

# People. Homes. Brighter Futures

## Our Strategy for Housing in East Renfrewshire

(2017-2022)

### Our Vision:

“Good quality and affordable housing opportunities are available to all our residents, within safe and attractive neighbourhoods”.



## Foreword

I am very pleased to introduce this 5-year Local Housing Strategy (LHS) for East Renfrewshire. The LHS sets out the housing priorities identified by people living and working locally. It will guide service developments and housing initiatives relating to all homes whether in the public or private sector.

The Council has worked with its partners and the community to develop this strategy. We continue to build and strengthen the networks we have with local residents and our partners. Our shared vision and commitment to joint-working is critical in enabling us to deliver on the commitments of the LHS.

East Renfrewshire is a desirable place to live. However, young people, families and first time buyers in particular struggle to find a home because of high demand and housing costs. The need for more homes, particularly affordable homes, is a priority nationally and locally. Although there has been a sharp focus in recent years on increasing supply, there are still many households who need help to find a suitable home.

At the centre of our residents' wellbeing is having an affordable, good quality home which suits their needs. Councils have a key strategic role in this, as we are best placed to listen to and assess the needs of communities, and to steer actions at a local level that will work for individual communities.

Homes in the area are in relatively good condition but the housing stock is ageing, and this comes with the need to repair and replace major elements such as roofs, heating, windows and electrics. With this in mind we must make these improvements to socially rented homes, but also support and enable households in the private sector to maintain and improve their homes too.

With a diverse population, which is also ageing, it is also critical that we ensure new homes are futureproofed and the provision of adaptations to existing homes is prioritised. Many of our residents also reliant on support and care to remain living independently and we will work closely with colleagues in Health and Social Care to continue to provide this.

Our strategy is ambitious but realistic. Within constrained public resources, we commit to delivering on these LHS outcomes to meet the needs and aspirations of East Renfrewshire's residents.



A handwritten signature in blue ink, appearing to read 'D Devlin'. The signature is fluid and cursive, written on a white background.

**Cllr Danny Devlin,  
Convenor of Housing &  
Maintenance Services**

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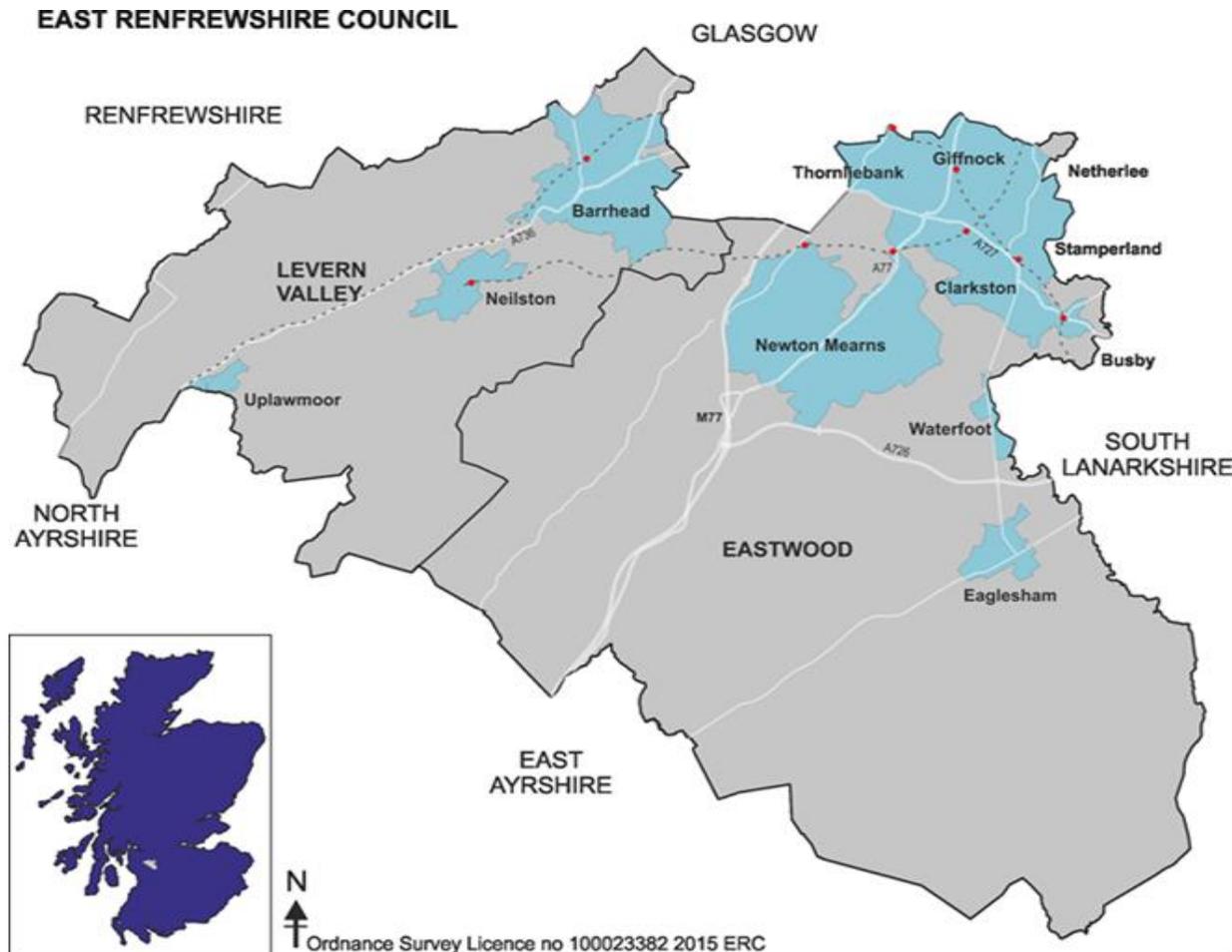
## Who is this document for?

