

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

**On: 10 March 2020**

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

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**Heading: Communities, Housing and Planning Services - Service Improvement Plan 2020-23**

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## **1. Summary**

- 1.1 This Service Improvement Plan for Communities, Housing and Planning Services covers the period from 2020/21 – 2022/23. The plan outlines what the service intends to achieve over the next three years based on the financial and employee resources likely to be available.
  - 1.2 The Service Improvement Plan sits beneath the Council Plan and Community Plan, alongside the Risk Management Plan and Workforce Plan to form a suite of documents which provide the strategic direction for the service.
  - 1.3 The plan sets out our service priorities, the key tasks to be implemented and by when, and how we will measure progress.
  - 1.4 This Service Improvement Plan is being presented to the Communities, Housing and Planning Policy Board, but it is also being presented to the Infrastructure, Land and Environment Policy Board to approve elements covered within that Board's remit. A mid-year progress update on the Service Improvement Plan will be submitted to each of these Policy Boards in November 2020.
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## **2. Recommendations**

- 2.1 It is recommended that the Communities, Housing and Planning Policy Board:
  - (i) approves the attached Service Improvement Plan as specific to the areas of activity delegated to this Policy Board;

- (ii) note that the attached Service Improvement Plan for Communities, Housing and Planning Services is also being presented to the Infrastructure, Land and Environment Policy Board to approve elements covered within that Board's remit; and
  - (iii) agrees that mid-year progress with the Service Improvement Plan be reported to this Board in November 2020.
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### **3. Background**

- 3.1 The Communities, Housing and Planning Service plays a key role in the creation, development, support, protection and empowerment of Renfrewshire's communities.
  - 3.2 The service has a key strategic role in the development of the Local Development Plan and Local Housing Strategy, which set out the strategic frameworks for development and regeneration of Renfrewshire, including facilitating major regeneration and investment zones such as the City Deal projects and Community Growth Areas.
  - 3.3 The service is responsible for planning and placemaking; for driving forward the cultural regeneration ambitions of the Council; for the management of approximately 12,000 council homes; delivering housing regeneration and new build programmes; providing support to tenants and prospective tenants; providing housing advice and assistance to residents, including vulnerable and homeless people; and for working with partners to ensure that communities are safe, and that public health, the environment, individual consumers, and local communities are safeguarded, and that robust civil contingency and public protection arrangements are in place. The service also plays a key role in reducing inequalities, encouraging people to fulfil their potential and ensuring they have access to a range of learning and development opportunities, working with schools to support achievement and attainment. The service also contributes to creating healthy and attractive places through enforcement activity and air quality monitoring and through the Team Up to Clean Up campaign.
  - 3.4 The Service Improvement Plan is one way in which elected members can scrutinise the work of Communities, Housing and Planning Services and consider policy options as necessary. Refreshing service improvement plans annually allows each service to consider the context in which they operate, and revise plans where appropriate. Importantly, the Service Improvement Plan also links the Council and Community Plan priorities to strategic and operational activity within the service, which enables employees to understand how they contribute to the Council delivering its objectives. The priority actions set out in section 6 of the attached Service Improvement Plan, details how the service will work towards achieving the Council's priorities and help deliver improved outcomes for Renfrewshire.
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## 4. Key Achievements 2019/20

### 4.1 During 2019/20 key achievements of the service include:

- Working with partners to progress the delivery of the Future Paisley action plan to deliver cultural regeneration in Renfrewshire. We have also continued to support talented individuals and across Renfrewshire to develop new cultural projects through the Cultural Organisations Development Fund (CODF) and the Culture, Heritage and Events Fund (CHEF).
- Developing the Proposed Renfrewshire Local Development Plan which was submitted to Scottish Ministers in January 2020.
- We developed and submitted our Rapid Rehousing Transition Plan (RRTP) to the Scottish Government which detailed how we will improve outcomes for homeless applicants in Renfrewshire and secured funding of £186,000 for 2019/20 and the same amount for 2020/21.
- We are well on our way to deliver our ambitious commitment to build 1,000 affordable new homes for the people of Renfrewshire over the five years up to 2021. During the current year a total of 213 new affordable homes are due to be completed.
- £1.8M of funding was secured from the UK Government Department for Business, Energy and Industrial Strategy. This funding will be supplemented with £2.7M from the Council's own financial resources allocated from the Housing Revenue Account (HRA) Capital Programme. 75 Council properties will benefit from a retrofit salutation which will greatly improve energy efficiency and significantly reduce heating bills for the tenants.
- We have worked closely with colleagues in the Chief Executive's Service who are leading on the Community Empowerment Fund to ensure communities are consistently supported. Work is ongoing to support the delivery of the £1.87m funding programme for communities for greenspaces, parks, play areas and villages.
- Significant progress has been made on developing a revised service structure and approach for the delivery of community safety partnership services.
- The service has played in key role in the preparation for Brexit including a significant amount of time working with colleagues in national and professional partners to assess and develop plans to mitigate the potential regulatory issues that could arise in the event of a no deal exit from the EU.

- The Team Up 2 Clean Up (TU2CU) programme continued to build momentum and through the year and clean ups have increased by 474%. This innovative project won the “Community Engagement Award” at the Scottish Public Service Awards and the “Strong and Sustainable Communities Award” at the COSLA Excellence Awards. In January 2020 it also won the Chief Executive’s award at the Renfrewshire Staff Recognition Awards.
- During 2019 Renfrewshire Youth Voice (RYV), supported by Youth Services developed the Council’s first Participatory Budgeting exercise, giving young people a direct say on how £150,000 of grant funding was to be spent through local area partnerships.

## 5. Key Priorities

5.1 The key priorities for the service this year include:

- Communities, Housing and Planning Services will continue to contribute to the Right for Renfrewshire transformation programme; providing support to service reviews as required, ensuring the Council continues to deliver the best possible services for our customers/service users now and in the future both in delivering tranche 1 and supporting tranche 2 of the programme.
- Continuing to support the Cross-Party Working Group on Climate Change to develop a range of plans to reduce the Council’s own carbon emissions and support partners, businesses and citizens in Renfrewshire to reduce theirs. Communities, Housing and Planning Services activities will make a critical contribution towards Renfrewshire being carbon neutral by 2030.
- Monitoring progress through the transition period after the United Kingdom left the EU in January 2020. There are a number of possible implications for a number of areas of our work which are governed by European legislative frameworks around our environmental, health, safety and technical policies and standards, for example, air quality, food regulation and product safety via Glasgow Airport.
- Leading the Future Paisley cultural regeneration programme, supporting and developing partnerships and identifying new opportunities. In addition, the team will continue the coordination, delivery and monitoring of the Future Paisley Partnership Board’s action plan and reporting on progress and impact.
- Delivering the approved housing-led regeneration plans for Ferguslie Park, Paisley’s West End and Johnstone Castle; and creating attractive, sustainable communities.

- Over the next three years, in partnership with service providers and Registered Social Landlords, we will deliver our Rapid Rehousing Transition Plan (RRTP), ensuring those who are homeless are provided with settled accommodation more quickly; spend reduced time in temporary accommodation and have more access to up-scaled support.
- During 2020 the proposed Renfrewshire Local Development Plan will be subject to an examination by a reporter appointed by Scottish Ministers. The outcome of this is expected later in 2020 and will be reported to the Communities, Housing and Planning policy board with a view to formal adoption.
- Implementing the requirements and provisions of the Planning (Scotland) Act 2019.
- Raising ambition, attainment and achievement through our approach to Community Learning and Development, while widening opportunities for communities across Renfrewshire.
- Working with colleagues across services, we are working to empower and value our communities and transform the relationship between the Council and the communities we serve.
- Leading the public protection agenda, focusing on combatting terrorism and serious organised crime and protecting communities, consumers and businesses across a wide range of service areas.
- For Community Protection, revised service structures will be developed that increase resilience and the sustainable delivery of regulatory services over the course of 2020/21. We will work with teams to develop and implement these proposals.

## 6. Monitoring Progress

- 6.1 Progress on our Service Improvement Plan is monitored by our extended Senior Management Team every quarter. Progress will also be reported to both Communities, Housing and Planning Policy Board and Infrastructure, Land and Environment Policy Board on a six-monthly basis, with a mid-term update to be brought to this Board in November 2020.

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## Implications of the Report

1. **Financial** - The Service Improvement Plan highlights resourcing pressures arising from increasing demand for services and the current financial environment.
2. **HR & Organisational Development** – In partnership with our colleagues in Organisational Development, continue to roll out our Workforce Plan actions across the service.

3. **Community/Council Planning** – The report details a range of activities which reflect local council and community planning themes.
4. **Legal** – none
5. **Property/Assets** – none
6. **Information Technology** – Service developments relating to information technology are key enablers of service improvement and modernisation and support service-level and corporate objectives.
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – none
9. **Procurement** – none
10. **Risk** – Risks related to the delivery and management of services are regularly monitored and included in Renfrewshire Council's Corporate and Strategic Risk Registers.
11. **Privacy Impact** - none
12. **COSLA Policy Position** – none
13. **Climate Risk** - Section 5.1 highlights supporting the work of the Cross-Party Working Group on Climate Change as a key priority of the service

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**List of Background Papers:**      None

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MC/DM  
3 March 2020

**Author:** Douglas Morrison, Service Planning & Policy Development Manager,  
Tel: 0141 618 6263; Email: douglas.morrison@renfrewshire.gov.uk

# Communities, Housing and Planning Services



## Service Improvement Plan

2020 - 2023

**Communities, Housing and Planning Services  
Service Improvement Plan 2020-2023**

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## 1. EXECUTIVE SUMMARY

1.1 This Service Improvement Plan (SIP) sets out the strategic direction for Communities, Housing and Planning Services and outlines key programmes, actions and improvements which we intend to deliver over the next three years based on the resources likely to be available. This plan describes the services we provide, considers the needs of our customers and communities and outlines how our workforce can best meet the needs of Renfrewshire communities, now and in the future. The Service Improvement Plan contains high level actions which will help to deliver the strategic outcomes of the Council Plan and Community Plan. We also report a range of performance indicators which help us monitor progress towards achieving our priorities.

1.2 Key priorities for Communities, Housing and Planning Services over the next three years include:

- continuing to support the Cross-Party Working Group on Climate Change to develop a range of plans to reduce the Council's own carbon emissions and support partners, businesses and citizens in Renfrewshire to reduce theirs. Communities, Housing and Planning Services activities will make a critical contribution towards Renfrewshire being carbon neutral by 2030;
- monitor progress through the transition period after the United Kingdom leaves the EU in January 2020. There are a number of possible implications for a number of areas of our work which are governed by European legislative frameworks around our environmental, health, safety and technical policies and standards, for example, air quality, food regulation and product safety via Glasgow Airport;
- delivering the approved housing-led regeneration plans for Ferguslie Park, Paisley's West End and Johnstone Castle; creating attractive, sustainable communities, where people want to live and thrive;
- delivering the current Local Development Plan and during 2020, adopting the new Local Development Plan. The Local Development Plan is central to facilitating investment, directing development to existing built-up areas, creating sustainable mixed communities, delivering high quality place, delivering sustainable inclusive growth and will make a critical contribution towards Renfrewshire being carbon neutral by 2030;
- leading the ongoing cultural regeneration that builds from the UK City of Culture bid process, supporting and developing partnerships and identifying new opportunities. In addition, the team will continue the coordination, delivery and monitoring of the Future Paisley Partnership Board's action plan and reporting on progress and impact;
- raising ambition, attainment and achievement through our approach to Community Learning and Development, while widening opportunities for communities across Renfrewshire;
- working with colleagues across services, we are working to empower and value our communities and transform the relationship between the Council and the communities we serve;
- leading the public protection agenda, focusing on combatting terrorism and serious organised crime and protecting communities, consumers and businesses across a wide range of service areas; and

- enhancing our environment through improving air quality, cleaning up contaminated land and delivering the multi-award winning Team Up to Clean Up campaign, encouraging communities to deliver environmental improvements in their neighbourhood. Community clean ups will remain a focus, however, community capacity building will become more important as the programme progresses.
- 1.3 The Service Improvement Plan also describes how our service will respond to challenges and opportunities locally and nationally including the financial environment and significant public sector reform. This is outlined in more detail in section 2.3.

