

Communities and Housing Services

Service Improvement Plan 2022-2025

1. Introduction

- 1.1 This Service Improvement Plan (SIP) for Communities and Housing Services covers the period from 2022/23 to 2024/25. The plan outlines what the service intends to achieve over the next three years based on the resources expected to be available.
- 1.2 In 2021/22, in recognition of the considerable impact of the pandemic, services produced a single-year Service Delivery Plan (SDP), which was focused on actions required to manage the response to and recovery from the coronavirus as well as continuing to provide essential services to individuals, communities and businesses across Renfrewshire . An outturn report detailing the progress on all actions and performance indicators within the SDP is presented to this board in a separate report.
- 1.3 As restrictions continue to ease and public services can have a greater focus again on business as usual, the council is once again producing three-year Service Improvement Plans.
- 1.4 Council services continue to operate in a challenging context. The ongoing recovery from the pandemic and its effects continue to be felt by individuals, businesses, communities and the public sector. Councils have a role to play in supporting people through the current cost of living crisis by focusing on tackling inequalities and working to improve wellbeing. There are numerous legislative requirements relating to that work, including duties in relation to child poverty, the public sector equality duty and community empowerment. External events, such as the UK's departure from the EU and the war in Ukraine, are exacerbating supply chain issues and inflationary pressures and these have an impact on the Council's key strategic projects. Councils are also navigating an increasingly complex funding landscape resulting from increased demands and increasing costs but also arising from the introduction of new funding streams such as the UK Shared Prosperity Fund.
- 1.5 The Council Plan clearly articulates the Council's priorities for Renfrewshire, and along with the Community Plan, sets out an ambitious programme of work. A new Council Plan is developed every five years, aligned with the cycle of local government elections. Renfrewshire's new Council Plan is currently being developed and will be presented to elected members after the summer recess later this year. It will set out the high-level strategic outcome the Council intends to achieve and detail the steps needed to delivery on these. Future Service Improvement Plans will align to those high level outcomes; for now, key actions are grouped under four themes:

- Place
- People
- Sustainability
- Living Our Values

- 1.6 The Community Plan is a ten-year plan and the current Renfrewshire Plan runs from 2017 to 2027. It is good practice to review these plans regularly to ensure they remain ambitious and fit for purpose. The Renfrewshire Community Plan is currently being reviewed and this will involve engagement with key stakeholders. A revised Community Plan will be presented to elected members and the Community Planning Partnership after the summer recess.
- 1.7 Service Improvement Plans informs each service's Workforce Plan and Risk Register and are the overarching documents which sets the programme of development and improvement activity within the service as well as providing context for budget decisions.
- 1.8 A mid-year progress update on the Service Improvement Plan will be presented to board in autumn 2022, and an outturn report in May 2023. Early in 2023, Communities and Housing Services will review this plan and produce a revised version to reflect both progress and any changing priorities.

2. What we do

- 2.1 With approximately 430 members of staff, Communities and Housing Services aims to create, develop, support, protect and empower Renfrewshire's communities. This includes managing and investing in our housing stock of approximately 12,216 properties and providing services to council tenants, alongside housing advice and support, assisting homeless people and those threatened with homelessness and ensuring people have safe and healthy places to live.
- 2.2 This work links closely with our community protection role safeguarding public health and protecting the environment, consumers, workers and local communities. Within these communities, we encourage people to fulfil their potential and ensure they have equal access to a range of learning and development opportunities. Community Learning and Development teams work to build this capacity in young people and other individuals, families, groups and communities.

3. Overview of Achievements 2021/22

3.1 As part of the council's approach to managing the pandemic response, council services each produced a one-year Service Delivery Plan in 2021. These focused on the actions necessary to manage the response and the recovery from the pandemic. A full outturn report on that Service Delivery Plan is also being presented to this cycle of this Board. The outturn details the achievements of Communities and Housing Services during 2021/22 and sets out progress against actions and performance targets.

3.2 As well as having a focus on responding to COVID-19 and supporting communities and businesses during this period, Communities and Housing Services teams continued to provide core services which are essential to our communities and have ensured the delivery of a wide range of key activities and achievements across the service. Particular activities to highlight include:

3.3 Housing Services

- A joint report by the Chief Executive, Director of Communities and Housing and Director of Finance and Resources setting out a major programme of Housing Led Regeneration and Renewal was approved by Council on 17 December 2020.
- This sought to bring forward additional investment from the Housing Revenue Account of some £100m over the next 10 years to deliver modern, high quality, energy efficient, affordable Council housing that will not only significantly enhance the Council's housing stock but will also contribute to the wider transformation of Renfrewshire as a place, and will be central to the economic and social recovery of Renfrewshire.
- Following approval from the Communities, Housing and Planning Policy Board on 18 May 2021, consultation was carried out in the 8 phase 1 areas of the £100 million Housing Led Regeneration and Renewal programme for Renfrewshire. Consultation was widely publicised, with an opportunity for people to take part and comment on the proposals in a variety of ways to suit their needs and preferred method of communication.
- A further report in March 2022 notes the feedback received from tenants, residents, owners and local communities during the further targeted consultation period in three of the phase 1 areas, and the Director of Communities and Housing Services was authorised to undertake the necessary processes to implement the revised proposals for the three Regeneration Areas concerned.
- A new build programme for 2021/22 has been delivered – with revised targets due to COVID-19 restrictions. 95 newbuild homes in Johnstone Castle were completed in April 2021. The Bishopton newbuild project delivered a range of house types, sizes and locations, with 80 spacious family and amenity homes which are energy efficient and affordable. Worked commenced on site in spring 2021 on 39 new

