHS includes 7 key outcomes set within the context of the Community Plan. It focuses on increasing the supply of housing, targeting housing investment to improve neighbourhoods and town centres, minimising fuel poverty, preventing homelessness and enabling people to live independently in their own homes. The finalised LHS sets out the strategic vision for housing and housing related services in Renfrewshire and seeks to provide a clear direction for strategic housing investment. The LHS also sets out the housing supply targets for both affordable and market housing. The targets are the local authorities' view of the level of housing to be delivered over the period of the strategy and are informed by a Housing Need and Demand study. Current housing supply targets are 200 affordable homes per year and 500 market homes per year. The Strategic Housing Investment Plan (SHIP) – see action 4.2 below, sets out the programme for investment in affordable housing. The LHS is reviewed annually with progress against actions noted and any key policy changes highlighted. This review is reported to HACS Board.
	4.2 Deliver new Strategic Housing Investment Plan	2016	The Draft Strategic Housing Investment Plan (SHIP) 2017/18 to 2021/22 was approved for consultation by the Housing and Community Safety Policy Board in August 2016.

	(SHIP)	The Strategic Housing Investment Plan (SHIP) 2017/18 to 2021/22 was approved by the Housing and Community Safety Policy Board in November 2016. The SHIP was approved following a period of public consultation with the final Board approved SHIP submitted to the Scottish Government in November 2016. The SHIP 2017/18 to 2021/22 sets out a programme which shows how grant funding will be utilised over the next five years and how the supply target for affordable housing will be met. Following submission of the SHIP to the Scottish Government, a Strategic Local Programme (SLP) for Renfrewshire was agreed. This agreement forms the basis of individual agreements between the Scottish Government, the Council and Registered Social Landlords on grant for specific projects. Completions 2016/17 - 108 (Thushcraigs x 70 and Abbey Place x 38)
	4.3 Progress housing regeneration programmes	Johnstone Castle - The Johnstone Castle regeneration project continues to progress on target. Demolition began in January 2016 and by the end of March a total of 66 houses had been demolished with over 100 households being rehoused as part of this initiative. In April 2016 a new build local consultation event was held and feedback from tenants was very positive. A further consultation event was held with local residents in February 2017 ahead of the planning and building warrant submissions. The tender process is underway within tenders expected to be issued in June to enable the first phase of new build to start on site late 2017/ early 2018. Paisley West End – We are working with Sanctuary (Scotland) Housing Association our RSL partner to develop a draft Masterplan for the regeneration of Paisley West End. The draft Paisley West End Regeneration Masterplan was approved at the Council meeting on Thursday 20 April, 2017. It aims to integrate the West End further in the regeneration of Paisley Town Centre and improve it as a place to live and operate a business. The masterplan sets out proposals for around 150 new homes to provide a mix of private and social housing. New commercial units are also being considered in the proposals, subject to demand. Consultation will be carried out during June 2017, which would see extensive engagement with affected tenants, residents, businesses, landowners and any other interested parties. All tenants and property owners will be contacted directly and offered an individual face-to-face meeting to discuss their thoughts on the proposals as well as being invited to drop-in consultation events at local community venues.

			Bishopton - With finalised layouts now in place, design work is continuing in terms of the interconnection of our sites and the wider development in terms of utilities, access issues and programming. Resolution of these matters is expected within the next two months enabling planning and building warrant submissions summer 2017. Construction on site is expected to commence early 2018. Ferguslie Park – consultation was held with local residents over summer/ autumn 2016 which included broad support for the development of the Regional Sports Facility, and support for targeted housing investment in the area and demolition of low demand housing stock within the area. The Leadership Board in February 2017 agreed to further consultation with affected tenants and residents on the regeneration proposals which include the demolition of 204 properties, and a proposed investment in around 40 new build homes mainly for social rent and an enhanced programme of investment in 48 homes in the area. Detailed proposals, the business case and an implementation plan in consultation with the Chief Executive of Renfrewshire Leisure, potential partners and funding agencies is now being progressed.
Council Plan Priority 2: Building on our Culture and Heritage			
Status	Action Title	Due Date	Progress on actions
	5.1 We will develop a successful bid for Paisley to be UK City of Culture 2021	2017	The Stage 1 bid was submitted to the Government before the deadline of 28th April 2017. The month of May will see the Department of Culture, Media and Sports conduct a clarification process with a decision on shortlisted places by the end of June. A final bid will be required by the end of September 2017. A work programme will be prepared in May to develop certain areas of the bid and to advance engagement, partnerships and funding.

