



RENFREWSHIRE LOCAL HOUSING STRATEGY 2016-2021:

2016/17 UPDATE



This is the first annual update of Renfrewshire's Local Housing Strategy 2016-2021.

The document can be found online at

www.renfrewshire.gov.uk

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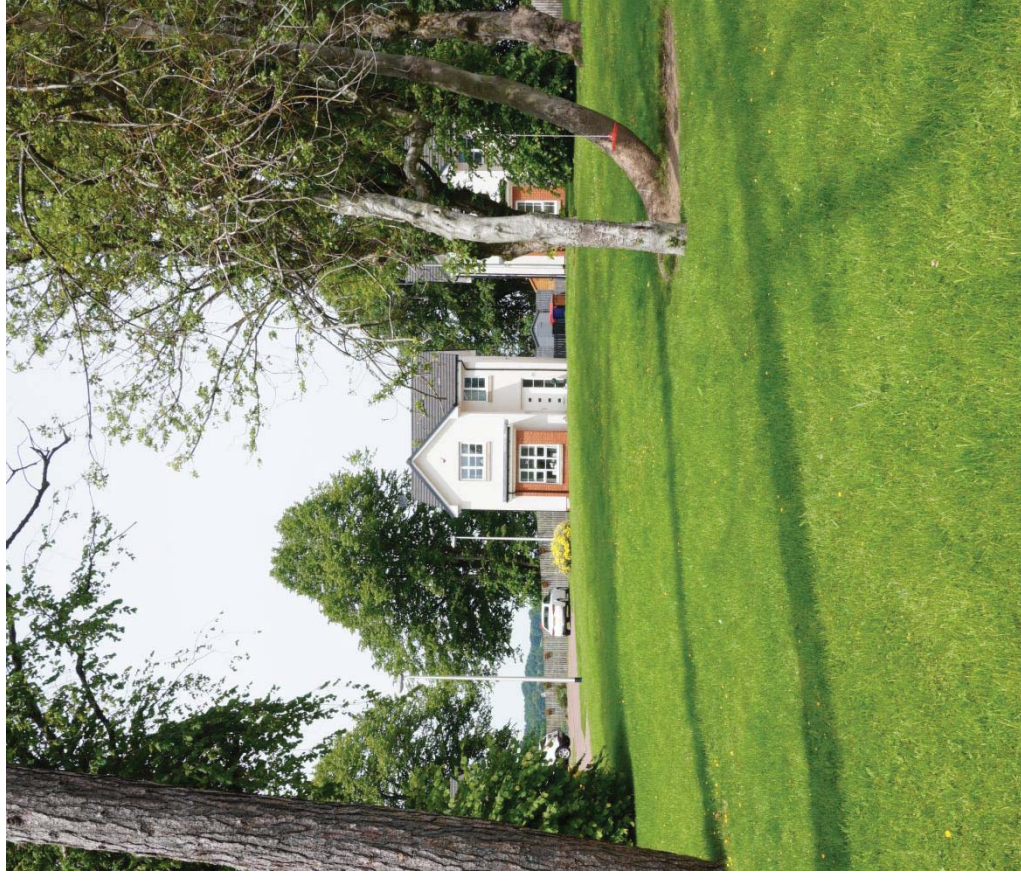
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Renfrewshire's Local Housing Strategy 2016-2021 aims to successfully deliver the following seven key Strategic Outcomes:

LHS 2016-2021 Strategic Outcomes

1. The supply of housing is increased.
2. Through targeted investment and regeneration activity, Renfrewshire has attractive and sustainable neighbourhoods and well functioning town centres.
3. People live in high quality, well managed homes.
4. Homes are energy efficient and fuel poverty is minimised.
5. Homelessness is prevented and vulnerable people get the advice and support they need.
6. People are able to live independently for as long as possible in their own homes.
7. Affordable housing is accessible to people who need it.

This is the first annual update of the Local Housing Strategy 2016-2021. It highlights key achievements and progress in the delivery of the identified Strategic Outcomes and Actions in the Local Housing Strategy 2016-2021 facilitated by housing providers and partners over the last year.



New family homes at Fordbank, Johnstone

Changes in Policy and Strategic Context

Since the approval of the Local Housing Strategy there have been a number of national developing policy priorities that will influence how the Council and partners deliver on the Local Housing Strategy Strategic Outcomes. These changes are set out below.

Scotland's Energy Efficiency Programme (SEEP) and house conditions

Scottish Ministers announced in June 2015 that energy efficiency would be taken forward as a national infrastructure priority¹. The cornerstone of this commitment will be Scotland's Energy Efficiency Programme (SEEP).

SEEP is a 15 to 20 year programme that is currently under development, which will be designed to significantly improve the energy efficiency and greenhouse gas emissions levels of homes and buildings, to help tackle fuel poverty and assist in meeting Scotland's climate change targets.

To support SEEP, the Scottish Government have recently consulted on the regulation of energy efficiency standard in private rented sector homes, are preparing a draft Scottish Energy Strategy and

are providing support and assistance for the development of heat networks.

Future annual updates of the Local Housing Strategy will need to consider how the outcomes of future consultation and policy development can provide new approaches to deliver Strategic Outcome 4, *'Homes are energy efficient and fuel poverty is minimised'*.

A pilot equity loan scheme for private owners to improve the energy efficiency (including associated essential repairs) of their home has also been developed and launched at the end of 2016 in three Council areas. Information and outcomes from the pilot are expected to establish if there is a need for a national scheme. If rolled out nationally, this could provide an additional means to help drive forward improvements in private sector housing condition in Renfrewshire.

Further Scottish Government consultations are due from winter 2017/18 on proposals to increase the energy efficiency of owner occupier housing and on condition issues affecting housing generally including the tolerable standard and regular maintenance in tenements.

¹ Infrastructure Investment Plan 2015, Scottish Government

Again, the Local Housing Strategy Action Plan will need to be responsive to the outcomes of future consultations along with subsequent guidance and regulations.

Fuel Poverty

The Scottish Fuel Poverty Strategic Working Group and the Scottish Rural Fuel Poverty Task Force both published reports in late 2016 on progress being made in tackling fuel poverty across Scotland.

Both reports noted that despite best efforts, fuel poverty hasn't yet been eradicated across Scotland and suggest a fresh approach on how this might be achieved.

The Scottish Government have now committed to developing a new long-term Fuel Poverty Strategy with a new target which will be consulted on in Autumn 2017 and taken forward in a Warm Homes Bill in 2018.

Provisions within the Warm Homes Bill will be considered in the delivery of the Strategic Outcomes and included in future annual updates of the Local Housing Strategy and its Action Plan.

Housing (Scotland) Act 2014

The Scottish Government introduced a number of new provisions within Social Housing through the Housing (Scotland) Act 2014, most notably the end of the 'Right to Buy' from August 2016.

Guidance and commencement dates for provisions within the Act which will change tenancy agreements and allocation policies, such as those around; reasonable preference, sub-letting, assignation or succession of a tenancy have as yet still to be finalised.

Registered Social Landlords, such as the Council and Housing Associations, will reflect Scottish Government guidance in their allocation policies and new tenant information handbooks.

For some provisions the Act also outlines the timescale by which social housing providers must communicate the changes to their tenants and applicants before their introduction.

These new provisions and the timing of their introduction will influence the delivery of key actions within Strategic Outcome 7, 'Affordable housing is accessible for people who need it'. This has been considered in this annual update and will also be considered in future updates of the Local Housing Strategy and its Action Plan.