homes at Auchengreoch Road in Johnstone and on 101 new homes in Ferguslie Park

- The comprehensive review of all statutory landlord compliance activities was completed and the Compliance Strategy and policies are now all in place. A new Compliance Team is now in place and a further review of resource requirements has also been undertaken. This will ensure our housing stock complies with all statutory and regulatory requirements in relation to Gas, Electric, Asbestos, Water, Lifts & Fire Safety.
- Fabric works are being tailored to the buildings in each area and will adopt a whole house retrofit approach with measures to improve energy efficiency and help reduce energy costs for tenants.
- During 2021/22, Housing Services continued to be delivered in accordance with the relevant and current Scottish Government guidance and restrictions. Staff quickly and positively adapted to working remotely and have continued to deliver essential services to tenants, homeless people, those threatened with homelessness, and other services users.
- Staff continue to make connections and refer Council Tenants and applicants where appropriate to relevant colleagues and partners to access support and/ or financial advice and assistance. Joint networking meetings have been held between all housing management staff, income advisors and homelessness staff to further increase awareness of respective services and assistance available to those who need it.
- Housing staff continue to make proactive contact with customers. A successful bid to Connecting Scotland has enabled the provision of devices to some customers to improve access to services and other benefits that being digitally enabled offers.
- Housing Services, Homeless Services and Housing Support staff piloted a digital platform, “Near Me”, which enables face to face contact online, enabling enhanced form filling assistance, face to face interviews and meetings without the need for a customer to travel to an office.
- Although we recognise the benefits that digital platforms like “Near Me” can provide to our clients to widen the choice of methods available to them to interact with us, we also recognise the importance of in person meetings. And as the relaxing and removal of Scottish Government COVID-19 restrictions have occurred, staff across all Housing Services teams have returned to front line duties in person to assist and support our tenants and other clients.
- Our Refugee Resettlement Team continued to support the Council’s refugee resettlement programme throughout 2021/22.
- In March 2022, a report was presented to the Communities, Housing and Planning Policy Board providing an update on the proposed distribution of the COVID-19 Tenant Grant Fund, and how the needs of homeless people have continued to be met throughout the pandemic, as well as a further update on the significant progress that has been made in the implementation of Renfrewshire’s Rapid Rehousing Transition Plan (RRTP).

- In line with the recommendations to the Communities, Housing and Planning Policy Board in October 2021, the Council is on track to have distributed the full Tenants Grant Fund allocation of £214,000 across the private and social rented sectors, to address rent arrears accrued by around 172 tenants, who met the applicable guidance and criteria.
- Key initiatives in relation to homelessness during 2021/22 include:
 - the use of a Housing First approach in partnership with Turning Point Scotland and Blue Triangle H.A. which has now been further upscaled from 18 service users at the beginning of the RRTP, to 57 individuals now being in receipt of this wraparound support at any one time, using both RRTP and Council funding.
 - launch of a 'shared living' initiative with the Simon Community Scotland to support homeless applicants who want to share accommodation.
 - Deployment of an officer from 'Say Women' to support young women (16-25 years old) who have been subjected to sexual violence and are at risk of homelessness.
- Despite the challenges of the past 2 years, the total annual number of statutorily homeless households in Renfrewshire has shown no significant increase. During 2021/22 we provided support to 2,254 people and 909 homeless applications were received.
- Over the last two years, there has been a continued strong focus on matching Council/ Registered Social landlord (RSL) properties to those who were homeless or in greater housing need. Of the 940 homes let during 2021/22 through our Common Housing Allocation Policy a total of 369 were allocated to statutory homeless clients and 174 were allocated by our RSL partners.
- Within Homeless and Housing Support Services, we delivered a range of new programmes to support our clients, including - 'Move-on', 'We're Safe & Well' and 'WRAP'.
- The Renfrewshire Alcohol and Drugs Commission recognised that a safe and secure home is the best base for people to build their lives and enjoy good health and wellbeing. For those who are homeless, the provision of settled mainstream accommodation as early as possible, with appropriate support, is a key element in helping individuals and families affected by alcohol and drug use to rebuild their lives. We continue to strengthen our approach to prevention and repeat homelessness by providing holistic wraparound support to households in Renfrewshire, regardless of tenure, whose life is being affected by alcohol and/ or drugs.
- We submitted the Annual Return on the Charter (ARC) to the Scottish Housing Regulator (SHR) in May 2022. The ARC records the quality of service provided to tenants and provides benchmarking and tenant scrutiny of the services provided. We use this to help us prioritise what areas within Housing Services we will focus on for improvement.

- The Tenants Information Service (TIS), which is an organisation set up to promote and inspire innovative tenant participation have been commissioned to review the current approach to customer engagement and produce a new Tenant Participation Strategy. The new strategy will embrace digital technology, to help us reach groups who were not previously involved and a draft strategy will be brought to a future meeting of the Communities, Housing and Planning Policy Board for consideration.
- Staff across Housing participated in the short life working group established to review and update the Renfrewshire Antisocial Behaviour Strategy. At the March 2022 meeting, the Communities, Housing and Planning Policy Board approved the Renfrewshire ASB Strategy 2022-2025.
- Housing Services staff continue to assist and support our colleagues in the Chief Executive's Service with the production of major strategic documents including the Local Housing Strategy and the Local Development Plan. At the March 2022 meeting of the Communities, Housing and Planning Policy Board, the draft Renfrewshire Local Housing Strategy 2022-2027 was presented and approval was given to consult for a period of 12 weeks to obtain the views of communities and stakeholders.

3.4 **Communities and Public Protection**

- Front line workers continued to be out working delivering essential services to businesses and residents across all communities throughout the pandemic.
- In particular, Communities and Public Protection services have been at the forefront in supporting the Council in mitigating the impact of COVID-19 on services and communities. During 2021/22 this has included:
 - recruiting additional Environmental Health Compliance Officers
 - assisting Public Health with contact tracing in educational establishments
 - delivery of Community Testing sites to assist with asymptomatic testing
 - supporting businesses to understand and remain compliant with all relevant Scottish Government COVID-19 legislation and guidance
 - supporting delivery of safe elections for the Scottish Parliament and Council by providing guidance and staff acting as COVID-19 Marshalls and COVID-19 Supervisors
- The service continued to deliver and manage the Local Assistance Team (LAT) for calls in relation to self-isolation/vaccinations. Since August 2020, a total of 26,857 individuals who were self isolating have been contacted and approximately 6,000 parents and carers of those that have come into contact with somebody with COVID-19 have been advised to self isolate. The Local Assistance Team completed their final calls on 30 April 2022.
- The Civil Contingencies team (CCS) played a key role in the response to the COVID-19 pandemic and supported Renfrewshire, East Renfrewshire, Inverclyde and West Dunbartonshire Council's as well as the wider Greater Glasgow and Clyde region throughout the COVID-19 pandemic. This included supporting 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 helping support decision making around the various issues arising from the coronavirus pandemic

