

To: Infrastructure, Land and Environment Policy Board

On: 24 March 2021

Report by: Director of Communities and Housing Services

Heading: Communities and Housing Services- Service Delivery Plan 2021/22

1. Summary

- 1.1 This Service Delivery Plan for Communities and Housing Services covers the year 2021/22. Typically, services report on their performance and intended improvement actions through Service Improvement Plans. However, the pandemic has had a significant impact on how services are delivered, and on the needs of the community. Consequently, services have produced Service Delivery Plans for 2021/22 which will outline the actions they will take to assist in recovery over the next 12 months. However, the Council remains aspirational and this Plan also reflects a commitment from Communities and Housing Services to continuous improvement and to deliver a wide range of ambitious improvement programmes and projects.
 - 1.2 The Service Delivery Plan sits beneath the Council Plan, Community Plan, and alongside the Risk Management Plan and the People Strategy to form a suite of documents which provide the strategic direction for the service. This Plan is also intended to complement the Council-wide Economic Recovery Plan and Social Renewal Plan.
 - 1.3 The Plan sets out the priorities being addressed; the key tasks to be implemented; the implementation timetable and our measures of success.
 - 1.4 A six-monthly update on progress of the Service Delivery Plan will be presented to the appropriate policy boards in autumn 2021, and an outturn report will be presented in early summer 2022.
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2. Recommendations

- 2.1 It is recommended that the Infrastructure, Land and Environment Policy Board:
 - (i) approves the elements of the attached Service Delivery Plan which fall within the remit of this Board;

- (ii) agrees that mid-year progress of the Service Delivery Plan be reported to the Policy Board in autumn 2021, and an outturn report in early summer 2022; and
 - (iii) note that this Service Delivery Plan has been submitted to the Communities, Housing and Planning Policy Board meeting held on 16 March 2021 for approval of the elements covered by that Board's remit.
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3. Background

- 3.1 Communities and Housing Services aim to create, develop, support, protect and empower Renfrewshire' communities. Including managing and investing in our housing stock of approximately 12,200 properties and providing services to our council tenants, and housing advice and support, 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.
- 3.2 The Service Delivery Plan is one way in which elected members are able to scrutinise the work of Communities and Housing Services, and to consider and decide upon policy options as necessary. Refreshing service plans annually allows each service to consider the context in which they operate and revise plans where appropriate.
- 3.3 Importantly, the Service Delivery Plan also links the Council Plan and Community Plan priorities to strategic and operational activity within the service, which supports employees to understand how their role contributes to the Council delivering on its objectives. The priority actions set out in Section 7 of the attached Service Delivery Plan detail the specific actions the service will progress in order to support the Council's immediate priorities and future direction.

4. Key Activities and Achievements 2020/21

- 4.1 As well as having a focus this year on responding to COVID-19 and supporting our communities and businesses during this period, Communities and Housing Services has continued to provide almost all of our regular services which are essential to the communities we serve and have ensured the delivery of a wide range of key activities and achievements across the service. Within Communities and Public Protection these include .
 - COVID-19 and Brexit are presenting significant additional challenges in relation to Community Protection. Regulatory functions have experienced significant pressures as part of the Council's pandemic response and as part of the Council's statutory duty to keep people safe – including significant new Legislative and Statutory Obligations relating to public health, Test & Protect, supporting businesses, enforcement responsibilities etc.

- The service has been instrumental in the establishment and management of the Schools Contact support team and the establishment of a Local Assistance Team to support vulnerable individuals and those required to self-isolate.
- Environmental Health and Trading Standards Officers worked to ensure that business premises have as much help and guidance as possible to support them to comply with legislation and guidance. This has been both proactive (e-mail, phone, and visit) and reactive (phone call or visit). In line with the Council's Integrated Enforcement Policy, businesses have been supported by officers adopting an "engage, explain, encourage and then enforce" model which affords people the best opportunity to comply before any enforcement action is taken.
- Environmental Health Officers assisted Greater Glasgow and Clyde Health Board with regard to the Test and Protect Programme. This included all Officers being trained and several seconded onto the Test and Protect Team within the Health Board for several months. Due to increasing numbers of positive COVID-19 cases – this has led to a number of officers working on this full time for many months. Officers also assisted Children's Services by Chairing all Confirmed Case Assessments (CCAs) for cases within the schools to minimise transmission and ask pupils and staff to self-isolate.
- Team Up to Clean Up continued throughout 2020 and in fact grew with more and more volunteers coming on board. Additional staff have been recruited to work with the Lead Officer – Environmental Coordination on Greenspace, Park and Play Areas work, however, they are also assisting with Team Up to Clean Up. It should be noted that advice was always given on current restrictions and ensuring compliance with gatherings, safety etc.

5. Priorities for 2021/22

- 5.1 A full list of priorities for each service area are set out within section 7 of the Service Delivery Plan under the appropriate Council Plan outcome. Below are some of the main priorities for the next year.
- 5.2 The service will continue to support the council's recovery and renewal plans and workstreams. Council services continue to operate flexibly in order to respond to whatever challenges the pandemic brings for local communities but there is also a continuing focus on the recovery position and the opportunities to 'build back better'.
- 5.3 The service will also continue to support the Right for Renfrewshire transformation programme and the tranche 1 service redesigns and the revised implementation timelines in the context of the disruption caused by the COVID-19 pandemic to the programme delivery.

- 5.4 During 2021/22 Communities and Housing Services will also play a key role in supporting the Renfrewshire Economic Recovery Plan and the Renfrewshire Social Renewal Plan which will set a clear strategic direction for the organisation in these unprecedented and rapidly changing times.
- 5.5 We will continue to support the Leadership Board sub-committee on Climate Change to develop a range of actions through its adaptation plan to reduce the Council's own carbon emissions and support partners, businesses and citizens in Renfrewshire to reduce theirs. Communities and Housing Services activities will make a critical contribution towards Renfrewshire achieving the target of net zero carbon emissions by 2030.
- 5.6 Within Communities and Public Protection priorities include
- EU Withdrawal (BREXIT) will be a key focus, particularly with Glasgow Airport within Renfrewshire's boundary. Discussions remain on-going with Glasgow Airport and Renfrewshire Council are represented on the SFELC Brexit Working Group. There will be an increase in Export Health Certification (EHCs) and potentially with products and consignments (imports and exports).
 - Given the unprecedented nature of the COVID-19 pandemic, the Minister for Public Health and Sport agreed to allow local authorities to deviate from certain elements of the Food Law Code of Practice (Scotland) 2019. This provided greater flexibility for local authorities to allocate resources to areas of most critical priority. Whilst helpful during the pandemic, it now leaves the Business Regulation Team with a number of premises that need to be inspected moving forward. A national recovery group has been convened to ensure consistency across Scotland and Renfrewshire Council sit on this Group. The Council will need to produce an up to date Service Plan to advise how it will catch up with inspections.
 - Nationally there is a shortage of Environmental Health Officers and Trading Standards Officers. Communities and Public Protection are tackling this by growing our own talent, including the recruitment of Fair Trading Officers who will hopefully move on to be Trading Standards Officers. Work has also been undertaken with the University West of Scotland and the Society of Chiefs Officers for Environmental Health in Scotland (SOCOEHS) to change the degree course for students. As such, students will now spend their 3rd year within a local authority training and Renfrewshire is one of the first to take on a student from the new cohort in September 2021. This will again assist in replacing an ageing workforce moving forward.

6. Actions and Performance Indicators

- 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 and Housing Services has focussed its work and activities to ensure close alignment with the key strategic outcomes of the Council Plan.

- 6.2 Section 7 of the Service Delivery Plan detail how Communities and Housing Services will contribute to the delivery of these outcomes. This section of the plan provides an overview of how the service will contribute to each of the 5 strategic outcomes of the Council Plan. It does this by:
- Highlighting the 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 Due to the nature of the services provided by Communities and Housing Services, there are substantially more actions within some of the five Council Plan themes than others.
- 6.4 With to the changing national and local position it is challenging to assess what suitable long-term targets are appropriate for performance indicators and accurately establish milestones for longer-term service actions, therefore the focus for Service Delivery Plans' action plans and performance scorecards is on key activities over the next 12 months.
- 6.5 Longer term key priority areas are still included in the action plans, but the immediate focus remains on Renfrewshire's response to and recovery from the pandemic, with a clear alignment to delivery of the Council's high-level recovery plans, the Economic Recovery Plan and Social Renewal Plan.
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Implications of the Report

- 1. Financial** - none
- 2. HR & Organisational Development** – none
- 3. Community/Council Planning** – COVID-19 will impact on the operations of Council partners and on services to the community. This paper highlights the work being undertaken to mitigate this impact as far as possible and maintain essential services for the safety and wellbeing of the community.
- 4. Legal** – none
- 5. Property/Assets** – none
- 6. Information Technology** – ICT are working to ensure staff have the capability to work from home wherever possible to reduce social contact in line with government and health guidance.
- 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 – The ongoing pandemic has and will continue to have a significant impact on existing contractual obligations and on the procurement of future goods, works and services required by the Council.