## 2. INTRODUCTION TO THE SERVICE IMPROVEMENT PLAN

- 2.1 The Service Improvement Plan (SIP) for Communities, Housing and Planning Services covers the period from 2020/21 to 2022/23. Our SIP sets out the strategic direction for the service and outlines key programmes, actions and improvements for the next three years based on the resources likely to be available.
- 2.2 The SIP outlines how we will help to deliver the key priorities of the Council Plan and Community Plan and also describes how our service will respond to challenges and opportunities locally and nationally including the financial environment and significant public sector reform.
- 2.3 For Communities, Housing and Planning Services, in common with other services across the Council, we experience a range of demand and financial pressures. As part of our landlord role, this includes managing the existing Council housing stock with its debt burden while keeping rents affordable. The implementation of Universal Credit is also being managed to support tenants to sustain their tenancies and to protect the service's largest income stream. Our service also experiences demand pressures on services for Renfrewshire's most vulnerable people and from the business community across Renfrewshire. In addition, a range of health controls for the protection of public and animal health are enforced at Glasgow International Airport.
- 2.4 The Council Plan outlines the Council's priorities for Renfrewshire, and along with the Community Plan, sets out an ambitious programme of work. Communities, Housing and Planning Services will work together with partners, businesses, local people and communities to target the 5 strategic outcome areas of the Council Plan, creating opportunities for all. These are outlined below:
- **Reshaping our place, our economy and our future;**
  - **Building strong, safe and resilient communities;**
  - **Tackling inequality, ensuring opportunities for all;**
  - **Creating a sustainable Renfrewshire for all to enjoy; and**
  - **Working together to improve outcomes.**
- 2.5 This SIP details our achievements, priorities and future plans under each of these strategic outcome areas. We also show key performance measures which we continue to monitor closely against agreed targets to ensure we are delivering as expected in each of these areas.
- 2.6 The SIP outlines the range of strategies which set the context for the work of Communities, Housing and Planning Services, including the Local Housing Strategy, the Local Development Plan, the Community Learning and Development Plan and our public protection plans, including our resilience planning, counter terrorism and tackling serious and organised crime strategies.

- 2.7 Service planning helps to inform the budget process by enabling budget proposals to be seen in a wider policy development context. In turn, the outcome of the budget process shapes this plan. Integration of the budget and the service planning process assists elected members to arrive at budget decisions in the full knowledge of how these will impact at a service level.
- 2.8 The SIP also sits alongside the Communities, Housing and Planning Services workforce plan and our risk register which also help set the programme of development and improvement activity within our service. They too help to set the context for budget decisions.

### **Employee Engagement**

- 2.9 The people who work in Communities, Housing and Planning Services are responsible for successfully delivering the aims and ambitions of the service and the actions detailed within this Service Improvement Plan.
- 2.10 During the summer of 2019 the Director of Communities, Housing and Planning Services carried out a series of visits to staff teams in locations in Paisley, Renfrew and Johnstone. As well as hearing the director outline the strategic and operational priorities of the service, these visits also gave staff the opportunity to ask any questions they had in relation to the service and discuss what they believe to be the priorities of the service.
- 2.11 Communities, Housing and Planning Services have a well-established Staff Panel comprising employees from all areas of the service and through their quarterly meetings panel members are encouraged to identify priorities for the service and to highlight challenges and opportunities from their perspective as mainly frontline staff. At the staff panel meeting held in December 2019 the panel members identified what they considered the priorities of Communities, Housing and Planning Services over the next few years to be.
- 2.12 During April 2020 a staff engagement session will be held with approximately 40 staff from each area of the service. This session will include a discussion on the main challenges to, and priorities of the service, as outlined within this Service Improvement Plan and in the context of the Right for Renfrewshire transformation programme.
- 2.13 Our staff and the service will continue to contribute to the Council's Right for Renfrewshire transformation programme; providing support to service reviews as required, ensuring the Council continues to deliver the best possible services for our customers and service users now and in the future.

### **3. WHAT WE DO**

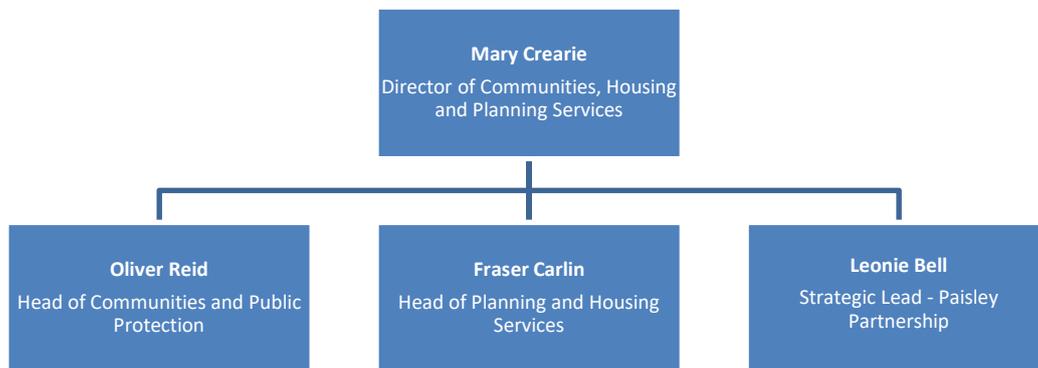
- 3.1 Communities, Housing and Planning Services aim to create, develop, support, protect and empower Renfrewshire' communities. From planning and placemaking to managing our housing stock of approximately 12,000 houses and providing housing advice and assistance to vulnerable people, we ensure people have safe and healthy places to live. This work links closely with our public protection role safeguarding public health and protecting the environment, consumers, workers and local communities.

Within these communities, we encourage people to fulfil their potential and ensure they have equal access to a range of learning and development opportunities. Community Learning and Development teams work to build this capacity in individuals, families, groups and communities and will also play a key role in the Council's new approach to community empowerment.

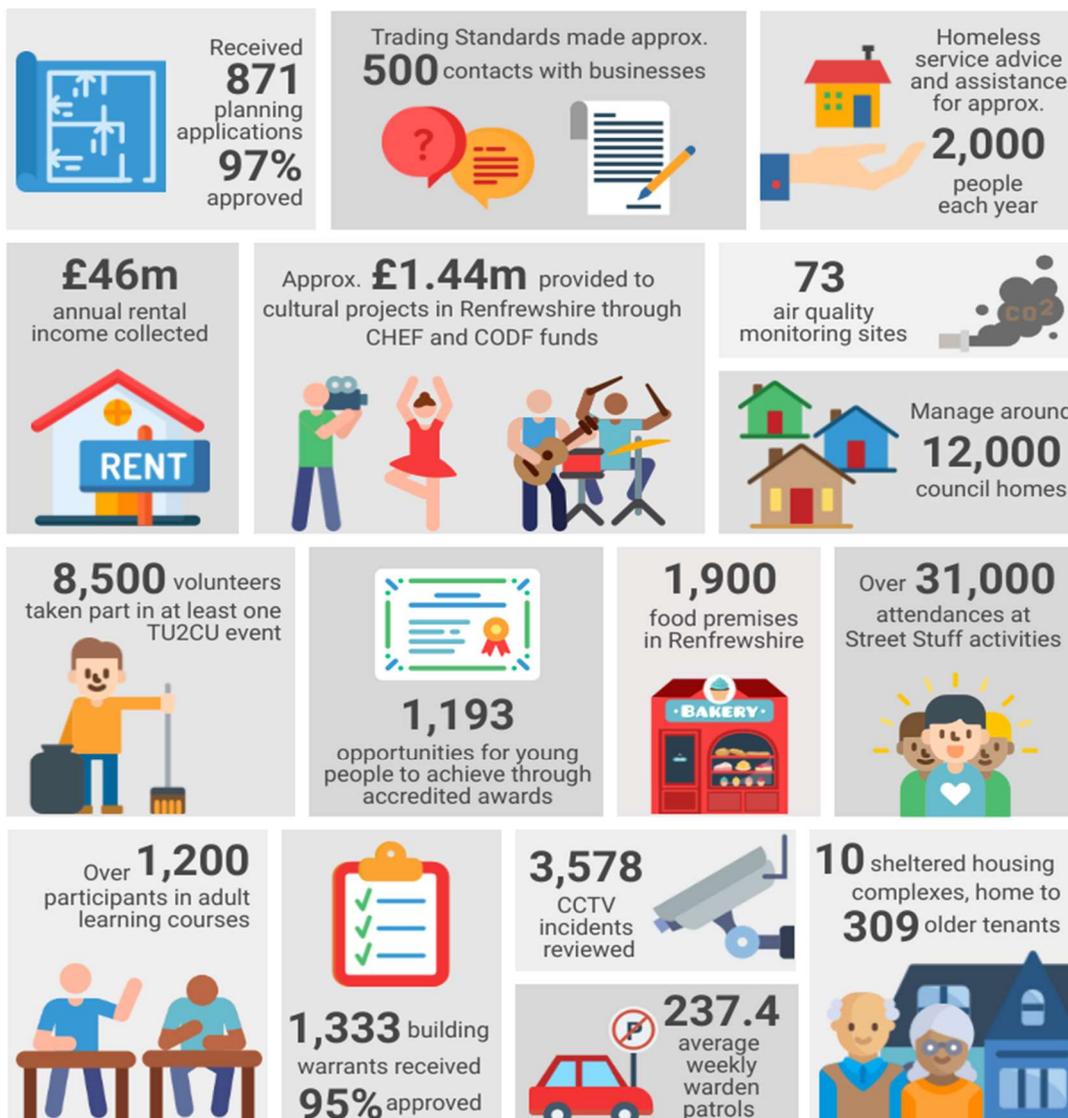
The cultural regeneration programme is also central to achieving our strategic outcomes in Renfrewshire through reimagining and rediscovering our sense of place and helping our communities to flourish.

3.2 These services are delivered by approximately 480 employees employed on a full-time or part-time basis, and in the 2019/20 budget the service had a gross expenditure budget of £17.3 million for general fund activities and just under £51.2 million budget for the Housing Revenue Account, which is ring fenced for the provision of social housing.