- The CCS was also pivotal in the setting up and supporting the COVID-19 vaccination centres and testing centres across Renfrewshire and supporting preparations for the COP26 event held in November 2021.
- Officers from the Community Development service delivered the only youth led participatory budgeting exercise in Scotland undertaken during the COVID-19 pandemic and delivered the Get into Summer programme of activities throughout the summer of 2021, with a core programme open to all on a universal basis supported by a number of targeted activities aimed at particular groups or families known to have been particularly impacted during the COVID-19 pandemic. Over 15,000 people participated and over 200 families received targeted support.
- The work carried out by staff over the last two years, in responding to the pandemic including supporting the childcare hubs, delivering the Get into Summer programme and delivering Participatory Budgeting exercises demonstrates the transferable skills and commitment of staff to the communities of Renfrewshire.
- Team Up to Clean Up has grown from approximately 1,200 volunteers before the pandemic to over 3,700 active community members. During 2021/22, 4,696 community events took place, 8965, volunteers were involved, and 18,056 bags of litter were uplifted by volunteers. More than half of the 74 Green Spaces projects were delivered by volunteer groups working with Team Up to Clean Up.
- Almost all funding available via the Greenspaces, Parks and Play Areas and Villages Investment fund has now been allocated (94%) funding with over 70 projects being taken forward by communities across Renfrewshire. It has inspired the creation of 6 newly constituted community groups and 4 groups have purchased tools and containers to boost the Councils grounds maintenance offerings.
- Fly Tipping has been a priority and historical sites at Sergeantlaw Road and Blackstoun Road have been cleared and secured. During 2021/22, a total of 1,787 fly tipping incidents were reported, which was a 15% reduction in reported incidents compared to 2020/21.
- Training and development opportunities have included the recruitment of additional employees to support the Team Up to Clean Up campaign and use of Invest and Kick Start programmes to support training and employee opportunities within Community Safety.
- Officers from Renfrewshire Council sat on a national group with Food Standards Scotland to ensure consistency across Scotland as a programme of catch - up inspections and recovery plans was developed following the COVID-19 pandemic. The Business Regulation Service Plan was approved on 25 August 2021 detailing plans for the recovery of the Renfrewshire Food Law inspection programme to ensure full compliance with the Food Law Code of Practice for Scotland.

- The Renfrewshire Community Learning and Development Strategy for 2021–24 was developed in collaboration with a wide range of partner organisations, third sector groups and individual service users and was approved in August 2021.
- A Water Safety Working Group was established, and the Renfrewshire Water Safety Policy agreed in January 2022. Public Rescue Equipment has now been placed at key locations across Renfrewshire.
- The Renfrewshire Antisocial Behaviour Strategy 2022-2025 was updated and approved by board in March 2022. This was developed with a range of statutory, voluntary and community partners and has a comprehensive action plan to help tackle antisocial behaviour.
- The Financial Harm Strategy was developed and approved by board in March 2022. The Strategy sets out ways partner agencies and communities can work together to prevent financial harm; report it and support those affected.
- Contaminated Land and Air Quality Management strategies have been reviewed and updated.
- Work has been undertaken to review, visit and risk assess the highest risk private water supplies. During 2022/23 a process to ensure all Regulated private water supplies are identified, sampled and risk assessed to meet regulatory requirements will be established.
- Prevent training and awareness raising has been updated to support the Council's delivery of Counter Terrorism initiatives. The roll out of Notice-Check-Share training to support local and national priorities remains ongoing. A Home Office led self-assessment review has been completed and demonstrates that Renfrewshire has established good practice in relation to compliance with the UK guidance published in February 2021.

4. Our strategic context

National context

- 4.1 The council has adapted the way services are delivered over the last two years and will continue to respond to national guidance as the pandemic recovery continues. 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.
- 4.2 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. The recovery phase is likely to continue for some time and council activity will reflect this. This recovery is guided by the national Strategic Framework for Recovery. As the recovery progresses, the council will work with staff, residents and partners to identify new ways of working which best meet the needs of our people and our communities.

- 4.3 Renfrewshire Council declared a climate emergency in 2019 and continues to progress work which aims to have Renfrewshire to reach Net Zero by 2030. More detailed plans on this will be published over the course of 2022. As well as council-led projects to help tackle climate issues, a Community Climate Fund allows local groups to bid for up to £3000 for localised initiatives which meet their community's needs and align to the council's drive towards Net Zero.
- 4.4 The impact of the UK leaving the EU in 2020 is not yet fully apparent, given the impact that the coronavirus has had on the economy and on day-to-day life. A main driver of how Renfrewshire is impacted will be in the operation of the UK Shared Prosperity Fund, which is in a 'pre-launch' phase. This fund is intended as a replacement for previous EU funding and will be allocated to local authorities according to a funding formula. More detail is expected over the next few months.
- 4.5 The Scottish Government published its Housing to 2040 proposals in March 2021. This is a long-term vision that sets out what homes and communities should look and feel like by 2040. The main aim of the initiative is that *'by 2040, everyone will have a safe, high quality home that is affordable and meets their needs in a place they want to be.'* The Housing to 2040 vision is set out in four over-arching categories:
- A well-functioning housing system
 - High quality sustainable homes
 - Sustainable communities
 - Homes that meet people's needs
- 4.6 During the COVID-19 pandemic, the Minister for Public Health and Sport granted local authorities a deviation from the Food Law Code of Practice (Scotland) normal requirements in recognition of the on-going work for Environmental Health Officers in prioritising the implementation of new regulations in relation to COVID-19. The deviation from normal inspection requirements was reviewed and extended several times throughout the pandemic and has now come to an end with all local authorities now required to produce and submit an updated Service Plan detailing how they are going to inspect premises and recover from the COVID pandemic in the coming years.
- 4.7 Communities and Housing Services will continue to assist with the safe resettlement of refugees from Ukraine and the Council's response to support the Scottish Government's 'Super sponsor' scheme and the UK Government's 'Homes for Ukraine' scheme and this is described in more detail in section 6 of this report.

Local context

- 4.8 In December 2020, Council approved an **Economic Recovery Plan** for Renfrewshire. It sets the direction of travel for measures to support the local economy through coronavirus response, recovery and beyond. The plan acknowledges the significant impact of the pandemic on the local and national economy, and what that means for the people, business and communities of Renfrewshire.
- 4.9 The Council also has a **Social Renewal Plan** which sets out joint plans (with our partners) to address the inequalities which exist in Renfrewshire, and which were made worse by the pandemic. The plan was developed after consultation with communities, and the council continues to seek views on these issues through consultation exercises and our Public Services Panel. Rising prices, particularly for food and fuel, may lead to more households experiencing absolute or relative poverty, and lead to increased demand for the supports and services the public and third sectors can offer.
- 4.10 Renfrewshire's **Alcohol and Drugs Commission** made its recommendations in 2020, setting out clear measures that partners across Renfrewshire need to take to reduce drug and alcohol related harms and promote recovery. The projects within the Alcohol and Drugs Change Programme are continuing to progress, including the Trauma Informed and Responsive Renfrewshire Programme – a partnership programme of work to ensure that recognising and responding to trauma is part of every service we deliver. Work has also progressed on the Stigma/Language Matters project with a marketing and communications activity plan being developed, with objectives including: demonstrating leadership by ensuring the Council does not use language that stigmatises people in public and staff communications
- 4.11 **Demographic and Social Change** - Renfrewshire's population is predicted to grow by 2.1% by 2030, a higher rate of growth than the Scottish average. In common with the rest of Scotland, Renfrewshire has an ageing population due to the combined impact of a falling birth rate and increasing life expectancy. There has been positive net migration into Renfrewshire in recent years, both from within Scotland and from overseas. The job creation resulting from infrastructure projects and economic regeneration, coupled with new house building, may contribute to an increase in the working age population in the medium and long-term. Deprivation does remain a challenge in Renfrewshire, however, and this has considerable implications for council services in terms of meeting current and future needs but also in undertaking work with partners to lift people out of poverty.