10. Risk – none

11. Privacy Impact - none

12. COSLA Policy Position – none

13. Climate Change - As noted in section 5, the new Leadership Board sub-group on Climate Change will continue to meet and develop an adaptation plan for the Council.

List of Background Papers:

None

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Communities and Housing Services

Service Delivery Plan 2021-2022

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1. INTRODUCTION

- 1.1 Services have, on an annual basis, produced a Service Improvement Plan (SIP) which sets out the strategic direction and outlines key programmes, actions and improvements which we intend to deliver over the following three years based on the resources likely to be available. These feed into the Council and Community Plans, detailing how Services, partners and stakeholders will work together, focusing on activities which will support the delivery of these plans for Renfrewshire.
- 1.2 During the initial phases of the COVID-19 pandemic, planned meetings of Council and all policy boards were paused, with the Emergencies Board established in order to support decision making and cross-party scrutiny during this critical period. Due to the cancellation of many policy boards, Service Improvement Plans for each service were not approved by all policy boards at that time. Interim reporting on service performance was re-established after summer 2020 with Service Update reports being presented at each board cycle between August 2020 and January 2021.
- 1.3 The pandemic has had a significant impact on the operation of the Council and on how services are delivered. Whilst there have been periods where national policy required some services to be paused, most council services have continued throughout the year and have had to adapt to new ways of working. At the same time, the council has taken on additional tasks directly related to supporting residents through the pandemic, whether as a single agency or more often, as a key partner with other public and third sector organisations. The operating environment has changed frequently and often at short notice and the council has had to be flexible and adaptable to manage this change and adjust services accordingly. This 'response' phase is likely to continue for some time and will have a major impact on service delivery over the lifetime of this plan.
- 1.4 Running parallel with the council's response to the immediate concerns brought about by the pandemic and the associated restrictions, has been work to consider how Renfrewshire recovers and rebuilds when restrictions ease and services begin to return to 'business as usual'. On 17 December 2020, Council approved the Economic Recovery Plan 2020-22 which focuses on job retention and creation, employability, supporting upskilling and innovation, tackling inequalities and delivering a 'green' recovery. Aligned to this will be the Social Renewal Plan, which is the Council's response to findings that the pandemic had disproportionately impacted particular groups in society, exacerbating existing inequalities. This plan will have wide-ranging priorities including addressing economic impacts but also including issues such as digital exclusion and social isolation.
- 1.5 As a result of the pandemic, actions, performance indicators and targets across some areas of service are no longer relevant or have been heavily disrupted, and there has been a significant shift in the priorities of services. To reflect this, performance reporting arrangements for 2021/22 will take the form of this Service Delivery Plan (SDP).
- 1.6 The focus of the SDP will be on service delivery over the next 12 months, reflecting the greater focus on recovery and renewal, rather than traditional service improvement activity. Some longer-term priorities will be included however timescales and targets may have had to change due to the significant impact of the pandemic on service delivery. Nonetheless we will remain focused on progressing with the improvement agenda and the pandemic may allow some opportunity to accelerate some activity, such as in health and well-being and digital. However, the ongoing uncertainty means that there remains scope for plans to be disrupted going forward.

- 1.7 A six monthly update on progress of the Service Delivery Plan will be presented to the appropriate Policy Boards in autumn 2021 and an outturn report will be presented to the same boards in early summer 2022.

2. IMPACT OF COVID-19

- 2.1 The impact of the pandemic on Renfrewshire's communities, residents and businesses has been unprecedented and no Council service was untouched by the lockdown and associated restrictions at that time. The Council worked with partners to continue to deliver vital services throughout the period, as well as create new services (such as the Local Assistance Team) to respond to immediate, critical needs. The workforce demonstrated its resilience and flexibility by adapting to new ways of working, whether that was finding new ways to support our most vulnerable, taking on entirely new duties whether as part of an existing role or as a redeployment, or adapting to full-time home based working. Staff continue to respond to an ever-changing set of circumstances and demands.
- 2.2 During Summer 2020, the Council worked to restart impacted services in line with Scottish Government guidance. In parallel to this work, the Council also commenced work with partners to develop local recovery plans for Renfrewshire, which set out the key actions that will be taken jointly to support communities and businesses to recover from the impact of the pandemic going forward.
- 2.3 Unfortunately, Renfrewshire has been subject to several different levels of severe restriction since October 2020 and remains in Level 4 at the time of writing. The situation continues to evolve, and the Council remains very much in response mode supporting local people, businesses and communities impacted by COVID-19 and associated current restrictions. There is a continued focus on supporting both mass testing and mass vaccinations, and practical support for those self-isolating is still being offered.
- 2.4 As with other areas of the Council, since March 2020, the coronavirus pandemic has significantly changed the way in which Communities and Housing Services has provided services. Priorities for Communities and Housing Services have also changed to deal with the many issues caused by the pandemic and also to prepare recovery actions post COVID-19. The response phase to the pandemic is continuing and is expected to continue for an extended period of time and will continue to have a significant impact on the services and resources of the Council.
- 2.5 As well as dealing with the impact of the pandemic, the service will continue to drive forward improvements, such as the recently approved £100M housing led regeneration programme, the Rapid Rehousing Transition Plan, wider housing improvements including the council newbuild programme, the Energy Efficiency Standard for Social Housing (EESH) improvement programme and supporting the delivery of the Local Housing Strategy. We are currently developing the new community learning and development Plan which will direct the activities of the Communities, Learning and Development Service for the next three years in partnership with community groups and organisations and have started to produce our new anti-social behaviour strategy.
- 2.6 Given the constricted timelines and staff concentrating on responding to COVID-19 it was not possible to involve staff as widely in the process of contributing to the Service Delivery Plan as happens during the normal course of producing the SIP's. However, staff will be involved in the development of the next plan and they will also be involved in helping to shape recovery and renewal plans over the coming months.

- 2.7 The Right for Renfrewshire (R4R) programme has been heavily disrupted by the capacity of the Council being diverted to support the COVID-19 response and this is expected to remain a significant constraint on the programme well into 2021. The R4R programme was formally paused in response to the Council and its resources being fully focused on managing the COVID-19 response. However, work has now resumed on taking forward service redesigns including the Community Protection review, which is now being progressed, and the Community Development service review. The current financial planning assumption is that the R4R programme will not provide any further delivery of savings in 2021/22 over and above those linked to the reprofiled savings from the tranche 1 service redesigns.
- 2.8 Further, it is anticipated that the delivery of the R4R programme is now likely to extend into a 4 year programme (to 2023/24) as opposed to the 3 year programme (to 2022/23) previously planned. Consequently, it is anticipated that the Council's financial strategy over the next two years will require to draw heavily on and potentially exhaust the financial flexibilities secured both through national agreement with the Scottish Government, but more significantly through changes to capital financial planning arrangements approved locally by the Council.

3. WHAT WE DO

- 3.1 Communities and Housing Services aim to create, develop, support, protect and empower Renfrewshire' communities. Including managing and investing in our housing stock of approximately 12,200 properties and providing services to our council tenants, and housing advice and support, 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.
- 3.2 The Civil Contingencies Service (CCS) sits within Communities and Housing Services and is a joint service covering Renfrewshire, East Renfrewshire, Inverclyde and West Dunbartonshire Councils. The CCS principally ensures that each Council effectively plans for and responds to different emergencies. It also ensures that the local authorities comply with their statutory duties and responsibilities as set out in the Civil Contingencies Act 2004 and associated regulations.
- 3.3 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.
- 3.4 These services are delivered by approximately 450 employees employed on a full-time or part-time basis, and in the 2020/21 budget the service had a gross expenditure budget of £19.5 million for general fund activities and £52.4 million budget for the Housing Revenue Account, which is ring fenced for the provision of social housing.