	5.2 Implement the Paisley Town Centre Heritage Asset Strategy	2021	In January 2014 the Economy and Jobs Policy Board approved The Paisley Town Centre Heritage Asset Strategy. The strategy contains a number of ambitious plans within it. In June 2016 we completed current Paisley TH/ CARS programme (see action point 3.4 above) The up to £5m, refurbishment of the iconic Russell Institute will be occupied in summer 2017. Following rejection of the first stage 1 bid to the Heritage Lottery Fund for the refurbishment and extension of Paisley museum, the application for funding was reviewed and resubmitted in December 2016. The outcome of this will be known in June 2017. Following the required funding being secured from HLF and HES, the new Paisley TH/ CARS 2 project was formally launched in February 2017. (See note 3.5 above). This scheme will focus on building restoration, shop front improvements, public realm improvements and an extensive programme of complimentary activities. The museum store project will be completed with official opening in October 2017. • During 2016 - 17 - o We developed support and funding for the delivery of the strategy - o We developed business cases for capital works. - o The bid for UK City of Culture 2021 was submitted in April 2017 - o Supported cultural and tourism activity in Paisley and across Renfrewshire - o Commissioned and recruited such specialist advice as required Progress on delivering the strategy and associated projects is reported to the Economy and Jobs Policy Board and the Paisley Regeneration Programme Board on a regular basis.
	5.3 Contribute to Purple Flag accreditation process.	December 2016	The application was submitted by Paisley First in October 2016 and an overnight assessment by external assessors took place on Friday 9th of December 2016. Paisley's application was successful and Paisley officially received the Purple Flag accreditation on the 8th February, 2017.

Council Plan Priority 4: Creating a Sustainable Renfrewshire				
Status	Action Title	Due Date	Progress on actions	
	6.1 Implement revised Housing Asset Management Strategy	December 2016	A revised strategy will set out proposals to deal with abeyances and exemptions which have arisen from the Scottish Housing Quality Standard (SHQS) and programmes to maintain delivery of the standard in coming years. The strategy will also address the requirements of the Energy Efficiency Standard for Social Housing (EESH) and the delivery of the first milestone in 2020. The impact of proposed regeneration strategies and potential stock re-provisioning on the asset base will also be included, following a comprehensive assessment of stock performance and consideration of future sustainability issues. • DECEMBER 2017 – Revised Strategy presented to board for approval	
	6.2 Implement Housing Capital Investment Plan 2015/16 to 2017/18	2018	The Housing Capital Investment Plan 2017/18 to 2019/20 was approved by the Council in February 2017. The new Capital Investment Programme sets out our approach to lifecycle replacement of key components to ensure housing stock is maintained at the required SHQS. The main areas for investment within the plan are: • External improvements which includes renewal of roofs, rainwater goods and external fabric • Internal improvements which includes replacing or upgrading kitchens, bathrooms, electrical wiring and heating systems • Energy Efficiency and carbon reduction programmes • Multi storey flat and sheltered housing improvements • Other priorities such as disabled adaptations, asbestos removal and rotworks The Capital Investment Plan also outlines how we will contribute to regeneration programmes in key areas such as Johnstone Castle, Paisley West End and Ferguslie Park. The Plan also includes provision for new affordable social housing in Renfrewshire as detailed in the SHIP. In addition during 2016/17 the Council secured additional investment of £2.26M under the Scottish Government HEEPS: ABS programme to contribute to external wall insulation programmes across common blocks. A further £1.38M HEEPS:ABS has been allocated for 2017/18 for projects across Renfrewshire.	