- 4.12 The service will support the Planning and Climate Change Policy Board on Climate Change to develop a range of actions through its plan for net zero to reduce the Council's own carbon emissions and support partners, businesses and citizens in Renfrewshire to reduce theirs.
- 4.13 The £100m Housing Led Regeneration and Renewal Programme is one of a number of major investment programmes in Renfrewshire over the coming years, including the City Deal projects, and the Library, Museum, Arts Centre and Town Hall projects in Paisley, all of which will contribute to the economic and social regeneration of the area.
- 4.14 During 2022 there will be a reset of the strategic focus of the Council with the development of a new Council Plan and a new Community Plan, which will compliment this Service Improvement Plan for Communities and Housing Services. The SIP will over the next 3 years deliver our actions and priorities which will support the Council to deliver on its strategic objectives within the Council Plan.
- 4.15 Communities and Housing Services activities will make a critical contribution towards Renfrewshire achieving the target of net zero carbon emissions by 2030. The Housing-led Regeneration and Renewal Programme for Renfrewshire will contribute to achieving this through retrofit of existing stock, and establishing a specification for new build homes through the (RenZEB) programme in partnership with the University of Strathclyde and energy efficient construction methods for new build properties.
- 4.16 The Council's transformation programme continued throughout the pandemic but the launch of subsequent phases was paused. New phases of transformation will start during 2022.
- 4.17 **Our Values** - More than 4,000 voices including our staff, local residents, partners, young people and community groups helped identify the values most important to us all that describe our promise to our communities, staff and partners and what people can expect of us. These values have been formally adopted by Renfrewshire Council and will guide how we deliver services and make decisions every day. Our Values are;
- We are **fair**. We treat each other and everyone we deal with respectfully and work hard to build trust in Renfrewshire Council.
 - We are **helpful**. We care about getting things right and are always approachable.
 - We are great **collaborators**. We work as one team and with people who care about this place.
 - We value **learning** to help us innovate, improve and deliver better services.

- 4.18 Although COVID-19 restrictions have now been lifted, the Council will take time during 2022 to review and design what future ways of working will look like – to maximise benefits to the workforce, for the Council and most importantly, maximise the benefits to the services we provide to our communities
- 4.19 In 2020, Council approved the new People Strategy. The first two years of the strategy are focused on three priority areas – health and wellbeing, new ways of working, and staff communication and engagement. The Council’s workforce has shown considerable resilience over the last two years and no service was left unchanged during the pandemic. Our staff adapted quickly to the necessary changes, whether it was a change in how frontline delivery was handled, adopting new ways of communicating with our customers, or switching to full-time working from home. As the country emerges from the pandemic, the Council, like other organisations, will seek to build on the new ways of working and find an approach which delivers the best possible service for residents whilst promoting a healthy work-life balance for staff.
- 4.20 All local authorities in Scotland are subject to a **Best Value Audit** inspection at least once in every council term (i.e. every five years). Renfrewshire’s last inspection was in 2017 and resulted in 7 key recommendations being made. These help determine improvement actions within the council and each year, Audit Scotland publish an overview report detailing progress against the audit as well as scrutiny of council finances. Audit Scotland will produce an updated approach to these audits later this year, and this is likely to reflect the significant change in the operating environment of councils.
- 4.21 The engagement plan issued by the Scottish Housing Regulator (SHR) for 2020/2021 noted that the Council would have low level engagement. Following publication, the SHR took steps to meet with all local authorities on their Engagement Plans with a specific emphasis on homelessness. Officers met with the SHR in early August to discuss management of homeless services and the impact of Covid 19 on service delivery. The SHR confirmed that they were not looking for any further information at this time from Renfrewshire council.
- 4.22 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, with the latest report having been presented at the January 2022 meeting. Strategic risks are more outward in nature, whereas corporate ones are more inward and often affect more than one service department.
- 4.23 Communities and Housing Services also plays a significant role in the management and mitigation, where possible, of many ‘business as usual’ and service specific risks that exist within the council. Which currently include

- Inflationary pressures on construction materials and resources and knock on effect on capital programmes
- Cost of living pressures on tenants and other service users including on food costs, fuel and energy price rises, which may result in difficulty in rent payments
- Managing backlog due to impact of COVID-19 such as in housing repairs and construction and in regulatory services with food premises inspections.

4.24 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. 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.

5. Our Resources

5.1 Our Workforce

There are approximately 430 staff within Communities and Housing Services and throughout the last two years, as well as reacting to the pandemic, they have continued to provide essential core services to individuals, communities and businesses across Renfrewshire.

We continue to support our staff to flourish and Housing Services colleagues are now accessing training through the Chartered Institute of Housing (CIH) to support their professional development. As well as the training, a number of staff also attended the CIH's two day "Scotland's Housing Festival" event in May 2022. The festival enabled staff to gain valuable knowledge from expert keynote speakers and influential innovators on the significant issues in the housing sector.

Through the service reviews and restructures currently being delivered within Community Protection and the Community Development services these teams are being developed to deliver services which can respond to the changing needs of service users as well as providing improved opportunities for career development for staff within these teams.

Within Communities and Public Protection, bespoke "teamtalk" training sessions are being developed for all aspects of enforcement and are being delivered to support the successful integration of Licensing Standards staff into the Trading Standards team.

During May 2022, the Director of Communities and Housing Services hosted 4 staff catch up events on TEAMS, attended by staff across all service areas. The purpose of these were twofold

- To allow staff to hear what had been happening across not only their own service area over the last year, but also to highlight to them what their colleagues in other areas in Communities and Housing Services had achieved,

and similarly what were the main priorities for each service area over the year ahead.

- Secondly, to provide staff with an opportunity to ask questions of the Director, or provide her with feedback on what they felt were the main achievements over the last year and opportunities for the coming year.

The feedback was that these sessions were a positive opportunity for staff to hear about the achievements of other parts of the service and contribute to the discussion, but one of the common points from these sessions, was the agreement that although having these virtual catch ups has a number of advantages, that the next round of these catch ups should be in-person events.