4. KEY ACTIVITIES AND ACHIEVEMENTS 2020-21

4.1 As well as having a focus this year on responding to COVID-19 and supporting our communities and businesses during this period, Communities and Housing Services has continued to provide almost all of our regular services which are essential to the communities we serve and have ensured the delivery of a wide range of key activities and achievements across the service. These include

Housing Services

- Since lockdown measures were introduced in March 2020, most housing services have continued to be delivered. Staff quickly and positively adapted to working remotely and continued to deliver essential services to tenants, homeless people, those threatened with homelessness, and other services users.
- Our approach to rent collection ensures that officers have continued to proactively contact tenants where there has been missed rent payments or changes to rent payment patterns to offer advice on accessing benefits and other support services as appropriate.
- The Council's 10 sheltered housing complexes continued to have officers on duty 7 days a week throughout 2020/21 to make daily calls to all tenants, carry out daily building safety checks, and respond to requests for advice and assistance. A broad range of health and wellbeing activities to keep tenants occupied within their homes has also been delivered, and staff have completed Infection Control training.
- Throughout the pandemic, the needs of those who were homeless or in housing need have continued to be met :
 - There have been a total of 631 new statutorily homeless households from the initial lockdown to end of January 2021.
 - Temporary accommodation continued to be provided for anyone who needed it throughout the COVID-19 crisis. While most temporary accommodation provided to date has been self-contained furnished flats, it was necessary on occasion to make some use of B&B accommodation, in line with many other Scottish local authorities. However we have not used B&B since 4 December 2020.
 - Advice and assistance had to be provided in the first instance by telephone at the commencement of lockdown. Access to homeless services staff has been provided on a 24/7 basis to people who are homeless or who are at risk of homelessness, with over 3000 new enquiries handled from March 2020 to February 2021.
 - Staff from Homeless Services and the Housing Support team have worked throughout 2020/21 to match over 200 homeless applicants to vacant properties, and then co-ordinate their 'move-on' to settled accommodation, including assistance with Community Care Grant applications, provision of furniture items, assistance with benefit applications etc.
- the number of individuals being supported via the Housing First approach, which provides wraparound support for those in housing need to move to (and sustain) settled accommodation, has increased from 20 to up to 43 at any one time,

- A joint project was launched in partnership with SAY Women which includes a focus on providing time limited tenancy sustainment advice and assistance for young women aged 16-25 years who are identified as survivors of child sexual abuse and/or survivors of other forms of sexual violence.
- A 'shared living' project has been established in partnership with Simon Community Scotland which supports homeless applicants to be housed together in settled accommodation in Renfrewshire, and includes the use of an App developed via the LENS programme.
- The concierge and caretaking service within high rise blocks have continued to operate throughout lockdown, and all 14 high rise blocks have had daily fire safety checks and enhanced cleaning carried out. Wellbeing calls also made to tenants in the amenity high rise flats by concierge staff.
- The Council's repair service has continually evolved to deal with changes to COVID-19 restrictions and guidance and under the current restrictions, the repairs service has been reviewed in consultation with Corporate Health and Safety to ensure that risk assessments and method statements were in place to ensure that the appropriate repairs continued to be provided to tenants.
- Despite the pandemic, annual gas servicing has continued throughout the year and since March 2020, 8,503 properties have had a gas service carried out. Of these 7,165 were carried out before the 12 month anniversary date and 1,338 were carried out after the anniversary date. There are still approximately 57 services beyond their 12 month anniversary date that have not been completed. Work is ongoing to ensure these can be completed in a safe manner as soon as possible.
- Energy Efficiency Standard for Social Housing (ESSH) – the first milestone target for ESSH was the end of December 2020, although landlords are not expected to report on this until the annual Charter return at the end of this financial year. The council's position is 78% of our housing stock currently meet this milestone and it is anticipated this will rise to 80% by the end of March 2021.
- Work commenced on a comprehensive review of regulatory landlord compliance issues which includes gas, electric, lift and fire safety, asbestos management and water management.
- The first tenants moved in at Johnstone Castle and working within Covid-19 restrictions and guidance, construction activity continues here at the newbuild with final completion is anticipated in April 2021). At the Bishopton site in 80 new Council homes across two sites are now complete and tenanted.
- Preparatory work has commenced at sites in Ferguslie Park where 101 new homes will be built by spring 2023 and South West Johnstone where 39 new homes in Auchengreoch Road are anticipated to be complete by summer 2022.
- The Council has a strong track record of supporting Registered Tenant Organisations (RTO) across Renfrewshire including providing laptops in order for them to work online and this has proved invaluable during the pandemic. This has ensured much of the business of the groups has continued including the Council Wide Forum, which brings together RTO's across Renfrewshire to discuss issues and areas of interest in housing. The most recent meeting was held virtually using TEAMS in December 2020.

- As a newly established initiative, Tablets and data sims have been provided to members of the Tenants Scrutiny Panel and Sheltered Quality Circle to ensure they can continue to engage with officers from the Housing Service and carry out their work. As well as the funding of equipment, tenants have also been given training from the Digital Participation Officer on how to use the devices and navigate online.

Communities and Public Protection

- COVID-19 and Brexit are presenting significant additional challenges in relation to Community Protection. Regulatory functions have experienced significant pressures as part of the Council's pandemic response and as part of the Council's statutory duty to keep people safe – including significant new Legislative and Statutory Obligations relating to public health, Test & Protect, supporting businesses, enforcement responsibilities etc.
- The service has also been instrumental in the establishment and management of the Schools Contact support team and the establishment of a Local Assistance Team to support vulnerable individuals and those required to self-isolate.
- Throughout the summer, Community Learning and Development provided critical childcare hubs for children of essential workers, with the support of staff from across the Council including Street Stuff coaches. Over 2,000 children and young people came along each week to the hubs over the six week summer period.
- Since March 2020, the Civil Contingencies Service (CCS) has provided continual support to the four Councils, as well as the Greater Glasgow and Clyde region during the COVID-19 pandemic. This has included continuing to support the Council management structures dealing with the incident, playing an active role in updating on any local, regional and national issues to share pertinent information and help support decision making around the various issues arising from the coronavirus pandemic and also assisted them to provide support and assistance to communities throughout this period. Additionally, the CCS continues to maintain a 24/7 incident response function for significant incidents requiring a coordinated Council / multi-agency partnership response.
- As a team supporting four Councils, this includes working on a partnership basis across two Local Resilience Partnerships. CCS chairs a number of these groups and have ensured that they continue to meet with regularity and consider 'concurrent risks' as highlighted through national horizon-scanning including Black Start, EU Exit and severe weather. CCS have facilitated the setup of an LRP workgroup to progress activity to build resilience in 'Significant Local Infrastructure'. CCS also represent the Councils as a standing member of the National Infrastructure Working Group.
- Environmental Health and Trading Standards Officers worked to ensure that business premises have as much help and guidance as possible to support them to comply with legislation and guidance. This has been both proactive (e-mail, phone, and visit) and reactive (phone call or visit). In line with the Council's Integrated Enforcement Policy, businesses have been supported by officers adopting an "engage, explain, encourage and then enforce" model which affords people the best opportunity to comply before any enforcement action is taken.
- Close working relationships were maintained with Police Scotland, including joint visits as some enforcement of the above regulations also fell to them.
- Officers assisted Economic Development with the issuing of grant funding to businesses, mainly by ensuring that the businesses had been COVID-19 compliant throughout 2020.

- Environmental Health Officers assisted Greater Glasgow and Clyde Health Board with regard to the Test and Protect Programme. This included all Officers being trained and several seconded onto the Test and Protect Team within the Health Board for several months. Due to increasing numbers of positive COVID-19 cases – this has led to a number of officers working on this full time for many months. Officers also assisted Children’s Services by Chairing all Confirmed Case Assessments (CCAs) for cases within the schools with the objective to minimise transmission and ask pupils and staff to self-isolate.
- MARAC continued to meet as normal during lockdown and stay home restrictions using Microsoft Teams. This was crucial to allow a discussion and consider how help can be afforded to high risk domestic abuse cases.
- The Community Safety Hub continued to function and remain fully operational, even during lockdown. The CCTV Operations Room and public space cameras were fully operational, supported by targeted Wardens patrols in mobile CCTV vehicles. These patrols continued to be deployed to respond to incidents and hotspots identified through daily tasking and complaints.
- The Wardens continued to work through all new restrictions to ensure safety of residents across Renfrewshire. In particular, a focus has been working with McGills buses in Town Centres, particularly Paisley, for people parking illegally/irresponsibly in bus stops and restricted areas. This has included a joint statement and communication campaign (“It is only 2 minutes”), targeted enforcement and penalty charge notices, upgrades of lines and signs and joint working with Police Scotland.
- In the Community Safety Partnership, Daily Tasking has continued on a daily basis with Police and the Council triaging relevant incidents and ensuring they were passed to relevant agencies for action in line with the normal process. Daily Tasking has now moved to the Microsoft Teams platform improving the efficiency and effectiveness of the meetings and this has proven to be very successful.
- The service was instrumental in the establishment and management of the Schools Contact support team for self-isolation and the establishment of a Local Assistance Team to support vulnerable individuals and those required to self-isolate.
- Team Up to Clean Up continued throughout 2020 and in fact grew with more and more volunteers coming on board. Additional staff have been recruited to work with the Lead Officer – Environmental Coordination on Greenspace, Park and Play Areas work, however, they are also assisting with Team Up to Clean Up. It should be noted that advice was always given on current restrictions and ensuring compliance with gatherings, safety etc.
- During the lockdown Street Stuff coaches continued to be flexible in working with partners and young people. They supported Renfrewshire Council in the delivery of sports and various activities including educational support within schools for the children of key workers throughout the duration of the pandemic.
- All adult and family learning programmes have been impacted by the pandemic, but the service has still been able to deliver and support communities through a reduced learning programme using a variety of different methods without meeting face to face. This includes Pizza Family Learning; Literacies; ESOL; PSD and support to work club learners.