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



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



## Our Service

3.5 Communities, Housing and Planning Services plays a key role in many of the Council's priority projects, but we also deliver many crucial activities which have a significant impact on the people of Renfrewshire:

- Housing Services manage approximately 12,000 houses in Renfrewshire, making the Council the largest landlord in the area; ensuring tenants are supported and manage their rent accounts, empty properties are quickly re-let and neighbourhoods are well managed and desirable places to live.
- This work links with extensive capital investment programmes, ensuring housing is of a high standard and our housing stock is maintained effectively for the future. There are also a number of energy efficiency projects which significantly benefit Renfrewshire Council tenants, proactively tackling fuel poverty and ensuring tenants live in warm, dry, fuel efficient homes.
- The Council owns and manages 10 sheltered housing complexes throughout Renfrewshire, where 309 older tenants are provided with support 7 days a week from a team of Sheltered Housing Officers.
- The Council owns and manages 14 high rise properties and provides concierge and caretaking services to the tenants who live there.
- For Renfrewshire residents who find themselves in need of more complex housing options advice or at a crisis in their lives, specialist teams continue to offer advice and assistance to prevent and tackle homelessness and provide housing support to some of Renfrewshire's most vulnerable people.
- Development Management and Building Standards provide regulatory controls through consenting and enforcement which ensure that amenity and public safety is protected and communities are engaged throughout the development and planning processes. The work in this area underpins many of the Council's high-profile projects; ensuring planning procedure is adhered to effectively and efficiently and ultimately helping attract millions of pounds worth of investment to Renfrewshire through the delivery of key housing, business and infrastructure developments.
- The Community Learning and Development team works with individuals, families, young people, groups and communities to help them become actively involved in their local communities and engage in learning opportunities to develop their own skills and knowledge, including adult literacy.
- Trading Standards and Licensing regulate products and services supplied to businesses and consumers. Officers provide advice and support in relation to general consumer and business advice complaints, as well as more involved support to victims of doorstep crime and mass media marketing scams.
- Business Regulation primarily undertakes enforcement and investigation in terms of food law, health and safety law and imported food. In addition, the team are responsible for enforcing a range of health controls for the protection of public and animal health at Glasgow International Airport and providing information to the Licensing Board.

- Environmental Improvements undertake investigation and regulation of a range of issues including non-domestic noise, artificial light, odours, insects, smoke; disrepair within private housing and private rented property; waste within private gardens and tenement courtyards; Houses in Multiple Occupation and enforcement of the regulation of private landlords. In addition, officers carry out regulatory functions relating to private water supplies, contaminated land and local air quality management. This team also includes Pest Control Officers and Public Health Technicians who investigate and address issues of household waste within private sector or owner-occupied homes.
- Renfrewshire Community Safety Partnership is a partnership between Renfrewshire Council, Police Scotland and the Scottish Fire and Rescue service and covers a wide range of services including wardens, who carry out patrols and respond to community safety and environmental crime issues, and the Rapid Response Team, who engage with residents and businesses to prevent and/or investigate litter and flytipping. We also have Animal Wardens, Community Safety Mediators who help to resolve low level neighbour disputes, Youth Officers who work to reduce disorder through engagement and Community Safety Investigators who work on serious anti-social behaviour cases. The public space CCTV Operations Centre is also part of the Partnership, reviewing and monitoring 48 fixed CCTV cameras and 27 mobile CCTV cameras as well as 2 CCTV vans for the detection and prevention of crime. We also lead on Multi Agency Risk Assessment Conferences (MARAC) to support high risk victims of domestic abuse.
- Street Stuff is a diversionary project run in partnership between Renfrewshire Council, Police Scotland, Scottish Fire and Rescue Service, Engage Renfrewshire and St Mirren Football Club. The programme began in 2009 in Renfrewshire contributing to a reduction in youth disorder and anti-social behaviour by 75 per cent over the first five years with a sustained reduction of 65 per cent.
- Team Up to Clean Up is a joint initiative between the Council and communities to improve the local environment in Renfrewshire. Gully cleaning, road sweeping, recycling, litter picking, fly tipping, community clean ups are all part of the campaign which seeks to make Renfrewshire a more attractive place to live, work and visit.
- The Civil Contingencies Service (CCS) sits within Communities, Housing and Planning Services and is a joint service covering Renfrewshire, East Renfrewshire, Inverclyde and West Dunbartonshire council areas. The CCS ensures that each Council effectively plans for and responds to different emergencies.
- I Am Me also sits within Communities, Housing and Planning Services and aims to change attitudes and behaviours so that disabled and vulnerable people in Scotland feel safe in their communities. It has two key initiatives; *I Am Me* and *Keep Safe*. *I Am Me* aims to educate young people and the wider community about disabilities, bullying exclusion and hate crime. *Keep Safe* is a partnership initiative which works with local communities to create a network of places where people can 'Keep Safe'.

#### 4. OUR STRATEGIC CONTEXT

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

## National policy context

- 4.2 Scotland's climate change legislation (The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019) sets a target of net-zero emissions of all greenhouse gases by 2045. The act makes provision about advice, plans and reports in relation to those targets. The objective is to contribute appropriately to the world's efforts to deliver on the Paris Agreement reached at the 21st Conference of the Parties of the United Nations Framework Convention on Climate Change. In November 2020, Glasgow will host the 26th Conference of the Parties, known as COP26, which is designed to produce an international response to the climate emergency.
- 4.3 Following the Council's declaration of a climate emergency in June 2019, we will continue to support the Cross-Party Working Group on Climate Change to develop a range of plans to reduce the Council's own carbon emissions and support partners, businesses and citizens in Renfrewshire to reduce theirs. There are a number of our priority actions detailed in section 6 of the SIP which will make a critical contribution towards Renfrewshire being carbon neutral by 2030.
- 4.4 Communities, Housing and Planning Services activities will make a critical contribution towards Renfrewshire being carbon neutral by 2030. This includes our Housing Investment programme and achieving compliance with the Energy Efficiency Standard for Social Housing (EESH) which will improve the energy efficiency of social housing in Scotland. It will help to reduce energy consumption, fuel poverty and the emission of greenhouse gases.
- 4.5 Our proposed Local Development Plan promotes and supports measures to reduce and mitigate the effects of climate change. For example, the management and protection of carbon-rich soils is a key element of Scotland's climate change mitigation strategy because of the potential of soil to store carbon and exchange greenhouse gases within the atmosphere. Furthermore, we lead and coordinate the Local Biodiversity Action Plan Steering Group and Growing Grounds Forum to supporting partners to deliver a range of biodiversity actions.
- 4.6 Following the general election on 12 December 2019, the United Kingdom left the European Union on 31 January 2020. There remains considerable uncertainty about the longer-term implications of withdrawal from the EU. Renfrewshire Council's Brexit Readiness Group has been stepped down with longer-term issues being progressed by the Strategic Brexit Officer Group (SBOG).
- 4.7 The Council's Strategic Brexit Officers Group will continue to monitor progress throughout the transition period and engage with COSLA, the Scottish Government and other organisations as appropriate. It is likely that there may be implications for Communities, Housing and Planning Services. Beyond the potential financial uncertainty, we also anticipate implications for a number of areas of our work which are governed by European legislative frameworks around our environmental, health, safety and technical policies and standards, for example, air quality, food regulation and product safety via Glasgow Airport.
- 4.8 The Requirements for Community Learning and Development (Scotland) Regulations 2013 place a statutory duty on local authorities to produce a 3-year plan detailing how Community Learning and Development will be delivered within the Council area. Each local authority is required to produce a clearly defined framework for planning and delivering community learning and development, through consultation with learners and in partnership with providers. Our plan for 2018-21 was published in summer 2018 and shapes the work of this service area.

- 4.9 September 2018 saw full roll out of Universal Credit across Renfrewshire. To assist Council tenants with this and other welfare reform changes such as the Benefit Cap we have looked to advise and signpost tenants to the appropriate services we can provide to assist and mitigate any financial or other pressures this may present - including applications to the Discretionary Housing Payment fund administered by our colleagues in Finance and Resources.
- 4.10 There is a range of ongoing activity focused on supporting new tenants to settle and sustain tenancies and through mitigating any detrimental effects from the roll out of Universal Credit and promoting access to suitable affordable housing. Officers also continue to attend meetings at local and national level to share/inform current and future challenges relating to Universal Credit.

### **Local policy context**

- 4.11 Renfrewshire's Community Plan was developed in tandem with the Council Plan ensuring the two plans are closely aligned; focusing the work of the Council and our Community Planning partners towards shared objectives and a shared vision for Renfrewshire.
- 4.12 While the SIP feeds directly into the Council Plan strategic outcomes, many of the actions will also contribute to the Community Plan objectives, reflecting the golden thread through these three strategic documents showing the role that Council services have in delivering our shared vision for Renfrewshire.
- 4.13 On 18 September 2019 the Leadership Board approved the next phase of the Council's change and transformation programme, 'Right for Renfrewshire'. The programme will deliver a leaner and more efficient organisation that is right for people and right for communities, where resource is focused on where it can make the biggest impact.
- 4.14 During 2019 the Council launched its 'Our Values' campaign through a series of interactive engagement sessions. The campaign sought to define the Council's culture and core values going forward. Communities, Housing and Planning Services will be actively involved in the roll-out of the value statements arising from the campaign during 2020.
- 4.15 Communities, Housing and Planning Services have established close working with our colleagues in the Health and Social Care Partnership (HSCP) and have common strategic links, particularly between our Local Housing Strategy and the HSCP's Strategic Plan – ensuring we deliver housing that meets the varied and multiple needs of our people and empowering them to live independently for as long as possible.
- 4.16 Communities, Housing and Planning Services also supports the work of the Alcohol and Drugs Commission for Renfrewshire, recognising that through our multiple roles working in and supporting our community, we have insight, expertise and opportunities that we can share while also learning from other providers and specialists.

- 4.17 Following the Council’s Best Value Audit inspection, Audit Scotland provided direction on areas for improvement, with 7 key recommendations forming an improvement plan, approved by Council in September 2017. Actions from the improvement plan are embedded within the Council and Community Plans and will be driven at a service level through the Service Improvement Planning process. There are no actions specific to Communities, Housing and Planning Services however we will contribute to the corporate actions particularly around community engagement, partnership working and workforce planning.
- 4.18 Communities, Housing and Planning Services supports and helps deliver the Renfrewshire Economic Strategy 2020-30 and its action plan. Through the planning process and the LDP, the Council will allocate land for housing development of all types and tenures for delivery by the private sector and by social housing providers. CHAPS will also support the work around the establishment of an economic land commission to evaluate and make recommendations for land and building requirements.
- 4.19 CHAPS also support the development of the creative industries and visitor economy in alignment with the new Renfrewshire Economic Strategy, harnessing the power of culture to lead as well as support positive social, economic and physical change.
- 4.20 The Council’s risk management arrangements are well established with all strategic, corporate and service risks being reported to the Audit, Risk and Scrutiny Board. Strategic risks are more outward in nature, whereas corporate ones are more inward and often affect more than one service department. Actions related to corporate and strategic risks, where Communities, Housing and Planning Services are owner or joint owners of the risks (shown below), are reflected in our service improvement action plan; this ensures an additional layer of monitoring in our management of these risks. Other risks, which may occur only for or within our own service, will be contained in our service risk register which are reported to the Audit, Risk and Scrutiny Board. Our top strategic, corporate and service specific risks are shown below for information.