Awards and recognition –

- The Housing Asset and Investment team won the Retrofit Academy Award for *Social Housing Retrofit Landlord of the Year* – acknowledging the exemplar work for the retrofit project at Blackstoun Oval.
- The Johnstone Castle newbuild and regeneration programme won two awards. the *Affordable Housing Development of the Year (Social Rent) Award* at the Scottish Home Awards and also the *Best Regeneration Project of the Year (Residential) Award* at the Herald Property Awards.
- Our Sheltered Housing and Health and Wellbeing teams won the *Achieving Better Outcomes in Partnership Award* at the COSLA 2022 Excellence Awards for the “We’re Safe and Well” initiative - the team developed a broad range of innovative art, poetry, music, video and digital projects to support these older tenants, many of whom were particularly vulnerable, using their own words, thoughts and choices to reach out to family, friends and the community.
- Team Up to Clean Up was shortlisted in two categories in the Local Government Chronicles (LGC) Awards for Environmental Services and Community Involvement.
- Siobhan Gray a Youth Worker from the CLD team has been shortlisted for the Youth Worker of the Year Award at the National Youth Work Awards.
- The work undertaken by the members of the Local Assistance Team, often alongside their normal workload, has been outstanding and recognised via “Thank you” letters from the Scottish Government and Renfrewshire Council Chief Executive.
- In May 2022 a National Thematic Review was carried out by HMIE looking at the impact and legacy of the pandemic on CLD services across Scotland. When the inspectors visited Renfrewshire – They provided very positive feedback about the innovative and pro-active approach they saw in Renfrewshire. They also noted the breadth of work undertaken and how well it fits with our CLD strategy resulting in positive impacts for communities. They commented on the strength of the partnerships which exist across Renfrewshire and liked the plans to continue to build on those networks.

5.2 **Our Partnerships and Providers**

All of the work carried out within Communities and Housing Services is done with the support of and in partnership with a wide range of other Council services and external partners. We work closely with other Renfrewshire Housing Associations in the Housing Providers Forum, a number of external agencies in the Renfrewshire Homelessness Partnership and with the Renfrewshire Community Safety Partnership made up of services within Communities and Housing Services, other Council services, Police Scotland the Scottish Fire and Rescue Service and Greater Glasgow and Clyde Health Board.

We also work in partnership with many local and national organisations including Engage Renfrewshire, OneRen, Renfrewshire Health and Social Care Partnership, St Mirren Football Club and actively support the work of the I Am Me charity, which was founded in Renfrewshire and now works nationally to increase awareness of and reduce Hate Crime and bullying.

5.3 **Council Finances**

All local authorities in Scotland have experienced a hugely challenging and complex set of circumstances over the last two years and it is recognised that the financial impact on councils from COVID-19 will continue for some time. This includes the impact on service costs, service demands and income streams, as well as the cost of unavoidable delays to some transformation programmes.

Councils are also impacted by the rising costs of goods and services caused by inflationary pressures and global supply chain issues. Renfrewshire Council actively manages these pressures through its short- and medium-term financial planning and is acknowledged by Audit Scotland to have sound financial arrangements in place.

However, the Council's financial outlook remains subject to significant uncertainty. The most recent analysis reported to Council on 3 March 2022 suggests that Renfrewshire Council will experience a funding deficit in the range of £18m-£50m in the three years following 2022/23, unless mitigating action is taken.

Budgets are approved each year for both Capital and Revenue purposes. Revenue budgets allow for expenditure and income on day-to-day operational activities, such as employee costs, or supplies. For 2022/23, the Revenue budget approved for General Services on 3 March 2022 was £486m, and for the Housing Revenue Account £55m.

Capital budgets allow for expenditure on the creation or enhancement of assets. The capital budget approved for General Services on 3 March 2022 was £437m for the period 2022/23 to 2026/27, and for the Housing Revenue Account £267m for the period 2022/23 to 2027/28.

5.4 **Housing Revenue Account (HRA)**

The HRA operates a rolling 30-year Business Plan model which is the standard operating practice amongst local authorities and Registered Social Landlords. The 30-year basis of the model reflects the need for a long term planned approach to the replacement of major items such as rewiring, central heating etc aligned to the lifecycle of the element. The model ensures that planned rental income from the existing rented properties is sufficient over the term of the plan to cover debt and servicing capital expenditure including significant investment and regeneration initiatives together with funding the annual costs of maintaining council houses and all HRA annual operating costs including staffing.

The Business Plan model is reviewed to take account of the adjusted base budget position from the previous year and to update any key assumptions, economic factors and known or emerging risks. This review process allows consideration to be given to the setting of rent levels for the forthcoming and future financial years through effective scenario planning.

6. Our Strategic Priorities

As well as the national and local policy context outlined above, within the service we will continue to support the other strategic objectives and key priorities of the Council.

Housing Services

- Progress the Housing Led Regeneration and Renewal programme in eight Regeneration Areas. Phase 1 will focus on eight areas across Paisley, Renfrew and Johnstone which have been identified as being in particular need of investment.
- The areas have different combinations of proposals, including retention, some demolition and new build and retrofit of retained stocktaking account of the points above and in most cases allowing for the retention of a mix of property types and sizes.
- Complete further newbuild projects –
 - Johnstone SW (Auchengreoch Road): 39 new homes, and
 - Ferguslie Park (Tannahill): 101 new homes
- We will complete our New Build Housing Zero Carbon Innovation Project which will see us develop a standard specification for our new build houses to deliver net zero carbon homes by 2030, taking into account the whole lifecycle of the buildings including embodied carbon in construction, tenants' use and recycling.
- We will deliver the major capital investment programme for our 14 Council owned Multi Story Flats.
- Delivery of the Energy Efficiency Standard for Social Housing post-2020 (ESSH2) milestones and planning for the decarbonisation of social housing.

- Implement enhanced budget in estate management – Enhanced state management practice including review of existing Common Maintenance Programme.
- Within the Housing Services team we will further improve and embed changes made to letting processes - reducing days in this part of the void process. We will continue to provide early intervention and wrap around approach to rent collection, maximising collaboration across advice services and prioritising home visits for tenants/ applicants, particularly where vulnerabilities are known. We will also assist tenants with the impact of fuel poverty and other living costs.
- Continue to develop our Refugee Resettlement Service and specifically we will establish the Welcome Hub at Glasgow airport and help to safely resettle refugees from Ukraine.
- Continue to deliver Rapid Rehousing Transition Plan, moving to housing first approach and away from temporary furnished accommodation to permanent housing with wrap around support.
- Enhance our Sheltered Housing and Health & Wellbeing service – expanding to older tenants beyond sheltered housing tenants within amenity housing, health & wellbeing benefits will be rolled out to housing support service users and homeless applicants.
- Launch new holistic support service ‘MYLA’ (My Life Ahead) in partnership with Turning Point Scotland, with funding from Alcohol & Drug Commission Programme Board. The project will support any household in Renfrewshire, regardless of tenure, whose life is being affected by alcohol/drugs, and build on the concept that in order to have good health, you need to have a good, settled home. Turning Point Scotland has been appointed to provide this bespoke support intervention and will deploy a therapeutic and trauma informed approach, with support being centred and tailored around the individual, to help sustain their settled housing and stabilise their lives.