Council Plan Priority 5: Reducing the Level and Impact of Poverty			
Status	Action Title	Due Date	Progress on actions
	7.1 Deliver on actions Development and Housing Services lead on within Tackling Poverty Action Plan	March 2017	Renfrewshire's Tackling Poverty Strategy was developed in response to the recommendations from the Tackling Poverty Commission's strategic assessment of the nature, causes and impact of poverty in Renfrewshire. We continue to work with Community Planning partners to deliver the priority outcomes of the strategy and we lead as Project Executive on a number of key actions within the Tackling Poverty Programme. A detailed progress update was provided to the Leadership board in June 2016. Particular progress to note includes providing job creation opportunities and employability support through the Invest in Renfrewshire Employability Programme; the launch of funds to support people with the costs of childcare and transport; campaigning for and raising awareness of the Living Wage; recruiting an additional enforcement officer and undertaking a full review of how the council works with the private rented sector; and the establishment of a new team to support community groups access funding.
	7.2 Continue to support Council's approach to dealing with Welfare Reform	March 2017	We continue to build and develop knowledge of our tenant's circumstances and improve/refine processes and links with specialist money advice, energy management, employability services and the DWP, in the interests of supporting our tenants to help mitigate the impact on low income households during ongoing Welfare Reforms. As of May 8th 2017, 388 council tenants were in receipt of Universal Credit (UC). All tenants known to be in receipt of UC have been contacted and offered advice, including signposting for employability advice, energy advice and specialist money advice where appropriate. Preparation is underway to develop a strategy which will mitigate the impact that the introduction of live Universal credit service will have within Renfrewshire in May 2018. The Social Sector Size Criteria (Bedroom tax) currently impacts 1565 council tenancies, through discussions with colleagues in Finance and Resources all tenants will receive a Discretionary Housing Payment to provide financial assistance in mitigating the impact on low income households. On 7 November 2016, the threshold for households impacted by the Benefit Cap reduced. In partnership with colleagues in DWP and Finance and Resources we have developed a communications strategy which raised awareness to all council tenants impacted - advice and assistance has been provided where possible to support any tenants affected

	7.3 Establish procedures for successful resettlement of refugees	March 2017	19 families continue to be supported and of those 6 have been assisted to move on to their own tenancies. Further families arrived in April 2017. We have also created a new post of Refugee Resettlement Co-ordinator whose role is to further develop the housing options and employability assistance that is provided for the refugees.
	7.4 Review existing homelessness strategy and incorporate high level outcomes within the new Local Housing Strategy 2016 -2021.	June 2016	The High level strategic outcomes have been developed and being incorporated into the draft Local Housing Strategy in line with the timescales for the completion of the LHS.
	7.5 Review impact of homeless prevention activities (including George St. service) and implement recommendations.	April 2017	A review of existing arrangements has been completed. This has included a new 'Tenancy Sustainment Assistance' initiative by the George Street team, a 'Keys to Learn' training programme delivered by the Glasgow Homelessness Network and an expansion of the Housing First project in partnership with Turning Point Scotland using new funding from the Big Lottery Fund. Office renovations have been carried out at George Street Service to provide improved interview facilities
Council Plan Priority 7: Supporting and Sustaining People into Employment			
Status	Action Title	Due Date	Progress on actions

	8.1 Deliver the Invest in Renfrewshire (Employability programme)	March 2017	Over 1200 new and additional jobs/ traineeships and internships have been created through the Employability programme moving Renfrewshire from 27th place in Scotland for Youth Employment to 4th in 2015 and currently 8th. The Council's Invest in Renfrewshire Employability Programmes supports around 2,000 people each year getting employability support with around 40% of these moving directly into work. Key deliverables as part of this include: • APRIL – MARCH 2017 – Tackling Poverty funds for Childcare and Access to Work were completed. • APRIL – MARCH 2017 – Renfrewshire Council traineeships increased and new programmes are now being procured • In April 2016 we commenced delivery of Employability Fund and Modern Apprentice programme contracts from Skills Development Scotland. April 2016 also saw the launch of the new Renfrewshire Recruitment Initiative • The 3rd Annual 'Celebrating Success' Awards ceremony was held in June 2016. Also in June, the Annual Invest in Renfrewshire partnership conference was held. Over 500 people attended these events. • The Official launch of second intake of Project SEARCH took place in August 2016. • August also saw the Official launch of retail academy at InCube shop • Renfrewshire Council Act as lead for the Youth Gateway programme across the 8 local authorities with the City Region. The programme is currently running ahead of target, and given its success the focus is now turning to developing a joined up City Region employability service to commence in 2019. ONGOING – Second year of the City Deal Working Matters programme – tackling those with health related issues The Invest in Renfrewshire economic development programmes are subject to regular and ongoing reports to the Economy & Jobs Policy Board.
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Council Plan Priority 10: Continuing to be a Well Run Council			
Status	Action Title	Due Date	Progress on actions
	9.1 Implement Risk Management Plan	April 2017	A midyear progress report on the management of the services' risks was presented to the Housing and Community Safety Policy Board in January 2017. All actions contained within the Risk Management Plan were completed on target and within timescale.
			Renfrewshire Council submitted its third Annual Return on the Charter (ARC) to the Scottish Housing Regulator in May 2016.
	9.2 Submit Annual Return on the Charter to Scottish Housing Regulator (SHR) and report back to stakeholders	March 2017	A report was presented to the HACS board in August 2016 outlining performance against the Charter indicators, highlighting both improved performance and also areas which require further improvement. A six monthly update report, outlining performance in the first half of 2016/17 was presented to the HACS board in November 2016. In October 2016 we produced our Tenant Report on the Charter following consultation with tenant representatives. Following the Scottish Housing Regulator's 2017 Risk Assessment, published in May 2017, Renfrewshire Council is 1 of 12 local authorities were no scrutiny activity is required from the Regulator.