Private Rented Housing

The Private Housing (Tenancies) (Scotland) Act 2016 creates a new Private Residential Tenancy (PRT) for new tenants to take the place of the existing Short Assured Tenancy and Assured Tenancy used in the Private Rented Sector. The new Private Residential Tenancy is expected to come into force in December 2017 for all new tenancies from this date.

The Scottish Government created the Private Residential Tenancy to improve security of tenure for tenants, while providing appropriate safeguards for landlords, lenders and investors.

The new tenancy agreement changes the grounds upon which a private landlord can recover their rental property, regulates the frequency and rate of rent increases and removes the current contractual tenancy period, i.e. six month lease.

These are significant changes and will require the Council and housing advice organisations to ensure that these changes are publicised and that new private sector tenants are aware of their new rights.

Renfrewshire Local Development Plan

240 residents, community groups, businesses, land owners and developers responded to the publication of the Renfrewshire Local Development Plan Main Issues Report 2017 during an extensive consultation and engagement period.

The responses from the Main Issues Report support the Council's position to focus on bringing forward development of brownfield sites for housing.

The consultation response will contribute to the development of the next Proposed Renfrewshire Local Development Plan which will

consider a new affordable housing policy targeted to increase the supply of affordable housing in areas of identified shortfall.

Progress of the main stages of the Renfrewshire Local Development Plan preparation will be reflected in future annual updates of the Local Housing Strategy.

Clydeplan Strategic Development Plan

The Clydeplan Strategic Development Plan was approved with modifications by the Scottish Ministers on 24th July 2017. This plan replaces the Glasgow and the Clyde Valley Strategic Development Plan (2012).

One of the modifications is that a generosity level of 15% has been applied to the all tenure Housing Supply Targets set out in the Proposed Clydeplan Strategic Development Plan. This modification does not affect the Housing Supply Targets set out in the Renfrewshire Local Housing Strategy 2016 – 2021 and will be addressed in the Proposed Renfrewshire Local Development Plan.

The Clydeplan Strategic Development Plan (2017) will inform future updates of the Local Housing Strategy and the preparation of the Proposed Renfrewshire Local Development Plan.



Play-park, Bridge of Weir

Key achievements and progress in delivering Strategic Outcome 1

include:

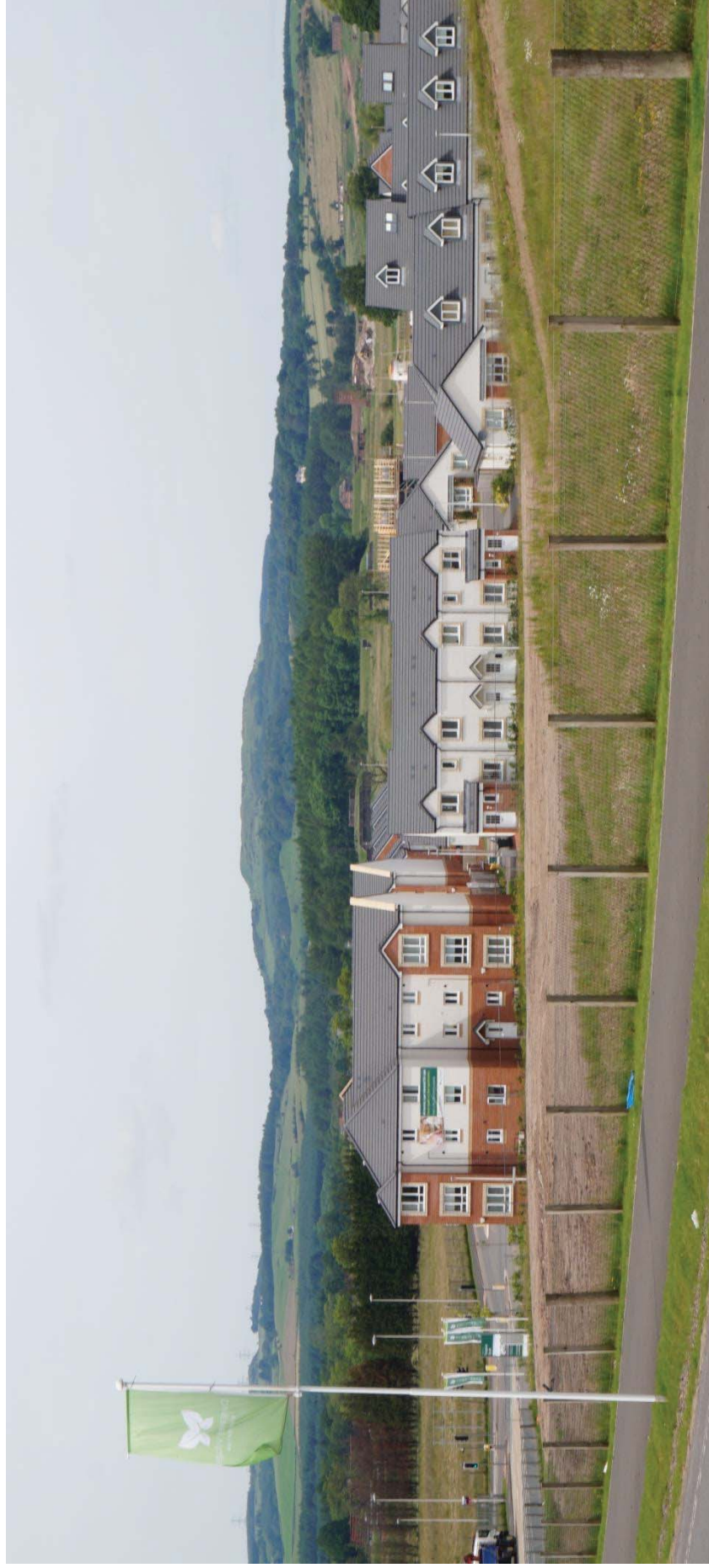
- Building on the 132 new affordable homes and 577 private sector homes completed in 2015/16 a further 108 new affordable homes and 643 private sector homes were successfully completed in 2016/17.
- There has been significant progress on a number of actions within the Renfrewshire Local Development Plan Action Programme to develop new homes on identified brownfield sites. 15 out of 35 housing sites identified are either progressing on site or development has been completed. This includes over 230 new affordable homes developed in Thruschcraigs Crescent and Shortroods, Paisley by Link Housing Association and Sanctuary Scotland.
- The current Strategic Housing Investment Programme 2017/18-2021/22 was approved by the Housing and Community Safety Policy Board in November 2016 investing around £43 million to deliver over 800 new build affordable homes.

A new Programme is set to be prepared and submitted to Board in late 2017 for the period 2018/19- 2022/23, which will include additional investment of £30 million allocated to Renfrewshire by the Scottish Government in June 2017.

- New housing developments identified within the Strategic Housing Investment Programme are progressing on site in Paisley, Johnstone and Renfrew. A pipeline programme has also been developed to bring forward new projects as existing projects complete and/or additional funding becomes available.
 - Proposals for a new residential development of 132 homes at Love Street, Paisley to include a mix of social rent, low cost home ownership and market homes for sale, the latter utilising Partnership for Regeneration funding.
 - Development of a Good Practice guide in relation to design and space consideration for the development of new build affordable housing is ongoing.
- Initial discussions have taken place with Registered Social Landlord partners regarding joint procurement frameworks and potential procurement efficiencies with staff from the Council's procurement section.

Outcome 1: The supply of housing is increased

Key updates 2016/17



Dargavel Village, Bishopston

Outcome 2: Through targeted investment and regeneration activity, Renfrewshire has attractive and sustainable neighbourhoods and well functioning town centres.