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

### Tenant Participation and engaging with our communities

- 4.19 Communities, Housing and Planning Services engages extensively with communities through a variety of groups and forums and, as a landlord, has a strong track record of tenant participation across Renfrewshire. We have a number of different engagement opportunities to ensure our customers, particularly our tenants, are at the heart of service design and improvement including:

- Quality Circles – tenant-led inspections currently in high rise tower blocks and sheltered housing to ensure standards continue to be met and identify any areas for improvement.
- Tenant’s Scrutiny Panel – detailed investigation into more complex issues, such as void letting standard, customer experience and on tenancy sustainment. The panel examines these issues at a series of monthly meetings and then prepares and presents a report with recommendations to the Senior Management Team and convener. The Tenant’s Scrutiny Panel is recognised as good practice and Renfrewshire Council was an early adopter of this approach.
- An annual rent consultation is carried out to help inform the decision on the rent level for the coming year. In early 2020, external consultants carried out a telephone survey on behalf of the Council, with a sample of 600 Council tenants.
- There are 9 Neighbourhood Forums comprising representatives from Tenants and Residents Associations across Renfrewshire who meet regularly to discuss local housing issues and performance and to direct a small budget on estate management projects.
- Council Wide Forum – annual meeting to bring together Tenants and Residents Associations to discuss relevant housing and community issues.
- Focus groups have been established for service users of our Housing Support team.

Our current Customer Engagement Strategy is being reviewed and, as part of this, the methods and structures we use to engage with our tenants will be evaluated to ensure they are robust, meet the needs of our differing client groups and ensure getting involved in engagement activities is inclusive and accessible.

- 4.20 As well as our ongoing support to tenant and resident groups and the opportunities outlined above, we have an extensive programme of additional consultations, across our service areas, to gather feedback from current and potential service users to determine future direction, service improvement activities and engagement on specific pieces of work such as the Local Development Plan. Significant work is also undertaken to seek community input at an early stage on specific projects and the development of plans where these relate to particular communities, such as our Housing Regeneration Strategies.
- 4.21 The Community Empowerment (Scotland) Act 2015 and Review of Community Planning aims to empower community bodies through supporting them in taking ownership or control of land and buildings, and by strengthening their voices in decisions about public services. Communities of place or interest also have new rights under the Community Empowerment (Scotland) Act 2015 to request participation in the planning and delivery of services, which has implications for the Council and other public services.
- 4.22 Communities, Housing and Planning Services are well placed to support the delivery of this new way of working together with our communities, particularly our Community Learning and Development (CLAD) team who have well established relationships with Renfrewshire’s communities, including our harder to reach citizens. To help drive the direction of our CLAD plan, the team used a variety of methods to collate information from learners, community groups and providers. This included learner evaluations, community planning events, an annual youth assembly, adult learner forum events and a senior manager/young people’s commission.

- 4.23 During 2019 Renfrewshire Council had its first Youth Participatory Budgeting exercise, giving young people a direct say on how £150,000 of grant funding was to be spent. This project marks an important first step in participatory budgeting for Renfrewshire, and the feedback from the young people involved was that the whole process was genuinely led by young people.
- 4.24 Our Housing Support Team liaise with Gypsy/Travellers who visit Renfrewshire and share information with our partners (such as HSCP and Children's Services) to make sure their needs are being met.
- 4.25 Consultants are currently producing a report on how Renfrewshire can meet the needs for culturally appropriate accommodation for Gypsy/Travellers.

### **Self-Evaluation**

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

### **Workforce Planning**

- 4.27 The Council's Organisational Development Strategy ensures that the Council can continue to deliver its core business and service objectives, with an engaged and motivated workforce during an anticipated climate of continued financial and resource constraints. Communities, Housing and Planning Services has a workforce plan which provides analysis of the key workforce considerations for the service. The aim of the plan is to ensure our employees are deployed to the right place with the right skills at the right time. The workforce plan is closely linked to the SIP, and is cognisant of the strategic context and related challenges and opportunities which arise from the environment in which the service continues to operate.
- 4.28 The workforce plan is also aligned to the Council Plan and outlines a number of actions to be progressed under the following key themes:
- A modernised and flexible workforce
  - A developing workforce
  - A resilient workforce
  - A skilled workforce
  - A partnering workforce
- 4.29 We will also provide our employees with the appropriate support to manage their attendance to ensure sickness absence levels and costs will be minimised.

### **Equalities**

- 4.30 Every area of work within the Council has a role to play in promoting equality and diversity. While this is the right thing to do and has clear advantages for the Council, there are also legal requirements. Equality law (The Equality Act 2010) protects people from unfair treatment and asks public bodies (including Renfrewshire Council) to show how they make a positive difference to equality groups.

- 4.31 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. Communities, Housing and Planning Services will continue to actively promote equality and diversity mainstreaming through the work of the main service areas, through this SIP and through the relevant operational plans.
- 4.32 The regeneration of the West End of Paisley is being undertaken with care to protect the needs of local residents, with many from BME backgrounds and older people. We also recognise the broader role for the area, as many local businesses in the area cater for a large diversity of cultural needs.
- 4.33 Renfrewshire Multi Agency Risk Assessment Conference (MARAC) continues to support safety planning for high risk victims of serious harm with a robust partnership approach and compliance with Renfrewshire's MARAC Operational Protocol (MOP). Multi agency forums such as MARAC provide a framework in which agencies can upskill each other in their particular area of expertise and share examples of good practice to help establish links to fit the local need. The approach adopted in Renfrewshire is now being viewed as a model of best practice nationally and internationally.
- 4.34 Street Stuff is a youth engagement and diversionary project, delivered throughout Renfrewshire in locations which are identified through the Renfrewshire Community Safety Partnership using relevant datasets. These include areas of multiple deprivation as well as areas with high incidences of youth disorder and anti-social behaviour and targets engagement with those hardest to reach. Street Stuff are also delivering activities throughout the school holiday periods as part of the tackling poverty agenda providing football, gaming, DJ sessions and much more in the popular culture buses. A healthy meal is provided each day as part of the activities.

## **5. OUR RESOURCES**

- 5.1 Local government continues to operate in a challenging financial environment. The financial challenges are expected to continue to 2023 and beyond. Renfrewshire Council, together with other Scottish local authorities, face a significant financial challenge over the next few years. The Council is taking a long-term view of financial planning based on:
- Reducing resources given the uncertainty over when and at what level sustained budget growth may return
  - Rising cost and demand pressures continuing to be a feature of the Council's financial outlook
  - An increasing and ongoing need for the Council to priorities spend to focus on the delivery of strategic priority outcomes
  - Delivering change, transformation and savings continuing to be a necessary feature of the Council's planning arrangements
- 5.2 The current economic climate in the UK means that the Council, in common with the wider public sector, continues to face financial pressures and challenges in both the medium and long term. On 18 September 2019 the Leadership Board approved the next phase of our ongoing change programme 'Right for Renfrewshire'. Right for Renfrewshire will deliver a leaner and more efficient organisation that is right for people and right for communities, where resource is focused on where it can make the biggest impact. It will also ensure communities are empowered to do more for themselves, provide greater collaboration with partners and give us the right culture to unlock and develop the skills and potential of our workforce.

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

6.1 The Council Plan, 'Thriving People, Connected Communities', describes the Council's priorities for Renfrewshire and along with the Community Plan sets out an ambitious programme of work. To deliver these priorities, Communities, Housing and Planning Services has focussed its work and activities to ensure close alignment with the key strategic outcomes of the Council Plan.

6.2 The following pages detail how Communities, Housing and Planning Services will contribute to the delivery of these outcomes. This section of the plan provides an overview of how the service will contribute to each of the 5 strategic outcomes of the Council Plan. It does this by:

- Outlining the service's achievements for the year up to 31 March 2020
- Highlighting the key priorities the service aims to achieve over the duration of the Plan
- Identifying the key actions to be undertaken to meet the priorities
- Setting out the performance indicators to be used to monitor progress

6.3 A six monthly update on the SIP was presented to board in October 2019. This report detailed achievements and progress over the first six months of 2019/20. Below are the main achievements of the service over the last six months. As in previous years, an outturn report outlining in more depth what was achieved in 2019/20 and the progress of each action within the 2019-22 Service Improvement Plan will be presented to this board in May 2020.

- On 18 September 2019 the Leadership Board approved the next phase of the Council's change and transformation programme, 'Right for Renfrewshire'. Two of the service design projects are being led by the Directorate within Communities, Housing and Planning Services namely "Community Protection" and "Developing Communities". The service has also supported the other service redesigns included within tranche 1 of the programme.
- Developing and delivering a Future Paisley action plan to deliver cultural regeneration in Renfrewshire. This has included ongoing development of cultural venue capital projects, including Paisley Museum, Paisley Town Hall, Paisley Arts Centre, the new Learning and Cultural Hub on Paisley High Street and redesign of outdoor events spaces. It has supported extensive programmes of arts, culture and events delivered by Renfrewshire Council Events team, Renfrewshire Leisure and partners. We have also continued to support talented individuals and across Renfrewshire to develop new cultural projects through the Cultural Organisations Development Fund (CODF) and the Culture, Heritage and Events Fund (CHEF).
- The Proposed Renfrewshire Local Development Plan was approved by the Communities, Housing and Planning Policy Board in March 2019. A 12-week consultation on the Proposed Plan resulted in 1,487 representations being submitted. All of the representations received during the consultation have been reviewed and the Proposed Plan and unresolved representations was submitted to Scottish Ministers in January 2020.
- Along with our partners, we submitted our Rapid Rehousing Transition Plan (RRTP) to the Scottish Government which detailed how we will improve outcomes for homeless applicants in Renfrewshire and secured funding of £186,000 for 2019/20 and the same amount for 2020/21.

- We introduced several measures to improve the resettlement assistance provided to homeless applicants and the RRTP funding will be used to increase the number of homeless applicants who are supported through the 'wraparound' support, a key element of the Housing First approach delivered by Turning Point Scotland for people with complex needs. The funding has allowed the further development of the Shared Living Pilot Project for 16-25-year olds in partnership with the Simon Community, to help prevent feelings of social isolation in young people. It aims to help decrease the amount of time spent in temporary accommodation.
- We are well on our way to deliver our ambitious commitment to build 1,000 affordable new homes for the people of Renfrewshire over the five years up to 2021. During the current year a total of 213 new affordable homes are due to be completed with the first tenants moving into the new Council homes at Bishopton in December 2019 and the first tenants due to move into Johnstone Castle spring 2020.
- Our Strategic Housing Investment Plan has been developed after discussions with developing Housing Associations in Renfrewshire for the five-year period 2020/21 to 2024/25, and consultation took place during August and September 2019. This involved all housing associations operating in Renfrewshire, local stakeholder groups such as Community Councils and tenants and residents' associations, community planning partners and other stakeholder groups and residents.
- Over the past six years the Housing Asset and Investment Team have successfully applied for and managed over £14million of Scottish Government funding. This has translated into the delivery of energy improvement works to approximately 6,000 homes throughout Renfrewshire. These projects have sustainability at the heart – ensuring council housing stock meets the Energy Efficiency Standard in Social Housing (EESH) requirements for the future, this both improves energy efficiency and delivers energy bill savings to residents, helping to address fuel poverty.
- Across Scotland, the EESH will contribute to reducing greenhouse gas emissions by 42% by 2020, and 80% by 2050, in line with the requirements set out in the Climate Change (Scotland) Act 2009. A new Climate Change Bill was introduced to Parliament on 23 May 2018. The Bill amends the 2009 Act and will immediately increase the 2050 target to 90%.
- Renfrewshire Council secured a funding award of £1.455M from the HEEPS:ABS (Home Energy Efficiency Programmes for Scotland: Area Based Schemes) programme for 2019/20 on the 7th June 2019. These funds are being used for external wall insulation projects across Renfrewshire including Whitehaugh, Blackstoun Oval, Gallowhill, Bridge of Weir, Howood, Kilbarchan and Inchinnan.
- The Council has secured funding of £1.8M from The Department for Business, Energy and Industrial Strategy. This funding will be supplemented with £2.7M from the Council's own financial resources allocated from the Housing Revenue Account (HRA) Capital Programme. 75 Council properties will benefit from a retrofit salutation which will greatly improve energy efficiency and significantly reduce heating bills for the tenants.
- Following approval at the Communities, Housing and Planning Policy Board in January 2020, the Council has reached agreement with Paisley Housing Association to enable them to start the acquisition process and take forward further planning activity to facilitate delivery of the proposed Comprehensive Tenement Improvement project in Orchard Street in Paisley.