Communities and Public Protection

- We will support the Homes for Ukraine programme by carrying out checks on those who have volunteered to house a refugee to ensure suitability before people are given a home.
- We will complete the ongoing service reviews and restructures within Communities and Public Protection to support the delivery of effective services.
- Through the Community Safety Partnership, working closely with Housing Services the service will lead in delivering the Antisocial Behaviour Strategy and provide an annual update on progress to the Communities and Housing Policy Board
- Under the Licensing Order, local authorities in Scotland will have to establish a licensing scheme for short term lets by 1 October 2022 and similar to the

private rented sector housing standards, regulation and enforcement will be integrated into Communities and Public Protection's duties.

- A process to ensure all regulated private water supplies are identified, sampled and risk assessed to meet regulatory requirements will be established and implemented.
- In line with Counter Terrorism responsibilities, Prevent Referrals, training and awareness raising will continue to be delivered and necessary actions will be taken to ensure compliance with the forthcoming Protect Duty legislation announced in May 2022.
- A review of Litter Control Areas across Renfrewshire that are in place has been undertaken in collaboration with colleagues in Legal and Democratic Services . In 2022/23, Officers will be assessing if the use of the Litter Control Areas under the Environmental Protection Act 1990 is the best way to achieve compliance in certain areas of Renfrewshire.
- Days of co-ordinated action aligned to both national events and local issues, will be used to target enforcement activities to promote Parking, Trade Waste, Littering and Dog Fouling compliance
- The Civil Contingencies Service will support training and awareness raising to update Council procedures in relation to Council Incident Officer training and development, to support robust arrangements for continued delivery of essential services in the event of high-level risks such as a widespread power outage and in relation to Counter Terrorism and Serious Organised Crime particularly Cybercrime.
- The reshaped CLD service will play a critical role in developing the locality model to act as bridge between local communities, Local Partnerships and services. Through the Community Learning and Development Strategy the focus will be on developing Individual and family capacity, building community capacity and digital enabling to ensuring everyone can benefit from digital technology. We will also support our communities through Participatory Budgeting exercises and Community Asset Transfer/Ownership opportunities.
- A new Environmental taskforce will be introduced to help tackle issues relating to fly tipping investigation and enforcement. It will tie in with Renfrewshire projects such as Team Up To Clean Up and liaise with national organisations such as the Scottish Environment Protection Agency (SEPA) to support and assist in delivering Scotland wide projects within Renfrewshire.

As noted in the introduction to this plan, Service Improvement Plans align to the Council and Community Plans. Actions and performance indicators are each grouped according to the strategic outcomes set out in the Council Plan. As the new Council Plan has yet to be approved, actions and indicators in this SIP are set out under four broad themes.

- **Place:** what we do to support our economy, our infrastructure, our assets;

- **People:** what we do to support our communities and individual residents;
- **Sustainability:** what we do to address climate issues and promote sustainable services and communities;
- **Living our Values:** what we do in terms of our organisational behaviours and approaches

The current targets for the performance indicators cover the next three years, however these will be reviewed and evaluated on an annual basis to ensure they remain appropriate

6.3 Actions and Performance Indicators

Place: what we do to support our economy, our infrastructure, our assets

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Implement enhanced budget in estate management – including review of existing Common Maintenance Programme	This will deliver enhanced state management practice and improve the common areas within our housing estate.	Housing Services Manager	March 2023
Review the various local letting initiatives across Renfrewshire.	Ensure that letting initiatives are fit for purpose, delivering best value, and good outcomes for our customers.	Housing Regeneration and Development Manager /Housing Services Manager	March 2023
Implement revised Housing Asset Management Strategy	A revised strategy will set out proposals to achieve the necessary statutory and regulatory standards including EESSH2, SHQS and all other compliance requirements and to maintain these standards in the coming years.	Housing Asset and Investment Manager	March 2023
Carry out review of the current factoring service and potential use with regeneration areas.	To ensure we have robust arrangements in place to protect investment particularly within regeneration areas.	Housing Asset and Investment Manager	March 2023
Complete the developments at Auchengreoch Road (handovers of the 39 new homes will take place in summer 2022) and Ferguslie Park (handovers of the 101 new homes will commence summer/autumn 2022 with full completion expected early 2023).	On completion we will have completed over 315 new build homes since 2019 All Council newbuild developments include a mix of property sizes and types and all ground floor accommodation is level and step-free to meet mobility needs.	Housing Regeneration and Development Manager	March 2023
Commence feasibility work - Flood Risk Assessments at Gallowhill ahead of proposed new build project.	The proposed new build project at Gallowhill could result in a total of up to 60 new council homes being built.	Housing Regeneration and Development Manager	March 2023

Continue to work with stakeholders to understand the impacts of EU withdrawal and ensure safety of products in Renfrewshire	This work will continue and will increase over the coming years as import/exports pick up following Covid-19 but also when the EU withdrawal is implemented fully. Officers continue to liaise with Glasgow Airport and other partners e.g. Office for Product Safety and Standards (OPSS) to understand challenges and funding available,	Communities and Regulatory Manager	March 2023
Assess the use of Litter Control Areas across Renfrewshire	Officers will be assessing if the use of the Litter Control Areas under the Environmental Protection Act 1990 is the best way to achieve compliance in certain areas of Renfrewshire.	Communities and Regulatory Manager	March 2023
Complete the review of animal licence conditions across all licences	To modernise and ensure relevant to new licensing requirements	Communities and Regulatory Manager	March 2023
Establish and implement a process to ensure all Regulated private water supplies are identified, sampled and risk assessed to meet regulatory requirements	This will help ensure private water supplies are safe to use and meet all relevant legislation.	Communities and Regulatory Manager	March 2023
Establish the new Environmental taskforce	This will help tackle issues including targeting fly tipping hot-spots (reactive and proactive), and it will tie in with Renfrewshire projects such as Team Up To Clean Up and liaise with national organisations such as the Scottish Environment Protection Agency (SEPA) to support and assist in delivering Scotland wide projects within Renfrewshire. The roles are currently being recruited with the Teams expected to be live by the Summer of 2022.	Community Development Manager	March 2023
Deliver The Business Regulation Service Plan over the next 18 months	The Business Regulation Service Plan details the work to be undertaken by the service, setting out objectives, the resources required and approach to quality assurance in the format and detail required by Food Standards Scotland. The Plan this year also sets out the resource required to undertake a catch up programme of food law inspections following the period during the COVID-19 pandemic when proactive routine inspections were restricted in line with guidance at that time from Food Standards Scotland.	Communities and Regulatory Manager	October 2023