Key updates 2016/17

Key achievements and progress in delivering Strategic Outcome 2

include:

- Demolition of over 280 low demand tenement Council flats in Johnstone Castle began in late 2016. Construction of 95 new Council homes for Johnstone Castle have been designed and are ready for a site start.
- Regeneration proposals are being developed for Council housing stock in Ferguslie Park as part of wider regeneration plans for the area. A number of consultation events have taken place over the summer and autumn of 2016 and spring 2017, the feedback from which will be used to inform final plans.
- A draft regeneration masterplan for Paisley's West End was published in early 2017 with a number of public drop-in events held over the summer.

The masterplan sets out initial ideas around the regeneration of the area which could include the development of around 150 new homes for both social rent and private ownership. Further consultation with the local community and local businesses will take place before finalising a masterplan for the area.

- The majority of new build homes for social rent developed during 2016/17 were 'front and back door' houses. This is helping to address the current imbalance of flatted accommodation in Renfrewshire's social housing stock.
- 26 new affordable homes are planned as part of the ongoing regeneration of the old Arnotts site in Paisley's Town Centre by Link Housing Association. Work is expected to start on site at the Smithhills Street site early 2018.
- The Council, are currently developing asset management model. The model will be used to help develop and inform area based strategies to ensure the long term sustainability of the Councils stock.
- The development of Renfrewshire Town Centre Strategies and Action Plans were finalised in late 2016/early 2017. These Strategies identify opportunities to increase the amount of people living in Renfrewshire's Town Centres.

Reviews of these plans will take place every 2 years with the first reviews planned for late 2018.

Outcome 2: Through targeted investment and regeneration activity, Renfrewshire has attractive and sustainable neighbourhoods and well functioning town centres.

Key updates 2016/17



Comprehensive regeneration of the former Hawkhead Hospital laundry building now houses 8 modern villas.

Outcome 3: People live in high quality, well managed homes

Key updates 2016/17

Key achievements and progress in delivering Strategic Outcome 3

include:

- The Scottish House Condition Survey (SHCS) 2013-2015 identifies that 2% of Renfrewshire's Housing Stock is Below Tolerable Standard. This is a slight improvement on the 3% reported in the 2012-2014 Scottish House Conditions Survey.
- Social rented sector tenants in Renfrewshire consistently report high levels of satisfaction with the quality of their homes. In 2016/17 over 88% of Ferguslie Park Housing Association tenants, 97% of Bridgewater Housing Association tenants, 93% of Williamsburgh Housing Association tenants, 97% of Paisley Housing Association tenants, 87% of Linstone Housing Association tenants and 80% of Council tenants were satisfied with the quality of their home.
- The Federation of Local Housing Associations in Renfrewshire (FLAIR) in partnership with two Inverclyde RSLs have agreed a £30 million joint Procurement Framework to procure planned and cyclical maintenance work of their properties for the next 5 years.

- The Housing and Community Safety Policy Board approved the designation of a Housing Renewal Area in Causeyside Street and Orchard Street in March 2017.

The designation order is the first step in delivering comprehensive improvements to the 5 pre 1919 tenemental blocks of flats at 33 Causeyside Street and 3 – 9 Orchard Street. Paisley Housing Association is the lead agency in the delivery of the improvements.

- Around 7,400 private landlords representing over 9,000 properties were registered on the Scottish Government's new landlord registration online portal at the end of March 2017. An increase of around 5% on the previous year, this does not include those registrations pending a decision so the number of registrations is expected to have increased greater than 5%.
- 3 letting agents operating in Renfrewshire have signed up to Shelter Scotland's Letting Agent Plus model pilot. The model aims to improve the advice, support and information for letting agents to help better support their tenants. Opportunities to improve access to housing support and financial advice for those in the Private Rented Sector in Renfrewshire as part of the pilot are currently being explored.

Outcome 3: People live in high quality, well managed homes

Key updates 2016/17

- 2017 Private Landlord Forum will update landlords and letting agents on new industry requirements introduced through forthcoming legislative changes, including regulation of letting agents, Scottish Government proposals to improve energy efficiency standards in the sector and the new Private Residential Tenancy (PRT).

All provisions within the Private Housing (Tenancies) (Scotland) Act 2016, including the introduction of the new Private Residential Tenancy (PRT); which will replace existing short assured and assured tenancies, are expected to commence by the end of 2017.

- The Council's Community Resources Service has investigated 334 potential unregistered landlords, from this 125 applied to register as a landlord; 93 failed to register which resulted in a Rent Penalty Notice being issued since the recruitment of an additional enforcement officer as recommended through the Tackling Poverty Commission. The team have also conducted 49 visits to private let properties to inspect for disrepair.



Modern family homes at Braehead

Outcome 4: Homes are energy efficient and fuel poverty is minimised

Key updates 2016/17

Key achievements and progress in delivering Strategic Outcome 4

include:

- 28% of Renfrewshire residents live in fuel poverty, compared to 29% the previous year. A Fuel Poverty Steering group in Renfrewshire continues to progress actions to further reduce fuel poverty.
- Renfrewshire Council secured £1.185 million from the Scottish Government's Home Energy Efficiency Programme for Scotland: Area Based Schemes (HEEPs:ABS) programme. This was used to progress insulation works to homes in the Gallowhill area. The 17/18 allocation is £1.412m.
- An additional £762,000 from the HEEPS: ABS programme was secured. Supplemented by funding from the Energy Company Obligation and Renfrewshire Council, this allowed for 4 external wall insulation projects in Gallowill, Bridge of Weir, Johnstone and Kilbarchan to be completed benefitting 102 privately owned homes and 74 social rented homes.
- £312,000 from the Scottish Government's Capital Stimulus Programme funded an external wall insulation project in Lochwinnoch.
- Connect 4 Renfrewshire project funded by Big Lottery and partner match funding, delivers money, energy and debt advice

to residents of three FLAIR RSLs; Linstone, Bridgewater and Williamsburgh housing associations. Partners include RAMH, Renfrewshire Council and Renfrewshire Wide Credit Union.

Around one-third of referrals relate to energy and users of this service received an accumulative financial gain of £185,000 with around £60k savings made as a direct result of advice.

Connect 4 Renfrewshire has also been successful in accessing external funding for various energy saving measures for eligible households.

- Following the success of the Council's energy advocacy service, the Council has continued to self fund this service. The advocates have referral arrangements with 22 partner groups who provide services to a wide range and number of Renfrewshire residents. Ensuring everyone who requires support can access it.
- Renfrewshire Council has secured £50,000 from the SEEP Pathfinder Pilot Project Fund to test a data tool which if effective would provide a means to identify hard to heat properties and undertake sector specific projects.
- Paisley Housing Association has secured £10,000 of funding from the Alleviating Fuel Poverty Fund to deliver energy advice to tenants. The project will be delivered in 2017/18.

Outcome 4: Homes are energy efficient and fuel poverty is minimised

Key updates 2016/17



Renewable technology used in new housing development at Shortroods, Paisley

Outcome 5: Homelessness is prevented and vulnerable people get the advice and support they need

Key updates 2016/17

Key achievements and progress in delivering Strategic Outcome 5

include:

- A Tenancy Sustainment Group has been established to identify reasons for the lower rate of tenancy sustainment among former homeless applicants and to develop a range of actions for improvement in tenancy sustainment.

The tenancy sustainment rate for former homeless people improved from 72% in 2015/16 to 78% in 2016/17.

- *'Make It Your Own'* connects people leaving temporary accommodation with professional artists who offer practical home decoration advice and training to help improve tenancy sustainment. The project is delivered by community arts charity, Impact Arts in partnership with the Council's Housing Support team. 12 people housed across Renfrewshire benefitted from the project in 2016/17 and a further 20 people are due to participate in 2017/18.