- The final phase (phase 4) of the Paisley town centre regeneration project based around the site of the former Arnott's department store has been progressed. The LINK Group will provide 70 affordable homes (a mixture of social rented and shared equity properties) with work due to commence later in 2020. This innovative project which involved partnership working between Renfrewshire Council, LINK Group and the Park Lane Developments has been shortlisted for the Housing Initiative award at the 2020 LGC Awards with the winner being announced in March 2020.
- We submitted our first Annual Assurance Statement to the Scottish Housing Regulator in October 2019. This is a new requirement which was included in the Scottish Housing Regulator's Framework for the Regulation of Social Housing in Scotland in 2019 and the purpose of which is for the Council to providing assurance that we comply with all necessary regulatory requirements.
- The Renfrewshire Food Growing Strategy 2020 - 2025 was approved in January 2020. It has been prepared in partnership with the Renfrewshire Health and Social Care Partnership along with the Renfrewshire Growing Grounds Forum, representing partner organisations which are active in Renfrewshire and a range of key stakeholders. The strategy provides a positive framework for delivery of the Council's statutory duties under the Community Empowerment (Scotland) Act 2015 in relation to food growing.
- Continue to work with communities to enhance capacity building and resilience. We liaise closely with colleagues in the Chief Executive's Service who are leading on the Community Empowerment Fund to ensure communities are consistently supported. Work is ongoing to support the delivery of the £1.87m funding programme for communities for greenspaces, parks, play areas and villages. To date, £360,100 has been issued, or is secured, to deliver 17 community green space or park improvement projects across Renfrewshire, with a further £34k provided from the Villages Investment fund.
- Significant progress has been made on developing a revised service structure and approach for the delivery of community safety partnership services. The approach being discussed with employees and unions simplifies the structure of roles and shift patterns, which will improve the flexibility and responsiveness of the service and minimise the number of significant changes for most individuals. The proposals also protect frontline roles in a sustainable and resilient way and offer opportunities for career progression.
- During 2019/2020 Environmental Health and Trading Standards Officers have spent a significant amount of time working with colleagues in national and professional partners to assess and develop plans to mitigate the potential regulatory issues that could arise in the event of a no deal exit from the EU. Work has been undertaken to strengthen relationships across Scotland to seek to support businesses that currently rely on exports and imports while ensuring that essential statutory public, consumer and health protection services are maintained
- During December 2019 and January 2020, a new coronavirus emerged in China now identified as Covid-19. Since then, Renfrewshire Council Environmental Health Officers have worked closely with Glasgow Airport, Greater Glasgow and Clyde Health Board and Health Protection Scotland (HPS) to monitor the position as it develops and have ensured that robust policies and plans are in place should there be a need to respond to any port health incidents. Currently services and port health operating procedures are operating as normal.

- Officers from Communities and Public Protection have been participating in working groups being led by the Home Office and the Scottish Government on the content of updated guidance on the Prevent management process being developed by both the UK Home Office and the Scottish Government. In addition, support has been given to the Scottish Government in developing an updated approach to the provision of a CONTEST Annual Threat overview which will replace the previous Emerging and Residual Threats counter terrorism process.
- Team Up 2 Clean Up (TU2CU) – Community clean ups have increased by 474% and The Spotless September campaign saw every town and village in Renfrewshire challenged to host a clean-up in their area, whether that was a lone litter pick for example or every class in a school taking part. During 2019 this innovative project. won the “Community Engagement Award” at the Scottish Public Service Awards and the “Strong and Sustainable Communities Award” at the COSLA Excellence Awards. In January 2020 it also won the Chief Executive’s award at the Renfrewshire Staff Recognition Awards.
- During 2019 Renfrewshire Youth Voice (RYV), supported by Youth Services developed the Council’s first Participatory Budgeting exercise, giving young people a direct say on how £150,000 of grant funding was to be spent through local area partnerships. This project marks an important first step in the delivery of participatory budgeting for Renfrewshire, and the process developed and run by young people, led to over 3,500 votes being cast across all the partnership areas and the holding of a major community networking event at the Tannahill Centre.
- Youth Services have also been instrumental in supporting Renfrewshire Youth Voice (RYV) input into the review of how local decision-making structures should be developed which led to the formation of Local Partnerships during 2019.
- Renfrewshire Council along with its key Community Planning Partners, believe that domestic abuse is unacceptable and are committed to supporting both employees and our service users who are impacted by this. Within Renfrewshire Council, our Domestic Abuse Policy exists to support Council’s employees who are experiencing domestic abuse. The development of the policy was driven by staff within Communities and Public Protection in partnership with our colleagues in HR and OD and was approved by the Finance, Resources and Customer Services Policy Board in November 2019. Under the Council’s Special Leave Policy, employees who experience domestic abuse can request up to 10 days paid Safe Leave per leave year to seek help and support for themselves and their families.

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

- 6.4 We deliver a responsive and dynamic planning function, which supports the ambitious economic and physical regeneration plans for Renfrewshire, links with our City Deal team and contributes to the Council's long-term vision for Renfrewshire. Place making is at the heart of what we do; working closely with communities, partners and other stakeholders to create vibrant, sustainable towns and villages across Renfrewshire to serve the people who already live and work here and to attract more people to the area.
- 6.5 Repositioning Renfrewshire's place and future sits at the heart of this strategic outcome. Paisley: The Untold Story and the UK City of Culture bidding journey radically transformed our thinking about regenerating Paisley and Renfrewshire culturally, physically, economically and socially. The Future Paisley cultural regeneration programme is the next step in this journey. With a focus on investing in our strongest assets: culture, heritage and communities, the Future Paisley Partnership Board brings together 21 key local and national partners determined to move forward together with shared ambitions for cultural regeneration. The Strategic Lead for this work sits within Communities, Housing and Planning Services and the team delivers on the Future Paisley plan, develops new opportunities and coordinates partnership efforts across the Council and beyond. Future Paisley is the radical and wide-ranging programme of events, activity and investment using the town's unique and internationally significant cultural stories to transform its future.
- 6.6 **Priorities 2020/21**

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

- Future Paisley continues to build on the collective ambition galvanised by the UK City of Culture bid. We continue to deliver the Future Paisley Action Plan including:
- Establishing Future Paisley as a new, visible identity that acts as an emblem for Paisley's ambitions.
- Developing a high-level evaluation framework for Future Paisley activity that demonstrates impact and reviews the step changes with the Centre for Culture, Sport & events, UWS and partners.
- Working to support the development of a community led vision for Ferguslie Park that brings the expertise and ideas of residents and communities to the fore and holistically and creatively considers the long-term potential of the area.
- Supporting the Culture, Arts, Health and Social Care Strategic Planning and Development Group to embed culture across health and social care, including social prescribing, art in hospitals and new opportunities within Renfrewshire HSCP, amongst other areas.

- During 2020 the proposed Renfrewshire Local Development Plan will be subject to an examination by a reporter appointed by Scottish Ministers. The outcome of this is expected later in 2020 and will be reported to the Communities, Housing and Planning policy board with a view to formal adoption.
- The Proposed Plan presents the Council's settled view on land use priorities and associated policies that will guide planning decisions in Renfrewshire for the next 5 years. It provides a framework for the protection and enhancement of Renfrewshire's diverse natural environment and built and cultural heritage assets, the delivery of economic and infrastructure investment and it guides the future use of land to assist in creating strong communities and attractive places.

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
To develop Paisley's ongoing plans for cultural regeneration	<p>We will make progress against the 6 step changes with targets for 2027 and 2035:</p> <ul style="list-style-type: none"> <li>• To grow significant new dimensions to Paisley's economy, e.g. creative, cultural and tourism.</li> <li>• Radically change Paisley's image and reputation.</li> <li>• Paisley will be recognised for its cultural excellence.</li> <li>• Lift communities out of poverty and inspire a generation to fulfil their potential.</li> <li>• Transform Paisley into a vibrant cultural town centre.</li> <li>• Establish Paisley as a centre of excellence for cultural regeneration through leadership, partnership, participation and collaboration.</li> </ul>	Strategic Lead	31-Mar-2021
Deliver the Economic Strategy within the current Local Development Plan (LDP)	<p>Economic Strategy will help deliver the following LDP objectives</p> <ul style="list-style-type: none"> <li>• Development locations supported by existing or planned physical infrastructure and services</li> </ul> <p>An enhancement in the natural and built environment of Renfrewshire in support of the health of its communities, attractiveness of its places and setting for economic recovery.</p>	Planning and Housing Manager	31-Mar-2021
Deliver the Centres Strategy within the current Local Development Plan (LDP)	<p>Centres Strategy will help deliver the following LDP objectives</p> <ul style="list-style-type: none"> <li>• The housing-led regeneration and evolution of strategic centres and other town and village centres as places of municipal, commercial and community value</li> <li>• An enhancement in the natural and built heritage environment of</li> </ul>	Planning and Housing Manager	31-Mar-2021

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
	<p>Renfrewshire in support of the health of its communities, attractiveness of its places and setting for economic recovery</p> <ul style="list-style-type: none"> <li>• Regeneration and renewal of existing urban areas as energy efficient, healthy and safe places</li> </ul>		
<p>Deliver the Infrastructure Strategy within the current Local Development Plan (LDP)</p>	<p>Infrastructure Strategy will help deliver the following LDP objectives</p> <ul style="list-style-type: none"> <li>• Development locations supported by existing or planned physical infrastructure and services</li> <li>• A framework for local solutions to energy needs, waste generation</li> <li>• Measures to reduce and mitigate for the effects of climate change</li> </ul>	<p>Planning and Housing Manager</p>	<p>31-Mar-2021</p>
<p>Develop the new LDP 2</p>	<p>The Renfrewshire Local Development Plan (LDP) sets out the spatial strategy that will facilitate investment and guide the future use of land in Renfrewshire, with a focus on supporting sustainable inclusive economic growth.</p> <p>Work on the next Renfrewshire Local Development Plan has progressed to an advanced stage with the submission of the Renfrewshire Local Development Plan Proposed Plan to the Scottish Ministers. In reviewing the Plan, it is considered that the main components of the current adopted Renfrewshire Local Development 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 inclusive economic growth.</p>	<p>Planning and Housing Manager</p>	<p>31-Dec 2021</p>

Performance Indicator	Frequency	Current Value	Current Target	Current Status	2020/21 Target	2021/22 Target	2022/23 Target	Comments
Amount of land brought forward for re-use and development contributing to economic activity and enhancing the built and natural environment	Annual	24 (2018/19)	20		20	20	20	<p>The updated Vacant and Derelict Land Strategy was approved by CHAPS board in January 2020.</p> <p>The Renfrewshire Vacant and Derelict Land Strategy 2020 sets out actions which aim to reduce the amount of vacant and derelict land in Renfrewshire by regenerating neighbourhoods, improving local environments, creating new employment opportunities and assisting in mitigating the effects of climate change.</p>

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

6.7 This outcome describes multiple role of Communities, Housing and Planning Services. Firstly, in our role as the area's largest landlord, providing safe, comfortable, affordable homes for rent across Renfrewshire, our strategic role ensuring that housing of all tenures is available, at the right cost, in the places people want to live now and in the future and that our housing options continue to meet the needs of our changing population and support those who find themselves homeless or at risk of homelessness.