- The Youth Services team within CLAD worked with partners and have been delivering activity packs to young people across Renfrewshire. Youth Services Staff also set up online chat rooms, quiz nights, movie nights and a range of other activities to ensure that young people did not feel isolated during this challenging time. Staff also worked with Renfrewshire Youth Voice to set up the ‘Unheard Voices Campaign’ – to find out how lockdown and the COVID-19 virus has affected young people and those who support young people.
- Youth Services, the Chief Executive Service and Renfrewshire Youth Voice supported another round of ‘Celebrating Renfrewshire’, the youth-led participatory budgeting exercise, which was successfully completed in December 2020. Over 1,700 young people voted on the 80 project ideas which were submitted, and £124,437 was awarded to youth projects across Renfrewshire, with 68 projects receiving funding across the seven Local Partnership areas. Renfrewshire was one of the few local authorities in Scotland to carry out Participatory Budgeting exercises in 2020/21.

5. PRIORITIES FOR 2021/22

- 5.1 A full list of priorities for each service area are set out within section 7 under the appropriate Council Plan outcome. Below are some of the main priorities for the next year.
- 5.2 The service will continue to support the council’s recovery and renewal plans and workstreams. Council services continue to operate flexibly in order to respond to whatever challenges the pandemic brings for local communities but there is also a continuing focus on the recovery position and the opportunities to ‘build back better’.
- 5.3 The service will also continue to support the Right for Renfrewshire transformation programme and the tranche 1 service redesigns and the revised implementation timelines in the context of the disruption caused by the COVID-19 pandemic to the programme delivery.
- 5.4 During 2021/22 Communities and Housing Services will also play a key role in supporting the Renfrewshire Economic Recovery Plan and the Renfrewshire Social Renewal Plan which will set a clear strategic direction for the organisation in these unprecedented and rapidly changing times.
- 5.5 We will continue to support the Leadership Board sub-committee on Climate Change to develop a range of actions through its adaptation plan to reduce the Council’s own carbon emissions and support partners, businesses and citizens in Renfrewshire to reduce theirs. Communities and Housing Services activities will make a critical contribution towards Renfrewshire achieving the target of net zero carbon emissions by 2030.
- 5.6 Within Housing Services priorities include
- The Housing-led Regeneration and Renewal Programme for Renfrewshire will invest at least £100million in Council housing over the next 10 years. The first phase of the programme will create around 300 newbuild homes and deliver improvements to around 1100 homes in eight areas across Johnstone, Paisley and Renfrew. The programme will play a key role in the economic and social renewal plans to help Renfrewshire thrive after COVID-19, and will also contribute to achievement of Climate Change targets through retrofit of existing stock, including through the (RenZEB) programme outlined in sections 6.19 and 6.20 below, and energy efficient construction methods for new build properties.

- The implementation of Renfrewshire’s Rapid Rehousing Transition Plan (RRTP), which is a 5 year plan detailing how the length of time that those who are homeless stay in temporary accommodation can be reduced and how they can be supported to resettle, has been affected by the COVID-19 crisis. We will be refocussing on implementing the broad range of measures contained within our RRTP with our partners as letting starts to return to pre-COVID-19 levels, and utilising the funding allocated from the Scottish Government to support the Plans implementation.
- We will develop and implement further initiatives to meet the needs of those with alcohol and drug issues, in line with the recommendations from the Alcohol & Drug Commission.
- During the pandemic and in the post COVID-19 recovery, we will continue to ensure tenants have access to all financial and other support available through a range of council services and partner organisations across Renfrewshire.
- Following lockdown the usual rent arrears escalation process was ceased with housing officers adopting proactive wellbeing calls where tenants have missed rent payments. Although the Scottish Government announced a ban on enforcement of evictions from rented properties until 31 March 2021 in areas subject to level 3 and 4 restrictions (with exceptions) this has had little impact on our management of rent arrears. Our approach continues to be one of offering support, assistance and prevention measures to tenants with escalation to legal action the last resort
- While difficult to quantify at present, however the impact on housing tenants, homelessness and demand for housing support in the post COVID-19 furlough era could be potentially very high and we will continue to monitor this closely.
- Delivery of the EESSH improvement programme will help remove poor energy efficiency as a driver for fuel poverty and contribute to achieving the Scottish Government’s ambitious climate change emissions reductions targets. It will support the Energy Efficient Scotland vision for homes and buildings that are warmer, greener and more efficient, and a housing sector that helps to establish a successful low carbon economy across Scotland.
- The comprehensive review of all statutory landlord compliance activities, described in section 4 above will be completed and presented to Board. This will include a compliance strategy, compliance policies and a suite of performance indicators to monitor and report on compliance.

5.7 Within Communities and Public Protection priorities include

- The Civil Contingencies Service’s priorities for the forthcoming year include:
 - Continued support to each Council’s pandemic response and recovery activities
 - Maintaining oversight of EU Exit and transitional impacts to ensure contingency plans reflect ongoing uncertainty in specific sectoral areas
 - Ensuring lessons learned from the pandemic, and all incidents are identified and adopted into incident response plans.
- EU Withdrawal (BREXIT) will be a key focus, particularly with Glasgow Airport within Renfrewshire’s boundary. Discussions remain on-going with Glasgow Airport and Renfrewshire Council are represented on relevant national and regional Brexit Working Groups . It is anticipated that there will be an increase in Export Health Certification (EHCs) and potentially with other checks on products and consignments (imports and exports).

- Given the unprecedented nature of the COVID-19 pandemic, the Minister for Public Health and Sport agreed to allow local authorities to deviate from certain elements of the Food Law Code of Practice (Scotland) 2019. This provided greater flexibility for local authorities to allocate resources to areas of most critical priority. Whilst helpful during the pandemic, it now leaves the Business Regulation Team with a number of premises that need to be inspected moving forward. A national recovery group has been convened to ensure consistency across Scotland and Renfrewshire Council sit on this Group. The Council will need to produce an up to date Business Regulations Service Plan to advise how it will catch up with inspections.
- The Communities and Public Protection Review, which now is clearly linked to the R4R Community Development workstream, aims to ensure that the Service can meet current and future demands, a review has been on-going, however, was delayed due to the pandemic. New structures and roles are being put in place to ensure statutory obligations are met and also that the needs of the communities are met.
- Nationally there is a shortage of Environmental Health Officers and Trading Standards Officers. Communities and Public Protection are tackling this by growing and developing talent, including the recruitment of Fair Trading Officers who will hopefully move on to be Trading Standards Officers. Work has also been undertaken with the University West of Scotland and the Society of Chiefs Officers for Environmental Health in Scotland (SOCOEHS) to change the degree course for students. As such, students will now spend their 3rd year within a local authority training and Renfrewshire is one of the first to take on a student from the new cohort in September 2021. This will again assist in replacing an ageing workforce moving forward.
- This new Community Learning and Development Plan will guide the work done in Renfrewshire for the next three years. The focus on the first year of this plan will very much be on dealing with recovery from the coronavirus pandemic which has affected all areas of local authority services. The plan is being developed in partnership with a variety of partner organisations and through consultation with a wide range of our service users and will be presented to the Scottish Government by September 2021.

6. STRATEGIC CONTEXT

National policy context

- 6.1 The Council's financial outlook over the relatively short period of the next two years is subject to significant uncertainty. There are particular resource pressures in relation to COVID-19 response and recovery, including the impact of loss of income, alongside ongoing pay and cost pressures. The Council is actively managing these pressures on an in-year basis and is remobilising the Right for Renfrewshire transformation programme, which will be critical to supporting the Council's medium-term financial sustainability.
- 6.2 The UK left the European Union on the 31st of January 2020 and entered a 'transition period' which ended on the 31st of December 2020. The UK-EU Trade Cooperation Agreement was ratified by the UK Parliament on the 30th of December 2020, covering the key areas of the new trading relationship between the UK and the EU. Further supporting legislation including the UK Internal Market Act 2020 and the Scottish Government's EU (Legal Continuity) (Scotland) Act 2020 have also recently been passed. Further details on

other provisions of relevance to local government (such as procurement, 'state aid', the UK Shared Prosperity Fund) are in development.²⁰⁴¹