PI code	Performance Indicator	Frequency	Last update	Current Value	Current Target	Traffic Light Icon	2022/23 Target	2023/24 Target	2024/25 Target
CAHSSDP21.02	Private Water Supplies – 100% of type A supplies risk assessed and sampled	Annual	2021/22	100%	100%		100%	100%	100%
CR.PP.01	Air Quality - Annual average PM10 value across all continuous monitoring sites	Annual	2020/21	10.2ug/m3	18ug/m3		18ug/m3	18ug/m3	18ug/m3
CR.PP.01b	Air Quality - average nitrogen dioxide value of monitoring sites, within AQMA(s) exceeding limits	Annual	2020/21	<40ug/m3	41ug/m3		40ug/m3	40ug/m3	40ug/m3
CAHSSDP21.05	Number of or percentage of businesses brought into compliance with applicable legislation within 30 days	Quarterly	2021/22	100%	100%		100%	100%	100%
CAHSIP22.01	The new Environmental Taskforce will proactively visit known fly-tipping hot-spots to clear waste and try to catch offenders	Quarterly	New indicator	New indicator	New indicator	N/A	260 visits	260 visits	260 visits
CAHSIP22.04	The Green Spaces and Community Project will aim to work closely with schools during visits across the school year (20 visits per term).	Annual – measured across school terms	New indicator	New indicator	New indicator	N/A	60 visits	60 visits	60 visits

People: what we do to support our communities and individual residents

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Develop and implement a new Tenant Participation Strategy.	The new strategy will review how we can best support tenant participation, including embracing digital technology, to help us reach groups who have not been previously involved.	Housing Regeneration and Development Manager/ Housing Services Manager	December 2022
Support the resettlement of refugees in to settled accommodation within the social rented sector.	Safely resettle refugees within Renfrewshire	Homeless and Housing Support team/ Housing Services Manager	March 2023
Establish the Welcome Hub at Glasgow airport for Ukrainian refugees	Ensuring a warm and safe welcome for refugees from Ukraine	Homeless and Housing Support Manager	March 2023
Support the Council’s response to the Scottish Governments ‘super sponsor’ scheme for Ukrainian refugees and the UK Government’s “Homes for Ukraine” scheme.	Safely resettle Ukrainian refugees within Renfrewshire	Communities and Regulatory Manager	March 2023
Develop and promote the work of the Advocacy Team to support tenants within the private rented sector	This will help ensure that tenants in the private rented sector have access to support and assistance available.	Communities and Regulatory Manager	March 2023
Deliver the key outputs from the 4th year of Renfrewshire’s Rapid Rehousing Transition Plan (RRTP)	The RRTP details how those who are homeless will be provided with settled accommodation more quickly; spend reduced time in temporary accommodation and have more access to up-scaled support.	Homeless and Housing Support Manager	March 2023
Enhance our Sheltered Housing and Health & Wellbeing service	We will broaden the range of support and wellbeing initiatives provided for sheltered housing tenants, as well as rolling this out to older tenants living in amenity housing. We will also offer access to health and wellbeing initiatives to homeless applicants and housing support service users.	Homeless and Housing Support Manager	March 2023

Launch new holistic support service 'MYLA' (My Life Ahead)	This service, provided in partnership with Turning Point Scotland, with funding from Alcohol & Drug Commission Programme Board to engage with people who are experiencing challenges in their life related to alcohol, other drugs, and/or housing/homelessness.	Homeless and Housing Support Manager	March 2023
Deliver the key actions for 2022/23 outlined within the Community Learning and Development Strategy for 2021–24 across the three key priority areas <ul style="list-style-type: none"> o Young People, o Adults and Families, and o Building Communities 	The resulting plan of activities and action set out in this strategy, is an ambitious plan of action over the next three years till 2024 that will deliver real opportunities for individuals, families and communities across Renfrewshire to develop capacity, shape community aspirations and develop and maintain the services and facilities they want locally	Community Development Manager	March 2023
Deliver the Antisocial Behaviour Strategy and provide an annual update on progress to the Communities and Housing Policy Board	We will tackle and will respond to antisocial behaviour in Renfrewshire through a partnership and evidence led early intervention approach.	Community Development Manager	March 2023

PI code	Performance Indicator	Frequency	Last update	Current Value	Current Target	Traffic Light Icon	2022/23 Target	2023/24 Target	2024/25 Target
HPCMT05	Average time from household presenting themselves as homeless to completion of duty (number of weeks)	Quarterly	2021/22	22.25	26		24	24	24
SOA08.09o	Percentage of adults who agree that Renfrewshire is a safe place to live.	Annual	2020/21	75%	85%		85%	85%	85%
SOA09.1218a	Percentage of adults who agree with the statement "I am satisfied with my neighbourhood as a place to live".	Annual	2020/21	82%	85%		85%	85%	85%
CAHSIP.22.02	Contact to be made with all Sponsors in the Homes for Ukraine programme (Private and Super Sponsors) within 5 working days of cases being passed to Renfrewshire Council	Quarterly	New Indicator	New Indicator	New Indicator	N/A	95%	95%	95%

CAHSIP.22.03	Visits to be made to every property/household that want to continue as a sponsor with process being followed through to completion (acceptance or rejection)	Quarterly	New indicator	New indicator	New indicator	N/A	100%	100%	100%
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Sustainability: what we do to address climate issues and promote sustainable services and communities

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Deliver the Energy Efficiency Standard for Social Housing post-2020 (ESSH2) milestones	ESSH2 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 Manager	March 2023
Ensure the large value contracts for major works including Retrofit Design, Retrofit Works and-Voids/Tenanted works are in place.	These contracts will ensure we continue to improve the energy efficiency and overall condition of our tenants homes.	Housing Asset and Investment Manager	March 2023
Progress the Regeneration and Renewal programme in eight Regeneration Areas, including – <ul style="list-style-type: none"> Establish and begin to implement a programme for each area, with milestones for demolition, new build and investment in homes being retained Set up Neighbourhood Renewal Groups for the Regeneration Areas so that all stakeholders can contribute to the housing-led regeneration 	Over the next 10 years, the £100m Housing Led Regeneration and Renewal programme will deliver modern, high quality, energy efficient, affordable Council housing that will not only significantly enhance the Council’s housing stock but will also contribute to the wider transformation of Renfrewshire as a place, and will be central to the economic and social recovery of Renfrewshire.	Housing Regeneration and Development Manager	March 2023