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

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

Temporary furnished accommodation is provided for anyone who has nowhere to stay, and there is no reliance on hostels or bed and breakfast to provide this interim accommodation.

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

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

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

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

### 6.11 **Priorities 2020/21**

- The ongoing delivery of the key priorities within the Local Housing Strategy will directly link to the delivery of this Council Plan strategic outcome through
  - Ensuring the right supply of homes in the right places – utilising our LDP to identify appropriate sites and linking to our SHIP to deliver partnership approaches to affordable housing
  - Creating sustainable communities through housing-led regeneration in targeted areas

- Improving conditions in the private rented sector through a range of activities
  - Enabling people to live independently in their own homes through the availability of a wide range of appropriate support measures
- The Council newbuild programme will result in new homes across Renfrewshire, including;
  - Johnstone Castle phase 1 – 95 new homes due to complete in April 2020
  - Bishopton phase 1 – 80 new homes across two sites due to complete in April 2020
  - Ferguslie Park – 101 new homes due to complete in phases between March 2021 and January 2022
  - Auchengreoch Road, Johnstone – 39 new homes due to complete in phases between March 2021 and January 2022
- In line with Scottish Government guidance, the Strategic Housing Investment Plan programme has been rolled forward to 2024/25. At this point the level of grant funding for the period beyond March 2021 has not been confirmed, with a flexible programme management approach being promoted by the Scottish Government. With this in mind, Renfrewshire’s Strategic Housing Investment Plan 2020/21 to 2024/25 includes some new affordable home projects which may be brought forward in the later stages of the plan period, where grant funding is available.
- Continue to work with communities to enhance capacity building and resilience. We liaise closely with colleagues in the Chief Executive’s Service who are leading on the Community Empowerment Fund to ensure communities are consistently supported. Work is ongoing to support the delivery of the £1.87m funding programme for communities for greenspaces, parks, play areas and villages. To date, £360,100 has been issued, or is secured, to deliver 17 community green space or park improvement projects across Renfrewshire, with a further £34k provided from the Villages Investment fund.
- Continue to lead on the public protection agenda for Renfrewshire, incorporating requirements from national legislation.
- Carry out a strategic review of Public Space CCTV cameras in Renfrewshire. This will review the data (both Council and Police Scotland) around anti-social behaviour and usage of cameras to ensure they are sufficiently utilised and are in the correct locations. This will provide reassurance to the public and Elected Members. The strategic review will also highlight potential gaps and where future public space CCTV cameras could be located (funding dependent).
- Increase consumer product safety activity in relation to importations at Glasgow Airport, specifically in relation to the EU Withdrawal.
- Introduce and host a Monthly Tasking meeting with partners to review and assist repeat offenders coming through Daily Tasking. This will allow partners to tackle the most vulnerable in the community that need more intervention than initially believed. Data will be used to identify key individuals or locations that need further partner interventions to seek resolution.

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Implement revised Housing Asset Management Strategy	A revised strategy will set out proposals to deal with abeyances and exemptions which have arisen from the Scottish Housing Quality Standard (SHQS) and programmes to maintain delivery of the standard in coming years.	Housing Asset and Investment Manager	31-Mar-2022
We will deliver key outcome 1 from the Local Housing Strategy (LHS) - <i>The supply of homes is increased.</i>	<p>The LHS sets out plans to increase the supply of housing by:</p> <ul style="list-style-type: none"> <li>• Ensuring that sufficient land is made available for new housing through the Local Development Plan process and that brownfield sites are brought forward for development;</li> <li>• Delivering new build affordable housing projects through the SHIP programme in partnership with housing associations;</li> <li>• Developing a better mix of housing of the right tenure, type and size and in the right places; and,</li> <li>• Developing innovative approaches which facilitate mixed tenure housing developments on brownfield sites.</li> </ul>	Planning and Housing Manager	31-Mar-2021
We will deliver key outcome 2 from the Local Housing Strategy (LHS) - <i>Through targeted investment and regeneration activity, Renfrewshire has attractive and sustainable neighbourhoods and well-functioning town centres.</i>	<p>The LHS sets out plans to create sustainable communities by:</p> <ul style="list-style-type: none"> <li>• Building new affordable homes in housing regeneration areas – including Johnstone Castle, Ferguslie Park, Paisley West End;</li> <li>• Developing area-based strategies for areas with low demand / low value housing stock and creating opportunities for graduated housing markets with greater tenure mix; and,</li> <li>• Continuing to support housing investment in Renfrewshire’s town and village centres to increase the number of people living in the town centres and promote economic growth.</li> </ul>	Planning and Housing Manager	31-Mar-2021
We will deliver key outcome 3 from the Local Housing Strategy (LHS) - <i>People live in high quality, well managed homes.</i>	<p>The LHS sets out plans to improve the quality of homes by:</p> <ul style="list-style-type: none"> <li>• Developing the information base on private tenemental property which is in poor condition and inform policy development;</li> <li>• Working in partnership with Paisley Housing Association to achieve the comprehensive improvement of 5 tenement blocks at Orchard Street and Causeyside Street; and,</li> <li>• Working in partnership with other council services to improve conditions in the private rented sector through registration enforcement activity and raising awareness.</li> </ul>	Planning and Housing Manager	31-Mar-2021

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
<p>We will deliver key outcome 5 from the Local Housing Strategy (LHS) - <i>Homelessness is prevented and vulnerable people get the advice and support they need.</i></p>	<p>The LHS sets out plans to tackle homelessness with focus around four key themes:</p> <ul style="list-style-type: none"> <li>• Preventing homelessness occurring in the first place through a range of initiatives;</li> <li>• Developing the housing options approach which looks at an individual's housing options and choices in the widest sense at an early stage in the hope of avoiding a housing crisis;</li> <li>• Ensuring there is access to appropriate services, particularly for people with convictions, complex needs associated with alcohol misuse, substance abuse and/or mental health issues; and,</li> <li>• Providing sustainable solutions for homeless households through the provision of appropriate support.</li> <li>• Delivering our Rapid Rehousing Transition Plan (RRTP), ensuring those who are homeless are provided with settled accommodation more quickly; spend reduced time in temporary accommodation and have more access to up-scaled support.</li> </ul>	<p>Planning and Housing Manager/ Homeless and Housing Support Service Manager</p>	<p>31-Mar-2021</p>
<p>We will deliver key outcome 6 from the Local Housing Strategy (LHS) - <i>People are able to live independently for as long as possible in their own home.</i></p>	<p>The LHS sets out plans to:</p> <ul style="list-style-type: none"> <li>• Ensure that appropriate community-based supports and preventative services are provided to enable people to live as safely and independently as possible within the local community and which help to prevent the need for more expensive and disruptive interventions at a later stage;</li> <li>• Identify, facilitate and deliver an appropriate range of accommodation options, that gives people choice and an appropriate home environment; and,</li> <li>• Consider and address the housing needs of key groups</li> </ul>	<p>Planning and Housing Manager</p>	<p>31-Mar-2021</p>
<p>Deliver the Places Strategy within the current Local Development Plan (LDP)</p>	<p>Our Places Strategy will help deliver the following LDP objectives</p> <ul style="list-style-type: none"> <li>• Development locations supported by existing or planned physical infrastructure and services</li> <li>• Creation of strong communities and attractive places focusing on housing-led regeneration and renewal of existing urban areas, supporting sustainable development and a low carbon economy</li> </ul>	<p>Planning and Housing Manager</p>	<p>31-Mar-2021</p>

<b>What are we doing?</b>	<b>What difference will we make?</b>	<b>Who is leading this?</b>	<b>When will we do it by?</b>
Lead on the development of an Empowering Communities model for the Council	Communities will be better engaged and involved in the development of their community assets	Senior Management Team (SMT)	31-Mar-2022
Develop community interventions that build community resilience, improve safety and security and reduce victims of harm through improved intelligence sharing, partnership working and diversionary activities	<p>Safer and stronger communities delivered through provision of the Your Home, Your Street, Our Community Programme. Tailored interventions to meet the specific needs of communities and:</p> <p>Introduce Monthly Tasking and review high tariff cases with partner agencies to tackle issues including vulnerability.</p>	Communities and Regulatory Manager	31-Mar-2022
Work with key partners to develop a multi-agency counter terrorism strategy	Officers and partners confident in understanding the risks posed by terrorism and aware of threat levels and current guidance	Head of Communities and Public Protection	31-Mar-2022
Carry out a strategic review of Public Space CCTV cameras in Renfrewshire	<p>This will review the data (both Council and Police Scotland) around anti-social behaviour and usage of cameras to ensure they are sufficiently utilised and are in the correct locations. This will provide reassurance to the public and Elected Members.</p> <p>The strategic review will also highlight potential gaps and where future public space CCTV cameras could be located (funding dependent).</p>	Communities and Regulatory Manager	31-Mar-2021
Increase awareness of the Renfrewshire Community Partnership, including the Renfrewshire Community Safety Hub to highlight the partnership working taking place.	This will provide reassurance to the public that the partnership exists, and work is being undertaken to tackle issues across Renfrewshire	Communities and Regulatory Manager	31-Mar-2021
Review and refresh the conditions with regards to Animal Licensing to ensure they remain fit for purpose.	Licensing is a key component to ensuring safety and good conditions for animals, including reducing potential issues for neighbouring properties and other members of the public. These conditions ensure that businesses comply and there is an acceptable standard of care.	Communities and Regulatory Manager	31-Mar-2021
Introducing and reviewing the provision of trainees in regard to Fair Trading and Trading Standards	The increase in trainee provision and introduction of Fair Trading Officers will allow the Service to tackle key issues for the community in relation to fair trading, public safety and vulnerability.	Communities and Regulatory Manager	31-Mar-2021
Increase consumer product safety activity in relation to importations at Glasgow Airport,	Increasing the level of checks at Glasgow Airport, including sampling and testing of products in line with direction from the Office for Product Safety & Standards (OPSS), will	Communities and Regulatory Manager	31-Mar-2022

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
specifically in relation to the EU Withdrawal.	increase assurance across Renfrewshire and Scotland as a whole, that products are safe.		
Increased inspection regime with regards to Food Law inspections to ensure full compliance with national the Code of Practice.	Ensures that all businesses in Renfrewshire are compliant with Food Law requirements.	Communities and Regulatory Manager	31-Mar-2021

Performance Indicator	Frequency	Current Value	Current Target	Current Status	2020/21 Target	2021/22 Target	2022/23 Target	Comments
Number of incidents of anti-social behaviour reported to Renfrewshire Council Community Safety Service	Quarterly	369 (Q3 2019/20)	420 (quarter)		1,800	1,800	1,800	There has been a significant reduction in complaints of ASB due to a decrease in ASB vehicles issue complaints. Some of these complaints are now being reported to the DVLA & Police Scotland instead of Renfrewshire Council due to our improved webpage which clearly signposts residents to report these issues to the appropriate agencies.
Percentage of adults who agree that Renfrewshire is a safe place to live.	Annual	84.6% (2017/18)	84%		85%	85%	85%	This is an annual indicator from the Council's Public Services Panel survey. The next survey is due to take place in the first half of 2020.