- Around 15% of homeless applications made in Renfrewshire in 2016/17 were made following the person being liberated from prison.

Renfrewshire Council's Homeless Service is exploring training / employment opportunities for people with convictions in

partnership with Criminal Justice and Employability Services to help break the cycle of offending behaviour and homelessness.

- The Council's Homeless Service hosted a Department of Work and Pensions / Homelessness networking event. From this event additional training sessions on Universal Credit for staff involved with homeless clients has been agreed with Department of Work and Pensions and a sub group will be established to consider issues around implementation of Universal Credit Full Service.

- Renfrewshire Council's new intra-preneur scheme, the LENS, invited ideas from staff on how to improve services for customers. A number of homelessness prevention projects have successfully bid for funding from the scheme, these include:

- 'Smart Share' – a mobile app that helps young people on low incomes find a flat mate or flat share to reduce costs and sustain their tenancy.
- 'Buddies Recycle' – a recycled furniture scheme to help tenants on low incomes furnish their home.
- 'I will be there' – a pictorial diary mobile app which helps people with support needs keep appointments.

Outcome 5: Homelessness is prevented and vulnerable people get the advice and support they need

Key updates 2016/17

These new activities are in development and outcomes will be reported in future Local Housing Strategy updates.

- FLAIR RSLs and Renfrewshire Council are currently reviewing the Section 5 and Nominations process, with a view to improving approaches to deliver better letting outcomes for homeless people.
- Advice Renfrewshire was launched Spring 2017 offering a 'one-stop-shop' for anyone seeking local, free, impartial and confidential advice.

Advice and support is available on a range of topics, including, housing, health and urgent advice to alleviate crisis situations. Advice partners include, RAMH, Shelter Scotland and Renfrewshire Health and Social Care Partnership.



Renfrewshire's free impartial advice service



Housing Advice and Homeless Centre, Paisley

Key achievements and progress in delivering Strategic Outcome 6

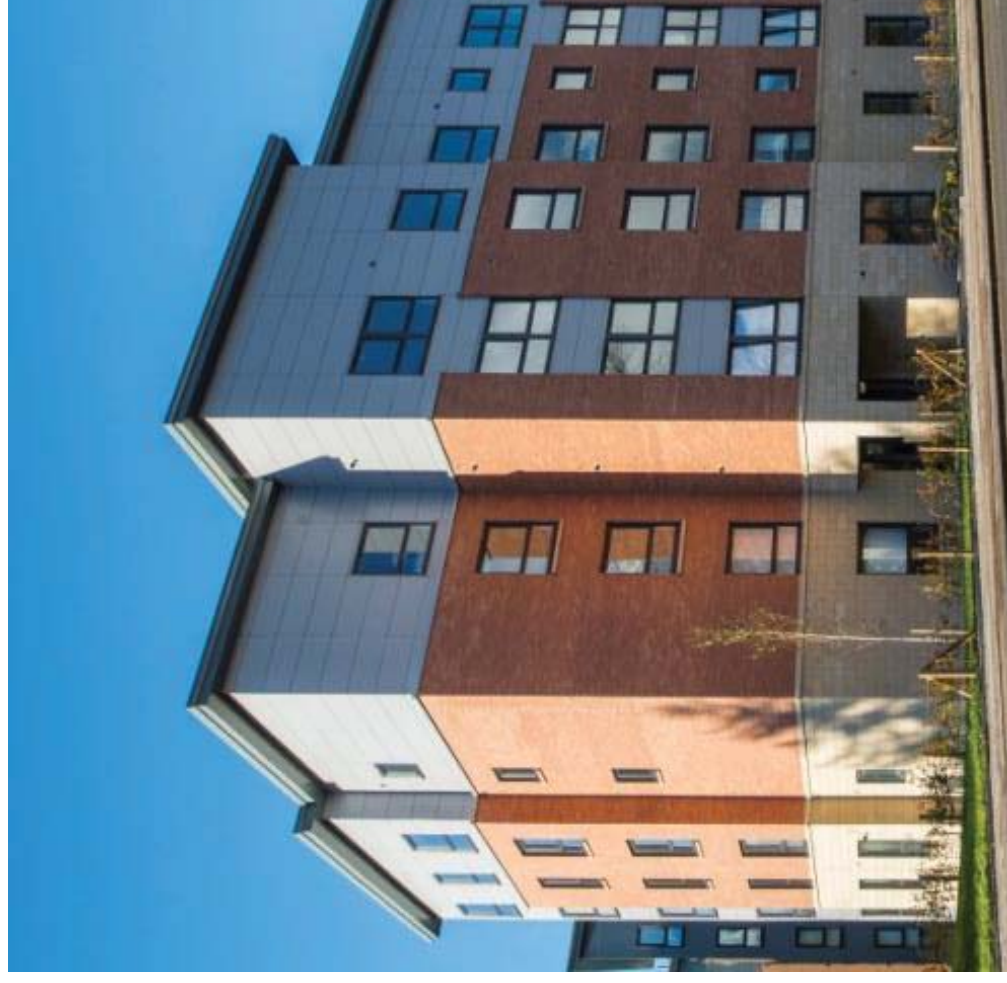
include:

- Liaison with Link Group underway to develop scoping arrangements for an evaluation study of the low cost home ownership in Paisley.
 - The Menu of Interventions tool is being used to identify, collate and publicise information and support for people with autism and their families. The tool includes relevant advice and information on Housing Services.
 - Autism Awareness training was arranged for 10 front line housing staff in line with the National Autism Framework to assist frontline services to be more 'Autism friendly'.
 - Partnership meetings ongoing with Paisley Housing Association, Health and Social Care Partnership and Renfrewshire Council to explore opportunities for a development of supported housing for people with learning disabilities
- 363 medical adaptations completed in Renfrewshire in Council owned homes in 2016/17 and a further 308 adaptations were completed in RSL owned properties. 7689 daily living items provided by Equipu in 2016/17.
 - The Council approved 217 grants to private owners for adaptations and spent £544k in 2016/17. The anticipated budget for next year for adaptations will be increased to £600,000-£700,000.
 - Discussions are ongoing between Renfrewshire Council and Bridgewater Housing Association to explore options for a site in Erskine for new build sheltered housing re-provisioning.
 - Care & Repair completed 1541 small repairs jobs in 16/17.
 - The Council's Housing Services are working in partnership with the Health and Social Care Partnership to develop Joint Needs Assessments for Mental Health Services, Learning Disability Services, Physical Disability, Sensory Impairment/Long Term Conditions and to identify housing related need.

Outcome 6: People are able to live independently for as long as possible in their own home

Key updates 2016/17

- Discussions are ongoing with Linstone Housing Association and partners to consider development of Extra Care Housing at an existing site in Paisley.
- Following consultation through the Renfrewshire Main Issues Report which ended on May 30th 2017, Renfrewshire Council will continue to consider the need to provide sites for Gypsy/Traveller provision in preparation of the next Renfrewshire Local Development Plan and will continue to monitor and work with other local authorities to review cross-boundary Gypsy/Travellers issues.