- 6.3 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 2021, Glasgow will host the 26th Conference of the Parties, known as COP26, which is designed to produce an international response to the climate emergency. This was originally planned for November 2020 but was postponed due to the pandemic.
- 6.4 In autumn 2020 the Scottish Government outlined a Programme for Government for the period 2020 – 2021. The Programme focuses on dealing with the economic, health and social crisis caused by COVID-19. The programme includes a range of initiatives which will directly impact on the work and priorities of Communities and Housing Services. There is an opportunity to build and invest in housing to significantly reduce carbon emissions and ongoing fuel costs for residents. The Programme for Government outlined plans to enhance standards for Scottish Government grant-funded homes for carbon, greenspace, homeworking space and digital connectivity. This will be detailed in the 'Housing to 2040' route map which is expected to be published in early 2021.
- 6.5 These include an updated Ending Homelessness Together action plan, removal of the local connection criteria for homeless applications, the establishing of a new £10 million Tenant Hardship Loan Fund which will provide interest free loans to support those struggling to meet their rent costs due to financial difficulty associated with the pandemic and a commitment to take forward government ambitions for 20-minute neighbourhoods – the creation of liveable, accessible places, with thriving local economies, where people can meet their daily needs within a 20minute walk.
- 6.6 The Scottish Government set up a Social Renewal Advisory Board to look at how to deliver a fairer society while Scotland recovers from the effects of the pandemic. A report was published in January 2021 setting out 20 Calls to Action around the themes of Money and Work; People, Rights and Advancing Equality; and Communities and Collective Endeavour.
- 6.7 Legislation and guidance in relation to businesses and COVID-19 compliance was introduced and changed at a fast pace, leading to regular changes for both Environmental Health and Trading Standards. The Health Protection (Coronavirus) (Restrictions) (Scotland) Regulations 2020, the Health Protection (Coronavirus) (Restrictions and Requirements) (Scotland) Regulations 2020, the Health Protection (Coronavirus, Restrictions) (Directions by Local Authorities) (Scotland) Regulations 2020 and the Health Protection (Coronavirus) (Restrictions & Requirements) (Local Levels) (Scotland) Regulations 2020 as amended all came into force in 2020. These Regulations gave additional powers to local authorities to direct as necessary for the purpose of preventing, protecting against, controlling or providing a public health response to the incidence or spread of infection by coronavirus in the local authority's area. These Regulations were a main focus for Officers in 2020.
- 6.8 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.

- 6.9 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 2021-24 is currently being developed and will be submitted to the Scottish Government in September 2021.

Local policy context

- 6.10 Although COVID-19 response and recovery will be the major focus over the next twelve months, the Council still has huge ambition for Renfrewshire, and many activities to support our high-level priority areas will continue to be channelled through our recovery approach. Alongside the Council's own financial recovery planning, two major strategic recovery plans, the Renfrewshire's Economic Recovery Plan and the Renfrewshire Social Renewal Plan – will sit alongside the Council and Community Plans, to set a clear strategic direction for the organisation in these unprecedented and rapidly changing times.
- 6.11 In December 2020, Council approved the Economic Recovery Plan for Renfrewshire, developed in conjunction with Renfrewshire's Economic Leadership Panel and building on the strong foundation of Renfrewshire's Economic Strategy. The Plan sets out the direction of travel to support Renfrewshire's economy as we move out of the response and into the recovery phase of the pandemic, recognising the significant impact on the local and national economy and what this means at a local level for Renfrewshire's businesses, communities and people.
- 6.12 The Housing-led Regeneration and Renewal Programme for Renfrewshire was approved at the Council meeting in December 2020. The Regeneration and Renewal Programme will invest at least £100million in Council housing over the next 10 years. The programme will create around 300 newbuild homes and deliver improvements to existing housing in eight areas in Johnstone, Paisley, and Renfrew in its first phase. The council will consult and engage with communities to develop comprehensive regeneration and renewal plans which will be individually tailored to meet the needs of each area. This programme will contribute to both the Economic Recovery Plan and the Social Renewal Plan.
- 6.13 A Social Renewal Plan for Renfrewshire is currently being finalised, recognising the inequalities that exist in Renfrewshire, significantly deepened by the COVID-19 pandemic, and setting out joint plans to work with our partners, communities and other stakeholders to address these. Supporting this work, a community impact assessment was undertaken, examining the existing data around the impact of COVID-19 in tandem with understanding people's experiences of the pandemic, through listening events and Public Services Panel survey to Renfrewshire citizens.
- 6.14 Supported by Renfrewshire Council's Youth Services, Renfrewshire Youth Voice's 'Unheard Voices Campaign' – began in spring 2020. Its purpose was to understand how COVID-19 and the 'lockdown' has impacted the lives of both young individuals and those of an older age group. A second round of surveys has recently been carried out. The surveys will be segregated in to different categories including mental health, education, family/ friends and more. The surveys will include many questions from the first survey to help measure the impact and any changes since the original survey earlier in the year.

- 6.15 Established in 2018, Renfrewshire’s Alcohol and Drugs Commission published its key findings and recommendations in December 2020, providing clear direction to community planning partners on the action that must be taken to fundamentally address the impact of alcohol and drug use in Renfrewshire.
- 6.16 Communities and Housing Services has supported the work of the Alcohol and Drugs Commission, 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. The Commission’s report highlighted that Renfrewshire was the first local authority in Scotland to fund a Housing First Service, in partnership with Turning Point Scotland as part of our Rapid Rehousing Transition Plan and it also acknowledged the effective ‘resettlement’ work being carried out by our homeless and housing support teams for those who need assistance with moving to a new home.
- 6.17 A detailed action plan which sets out the Council and its’ partners response to the Commission’s report and recommendations was presented to the Leadership Board in February 2021 and Communities and Housing Services will continue to support and assist in the delivery of the action plan where appropriate.
- 6.18 Following the Council’s declaration of a climate emergency in June 2019, we will continue to support the Climate Change sub-committee of the Leadership Board 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.
- 6.19 On 16 February 2021, the Climate Change sub-committee noted that a proposed £75,000 of funding should be awarded to the Zero Energy Buildings (RenZEB) programme and this was subsequently approved by the Leadership board on 24 February 2021. The Council will now develop a collaborative and an innovative partnership with a research organisation and industry to design and deliver a social housing new build development within the context of the Council approved Regeneration and Renewal Programme.
- 6.20 The project will bring together resources from academia and industry to develop best practice and design principles, around a sustainable social housing model that can be delivered as a “standard” at scale over the coming decade for all social housing within the area. The project aims to address the principles that should be assessed, and adopted, within the Councils new build developments, to meet our climate change commitments, through delivering homes that are Zero Carbon, operationally sustainable for our tenants and the environment and mitigate fuel poverty.
- 6.21 Communities and Housing 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.
- 6.22 Renfrewshire Council’s change and transformation programme, Right for Renfrewshire (R4R) was formally paused in the response to the Council and its resources being fully focused on managing the COVID-19 response and remobilised in late summer, reviewed to reflect the changed environment and experiences due to the COVID-19 response and recovery.

6.23 Communities and Housing Services have contributed to a number of R4R workstreams, including:

- **Placeshaping** – Since the onset of the pandemic, the Council has played a key role in Renfrewshire in the response, working with partners, industry and communities to both manage the immediate impact of the virus, but also to plan for our economic and social recovery. There has been a real focus in recent months in Renfrewshire on true partnership working between the public, private and third sectors, to deliver a local response to the many challenges we have faced together as a place - which aligns closely with the objectives of the planned approach to placeshaping. The work of Future Paisley, across the Council and its key partners, will be broadened to focus on a wider set of strategic objectives both for Paisley and the wider geography of Renfrewshire and this will now sit within the Chief Executive Service. Building Standards, and Planning and employees involved in preparation of the Local Housing Strategy have also moved to the Chief Executive Service.
- **Community Development** – Communities and Housing Services are leading on this workstream. The vision for the Community Development redesign is the enablement of locality based multi-functional teams aligned to the Local Partnership Boundaries which strengthen connections across services and to the community and third sector groups in their respective localities. The redesign also seeks to remove areas of service overlap or duplication of effort that exists across existing arrangements, providing a simplified service model for accessing advice services, including housing options advice, income and welfare advice. The current development of the new Community Learning and Development 3 year plan will support this workstream. The next phase of development work will also look at opportunities to integrate some HSCP and RL activities with the neighbourhood hub model and to look at opportunities for joint commissioning.
- **Community Protection** – This workstream brings together regulatory and enforcement functions with community safety and public protection services. The service redesign builds on the approach developed in Community Safety as part of the previous Better Council programme. The progress achieved on the service redesign as part of the R4R programme has delivered the initial targeted savings in line with the planned programme through the voluntary severance programme and was on track to deliver subsequent savings and changes prior to pause of programme. Given the unique challenges from COVID-19 and Brexit, work is now progressing with the R4R service redesign as outlined in the original R4R review to establish a stronger and more resilient service focused on prioritising the areas of greatest risk. In the short term to maintain resilience and capacity this will be progressed without further reductions in the staffing structure with the planned changes being implemented over the medium term pushing the delivery of further planned savings into 2022/23.

6.24 A new Digital Strategy for Renfrewshire was approved by the Leadership Board in September 2020, outlining our approach to embedding digital across all that we do in a way that closely aligns with our ambitions for Renfrewshire and ensures that we work collaboratively to maximise the opportunities from emerging digital technologies and new ways of working and doing business. The Strategy also reflects the learning and experience of the COVID-19 pandemic, showing the increasing importance of digital in how we work, provide services, engage with our communities, and educate our children.