Performance Indicator	Frequency	Current Value	Current Target	Current Status	2020/21 Target	2021/22 Target	2022/23 Target	Comments
Percentage of adults who agree with the statement "I am satisfied with my neighbourhood as a place to live".	Annual	83.5% (2017/18)	87%		88%	88%	88%	This is an annual indicator from the Council's Public Services Panel survey. The next survey is due to take place in the first half of 2020.
Percentage of Council housing stock which meets the Scottish Housing Quality Standard	Annual	94.49%* (2018/19)	100%		100%	100%	100%	Last year the service brought a further 128 properties up to SHQS. At the end of 2018/19, 11,341 of the Council's stock of 12,002 properties met the SHQS. *After applying allowable exclusions and abeyances, the Council remains 100% compliant with the SHQS target
Average time from household presenting themselves as homeless to completion of duty (number of weeks)	Quarterly	22.5 (Q3 2019/20)	23		23	24	24	We continue to be considerably below the Scottish average of 36 weeks. Our draft Rapid Rehousing Transition Plan, which has resulted in funding awarded to Renfrewshire of £186k for 2019/20 and the same for 2020/21 which will help ensure performance remains strong in this area. The proposed increase in lets from all housing providers will also have a positive impact.

Performance Indicator	Frequency	Current Value	Current Target	Current Status	2020/21 Target	2021/22 Target	2022/23 Target	Comments
Affordable housing completions	Annual	127 (2018/19)	144		127	413	300	Renfrewshire's Housing Supply Target is set out in the Local Housing Strategy (LHS) to deliver 1,000 new affordable homes over the five-year period to 2021 and we are on track to deliver this, although completions are not evenly distributed across the five-year period. New LH will be drafted this year 20/21. Target will be set based on Scottish Government's budget no target can be set for 21/22 until budget has been set by Scottish Government.
Private housing completions	Annual	783 (2018/19)	500		500	500	500	Targets are set using detailed analysis of the region (Glasgow and Clyde Valley) from the Housing Need Demand Assessment and form part of the LHS.

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

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

### 6.13 Priorities 2020/21

- To compliment the implementation of the Council’s Domestic Abuse Policy, awareness training for managers, employees and HR & OD will commence from January 2020, including the development of an e-learning package by the Domestic Abuse Working Group, in partnership with ‘SafeLives’.
- In addition to this, Renfrewshire Council Community Protection service is working closely with SafeLives to roll out a programme of ongoing and comprehensive training across the local authority area to raise awareness of domestic abuse more generally and support the implementation of the recently approved HR Policy
- We will continue to monitor the impact of our Refugee resettlement programme.– providing ongoing support to integrate the families into the wider Renfrewshire community, living in settled accommodation and be provided with tailored employability support and advice.
- Linked to the Local Housing Strategy outcome 7, there is a range of ongoing activity focused on supporting new tenants to settle and sustain tenancies promoting access to suitable affordable housing.
- Develop and enhance youth voice and participation initiatives which ensures youth issues are a key element of local and regional decision-making processes.
- Build capacity in communities of need by working in partnership with residents, interest groups and community partners

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
We will deliver key outcome 7 from the Local Housing Strategy (LHS) - <i>Affordable housing is accessible to people who need it.</i>	<p>The LHS sets out plans to:</p> <ul style="list-style-type: none"> <li>• Strengthen the housing options approach and pilot new ways of delivering housing and related advice;</li> <li>• Implement a common housing allocation policy for the Council and local RSLs;</li> <li>• Manage the impact of the roll out of Universal Credit in Renfrewshire and monitor and prepare for the potential impact of any future welfare changes</li> <li>• Work towards a full Common Housing Register (CHR) with RSL partners</li> <li>• Assist applicants to access housing of a suitable size</li> <li>• Support new tenants to settle and sustain tenancies</li> </ul>	Planning and Housing Manager	31-Mar-2021
Deliver enhanced enforcement activity in the private rented sector	The standard of housing provided through private landlords in Renfrewshire will be improved and maintained	Communities and Regulatory Manager	31-Mar-2021

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Work with and guide SafeLives on the new Domestic Abuse e-learning package and look to roll out across staff within Renfrewshire Council.	Staff will be trained via an e-learning course on Domestic Abuse, in particular the signs to spotting domestic abuse and what steps can be taken to assist colleagues.	Communities and Regulatory Manager	31-Mar-2021
Take forward and deliver the nationally recognised Duke of Edinburgh programme offering young people 14 to 25 years old skills for life and work	Corporate approach to service delivery will have a transformative effect on young people disadvantaged by poverty. Participation in the Award scheme will improve physical and mental wellbeing and enhance the opportunities of attainment and employability skills.	Community Engagement and Participation Manager	31-Mar-2023
Develop and enhance youth voice and participation initiatives which ensures youth issues are a key element of local and regional decision-making processes.	Young people are actively engaged in influential decision-making processes which brings a positive personal change locally and nationally	Community Engagement and Participation Manager	31-Mar-2023

Performance Indicator	Frequency	Current Value	Current Target	Current Status	2020/21 Target	2021/22 Target	2022/23 Target	Comments
Number of young people engaged in community programmes	Annually	1,700 (April 2019 to January 2020)	2,000		2200	2400	2600	We offer a range of targeted and open youth work programmes to engage young people in their communities based on identified needs
Number of Young people in receipt of Young Scot National Entitlement Card	Annually	17,618 (Year to date)	17,618		18,818	20,000	21,200	We provide Primary 7 rollout to every Renfrewshire school pupil, which allows us to sustain the level of saturation. Locally set target indicative of number of young people entitled to the card in Renfrewshire.

Number of Young Scot reward users	Bi annually	307 (Year to date)	307		350	450	550	Young people are credited with reward points for participating in activities in voluntary youth work activities. This number is low (lower than in previous years) as Young Scot had refreshed their rewards platform last year and had effectively started again from zero – going from 80,000 to 7,000 nationally. It is expected that through the national drive and Youth Services efforts on registration for reward campaigns, this figure will steadily increase local level.
Number of online engagements in local Young Scot information platform	Bi annually	4,558 (Year to date)	4,558		5,000	5,500	6,000	We provide a 'go – to' portal for young people to access information about health/travel etc. The portal provides local content and keeps up to date with relevant youth information
Number of young people aged 14 plus registered and participating in the Duke of Edinburgh Award programme	Quarterly	261 (April 2019 to January 2020)	270		350	400	450	Following a review of the programme a corporate model is being developed to enhance the learning experience, completion rates and enable sustainability

The number of individual participants engaged in learning programmes.	Quarterly	1700  (April 2019 to January 2020)	2000		2200	2400	2600	The current value includes the annual target of 1000 for Adult Learning And Literacy services. This figure also includes wider achievement accreditation.
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## Strategic Outcome 4: Creating a sustainable Renfrewshire for all to enjoy

- 6.14 Creating strong, sustainable and well connected places in which people enjoy living, visiting and working underpins the work of the service. A focus on place making and housing-led regeneration is central to our Local Development Plan, with our Biodiversity Action Plan, Outdoor Access Strategy and Core Path Plan supporting delivery of physical, social and environmental outcomes which support successful and thriving communities.
- 6.15 We have a key role in ensuring our spaces are there to be enjoyed by all. We help to create healthy places particularly through enforcement and monitoring air quality, but also attractive places, through Renfrewshire's Team Up to Clean Up campaign – our call to arms to communities to do their bit and tackle littering and fly tipping.
- 6.16 This also links to our landlord role ensuring we have effective estate management measures in place so our tenants can enjoy their local environment. Our stock of around 12,200 homes is also a significant asset in the Council's portfolio and as such ongoing investment is required to ensure it is sustainable for the future, helps our tenants to reduce their energy costs and also contributes towards lowering the overall carbon emissions of the Council.
- 6.17 **Priorities 2020/21**
- Maintain and build on the success of the Team Up to Clean Up Campaign, continuing to work closely with communities, schools and businesses, publicising good news stories and encourage more communities to participate. Community clean ups will remain a focus, however, community capacity building will become more important as the programme progresses. One of the key successes is the Facebook page which allows groups to interact and celebrate success with over 800 members now communicating daily.
  - Deliver the qualifying projects within the Renfrewshire Council area as part of the Scottish Government's HEEPS:ABS programme. This will help deliver key outcome 4 from the Local Housing Strategy (LHS) – "Homes are Energy Efficient and Fuel Poverty is minimised" and this will make a critical contribution towards Renfrewshire being carbon neutral by 2030.
  - Air quality in Renfrewshire is closely monitored by the service and for the level of particulate matter which are 10 micro-meters or less in diameter (PM10) across Renfrewshire's 4 automatic monitoring sites it has shown a figure of 13.75 which is well within the nationally based target of 18. Paisley Air Quality Management Area (AQMA) has had no exceedances for 4 years therefore Communities, Housing and Planning Services will review the data in 2020 with a view to possibly revoking or amending the AQMA.
  - A review of the existing Core Path Plan and a revised draft plan for public consultation will be published during 2020.
  - Continue to work with public, private and voluntary sector partners to deliver actions within the Outdoor Access Strategy.
  - Introduce and implement the Voluntary Professional Dog Walking Scheme which will ensure consistency across the profession and allow targeted enforcement for non-compliance leading to a cleaner Renfrewshire.

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Deliver the Environment Strategy within the current Local Development Plan (LDP)	<p>The Environment Strategy will help deliver the following LDP objectives</p> <ul style="list-style-type: none"> <li>• Development that neither individually nor cumulatively causes significant environmental impacts.</li> <li>• An enhancement in the natural, built and cultural heritage environment of Renfrewshire in support of the health of its communities, attractiveness of its places and strength of its diverse economy</li> <li>• Measures to reduce and mitigate for the effects of climate change</li> </ul>	Planning and Housing Manager	31-Mar-2021 <sup>1</sup>
We will deliver key outcome 4 from the Local Housing Strategy (LHS) - <i>Homes are Energy Efficient and Fuel Poverty is minimised.</i>	<p>The LHS sets out plans to make homes more energy efficient and tackle fuel poverty by:</p> <ul style="list-style-type: none"> <li>• Improving energy and fuel efficiency of existing and newbuild housing</li> <li>• Maximising grant funding secured from national energy efficiency programmes.</li> <li>• Working with other services to ensure that people have access to good quality, easily accessible, fuel poverty and energy efficiency advice;</li> <li>• Working with other services to maximise household budgets;</li> <li>• Working with other services to assist householders to use their energy efficiently to reduce their fuel costs;</li> </ul>	Planning and Housing Manager/ Housing Asset and Investment Manager	31-Mar-2021
Deliver the Team Up to Clean Up campaign throughout Renfrewshire, involving local communities	Renfrewshire will be a cleaner place to live work and visit. Communities will be engaged and participating in Team Up to Clean Up activities	Communities and Regulatory Manager	31-Mar-2022

Performance Indicator	Frequency	Current Value	Current Target	Current Status	2020/21 Target	2021/22 Target	2022/23 Target	Comments
Air Quality - Annual average PM10 value across all continuous monitoring sites	Annual	13.75ug/m <sup>3</sup> 2018/19	18ug/m <sup>3</sup>		18ug/m <sup>3</sup>	18ug/m <sup>3</sup>	18ug/m <sup>3</sup>	Stats are annual values there is work to ratify the raw data (external process which is undertaken by Scottish Government advisors) the values for 2019/2020 data won't be available until March/April.