	9.3 Produce Planning Performance Framework (PPF) for 2015/16	July 2016	The fifth Renfrewshire Planning Performance Framework was submitted to the Scottish Government on 29th July 2016. The PPF requires the Council to demonstrate continuous improvement, providing an explanation in support of our performance. This is evidenced through selected case studies including a flexible Local Development Plan framework supporting the delivery of the planned infrastructure investment associated with the Glasgow City Region City Deal. Learning from the experience of the Hillington Simplified Planning Zone (SPZ), preparing and implementing the first pilot town centre SPZ in Renfrew town Centre, Renfrewshire Council has been working in partnership with the owners of Westway Business Park to progress a third SPZ. The PPF demonstrates an intention to continually improve the Planning Service, and demonstrates the commitment to investing in Renfrewshire through an 'open for business' approach, encouraging sustainable development and positive engagement with customers and stakeholders. The Planning Performance Framework highlights that in relation to the speed of decision making in planning, Renfrewshire Council is performing well in terms of the Scottish average. We received a scorecard from the Scottish Government commenting on the Planning Performance Framework in November 2016.
	9.4 Continue to implement and monitor the impact of policies and activities aimed at reducing staff absence levels.	March 2017	We continue to monitor absence levels and these are reviewed and discussed on a regular basis by the Director and senior managers.

Development and Housing Services Service Improvement Plan 2016 to 19 Performance Scorecard

PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only

Priority 1: Driving Physical and Economic Regeneration

PI Code & Name	On Target	2014/15		2015/16		2016/17		2017/18		2018/19		Explanation of Performance
		Value	Target	Value	Target	Value	Target	Target	Target	Target	Target	
DHS.EMP.04 Number of new companies signed up to 'Invest in Renfrewshire'		156	NA	106	NA	85	NA	NA	NA	NA	NA	Over 950 companies have signed up to Invest. Although there is a slight fall in the number of new businesses signing up this year, companies continue to be engaged and willing to commit to 'Invest in Renfrewshire'.
DHS.EMP.05 Number of new companies supported to create new and additional jobs		111	NA	125	NA	89	NA	NA	NA	NA	NA	89 businesses have had financial support in the financial year 2016/17, to create new and additional jobs, with some businesses creating more than one new job.
DHS.EMP.07 Number of new companies supported to		82	NA	103	NA	72	NA	NA	NA	NA	NA	72 businesses have been supported with growth projects and are receiving ongoing business advisory support.

PI Code & Name	On Target	2014/15		2015/16		2016/17		2017/18		2018/19		Explanation of Performance
		Value	Target	Value	Target	Value	Target	Target	Target	Target	Target	
grow their business (through development and training grants and business loans)												
DHS.EMP.08 Number of new business start ups in Renfrewshire with Business Gateway support		311	NA	336	NA	326	NA	NA	NA	NA	NA	There are a number of external factors which influence the number of business starts in any given year. Those factors include the strength of the economy, consumer confidence, business confidence, the strength of the job market and, ultimately, people's personal circumstances, ambitions and motivations.
HPSIP01 Affordable housing completions		56	150	132	150	167	200	200	200	200	200	In relation to the delivery of affordable homes, there has been a steady rate of completions. This rate of new affordable homes completions is likely to increase in line with the housing supply targets, as Renfrewshire Council assist the Scottish Government with the 'More Homes Scotland' priority, delivering 50,000 new affordable homes over the next few years. It is anticipated that the ambitious target of 200 affordable homes per annum will be delivered over the coming years.
SOA10.10a Rate of new house building (new private housing supply through new build and conversion)		477	745	577	745	643	500	500	500	500	500	The delivery of new homes in Renfrewshire has been increasing year on year since the challenging years of the recession. In terms of private sector completions, the number of new homes that have been delivered has been increasing by around 100 units per annum. This year there has been a significant number of private sector completions, numbers which have not been seen for around 10 years.