- 6.25 Following the Council’s positive Best Value Audit inspection, Audit Scotland provided direction on areas for improvement, with 7 key recommendations forming an improvement plan. Actions from the improvement plan are embedded within the Council and Community Plans and are driven at a service level through the service planning process. The context in which the Council is operating and delivering services against, has changed significantly since the Best Value Assurance Report was published in 2017. Since the emergence of the pandemic, the Council has had to respond and adapt at pace to fundamental level of change, and will be required to continue to do so into the longer term as the full impact of pandemic on the Council’s financial position, the local economy and communities is realised. The recommendations within the Best Value Assurance Report and linked improvement plan do remain relevant, and the ongoing work with the Council’s external auditors continues to support the organisation’s ongoing improvement
- 6.26 As well as general restrictions, COVID-19 had impacted on specific areas within Communities and Housing Service. The Council’s repair service has continually evolved to deal with changes to COVID-19 restrictions and guidance and under the current restrictions, the repairs service has been reviewed in consultation with Corporate Health and Safety to ensure that risk assessments and method statements were in place to ensure that the appropriate repairs continued to be provided to tenants.
- 6.27 Also, the Scottish Government announced a ban on enforcement of evictions from rented properties until 31 March 2021 in areas subject to level 3 and 4 restrictions. There are exceptions to this, for example in cases involving criminal or serious anti-social behaviour, including domestic abuse. At the end of this period, where someone is made homeless through eviction, it is possible that this will result in an increase in homeless presentations.
- 6.28 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 and Housing Services are owner or joint owners of the risks are shown below. 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 and corporate risks are shown below for information.

Risks	Evaluations
Our strategic risks	
Community Safety and Public Protection (co-owner with Children’s Services)	High
Serious organised crime (owner)	High
Our corporate risks	
Insider threat and corporate fraud	High
Organisational resilience	High
EU Exit	High

Equalities

- 6.29 Every area of work within the Council has a role to play in promoting equality and diversity. While this is the right thing to do and has clear advantages for the Council, there are also legal requirements. Equality law (The Equality Act 2010) protects people from unfair treatment and asks public bodies (including Renfrewshire Council) to show how they make a positive difference to equality groups.
- 6.30 One of the specific duties requires the Council to publish a set of Equality Outcomes and report progress towards them every two years. The new Equality Outcomes have been developed for Renfrewshire through engagement with organisations such as Diversity and Equality Alliance in Renfrewshire (DEAR), and designed to reflect the understanding of the impact of COVID-19 on communities in Renfrewshire. The Outcomes will be presented to the meeting of the Council in March 2021.
- 6.31 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 and Housing Services will continue to actively promote equality and diversity mainstreaming through the work of the main service areas and through the relevant operational plans.

Peoples Strategy

- 6.32 The Council will launch “Our People, Our Future”, a new People Strategy in 2021. This five year plan will have an immediate focus on supporting staff and services within the context of the pandemic and the recovery phase. It will thereafter be realigned with the new Council Plan and focus on supporting staff through service transformation, changing culture norms, embedding our values within decision making and improving staff and service user experiences of the council.
- 6.33 The strategy will be focused on high-level outcomes and with a flexible approach which will be bespoke for each service, reflecting the particular requirements of each service and group of staff. The actions arising from the strategy will be embedded in each service improvement plan and reported on therein. It is intended that the new approach focuses not on only processes and planning, but on skills development and cultural change. Communities and Housing Services will work with HR colleagues throughout 2021 to develop actions which fit the needs and duties of its staff.

7. ACTIONS AND PERFORMANCE INDICATORS

- 7.1 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 and Housing Services has focussed its work and activities to ensure close alignment with the key strategic outcomes of the Council Plan.
- 7.2 The following pages detail how Communities and Housing Services will contribute to the delivery of these outcomes. This section of the plan provides an overview of how the service will contribute to each of the 5 strategic outcomes of the Council Plan. It does this by:
- Highlighting the 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
- 7.3 Due to the nature of the services provided by Communities and Housing Services, there are substantially more actions within some of the five Council Plan themes than others.
- 7.4 With to the changing national and local position it is challenging to assess what suitable long-term targets are appropriate for performance indicators and accurately establish milestones for longer-term service actions, therefore the focus for Service Delivery Plans' action plans and performance scorecards is on key activities over the next 12 months.
- 7.5 Longer term key priority areas are still included in the action plans, but the immediate focus remains on Renfrewshire's response to and recovery from the pandemic, with a clear alignment to delivery of the Council's high-level recovery plans, the Economic Recovery Plan and Social Renewal Plan.
- 7.6 Where appropriate, performance indicators with targets have been provided, these, and areas where actions may have been paused due to the pandemic will be reviewed at the mid-term point of the SDP in October 2021.

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

Priorities 2021/22

- EU Withdrawal (BREXIT) will be a key focus, particularly with Glasgow Airport within Renfrewshire's boundary. Discussions remain on-going with Glasgow Airport and Renfrewshire Council are represented on relevant national and regional Brexit Working Groups. It is anticipated that there will be an increase in Export Health Certification (EHCs) and potentially with other checks on products and consignments (imports and exports).
- Housing-led Regeneration and Renewal Programme for Renfrewshire - The Regeneration and Renewal Programme will invest at least £100million in Council housing over the next 10 years. In the first phase of the programme, around 300 newbuild homes will be delivered along with improvements to existing housing in eight areas in Johnstone, Paisley and Renfrew.
- We want to tackle fuel poverty and climate change in Renfrewshire. This programme will help do that by creating modern, affordable, safe and warm homes which are designed to reduce fuel poverty and carbon emissions.
- We want to create communities that work for the people within those communities. We will carry out consultations and engage with residents to create tailored regeneration plans for each area to ensure what we are proposing meets the needs of each community.
- Housing Services Customer Engagement Strategy is currently being reviewed to enhance the opportunities available for tenants to become involved in tenant participation activities at a level that suits them and to ensure digital communication methods are maximised.

<u>What will we do?</u>	<u>What difference will this make?</u>	<u>Who is leading on this?</u>	<u>When will it be completed?</u>
Continue to work with stakeholders to understand the impacts of EU withdrawal and ensure safety of products in Renfrewshire	Safer communities by ensuring products etc are safe. It will also assist economy by ensuring businesses to import/export and that anything placed on the market is safe	Communities and Public Protection – Environmental Health – Business Regulation Manager and Serious Organised Crime and Trading Standards Manager	March 2022
Deliver the first year actions of Housing-led Regeneration and Renewal Programme for Renfrewshire?	<p>The programme which is part of our two-year economic recovery plan to help Renfrewshire thrive after COVID-19 and will create around 300 newbuild homes and deliver improvements to existing housing in eight areas in Johnstone, Paisley and Renfrew in its first phase.</p> <p>Creating modern, affordable, safe and warm homes which are designed to reduce fuel poverty and carbon emissions</p>	Housing Regeneration and Service Improvement Team	March 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 have been reviewing our Customer Engagement Strategy, including:</p> <ul style="list-style-type: none"> • Review of consultative processes • Review of the Neighbourhood Housing Forums • Examining ways to enhance digital methods to consult and engage with our tenants and tenant representatives 	Housing Regeneration and Service Improvement Team	March 2022

Strategic Outcome 2: Building strong, safe and resilient communities

Priorities 2021/22

- The delivery timescales of Council newbuild developments were delayed slightly due to the impact of COVID-19 –
 - Bishopton – 80 new Council homes across two sites are now complete and tenanted
 - Johnstone Castle phase 1 – 95 new homes now scheduled to complete in April 2021
 - Auchengreoch Road, Johnstone – 39 new homes in South West Johnstone anticipated to complete Summer 2022
 - Ferguslie Park – 101 new homes due to complete Spring 2023
- Letting activity from the Council and Registered Social Landlords (RSL's) may need to continue to focus on providing settled tenancies for those who are statutorily homeless or in chronic housing need for some time. This will help to reduce the number of those who are homeless and awaiting settled accommodation, and ease the pressure on the use of temporary accommodation to allow the Council to avoid the unbudgeted cost of B&B.
- The implementation of Renfrewshire's Rapid Rehousing Transition Plan (RRTP), which is a 5 year plan detailing how the length of time that those who are homeless stay in temporary accommodation can be reduced and how they can be supported to resettle, has been affected by the COVID-19 crisis. We will be refocussing on implementing the broad range of measures contained with our RRTP with our partners as letting starts to return to pre-COVID-19 levels, and utilising the funding allocated from the Scottish Government to support the Plans implementation.
- Although difficult to quantify at present, the impact on homelessness and demand for housing support in the post-COVID-19/ furlough era is expected to be high. There has already been a substantial increase in demand from those in need of Housing Support – with around a 50% increase. This will be closely monitored, and may require a stronger focus being placed on support related activities throughout the COVID-19 recovery period.
- Sheltered housing tenants at the 10 complexes owned and managed by the Council have not had access to the full level of housing support and wellbeing activities due to COVID-19 related restrictions. As we move through the post vaccination period, we will start to return to our Sheltered Housing Officers and Health & Wellbeing staff to providing the full range of support measures and activities as before. All lounges at sheltered complexes to have Wi-Fi installed
- Implement revised management arrangements for the sheltered housing service to meet needs of this Care Inspectorate registered service and seek alternative arrangements for liaison with Gypsy / Travellers.
- During the pandemic and in the post COVID-19 recovery, we will continue to ensure tenants have access to all financial and other support available through a range of council services and partner organisations across Renfrewshire.