Performance Indicator	Frequency	Current Value	Current Target	Current Status	2020/21 Target	2021/22 Target	2022/23 Target	Comments
								Target reflects the statutory requirement
Air quality - average nitrogen dioxide value of monitoring sites, within AQMA(s) exceeding limits	Annual	40.8 ug/m <sup>3</sup> 2018/19	42ug/m <sup>3</sup>		41ug/m <sup>3</sup>	40ug/m <sup>3</sup>	40ug/m <sup>3</sup>	stats are annual values there is work to bias adjust the raw data the values for 2019 data won't be available until March/April 2019/20 Target of 40ug/m <sup>3</sup> reflects the statutory requirement which we will be moving toward achieving by 2021/22
Food Hygiene Information Scheme - % of premises which currently achieve a Pass rating	Quarterly	98% (Q3 2019/20)	97%		95% (+/-3%)	95% (+/-3%)	95% (+/-3%)	From 2020/21 the target has been set as a range of 95% plus or minus 3%
Percentage of council dwellings that are energy efficient	Annual	99.81% (2018/19)	100%		100%	100%	100%	This is an LGBF and Charter indicator

## Strategic Outcome 5: Working together to improve outcomes

6.18 Communities, Housing and Planning Services strive to deliver efficient and effective services with our tenants and other customers at the heart. We regularly review our services in partnership with our employees, tenants and other customers to gain insight into their experience and to drive service improvements.

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

### 6.20 Priorities 2020/21

- We will develop an Improvement Plan within Building Standards to improve performance and this will be submitted to the Scottish Government in May 2020 performance will continue to be closely monitored.
- We will continue to use our robust performance management regime to drive service improvement – reporting nationally on our performance but also identifying areas where we can learn from others or need to consider new ways of working.
- Communities, Housing and Planning Services' workforce plan has been developed, addressing age profiling, learning and development and skills development. The plan is action-focused, with a suite of actions under 5 key themes as outlined in section 4 of this SIP. In partnership with our colleagues in Organisational Development, we will continue to roll out the actions across our workforce and progress will be reported through the Service Improvement Planning process.
- We will also provide our employees with the appropriate support to manage their attendance to ensure sickness absence levels and costs will be minimised. We are working with our colleagues in HR to develop and implement further measures to proactively manage absences.
- For Community Protection, revised service structures will be developed that increase resilience and the sustainable delivery of regulatory services over the course of 2020/21. We will work with teams to develop and implement these proposals.
- Income generating and charging opportunities will be reviewed over the course of 2020/21 and evaluated across a range of activities. This will include a review of licensing and other regulatory fees and charges to ensure they are in line with other Councils; and action to ensure enforcement and fees income are being collected consistently and appropriately. Alongside this, opportunities for improved use of information systems and technology will be explored - particularly where these might improve the customer journey, improve operational efficiency or support improved working practices.
- Significant work will be required to raise awareness of the newly developed NOTICE-CHECK-SHARE vulnerability awareness and referral process. This will be launched at a CONTEST Prevent training event on 30 April 2020 and will be continued over the next 3 years as updated processes and procedures are developed in relation to counter terrorism in line with recently reviewed and updated Home Office and Scottish Government Guidance

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
We will use the Annual Return on the Charter (ARC) to Scottish Housing regulator (SHR) process to drive improvements across housing services.	The ARC tracks the quality of service provided to tenants and provides benchmarking and tenant scrutiny of the services provided. We use this to inform what areas we will focus on for improvement.	Planning and Housing Manager	31-Mar-2021
Implement Communities, Housing and Planning Services' workforce plan	Implementing the plan will ensure our employees are deployed to the right place with the right skills at the right time.	All Senior Management Team (SMT)	31-Mar-2021
Develop and implement a programme of self-assessment	We will ensure staff across all service areas within Communities, Housing and Planning Services have an opportunity to be involved in a self-assessment exercise. This work will drive service improvements and identify better ways of working to benefit both staff and service users.	Strategic Planning and Policy Development Manager	31-Mar-2022
Improve Tenant Participation by delivering the Customer Engagement Action Plan.	<p>The Action Plan outlines how we will strengthen and increase tenant participation and support engagement, to help inform ongoing service development and continuous improvement.</p> <p>During 2020, we will undertake a review of the Customer Engagement Strategy, to include:</p> <ul style="list-style-type: none"> <li>• Review of consultative processes</li> <li>• Review of the Neighbourhood Housing Forums</li> <li>• Scope out opportunities to consult and engage with tenants using digital methods</li> </ul>	Planning and Housing Manager	31-Mar-2020
Ensure Council Officers with incident response duties are suitably trained to carry out this role	Trained Council Officers able to carry out role incident duties effectively and efficiently	Senior Civil Contingencies Officer	31-Mar-2022

Performance Indicator	Frequency	Current Value	Current Target	Current Status	2020/21 Target	2021/22 Target	2022/23 Target	Comments
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.	Quarterly	6.57% (Q3) 2019/20	6%		6%	6%	6%	The number of claimants in receipt of the housing cost element of UC has increased from 870 last year to 2,157 this year. The 6.57% for Q3 compares with 6.29% at the same point last year which

Performance Indicator	Frequency	Current Value	Current Target	Current Status	2020/21 Target	2021/22 Target	2022/23 Target	Comments
								with the continuing rollout of UC is in line with expectations. Current performance is already in line with expectations to achieve target by the end of the financial year.
Rent collected as percentage of total rent due in the reporting year.	Quarterly	99% (Q3 2019/20)	98%		98%	98%	98%	This is a Charter indicator. Target was revised from 95% in 2017/18 to 98% to reflect the improving performance.
Average length of time taken to re-let properties in the last year	Quarterly	37 days (Q3 2019/20)	38 days		38 days	35 days	34 days	Our average days to lets performance has remained stable last year. This included a number of long term void properties being re-let. This indicator is monitored monthly and quarterly reviews are carried out to ensure progress is maintained.
Percentage of rent loss due to voids	Quarterly	1.41% (Q3 2019/20)	1.5%		1.5%	1.4%	1.4%	This is an LGBF and Charter indicator
Percentage of reactive repairs carried out in the last year completed right first time	Annual	88.1% (2018/19 )	93%		93%	93%	93%	Just under 33,000 reactive repairs were completed 'right first time' last year. Although down from the previous year it remains that

Performance Indicator	Frequency	Current Value	Current Target	Current Status	2020/21 Target	2021/22 Target	2022/23 Target	Comments
								almost 9 out of 10 repairs are completed on the first visit.
Percentage of Overall Repairs Completed Within Target	Quarterly	95.1% (Q3 2019/20)	95%		95%	95%	96%	This is a Charter indicator
Average length of time taken to complete non-emergency repairs (days)	Quarterly	8.0 (Q3 2019/20)	15		15	15	15	This is an LGBF and Charter indicator. 15 days is the target as that is the maximum time to complete a non-emergency repair.
Average Time for processing Planning Applications (Householder)	Bi-annually	5.9 (Q2 2019/20)	8 weeks		8 weeks	8 weeks	8 weeks	This indicator is now verified by the Scottish Government bi-annually. Quarter 3 and Quarter 4 figures along with the 2019/20 yearly analysis will be available in May 2020. A new target has been set of 8 weeks (statutory target), previously reported as data only. Performance improved from 6.1 weeks in Quarter 1 to 5.9 weeks in Quarter 2.
Application Approval Rate	Bi-annually	99.4% (Q2 2019/20)	Data only		Data only	Data only	Data only	This indicator is now verified by the Scottish Government bi-annually. Quarter 3 and Quarter 4 figures along with the 2019/20 yearly analysis will be available in May 2020.

Performance Indicator	Frequency	Current Value	Current Target	Current Status	2020/21 Target	2021/22 Target	2022/23 Target	Comments
Percentage of applications dealt with under delegated authority	Bi-annually	98.3% (Q2 2019/20)	Data only		Data only	Data only	Data only	This indicator is now verified by the Scottish Government bi-annually. Quarter 3 and Quarter 4 figures along with the 2019/20 yearly analysis will be available in May 2020.
Time to issue a building warrant or amendment to warrant from receipt of application (days)	Quarterly	93.4 Days (Q3 2019/20)	60 days		60 days	60 days	60 days	There are three indicators relating to Building Standards and all three are red for quarter 3 – time to issue a building warrant or amendment to warrant from receipt of application; time to issue a first report; and time to issue a building warrant or amendment from receipt of satisfactory information. As part of our performance scrutiny, the quarter 3 figure was examined further, particularly as this measure calculates the combined response times of both the local authority verifier and the agent /architect. Investigation has shown that within that average 93 days in Q3, building warrants spent on average 55

Performance Indicator	Frequency	Current Value	Current Target	Current Status	2020/21 Target	2021/22 Target	2022/23 Target	Comments
								days with Building Standards and 38 days with agents/ architects.
Percentage of first reports issued within 20 days (Building Standards)	Quarterly	55.1% (Q3 2019/20)	95%		95%	95%	95%	Performance is affected by external factors – economic activity has been more buoyant in 2019, particularly in terms of house building, the realisation of City Deal and the Council's own capital investment projects. This has led to an increased number and complexity of building warrant applications being received. Posts requiring experienced building standards officers have been very difficult to fill. To address this – adjustments have been made to the structure of the Building Standards service and job roles have been revised to attract staff and two assistant building standards surveyor posts have recently been filled.

Performance Indicator	Frequency	Current Value	Current Target	Current Status	2020/21 Target	2021/22 Target	2022/23 Target	Comments
Percentage of building warrants or amendments issued within 10 days of receipt of all satisfactory information	Quarterly	62.85% (Q3 2019/20)	90%		90%	90%	90%	See note above
Total Percentage of frontline (stage 1) complaints responded to within 5 days	Quarterly	91% (Year to date)	95%		95%	95%	95%	Timescales are set by the SPSO
Total Percentage of investigation (stage 2) complaints responded to within 20 days	Quarterly	100% (Year to date)	95%		95%	95%	95%	Timescales are set by the SPSO
Average number of work days lost per full time equivalent (FTE) employee. (cumulative)	Quarterly	5.43 (Q1 and Q2 cumulative)	4.1		8.5	TBC	TBC	Absence up to end of Q2 was 5.43 days lost per FTE. This is higher than the current CHAPS target of 4.1 and is slightly better than the Council average which was 5.47 days lost per FTE.

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



LGBF						
PI Name	2016/17		2017/18		2018/19	
	Value	Target	Value	Target	Value	Target
Cost of Trading Standards and environmental health per 1,000 of population	£8,128	Data only	£8,672	Data only	£16,840	Data only
Cost of Environmental Health per 1,000 of population	£6,608	Data only	£7,324	Data only	£4,995	Data only
Cost of trading standards, money advice and citizens advice per 1,000 population	£1,520	Data only	£1,348	Data only	£11,845	Data only
Percentage of council dwellings that are energy efficient	98.0%	100.0%	99.95%	100.0%	99.81%	100.0%
Average length of time taken to complete non-emergency repairs (days)	7.4 days	15.0 days	7.06 days	15.0 days	6.9 days	15.0 days
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.	5.35%	8.00%	4.88%	8.00%	5.76%	6.00%
% of rent loss due to voids	1.53%	2.50%	1.31%	2.40%	1.43%	1.80%
% of Council housing stock which meets the Scottish Housing Quality Standard	91.4%	100%	93.51%	100%	94.49%	100%
Cost per planning and Building Standard Services per planning application	£3,957	Data only	£8,001	Data only	£1,048	Data only
Average time per business and industry planning application (weeks)	11.14	Data only	9.04	Data only	7.74	Data only



Contact:

Service Planning and  
Policy Development Team  
(Communities, Housing and  
Planning Services)