Low cost home ownership by Link Group at Abbey Place, Paisley

Outcome 7: Affordable housing is accessible to people who need it

Key updates 2016/17

- Good progress has been made in developing a draft Single Allocation Policy for Renfrewshire Council and five local Registered Social Landlords. A draft Single Allocation Policy will be consulted upon in early 2018.
- Research was commissioned through the Tackling Poverty fund to better understand total housing costs for tenants living in the social rented sector and review best practice from landlords in supporting tenants to sustain tenancies. The Council are working in partnership with Bridgewater Housing Association, Paisley Housing Association, Williamsburgh Housing Association, Linstone Housing Association, and Ferguslie Park Housing Association to identify how social landlords can take the recommendations forward.
- Universal Credit was introduced in Renfrewshire in June 2015 initially for single people eligible for Job Seekers Allowance. At 31 March 2017 around 380 Council tenants were in receipt of Universal Credit. In response, the Council have recruited Claimant Support Officers who are co-located in each Job Centre in Renfrewshire to offer a range of support to claimants and provide a clear link between the Job Centre and the Council.

- On 7 November 2016, the threshold for households impacted by the Benefit Cap reduced by around a quarter from £500 per week for families and £350 for single people to £384.62 per week and £257.69 per week respectively. Around 120 households across Renfrewshire are affected by the reduced Benefit Cap. All of these households have been contacted directly through a number of channels, and wherever possible an appointment with Advice works has been made.
- HomeChoice@Renfrewshire - Homexchange helped 1,134 customers who came through the doors, and assisted 172 customers to register for a mutual exchange through the on-line service. The Council enabled 19 successful mutual exchanges in 2016/17.
- Since the introduction of the Mortgage to Rent scheme in 2009, 50 applications have been accepted by Registered Social Landlords in the area and 21 completed, a further 3 are awaiting completion by the Council.
- The Deposit Guarantee scheme supports people who are homeless or threatened with homelessness to access the Private Rented Sector by providing a written guarantee in place of a cash deposit. 29 households were assisted

Outcome 7: Affordable housing is accessible to people who need it

Key updates 2016/17

through the scheme to access privately rented accommodation in 2016/17.

- Community Connectors is a third sector partnership project involving Active Communities, RAMH and Linstone Housing Association.

Working in partnership with GP practices in Linwood, Johnstone and Bishopton, Community Connectors offers a social prescribing service and has assisted over 500 people since it was established at the end of 2015. The project delivers a variety of health and wellbeing activities and advice including Housing advice via the Health and Housing Hub delivered by Linstone Housing Association.

91 Housing Hub drop-in sessions have been held in Linwood and Johnstone with over half of those using the Hub being connected to other services and almost all found the service helped to improve their circumstances.



New Affordable Housing development in Renfrew, Sanctuary Scotland

Action Plan

2016/17 UPDATE

Outcome 1: The Supply of Housing is Increased

Action	Baseline	Indicator/Measure	Target/Milestone	Timescale	Partner / Lead agency	2016/17 Update
1.1 Increase the supply of new housing in Renfrewshire.	2015/16 – 577 Private 132 - affordable	Affordable Housing Completions and Private Sector Completions	200 affordable homes each year 500 private homes each year	Annually	RC Development and Housing Services, housing associations, private developers	2016/17 – 643 Private 108 – affordable
1.2 Ensure Renfrewshire's new LDP identifies sufficient land in existing places to deliver the housing supply targets set out in this LHS.	LDP Action Programme agreed 2014	Actions implemented	LDP anticipated to be approved 2018	Ongoing	RC Development and Housing Services	The supply of housing is being reviewed and consultation responses to Renfrewshire's Main Issues Report will contribute to the development of the Proposed Local Development Plan.
1.3 Review the 2014 LDP Action Plan programme to bring forward brownfield and previously used sites for housing development.	LDP Action Programme agreed 2014	Actions implemented	Brownfield sites brought forward through a range of initiatives New LDP Action Programme 2017	Ongoing	RC Development and Housing Services	New Action Programme is being prepared alongside the Proposed Renfrewshire Local Development Plan which will be consulted upon towards the end of the year.
1.4 Consider bids to the Scottish Government Infrastructure fund and other funding sources to enable delivery of housing on sites affected by infrastructure constraints.	Sites identified in LDP and SHIP	Bids considered	Secure funding	Ongoing	RC Development and Housing Services, housing associations, private developers, Scottish Government, key agencies	2 sites have been identified as potential sites for bids to the Scottish Government Infrastructure fund. This will be progressed throughout 2017/18.

Outcome 1: The Supply of Housing is Increased

Action	Baseline	Indicator/Measure	Target/Milestone	Timescale	Partner / Lead agency	2016/17 Update
1.5 Deliver projects in the existing SHIP programme and develop new projects which assist in meeting the strategic outcomes in this LHS.	SHIP 2017/18 - 2021/22 agreed by HACS Board November 2016	SHIP updates	November 2017	2016-2021	RC Development and Housing Services, housing associations, Scottish Government	Of the 13 projects identified in the SHIP, 10 have been progressed, 5 projects are onsite with people living in new homes. There continues to be on-going discussions with all partners progressing the current SHIP projects as well as bringing forward new projects for future SHIPs.
1.6 Prepare an annual review and update of the SHIP to ensure it is a live and responsive plan.	SHIP 2017/18 – 2021/22 agreed by HACS board November 2016	SHIP updates	November 2017	2016-2021	RC Development and Housing Services, housing associations, Scottish Government	SHIP update covering 2018/19 – 2022/23 is currently being prepared and is scheduled for submission to the Communities, Housing and Planning Policy Board in late 2017.
1.7 Promote mix of tenure options to meet affordable housing need.	13/14 and 14/15 affordable completions were all social rent.	No. of different tenure options provided	Indicator only	Ongoing	RC Development and Housing Services, housing associations, private developers	Renfrewshire Council continues to work in partnership with RSLs and the Scottish Government to investigate various options for mix tenure on sites, building on past experiences and successes.

Outcome 1: The Supply of Housing is Increased

Action	Baseline	Indicator/Measure	Target/Milestone	Timescale	Partner / Lead agency	2016/17 Update
1.8 Consult on an Affordable Housing Policy, targeted to increase the supply of affordable housing in areas of identified shortfall.	N/A	Policy developed and consulted on through new RLDP	Policy introduced 2018	2018	RC Development and Housing Services	Main Issues Report consultation ended 30 May 2017; respondents' feedback will inform the development of Renfrewshire's next LDP. An affordable Housing Policy will be consulted on as part of the development of the next LDP.
1.9 Develop a standard for affordable housing in Renfrewshire that takes into account design and space standard considerations.	N/A	Standard developed	Standard implemented	2017	RC Development and Housing Services, housing associations	Initial discussions have taken place with partners on the development of a 'Good Practice' guide for new build affordable housing, which will take into account design and space standards.
1.10 Promote partnership working on procurement issues to maximise opportunity and efficiency in the delivery of affordable housing.	N/A	Partnership opportunities explored	Joint procurement opportunities maximised	2017	RC Development and Housing Services, housing associations, other local authorities and agencies	Initial discussions have taken place with partners and the Council's procurement services will progress the potential for shared frameworks.

Outcome 1: The Supply of Housing is Increased						
Action	Baseline	Indicator/Measure	Target/Milestone	Timescale	Partner / Lead agency	2016/17 Update
1.11 Encourage owners of empty homes to bring them back into use.	Yr Aug 15- Aug 16 17 properties brought back into use through direct engagement with owners	No. of empty homes brought back into use	25 per annum	ongoing	RC Development and Housing Services, RC Finance and Resources, private owners, housing associations	Due to the role being vacant there is no update for 2016/17. A new Empty Homes Officer has recently been appointed and will encourage empty home owners to bring their properties back into use.