- As a consequence of uncertainty in the local employment market and wider economic implications it is anticipated that there will be an increase in rent arrears as a result of new Universal Credit claims and changes in payment methods. This situation is being closely monitored and Officers are undertaking detailed analysis and monitoring on rent account management as well as providing detailed welfare contacts to support our tenants where there is an indication of financial pressure / distress.
- Delivery of the EESSH improvement programme will help remove poor energy efficiency as a driver for fuel poverty and contribute to achieving the Scottish Government's ambitious climate change emissions reductions targets. It will support the Energy Efficient Scotland vision for homes and buildings that are warmer, greener and more efficient, and a housing sector that helps to establish a successful low carbon economy across Scotland.
- It is recognised that restrictions and guidance will be likely to change in order to best tackle the coronavirus and this means that the type of repairs works allowed will change as the guidance does and the service will continue to provide all repairs which the current restrictions permit. As of February 2021, whilst some external works can continue, only essential works and urgent repairs are being carried out inside peoples' homes.
- We will continue to work with contractors to proactively manage the resources and capacity available to deal with other repairs, such as some disabled adaptations and the smoke and heat detector upgrade programme which were put on hold as a result of COVID-19 restrictions and to progress these as quickly as possible.
- The pandemic impacted on the delivery of the Home Energy Efficiency Programmes for Scotland: Area-Based Schemes HEEPS:ABS programme and these works have been re-profiled to allow them to be carried out when restrictions will allow. This may require some activities to be taken forward beyond 2021/22.
- The Civil Contingencies Service's priorities for the forthcoming year include:
 - Continued support to each Council's pandemic response and recovery activities
 - Maintaining oversight of EU Exit and transitional impacts to ensure contingency plans reflect ongoing uncertainty in specific sectoral areas
 - Ongoing planning to establish robust arrangements for continued delivery of essential services in a widespread power outage
 - Continual review and update of each Council's suite of Incident Response Plans
 - Scoping opportunities for training and exercising as a key validator of planning arrangements
 - Ensuring lessons learned from the pandemic, and all incidents are identified and adopted into incident response plans.
- COVID-19 will remain a key priority for Communities and Public Protection throughout 2021. Regulatory functions have experienced significant pressures as part of the Council's COVID-19 response and as part of the Council's statutory duty to keep people safe – including significant new Legislative and Statutory Obligations relating to public health, Test & Protect, supporting businesses, enforcement responsibilities etc.

- Given the unprecedented nature of the COVID-19 pandemic, the Minister for Public Health and Sport agreed to allow local authorities to deviate from certain elements of the Food Law Code of Practice (Scotland) 2019. This provided greater flexibility for local authorities to allocate resources to areas of most critical priority. Whilst helpful during the pandemic, it now leaves the Business Regulation Team with a number of premises that need to be inspected moving forward. A national recovery group has been convened to ensure consistency across Scotland and Renfrewshire Council sit on this Group. The Council will need to produce an up to date Business Regulation Service Plan to advise how it will catch up with inspections.

What will we do?	What difference will this make?	Who is leading on this?	When will it be completed?
We will deliver new build programme for 2021/22 – with revised targets due to COVID-19 restrictions.	Johnstone Castle phase 1 – 95 new homes now scheduled to complete in April 2021 Auchengreoch Road, Johnstone – 39 new homes in South West Johnstone anticipated to complete Summer 2022 Ferguslie Park – 101 new homes due to complete Spring 2023	Housing Regeneration and Service Improvement Team	March 2022
Sustained increase in the number and proportion of lets from Council and RSL partners	Reduce the time homeless applicants spend in temporary accommodation, in line with national homeless policy. Positive effect on tenancy sustainment level and reduction in temporary accommodation costs.	Homeless and Housing Support Services/ Housing Services	March 2022
Upscale the use of a Housing First approach in supporting homeless applicants into settled tenancies	Increase in number of homeless applicants being provided with wraparound support. Improved tenancy sustainment levels	Homeless and Housing Support Services	March 2022
Review the provision of temporary accommodation light of the impact of RRTP and Council Regeneration programme	Rationalise the provision and cost of temp accommodation.	Homeless and Housing Support Services	March 2022
Implement new management structure for sheltered housing service.	Service modernised, improved resilience, meet Care Inspectorate requirements. Alternative arrangements in place for liaison with Gypsy / Travellers	Homeless and Housing Support Services	March 2022
Review service delivery arrangements for Concierge/ Caretaking service	Improved links with enhanced estate management service.	Homeless and Housing Support Services/ Housing Services	March 2022

What will we do?	What difference will this make?	Who is leading on this?	When will it be completed?
Continue to work with relevant colleagues and partners such as Advice Works, Invest in Renfrewshire, Energy Advisors and other support services to help council tenants to access any source of funding or benefit entitlement available.	Tenants income is maximised	Housing Services	March 2022
Maximising contact with customers to understand their needs and offer support through proactive contact.	Allow us to understand their needs to help inform what actions we take next.	Housing Services	March 2022
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 Team	March 2022
Deliver HEEPS:ABS programme subject to COVID-19 restrictions	The HEEPS:ABS programme will help to ensure council properties in mixed tenure blocks meet EESSH, reducing fuel poverty and ensuring warm, energy efficient homes.	Housing Asset and Investment Team	March 2022
Deliver yearly programme towards ensuring houses meet EESSH standard subject to COVID-19 restrictions	EESSH aims to improve the energy efficiency of social housing in Scotland. This will help reduce fuel poverty and ensure warm, high quality, affordable, low carbon homes and a housing sector that helps to establish a successful low carbon economy across Scotland.	Housing Asset and Investment Team	March 2022
Complete smoke and heat detector upgrade programme.	This will ensure our housing stock meets the revised regulations on smoke, heat and carbon monoxide detectors introduced by the Scottish Government. The date for compliance with the new standards has been extended from February 2021 to February 2022, due to the practical difficulties caused by COVID-19.	Housing Asset and Investment Team	February 2022
Review the Renfrewshire Council Anti-Social Behaviour Strategy and associated procedures	A fit for purpose strategy to work alongside partners to tackle persistent anti-social behaviour	Communities and Public Protection – Lead Officer, Tasking and Deployment	October 2021
Continue to deliver and manage the Local Assistance Team wherever required for calls in relation to self-isolation/vaccinations to ensure support to the communities	Assistance for communities throughout the pandemic to ensure support in isolation	Communities and Public Protection – Resilience and Deployment Manager	March 2022

What will we do?	What difference will this make?	Who is leading on this?	When will it be completed?
Roll out of further Notice-Check-Share training as part of the local and national Prevent training	Safer communities and to allow people to share concerns safely	Communities and Public Protection – Resilience and Deployment Manager	March 2022
Ensure business compliance with regards to COVID-19 legislation, guidance and requirements	This will reduce transmission of COVID-19 and ensure safety for everyone working, visiting or staying in Renfrewshire.	Communities and Public Protection – Environmental Health and Trading Standards Managers	March 2022
Enhanced inspection of private water supplies (including risk assessments and sampling) in Renfrewshire to ensure compliance with legislation	Safe water supplies for the consumption of residents	Communities and Public Protection – Environmental Health – Public Health Manager	March 2022
Recovery of Food Law inspections in line with the Code of Practice	This will allow businesses to re-open and serve food safely to residents in Renfrewshire	Communities and Public Protection – Environmental Health – Business Regulation Manager	September 2021 (Subject to change due to COVID-19 restrictions)

PI code	Performance Indicator	Frequency	Last update	Current Value	Current Target	Traffic Light Icon	2021/22 Target	
	Percentage of Council housing stock which meets the Scottish Housing Quality Standard (After applying allowable exclusions and abeyances, the Council remains 100% compliant with the SHQS target.)	Annual	March 2020	94.6%	100%		100%	
	Average time from household presenting themselves as homeless to completion of duty (number of weeks)	Quarterly	October 2020	22.42	23		26*	
	Percentage of homes meeting the EESSH 2020 standard	Annual	New Indicator					95%
	Percentage of adults who agree that Renfrewshire is a safe place to live.	Annual	January 2021	TBC	85%		85%	
	Percentage of adults who agree with the statement "I am satisfied with my neighbourhood as a place to live".	Annual	January 2021	TBC	88%		88%	
	Private Water Supplies – 100% of type A supplies risk assessed and sampled	New Indicator					TBC	

	Enhanced Enforcement of Private Rented Sector - no. of investigations, reports to First Tier Tribunal and RPNs issued	New Indicator	TBC
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* Average time from household presenting themselves as homeless to completion of duty (number of weeks) – has been increased to 26 weeks due to impact of COVID-19 recovery

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

Priorities 2021/22

- Develop and implement further initiatives to meet the needs of those with alcohol and drug issues, in line with the recommendations from the Alcohol & Drug Commission
- This new Community Learning and Development Plan will guide the work done in Renfrewshire for the next three years. The focus on the first year of this plan is very much on dealing with recovery from the coronavirus pandemic which has affected all areas of local authority services. The plan is being developed in partnership with a variety of partner organisations and through consultation with a wide range of our service users and will be presented to the Scottish Government by September 2021.
- A range of improvement actions and performance measures will be created as part of the new Community Learning and Development Plan. These will be included within the Service Delivery Plan moving forward.