Priority 4: Creating a Sustainable Renfrewshire

PI Code & Name	On Target	2014/15		2015/16		2016/17		2017/18		2018/19		Explanation of Performance
		Value	Target	Value	Target	Value	Target	Target	Target	Target	Target	
HPCMT13a % of Council housing stock which meets the Scottish Housing Quality Standard		84.6%	100%	85.87%	100%	*	100%	100%	100%	100%	100%	*Please note the performance indicators which form the Annual Return to the Charter will be signed off on the 31st of May and annual figures will be reported to board thereafter. This PI is only available as an annual figure. For 2015/16, taking abeyances and exemptions into account, the Council remains 100% compliant with SHQS. (85.87% achieved SHQS, 14.13% in abeyance).

Priority 5: Reducing the Level and Impact of Poverty

PI Code & Name	On Target	2014/15		2015/16		2016/17		2017/18		2018/19		Explanation of Performance
		Value	Target	Value	Target	Value	Target	Target	Target	Target	Target	
HPCARTER30 Rent collected as percentage of total rent due in the reporting year.		100.24%	96.5%	100%	95%	98.4% *	95%	95%	95%	**	**	*Please note this is a Q2 position only. The performance indicators which form the Annual Return to the Charter will be signed off on the 31st of May and annual figures will be reported to board thereafter. **Further targets still to be agreed
HPCARTER31 Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.		6.3%	10%	6.01%	8%	5.4% *	8%	9%	9%	**	**	*Please note this is a Q2 position only. The performance indicators which form the Annual Return to the Charter will be signed off on the 31st of May and annual figures will be reported to board thereafter. **Further targets still to be agreed
HPCMT05 Average time from household presenting themselves as homeless to completion of duty (number of weeks)		18.38	21	19.33	21	22.25	21	23	23	23	23	It had been anticipated that there may be an increase in this indicator in 2016/17 given the focus that has been placed on successfully reducing the level of 'repeat homelessness', which had risen in recent years. An increase in the 'average time to complete duty' is one of the consequences in reducing repeat homelessness, and it is hoped to counter this to a degree by increasing the number of lets to homeless applicants this year from the Council and RSL's.

Priority 7: Supporting and Sustaining People into Employment

PI Code & Name	On Target	2014/15		2015/16		2016/17		2017/18		2018/19		Explanation of Performance
		Value	Target	Value	Target	Value	Target	Target	Target	Target	Target	
DHS.EMP.01 Number of unemployed people being supported through Renfrewshire		1,462	NA	1,635	NA	1,464	NA	NA	NA	NA	NA	This is the total number of new registrations in this period. Invest will still have an active caseload of customers registered in previous months. Annual performance shows us to be broadly similar to previous years.