Outcome 2: Through targeted investment and regeneration activity, Renfrewshire has attractive sustainable neighbourhoods and well functioning town centres						
Action	Baseline	Indicator/Measure	Target/Milestone	Timescale	Partner / Lead agency	Update
2.1 In partnership with local communities, develop and implement local regeneration strategies for Johnstone Castle; Paisley West End; Ferguslie Park.	Housing regeneration plans approved by RC for Johnstone Castle 2014	Strategies developed	Strategies in place and being implemented	2016 - 2021	RC Development and Housing Services, housing associations, private developers	Regeneration strategies for Paisley West End and Ferguslie Park are progressing through consultation with the local communities. Johnstone Castle regeneration strategy was approved in 2014 and works have commenced in preparing the site for development in late 2017.
2.2 Review low demand social rented housing, undertake option appraisal and develop area based strategies.	Housing management information, Housing Needs and Demand Assessment Existing local initiatives	Strategies Developed	Strategies in place and being implemented	2018	RC Development and Housing Services, housing associations	Following the completion of a long term stock sustainability review, work is ongoing to develop area based strategies.
2.3 In mixed tenure areas, review opportunities for joint initiatives on estate management and environmental improvements with potential links to employment and training initiatives.		Options developed	Options implemented and joint scheme established	2017	All social housing providers	Discussions are ongoing with RSLs and the Council to consider opportunities for joint estate management and environmental improvement initiatives.

Outcome 2: Through targeted investment and regeneration activity, Renfrewshire has attractive sustainable neighbourhoods and well functioning town centres						
Action	Baseline	Indicator/Measure	Target/Milestone	Timescale	Partner / Lead agency	Update
2.4 Through newbuild activity, improve the range of house types and sizes available for social rent.	Council Stock: 79% flats 21% houses Local RSL stock: 70% flats 30% houses	No. of newbuild house completions	Increase number of houses available for social rent	2016 - 2021	All social housing providers	In all of the projects listed in the current SHIP the aim has been to ensure that there is a range and choice of house types and sizes to meet the need and demand as well as create mixed communities in our existing places. Renfrewshire council in partnership with RSLs have successfully been planning for and building houses, reducing the amount of flatted units in Renfrewshire's housing stock.
2.5 Through the LDP, ensure action plans are in place for Renfrewshire's town centres and that they are reviewed and updated regularly.	Town Centre action plans developed.	Action plans for town centre and Place Plans developed	Action plans and Place Plans developed and thereafter reviewed every 2 years	2018	RC Development and Housing Services, community groups, community councils, tenants and residents of Centres and Places	Town Centre Strategies and Action Plans are now in place for all of Renfrewshire's Town Centres, these will be reviewed during 2018

Outcome 2: Through targeted investment and regeneration activity, Renfrewshire has attractive sustainable neighbourhoods and well functioning town centres						
Action	Baseline	Indicator/Measure	Target/Milestone	Timescale	Partner / Lead agency	Update
2.6 Identify opportunities and initiatives for housing development projects which would assist in increasing the number of people living in and using Renfrewshire's town centres.	Cotton Street and former Arnotts site completions 2011-2016	Potential projects identified	Projects delivered	2016 - 2021	RC Development and Housing Services	Opportunities to increase the number of people living in Renfrewshire's Town Centres are identified in the Town Centre Strategies. Link Group has committed to delivering an additional 25 units of affordable homes at Smithhills Street in the centre of Paisley. Work is expected to start onsite in early 2018.

Outcome 3: People live in high quality, well managed homes

Action	Baseline	Indicator/Measure	Target/Milestone	Timescale	Partner / Lead agency	Update
3.1 Develop an information base of poorer condition private tenemental stock using a range of sources to complement the Scottish House Condition Survey to inform policy development	SHCS 2012-2014 Suggests 4% of stock is BTS	Information sources used	Information base developed	2017	RC Development and Housing Services, RC Finance and Resources, RC Community Resources, housing associations, private owners, private factors	Collation of existing data sources within the Council started.
3.2 Achieve the comprehensive improvement of the pre-1919 tenements at 3-9 Orchard Street and 33 Causeyside Street.	Consultation on Orchard Street Housing Renewal Area (HRA) Draft Designation Order commenced late 2016	Improvement schedule agreed	Comprehensive Improvement complete	2021	Paisley Housing Association, RC Development and Housing Services, RC Community Resources, private owners and tenants	Housing Renewal Area designation order approved March 2017. Paisley Housing Association starting negotiation with owners July 2017.
3.3 Review the Scheme of Assistance for private owners	Advice provided to 3,401 households in 2015/16	Review progress	Review complete	2018	RC Development and Housing Services	Advice provided to 3,285 households in 2016/17.
3.4 Investigate current arrangements for factoring tenement blocks in private and multi-tenure ownership and consider options for a partnership initiative to tackle disrepair.	N/A	Research current arrangements and options developed.	Initiatives considered and agreed.	2018	RC Development and Housing Services, housing associations	Background research started.

Outcome 3: People live in high quality, well managed homes

Action	Baseline	Indicator/Measure	Target/Milestone	Timescale	Partner / Lead agency	Update
3.5 Continue to ensure private landlords are registered and promote enforcement action as required.	7,016 private landlords registered at April 2016	Number of registered private landlords	Data indicator only	2016-2021	RC Finance and Resources	7,397 private landlords registered at April 2017
3.6 Promote the Landlord Accreditation Scheme through the Private Landlords forum.	23 private landlords accredited at April 2016	Number of accredited landlords	Data indicator only	2016-2021	RC Development and Housing Services, private landlords	22 private landlords accredited at July 2017
3.7 Increase awareness of the rights and responsibilities of private tenants and landlords using a range of communication media.	Provision of information on the Council's website. Landlord Matters newsletter	N/A	Continue to increase awareness among tenants and landlords or rights and responsibilities	2017	RC Development and Housing Services, RC Finance and Resources, RC Community Resources, housing associations	Shelter Scotland pilot Letting Agent Plus model being delivered in Renfrewshire. Council website updated.

Outcome 4: Homes are Energy Efficient and Fuel Poverty is minimised

Action	Baseline	Indicator/Measure	Target/Milestone	Timescale	Partner / Lead agency	update
<p>4.1 Continue to promote energy savings, fuel poverty, and income maximisation advice to tenants and owners.</p>	<p>1,318 requests received by Renfrewshire Council's Advocacy Service from Renfrewshire residents in 2015/16</p>	<p>Number of requests received by Renfrewshire Council's Energy Advocacy Service from Renfrewshire residents</p>	<p>Increase the number of households in receipt of advice each year</p>	<p>Ongoing</p>	<p>RC Finance and Resources, RC Development and Housing Services, housing associations, Fuel Poverty Steering Group</p>	<p>Renfrewshire Council's home energy advocacy service visited 981 residents providing advice and support to save £73,216 and over 86,804kg CO2 in 2016/17</p>

Outcome 4: Homes are Energy Efficient and Fuel Poverty is minimised

Action	Baseline	Indicator/Measure	Target/Milestone	Timescale	Partner / Lead agency	update
<p>4.2 Ensure strategies are in place for social rented housing to meet the requirements of EESSH by 2020.</p>	<p>SHQS compliance</p>	<p>Strategies developed and implemented</p>	<p>Housing stock meets EESSH</p>	<p>2020</p>	<p>All social housing providers</p>	<p>The Council is required to ensure that all stock achieves the minimum energy rating under the Energy Efficiency Standard for Social Housing (EESH) by the first milestone of 31 December 2020. It has been assessed that by April 2017 around 70% of the Council's housing stock will meet the 2020 standard as a result of the measures introduced to achieve SHQS. The Council's position is that EESH will be achieved through the capital funding plans for planned investment programmes, together with Government sourced supplementary funding (e.g. HEEPS:ABS) and other external sources such as ECO.</p>

Outcome 4: Homes are Energy Efficient and Fuel Poverty is minimised

Action	Baseline	Indicator/Measure	Target/Milestone	Timescale	Partner / Lead agency	update
4.3 Continue to support energy efficiency improvements in the private sector by promoting access to energy savings advice and external funding.	2012-2014 SHCS average SAP of 68.3 for Council stock and 62.3 for owner occupied stock	Annual SHCS	Increased SAP rating	Ongoing	RC Finance and Resources, Development and Housing Services, housing associations, private owners and tenants	2013-2015 SHCS average SAP of 69.0 for Council stock and 62.8 for owner occupied stock
4.4 Continue to maximise HEEPS funding from the Scottish Government to benefit private owners and enable participation in energy efficiency programmes.	N/A	N/A	Data indicator only	Ongoing	RC Development and Housing Services	An additional £762,000 from the HEEPS: ABS programme was secured.