<p>Complete our New Build Housing Zero Carbon Innovation Project with John Gilbert Architects and the University of Strathclyde</p>	<p>This will see us develop a standard specification for our new build houses to deliver net zero carbon homes by 2030, taking into account the whole lifecycle of the buildings including embodied carbon in construction, tenants' use and recycling at demolition</p>	<p>Housing Regeneration and Development Manager</p>	<p>March 2023</p>
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PI code	Performance Indicator	Frequency	Last update	Current Value	Current Target	Traffic Light Icon	2022/23 Target	2023/24 Target	2024/25 Target
HPCMT13a	Percentage of Council housing stock which meets the Scottish Housing Quality Standard	Annual	2021/22	57%	100%		100%	100%	100%
CAHSSDP21.01	Percentage of homes meeting the EESSH 2020 standard	Annual	2021/22	78.4%	95%		95%	95%	95%
HPCHARTER13	Percentage of reactive repairs carried out in the last year completed right first time	Annual	2021/22	85%	93%		93%	93%	93%
HPCMT07	Percentage of Overall Repairs Completed Within Target	Quarterly	2021/22	93.6%	95%		95%	95%	95%
HPCHARTER12	Average length of time taken to complete non-emergency repairs (days)	Quarterly	2021/22	14 days	15 days		15 days	15 days	15 days

Living our Values: what we do in terms of our organisational behaviours and approaches

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Implement the Housing Management Services - Operational Activity Plan 2022/23. Under the following priorities; <ul style="list-style-type: none"> • Recovery and resilience • Rent Collection • Managing Tenancy Changes Estate and Tenancy Management	The plan outlines the intended actions for 2022/23 to deliver continuous improvement and contribution to key operational activities locally and also details ongoing actions that contribute to improving outcomes and conditions for Council Tenants.	Housing Services Manager	March 2023
Expand the Housing Asset and Investment team's resources to ensure capacity for the additional works programmed for the coming years.	This will ensure the successful delivery of the over £250m in capital investment in housing over the next 5 years (with significant ramping up in years 2 and 3).	Housing Asset and Investment Manager	March 2023
Deliver any new duties which may form a future Housing Bill following the Scottish Government's PREVENTION OF HOMELESSNESS DUTIES consultation.	Changes to existing homelessness legislation may include measures to ensure homelessness is prevented at an earlier stage, including a proposal to extend the duty to take reasonable steps to prevent homelessness up to six months before, to maximise the housing options available to people and to prescribe what reasonable steps may include.	Homeless and Housing Support Manager	March 2023
Finalise service review and restructure of the Community Protection team	The new structure will respond to the changing needs of service users as well as providing opportunities for career development for staff within these teams.	Communities and Regulatory Manager	March 2023
Implement the voluntary professional dog walking scheme in Renfrewshire	As part of the voluntary initiative the scheme will set minimum standards for the businesses so dog owners feel their pets are safe and in reliable hands.	Communities and Regulatory Manager	March 2023
Work with partners on national Serious Organised Crime and CONTEST (Prevent) agendas	This will ensure a joined up, co-ordinated approach to dealing with serious organised crime and threats of terrorism.	Communities and Regulatory Manager	March 2023

Finalise service review and restructure of Community Learning and Development team	The new structure will respond to the changing needs of service users as well as providing opportunities for career development for staff within these teams.	Community Development Manager	March 2023
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PI code	Performance Indicator	Frequency	Last update	Current Value	Current Target	Traffic Light Icon	2022/23 Target	2023/24 Target	2024/25 Target
CAHSSDP21.06	Training – Percentage of staff training undertaken in relation to qualifications	Quarterly	2021/22	100%	100%		100%	100%	100%
DHS.COMP.FRONT%	Total Percentage of frontline (stage 1) complaints responded to within 5 days	Quarterly	2021/22	61%	95%		95%	95%	95%
DHS.COMP.INV%	Total Percentage of investigation (stage 2) complaints responded to within 20 days	Quarterly	2021/22	81%	95%		95%	95%	95%
HPCHARTER31	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.	Quarterly	2021/22	7.99%	8%		7.5%*	TBC	TBC
HPCHARTER30	Rent collected as percentage of total rent due in the reporting year.	Quarterly	2021/22	98.2%	98%		98%*	TBC	TBC
HPCHARTER35	Average length of time taken to re-let properties in the last year	Quarterly	2021/22	66 days	60 days		53*	TBC	TBC
HPCHARTER34	Percentage of rent loss due to voids	Quarterly	2021/22	2%	1.60%		1.8%*	TBC	TBC
CAHSSDP21.07	Average number of work days lost per full time equivalent (FTE) employee. (cumulative)	Quarterly	2021/22	TBC	8.5		TBC	TBC	TBC

*These indicators will be reviewed at the mid-year point due to the various potential challenges which feed into the service provision/ performance

DATA ONLY INDICATORS

PI code	Performance Indicator	Frequency	Last update	Current Value	Current Target	Traffic Light Icon	2022/23 Target	2023/24 Target	2024/25 Target
CAHSSDP21.03.a	Enhanced Enforcement of Private Rented Sector - no. of investigations	Quarterly	2021/22	43	Data only		Data only	Data only	Data only
CAHSSDP21.03.b	Enhanced Enforcement of Private Rented Sector - no. of reports to First Tier Tribunal	Quarterly	2021/22	5	Data only		Data only	Data only	Data only
CAHSSDP21.03.c	Enhanced Enforcement of Private Rented Sector - no. of RPNs issued	Quarterly	2021/22	453	Data only		Data only	Data only	Data only

LGBF Scorecard – Communities and Housing Services

Indicator	Ranked Position		Data		Scottish Average
	2019/20	2020/21	2019/20	2020/21	
ENV5 – Cost of Trading Standards and environmental health per 1,000 population	15	20	£19,470	£19,360	£18,463
ENV5a – Cost of trading standards, money advice and citizens advice per 1,000 population	31	30	£13,454	£12,699	£5,857
ENV5b – Cost of environmental health per 1,000 population	1	1	£6,015	£6,661	£12,606
HSN1b – Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	6	7	5.73%	6.42%	8.19%
HSN2 – Percentage of rent due in the year that was lost due to voids	19	18	1.52%	1.58%	1.38%
HSN3 – Percentage of council dwellings meeting SHQS	17	13	94.65%	91.65%	90.26%
HSN4b – Average number of days taken to complete non-emergency repairs	17	17	7.76	10.71	7.28
HSN5 – Percentage of council dwellings that are energy efficient	20	14	78.01%	86.63%	86.35%