PI Code & Name	On Target	2014/15		2015/16		2016/17		2017/18		2018/19		Explanation of Performance
		Value	Target	Value	Target	Value	Target	Target	Target	Target	Target	
Council Employability Programme (INVEST)												
DHS.EMP.02 Number of unemployed people supported into work through Renfrewshire Council Employability Programme (INVEST)		629	NA	557	NA	613	NA	NA	NA	NA	NA	This figure shows an improvement from last year. Performance has stayed broadly consistent over the past 3 years, showing a high number of people supported into work through the programmes.
DHS.EMP.03 Number of people supported, sustained in work at 6 Months through Renfrewshire Council Employability Programme (INVEST)		475	NA	126	NA	287	NA	NA	NA	NA	NA	Sustainment figures are achieved by tracking those entering employment. In 2015 we entered a new round of external funding and changed MIS system so we stopped tracking the people from the previous programme. Therefore the figures in 15/16 represent only those sustaining who started the programme in 2015 and this takes time to achieve and evidence. As a result, the previously reported figure of 96 for 15/16 has been increased to 126 reflecting the new programme and the time lag for people to first find work and sustain. In 16/17 the figures continue to improve as more clients enter work and sustaining they are not at the levels of the old programme yet but continuing to grow. These numbers can increase after being reported as we find out about sustainment through tracking.
DHS.EMP.06 Number of new people employed through wage subsidy support (includes graduates and traineeships)		394	NA	205	NA	135	NA	NA	NA	NA	NA	The job creation elements have reduced as the employment levels grow in Renfrewshire. There is still a comprehensive range of support to create around 200 new jobs per year but the overall funding pot is declining year on year (but we feel this is acceptable and the same levels of support are not required). There has been a noticeable drop in Internships and Traineeships which was not anticipated and will be examined further within the Invest in Renfrewshire Team. 2 major programmes (due to start in 2016) could not proceed due to a lack of ESF guidance (40 additional traineeships) but this should roll out in 2017 now that clarification has been given.

Priority 10: Continuing to be a Well Run Council											
PI Code & Name	On Target	2014/15		2015/16		2016/17		2017/18	2018/19	Explanation of Performance	
		Value	Target	Value	Target	Value	Target	Target	Target		
DHS.COMP.FRONT T% Total Percentage of frontline (stage 1) complaints responded to within target by DHS		98%	95%	93%	95%	91%	95%	95%	95%	567 frontline complaints were received in 2016/17. DHS moved over to the full service using Lagan for processing customer complaints in October and November 2016, all relevant staff have received training and the process is now working well.	
DHS.COMP.INV% Total Percentage of investigation (stage 2) complaints responded to within target by DHS		97%	95%	59%	95%	86%	95%	95%	95%	There were 21 investigation complaints in 2016/17, 18 were responded to within target (both of those out with target were in quarter 1). Since then, significant work has taken place across the service to roll out Lagan software for processing complaints and all relevant staff have received training.	
HPCHARTER12 Average length of time taken to complete non emergency repairs (days)		8.5	15	8.4	15	7.1*	15	15	15	*Please note this is a Q2 position only. The performance indicators which form the Annual Return to the Charter will be signed off on the 31st of May and annual figures will be reported to board thereafter.	
HPCHARTER13 % of reactive repairs carried out in the last year completed right first time		87.5%	92%	90.8%	91%	*	91%	92%	**	*Please note the performance indicators which form the Annual Return to the Charter will be signed off on the 31st of May and annual figures will be reported to board thereafter. This PI is only available as an annual figure. **Further targets still to be agreed	
HPCHARTER34 % of rent loss due to voids		2.03%	2.7%	1.86%	2.5%	1.7%*	2.4%	1.75%	**	*Please note this is a Q2 position only. The performance indicators which form the Annual Return to the Charter will be signed off on the 31st of May and annual figures will be reported to board thereafter. **Further targets still to be agreed	
HPCHARTER35 Average length of time taken to re-let properties in the last year		44	55	42	42	38*	40	36	**	*Please note this is a Q2 position only. The performance indicators which form the Annual Return to the Charter will be signed off on the 31st of May and annual figures will be reported to board thereafter. **Further targets still to be agreed	

PI Code & Name	On Target	2014/15		2015/16		2016/17		2017/18	2018/19	Explanation of Performance
		Value	Target	Value	Target	Value	Target	Target	Target	
HPCMT07 % Overall Repairs Completed Within Target		92.83%	95%	93.58%	95%	93.18%	95%	95%	95%	The percentage of repairs completed within target remains steady at 93%. We continue to work closely with Building Services to improve performance to reach the target of 95%.
PT.DS.PPF.CMT01 Average Time for processing Planning Applications (Householder)		7.2	NA	7.9	NA	7.6	NA	NA	NA	These figures have now been reported to and returned by the Scottish Government.
PT.DS.PPF.CMT02 Average Time for processing Planning Applications (Non Householder)		8.3	NA	9.4	NA	9.8	NA	NA	NA	These figures have now been reported to and returned by the Scottish Government.
PT.DS.PPF.CMT03 Average Time for processing Planning Applications (Major)		10.1	NA	13.3	NA	20	NA	NA	NA	These figures have now been reported to and returned by the Scottish Government.