Outcome 4: Homes are Energy Efficient and Fuel Poverty is minimised

Action	Baseline	Indicator/Measure	Target/Milestone	Timescale	Partner / Lead agency	update
<p>4.5 Consider proposals and recommendations from the Scottish Government SEEP working group when available to address issues of energy efficiency and fuel poverty.</p>	<p>2012-2014 SHCS Renfrewshire fuel poverty levels 29%</p>	<p>Proposals and recommendations available</p>	<p>Proposals and recommendations considered</p>	<p>Ongoing</p>	<p>RC Development and Housing Services, Finance and Resources</p>	<p>RC has secured £50,000 from the SEEP Pathfinder Pilot Project Fund to test a data tool which if effective would provide a means to identify hard to heat properties and undertake sector specific projects.</p> <p>RC has responded to various Scottish Government energy efficiency consultations.</p> <p>Proposals and recommendations from the Scottish Government are to be finalised.</p>

Outcome 4: Homes are Energy Efficient and Fuel Poverty is minimised

Action	Baseline	Indicator/Measure	Target/Milestone	Timescale	Partner / Lead agency	update
<p>4.6 Encourage the use of renewable technology in new housing developments</p>	<p>Renewable technology used in Council development at Barrhead Road, Paisley across 37 units</p> <p>Renewable technology used in Loretto development at Charlestone Square, Paisley across 53 units</p>	<p>Incorporation of renewable technology were possible in both social and private sector new build developments where feasible</p>	<p>Two developments each year</p>	<p>2016-2021</p>	<p>RC Development and Housing Services, housing associations, private developers</p>	<p>Renewable technology has been used in 3 new housing developments at Shortroods, Paisley (Keepmoat) and Sanctuary Scotland developments in Renfrew.</p> <p>The use of renewable energy technology in new housing continues to be promoted through the Local Development Plan and the Building Standards process.</p>

Outcome 5: Homelessness is prevented and vulnerable people get the advice and support they need

Action	Baseline	Indicator/Measure	Target/Milestone	Timescale	Partner / Lead agency	update
<p>5.1 Work with partners to build on existing, and identify new, homelessness prevention activities, including initiatives such as “Foundations First” and “Housing First”</p>	<p>Foundations First started in 2015</p> <p>20 service users supported by Housing First service in Year 2 (2015/16) and living in settled accommodation</p> <p>505 Prevent1 cases opened by Prevention team in 2015/16</p>	<p>New prevention activities identified</p> <p>Number of service users accessing prevention activities</p>	<p>Increased number of service users accessing prevention activities</p>	<p>2018</p>	<p>RC Development and Housing Services, Homelessness Partnership, Shelter Scotland, Turning Point Scotland</p>	<p>Up to 20 service users at any one time continue to benefit from intensive support from Turning Point Scotland via the Housing First project.</p> <p>Homeless Action Scotland have been appointed to carry out cost-benefit analysis on the Housing First service</p> <p>Foundations First continues to be delivered by Shelter Scotland, with 309 referrals being received in its first 2 years.</p> <p>Impact Arts have been appointed to work with homeless applicants to assist them to furnish their homes, with very positive early results as regards tenancy sustainment. This will be fully evaluated in late 2017.</p> <p>The Renfrewshire Homelessness Partnership continues to meet quarterly to share information and review performance and any examples of good practice.</p>

Outcome 5: Homelessness is prevented and vulnerable people get the advice and support they need

Action	Baseline	Indicator/Measure	Target/Milestone	Timescale	Partner / Lead agency	update
<p>5.2 Develop initiatives to minimise the proportion of people presenting as homeless giving reasons as “leaving prison/hospital/other institution”.</p>	<p>2015/16 - 13%</p>	<p>HL1 Report - Reasons for Homelessness</p>	<p>Reduce proportion of presentations</p>	<p>Annually</p>	<p>RC Development and Housing Services</p>	<p>2016/17- 15%.</p> <p>Working Group has been established to investigate reasons for relatively high rate of homelessness within the people with convictions group of homeless applicants. This issue has also been raised with the new Community Justice Renfrewshire Steering Group, with actions relating to reducing homelessness amongst those leaving prison included in its Action Plan. A post which focuses on the prevention of homelessness for those leaving hospital and / or with a disability has been retained within the Homeless Services team.</p>

Outcome 5: Homelessness is prevented and vulnerable people get the advice and support they need

Action	Baseline	Indicator/Measure	Target/Milestone	Timescale	Partner / Lead agency	update
<p>5.3 Review the existing temporary accommodation model to ensure it meets the changing needs of homeless people</p>	N/A	Review of provision of temporary accommodation	Completion of Review	2017	<p>RC Development and Housing Services</p>	<p>Scoping work underway to look at appropriate temporary accommodation models used in other local authorities.</p>
<p>5.4 Develop and improve referral processes with the HSCP to improve access to Health and Social Care services for homeless people</p>	N/A	Referral processes considered	Referral processes developed	2018	<p>RC Development and Housing Services, HSCP, Homelessness Partnership</p>	<p>Discussions ongoing with the HSCP to improve service access arrangements for homeless people.</p>

Outcome 5: Homelessness is prevented and vulnerable people get the advice and support they need

Action	Baseline	Indicator/Measure	Target/Milestone	Timescale	Partner / Lead agency	update
5.5 Contribute to the delivery and implementation of the Health and Homelessness Action Plan	HHAP reviewed 2015/16	Targets and referral processes with HSCP developed for homeless people and vulnerable households	Annual review of HHAP completed	2018	HSCP , Homelessness Partnership, RC Development and Housing Services	2016/17 review completed and actions agreed for 2017/18.
5.6 Review current and develop new opportunities for financial advice and support for homeless people as a response to Welfare reform	N/A	Review complete and new opportunities developed	Increased proportion of homeless people accessing financial support	2017	RC Development and Housing Services , Advice Works	DWP / Homelessness networking event delivered June 2017. Subgroup will be established to consider issues around UC roll out. Discussions underway with Advice Works to explore further opportunities for financial advice specific to homeless people.
5.7 Develop initiatives to address the training and employment needs of homeless people	N/A	New opportunities developed	Increased proportion of homeless people accessing training or employment	2017	RC Development and Housing Services	Community Justice and Employability Services are exploring training and employment opportunities for homeless people with convictions.