What will we do?	What difference will this make?	Who is leading on this?	When will it be completed?
Develop Alcohol & Drug Commission related initiatives in line with Final Report recommendations.	Initiatives being delivered to better meet the needs of those homeless applicants and tenants with alcohol and drug issues.	Homeless and Housing Support Services	March 2022
Develop new 3 year Community Learning and Development Plan	The plan will be developed in partnership with learners and communities. The needs of learners and communities should clearly inform priorities. This will help to ensure CLD provision is adequate and efficient and meets the needs of young people, adults, families and communities.	Community Learning and Development Team	September 2021

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

Priorities 2021/22

- 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.
- We will 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. Team Up to Clean Up continued throughout 2020 and in fact grew with more and more volunteers coming on board. It should be noted that advice was always given on current restrictions and ensuring compliance with gatherings, safety etc.
- 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.
- Introduce and implement the Voluntary Professional Dog Walking Scheme which will ensure consistency across the profession and allow targeted enforcement for noncompliance leading to a cleaner Renfrewshire.

What will we do?	What difference will this make?	Who is leading on this?	When will it be completed?
Implement the voluntary professional dog walking scheme in Renfrewshire	Communities feeling safer, less dog fouling and a more controlled sector that is currently not engaged	Communities and Public Protection – Lead Officer, Environmental Initiatives	October 2021
Review of Litter Control Areas with Legal and Democratic Services across Renfrewshire	A better understanding of areas of concern and a focus on engagement and enforcement	Communities and Public Protection and Legal & Democratic Services	March 2022
Continue to focus on fly tipping hot spots to both remove, secure and tackle the perpetrators	Cleaner communities with less fly tipping and a clear understanding that this will not be tolerated	Communities and Public Protection, Environment and Infrastructure Services and SEPA	March 2022

PI code	Performance Indicator	Frequency	Last update	Current Value	Current Target	Traffic Light Icon	2021/22 Target
	Air Quality - Annual average PM10 value across all continuous monitoring sites	Annual	March 2020	14.3ug/m ³	18ug/m ³		18ug/m ³
	Air Quality - average nitrogen dioxide value of monitoring sites, within AQMA(s) exceeding limits	Annual	March 2020	41.1ug/m ³	42ug/m ³		40ug/m ³

Strategic Outcome 5: Working together to improve outcomes

Priorities 2021/22

- Although the Scottish Government announced a ban on enforcement of evictions from rented properties until 31 March 2021 in areas subject to level 3 and 4 restrictions (with exceptions) our approach has not changed. Even pre pandemic, our approach was, and will continue to be one of offering support, assistance and prevention measures to tenants with escalation to legal action the last resort
- Within Housing Services, we will consolidate the new ways of working which have evolved since March 2020 and continue to build on the benefits of this approach to our customers such as making services more accessible through increased use of the digital platforms available.
- The comprehensive review of all statutory landlord compliance activities, described in section 4 above will be completed and presented to Board. This will include a compliance strategy, compliance policies and a suite of performance indicators to monitor and report on compliance.
- Communities and Public Protection Review – to ensure that the Service can meet current demands, a review has been on-going for several years, however, was delayed due to the pandemic. New structures and roles are being put in place to ensure statutory obligations are met and also that the needs of the communities are met. This includes increasing Pest Control resource, new Environmental Health Compliance Officers (COVID-19 and Brexit), review of Wardens and anti-social behaviour and additional posts in the CCTV Operations Room.
- For many years, Environmental Health Officers and Trading Standards Officers have been decreasing due to the age demographic. Communities and Public Protection are tackling this by growing and developing talent, including the recruitment of Fair Trading Officers who will hopefully move on to be Trading Standards Officers. Work has also been undertaken with the University West of Scotland and the Society of Chiefs Officers for Environmental Health in Scotland (SOCOEHs) to change the degree course for students. As such, students will now spend their 3rd year within a local authority training and Renfrewshire is one of the first to take on a student from the new cohort in September 2021. This will again assist in replacing an ageing workforce moving forward.
- The Council will launch “Our People, Our Future”, a new People Strategy in 2021. This five year plan will have an immediate focus on supporting staff and services within the context of the pandemic and the recovery phase. The strategy will be focused on high-level outcomes and with a flexible approach which will be bespoke for each service, reflecting the particular requirements of each service and group of staff. The actions arising from the strategy will be embedded in each service improvement plan and reported on therein.
- We will work with HR & OD colleagues to ensure that our managers have timely, and tailored information and the support they need to proactively manage staff absence - in particular to identify issues in relation to short term absence such as hotspots, repeat periods of absence or other patterns that should be addressed to support employees to maintain attendance.

<u>What will we do?</u>	<u>What difference will this make?</u>	<u>Who is leading on this?</u>	<u>When will it be completed?</u>
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.	Housing Regeneration and Service Improvement Team	March 2022
The service will continue with a flexible approach to service delivery in order to meet any emerging needs or changes to COVID-19 guidance and restrictions.	The service will be agile enough to continue to deliver services as effectively as possible.	Housing Services	March 2022
Housing Services will continue to contribute to the Right for Renfrewshire workstream – ‘Community Development’ whose remit includes housing management services and is looking at opportunities to integrate advice services.	The aim is to create more integrated joined up services at a local level, which are responsive to local needs, and are simpler to navigate from the perspective of the service user/customer or citizen	Housing Services/ Homeless & Housing Support Services	March 2022
Implement compliance strategy and compliance policies.	This will ensure our housing stock complies with all statutory and regulatory requirements in relation to Gas, Electric, Asbestos, Water, Lifts & Fire Safety	Housing Asset and Investment Team	May 2021
Working with HR and OD, to develop relevant actions in line with the Council’s new People Strategy.	Actions will focus on supporting staff through service transformation, changing culture norms, embedding our values within decision making and improving staff and service user experiences of the council	Senior Management Team	March 2022
We will work with HR & OD colleagues to ensure that our managers have timely, and tailored information and the support they need to proactively manage staff absence.	We will ensure our employees are provided with the appropriate support to manage their attendance, to minimise sickness absence levels and help support staff health and wellbeing.	Senior Management Team	March 2022
On-going training of staff as part of the Communities and Public Protection Review to ensure skills meet the needs of the communities	Workforce planning is a key priority to ensure that the workforce is trained and can undertake all roles appropriately	Communities and Public Protection	March 2022

PI code	Performance Indicator	Frequency	Last update	Current Value	Current Target	Traffic Light Icon	2021/22 Target	
	Number of proactive e-mails to businesses in relation to COVID-19 compliance	New COVID-19 indicator						TBC
	Number of or percentage of businesses brought into compliance with applicable legislation within 30 days	New COVID-19 indicator						TBC
	Training – Percentage of staff training undertaken in relation to qualifications	New indicator						TBC
	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.	Quarterly	October 2020	6.75%	8%		8.5%*	
	Rent collected as percentage of total rent due in the reporting year.	Quarterly	October 2020	96.35%	98%		97%*	
	Average length of time taken to re-let properties in the last year	Quarterly	October 2020	97 days	38 days		60 days**	
	Percentage of rent loss due to voids	Quarterly	October 2020	1.14%	1.5%		1.6%**	
	Percentage of reactive repairs carried out in the last year completed right first time	Annual	March 2020	82.6%	93%		93%	
	Percentage of Overall Repairs Completed Within Target	Quarterly	October 2020	93.61%	95%		95%	
	Average length of time taken to complete non-emergency repairs (days)	Quarterly	October 2020	17.3 days	15		15	
	Total Percentage of frontline (stage 1) complaints responded to within 5 days	Quarterly	October 2020	84%	95%		95%	
	Total Percentage of investigation (stage 2) complaints responded to within 20 days	Quarterly	October 2020	100%	95%		95%	
	Average number of work days lost per full time equivalent (FTE) employee. (cumulative)	Quarterly	October 2020	3.97 (for Q1 & Q2)	4.10 (for Q1 & Q2)		8.5 (for year)	

*Will be revised once recovery programme from COVID-19 becomes clearer. Forecasts take account of the ceasing of the furlough scheme.

**Routine Letting suspended – focus currently on temporary accommodation for homeless persons and emergency accommodation for those with highest need. Figure will be revised once recovery programme from COVID-19 becomes clearer. Forecasts take account of extended timescales linked to periods of restrictions and related impacts, which will carry forward to 2021/22.