Outcome 5: Homelessness is prevented and vulnerable people get the advice and support they need

Action	Baseline	Indicator/Measure	Target/Milestone	Timescale	Partner / Lead agency	update
<p>5.8 Undertake research into repeat homelessness and the reasons for the lower rate of tenancy sustainment among former homeless applicants and develop interventions for improvement.</p>	<p>Rate of repeat homelessness in 2015/16 - 10.6%</p> <p>Proportion of previously homeless people sustaining permanent social rented tenancies for 12 months 2015/16</p> <p>RC - 72%</p> <p>Bridgewater HA – 86%</p> <p>Ferguslie Park HA – 100%</p> <p>Linstone HA – 79%</p> <p>Paisley HA – 71%</p> <p>Williamsburgh HA – 68%</p>	<p>Analysis of reasons complete and Action Plan in place to decrease figure</p> <p>Annual Council and RSL records</p>	<p>Decrease proportion of repeat homelessness</p> <p>Increase proportion of previously homeless people sustaining permanent social rented tenancies for 12 months</p>	<p>Annually</p> <p>Annually</p>	<p>RC Development and Housing Services, housing associations</p>	<p>Rate of repeat homeless reduced to 7.6% in 2016/17 following review of case handling procedures – especially for homeless applicants who are incarcerated. This has also reduced the proportion of service users where contact is lost after assessment from 15.7% to 7.1%</p> <p>The sustainment figure for homeless applicants allocated a Council property increased to 78% for 2016/17. All homeless 16-25 year old homeless applicants now receive enhanced 1-2-1 assistance from our George Street Service both prior to and on moving into settled accommodation. 77 service users benefitted from this assistance in 2016/17.</p> <p>Discussions taking place with RC Housing Services Managers on the resources required to offer similar assistance to applicants aged over 25 yrs.</p>

Outcome 5: Homelessness is prevented and vulnerable people get the advice and support they need

Action	Baseline	Indicator/Measure	Target/Milestone	Timescale	Partner / Lead agency	update
<p>5.9 Continue to monitor outcomes for homeless applicants and ensure they have access to permanent social rented housing through effective use of Section 5 referrals and other partnership arrangements.</p>	<p>2015/16 - 28% of general Council lets to homeless; 14.5% of RSL general lets to homeless through S5 referrals</p>	<p>Charter Return; Council and RSL records</p>	<p>Increase lets to homeless people</p>	<p>Annually</p>	<p>All social housing providers</p>	<p>2016/17 - 24% of general Council lets to homeless; 12% of RSL general lets to homeless through S5 referrals</p>

Outcome 6: People are able to live independently for as long as possible in their own home

Action	Baseline	Indicator/Measure	Target/Milestone	Timescale	Partner / Lead agency	update
6.1 Implement actions arising from the External Reviews of Older Persons Housing.	Reports by Craigforth consultants	Actions considered and recommendations developed	Actions agreed and implemented	2016 - 2021	RC Development and Housing Services, housing associations, HSCP	Proposed Action Plan to be considered by RSL/HSCP partners for implementation.
6.2 Develop proposals with partners for additional Extra Care Housing in the Paisley area.	Reports by Craigforth consultants	Proposals developed and included in the SHIP, 2018	Increased provision of extra care housing	2021	RC Development and Housing Services HSCP, housing associations	Development discussions are ongoing between Renfrewshire Council and Linstone Housing Association.
6.3 Develop proposals for sheltered housing re-provisioning in Erskine.	Reports by Craigforth consultants	Proposals developed and included in the SHIP, 2018	Plans in place for sheltered housing re-provisioning	2021	Bridgewater Housing Association, RC Development and Housing Services, HSCP,	Exploratory discussions ongoing between Renfrewshire Council and Bridgewater Housing Association.
6.4 Develop proposals to establish a “retirement village” model of housing for older people at the four high rise blocks at Neilston Road, Paisley .	Existing RC initiatives in multi-storey blocks	Research undertaken and options reviewed	Proposals developed and implemented	2019	RC Development and Housing Services, HSCP	Work not yet started on this action.
6.5 Evaluate the low cost home ownership amenity development for older people in Paisley to inform future policy development.	Site completed August 2016	Success of new model of provision evaluated using a range of information	Evaluation complete	2018	RC Development and Housing Services, Link Group Ltd	Arrangements for an evaluation study are being considered in association with Link Group.
6.6 Contribute to the implementation of the Renfrewshire Autism Strategy Action Plan.	N/A	Housing contribution/ requirements identified	Proposals developed	Ongoing	HSCP, RC Development and Housing Services, housing associations	Autism Awareness training delivered to frontline Housing, Homelessness and Housing Support staff.

Outcome 6: People are able to live independently for as long as possible in their own home

Action	Baseline	Indicator/Measure	Target/Milestone	Timescale	Partner / Lead agency	update
6.7 Identify the needs of those living with aged carers to develop planned pathways for independent living arrangements.	N/A	Research undertaken and options considered.	Proposals developed	2017	HSCP, RC Development and Housing Services, housing associations	Partnership meetings ongoing with Paisley Housing Association, HSCP and Renfrewshire Council to explore opportunities for a development of supported housing for people with learning disabilities
6.8 Work in partnership with the HSCP to develop Joint Needs Assessments for Mental Health Services, Learning Disability Services, Physical Disability, Sensory Impairment / Long Term Conditions and to identify housing related needs.	N/A	Housing needs identified as part of Joint Needs Assessments	Housing requirements/contribution identified and proposals developed	2016 - 2021	HSCP, RC Development and Housing Services, housing associations	Discussions ongoing with the HSCP to put in place regular future joint strategic planning arrangements.
6.9 Consider the need for site provision for Gypsy/Travellers and Travelling Show People.	N/A	Consultation through the review of the LDP	Need for site provision addressed in LDP	2018	RC Development and Housing Services, other local authorities in Glasgow and Clyde Valley area and Ayrshire	Need for a Gypsy/Traveller site(s) will be considered in the preparation of the emerging Local Development Plan.

Outcome 7: People can access affordable housing that meets their needs at the right time

Action	Baseline	Indicator/Measure	Target/Milestone	Timescale	Partner / Lead agency	Update
7.1 Develop and implement a single housing allocation policy for Renfrewshire Council and local housing associations	Single housing allocation policy in development	Policy developed	Policy approved and implementation plan in place.	2017	RC Development and Housing Services , local housing associations	Progress is being made in developing the single allocation policy however this is delayed awaiting final guidance and commencement dates for the relevant provisions within the Housing (Scotland) Act 2014.
7.2 Consider recommendations from research into the affordability of social rented housing commissioned as part of the Tackling Poverty agenda and agree appropriate interventions.	Study commissioned	Study complete	Report complete and interventions agreed	2017	RC Development and Housing Services , housing associations	Research study completed. Renfrewshire Council and 5 local RSLs are considering how to implement recommendations.
7.3 Promote partnership arrangements to monitor the impact of Universal Credit on tenants, provide information to tenants and maximise incomes.	UC introduced in Renfrewshire from June 2015 for some claimant groups	Partnership arrangements prepared	Universal Credit and income maximisation information available to social rented tenants	2017	RC Development and Housing Services , housing associations	Regular Welfare Reform and UC updates are provided to the Leadership Board. A range of additional support for UC claimants including digital, personal budgeting and housing support is in place.

Outcome 7: People can access affordable housing that meets their needs at the right time

Action	Baseline	Indicator/Measure	Target/Milestone	Timescale	Partner / Lead agency	Update
<p>7.4 Monitor national policy development on future Welfare Reform changes and develop action to mitigate against the impact on tenants.</p>	<p>Welfare Reform Working Group established</p>	<p>Monitor national policy and impact identified</p>	<p>Actions to mitigate impacts developed</p>	<p>Ongoing</p>	<p>All social housing providers, Welfare Reform Working Group</p>	<p>Update report on the rollout of Universal Credit full service was presented to the Council's Leadership Board 30 November 2016 outlining potential impacts of Universal Credit full service and other future Welfare Reforms.</p>

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如欲索取以另一語文印製或另一格式製作的資料，請與我們聯絡。

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