This Local Housing Strategy will be of interest to a range of people living and working in East Renfrewshire.

This includes:

- Residents
- Community representatives
- Officers working across all Council departments,
- Health and Social Care Partnership,
- Local Councillors,
- Housing Associations,
- Housing Developers,
- Private Landlords,
- Voluntary sector organisations and other partners,

If you have any comments or questions about the work of the Local Housing Strategy, please contact us using the details given in the **“Contact Us”** section of this document.



## East Renfrewshire Context

East Renfrewshire local authority area was formed in April 1996, bringing together Eastwood and parts of Renfrew District Councils. Each area has its own distinct history and housing makeup, with Eastwood forming part of Greater Glasgow South (Housing Sub Market Area - HSMA), and Levern Valley forming part of Renfrewshire HSMA.

Approximately two thirds of East Renfrewshire is rural farm land encompassing the villages of Neilston, Uplawmoor, Waterfoot and Eaglesham. The remaining area comprises the mainly suburban areas of Thornliebank, Giffnock, Clarkston, Newton Mearns and the town of Barrhead.

East Renfrewshire is a sought after area for living, school education and leisure - this also drives a particular set of housing challenges. There is a very high rate of owner occupation, with very small private and social rented sectors, and also some of the highest house prices in Scotland.

# 1. Introduction & Overview

## What is the Local Housing Strategy?

Every Council must have a 5- year Local Housing Strategy (LHS) in place for their local area. This is the key housing plan for the area, considering all the “big issues” relating to our homes and the people living within them. The LHS is important as it sets our vision for improving housing across all tenures (i.e. social and private rent and owner occupation), and in turn how we are going to tackle these priorities.

The Local Housing Strategy (LHS) identifies the important housing issues affecting people locally. In turn it sets out the vision the Council and its partners have for tackling these issues and delivering improved housing and related services over the next 5 years.

## East Renfrewshire’s Local Housing Strategy

East Renfrewshire’s residents live in a variety of housing - living with family or friends, renting a home from the Council or a Housing association, renting privately and for the majority of people as owner occupiers. They have a wide range of housing needs and requirements.

Our LHS is relevant to everyone who is living in or is looking for a home in East Renfrewshire. One of our most basic needs is having somewhere to live. It is also important that homes are safe, warm, in good condition and affordable to live in.

Without access to decent housing opportunities other important aspects of life including health, education, employment and playing an active part in the community are very difficult to achieve.

*The remit of the LHS far exceeds the building and maintenance of Council homes. Its scope is significant and potentially affects every household living in East Renfrewshire. As well as the homes we have and those we need, it also considers other strategic housing matters such as homelessness, fuel poverty and housing support services.*

The Council and its partners are committed to working together to deliver on these. This is reflected in the strategy which has been informed by detailed consultation with partners - relevant Council services, local housing providers and voluntary sector organisations - as well as members of the public, over the last 18 months.

## Our Vision

Within the strategy we outline our *Vision and the 4 Priority Themes* which shape the *Outcomes* we will achieve through successful delivery of the LHS. These are 4 interconnected priorities, which illustrate the related impacts of each on successful delivery of the LHS outcomes.



A range of *Commitments and Targets* have also been outlined, which set out the work we will undertake specifically to ensure we achieve these outcomes for local people. These are outlined in sections *Priority 1-4*.

## 2. Development of the Local Housing Strategy

The LHS has been developed taking account of a wide range of views across:

- Council departments,
- Partner organisations and
- Tenants, Residents and the wider community.

A series of workshops, information events and partner forums were held over 2016. These were used to refresh our vision of the key housing issues affecting East Renfrewshire residents and of the improvements in housing and services people feel are required.



Online consultation was undertaken via the Council's Citizen Space, providing a dedicated space to promote the "People. Homes. Brighter Futures." theme of our LHS and gather

public views on the most important housing issues. The online survey was also promoted widely to staff, elected members, partner organisations, and tenant and community forums representing a range of interests.

A series of information events were used to canvass views directly from the public. The draft LHS was then launched for a 3 - month public consultation from October 2016.



Opportunities to get involved were promoted via newsletters and our website; and information distributed at related events and forums, as well as through established email networks and in public places.

The final LHS also reflects feedback from our *Peer Review* by Scottish Government and other Councils.

Further detail of our full consultation can be found in the [Consultation Report](#) which accompanies the LHS.

### Key stages in Developing the Local Housing Strategy

Key Stage	Activities
Research and Analysis (2014/15)	Research and Background Analysis
	Development of <i>Clydeplan</i> Strategic Housing Need and Demand Assessment 2
Consultation and Development of draft LHS (Jan- Sep 2016)	<i>Citizenspace</i> Key Issues Survey
	Workshop and forum events with partners and tenants, residents and service users
	Direct consultation with public
	Approval of draft by Council
Draft LHS Consultation and Impact Assessment (Oct -Jan 2017)	Consultation via <i>Citizenspace</i> and directly with partnership groups
	Information via newsletters and public spaces
	Equalities Impact Assessment
	Strategic Environmental Assessment
Development of finalised 5-year LHS (April 2017 onwards)	Review of consultation and "peer review" outcomes
	Final LHS and supporting documents produced for sign off by Council and partners.
	Production of Strategic Housing Investment Plan (2018/23)

### 3. Progress on Delivering the LHS 2012-2017

6 Strategic Housing Outcomes were identified to help us achieve this vision - a snapshot of progress in achieving these outcomes is illustrated below.

Significant progress has been made in delivering on the LHS over the last 5 years. Full detail is in the *Progress 2012-2017* report accompanying this strategy.

<p><b>Increasing Affordable Housing Supply</b></p> <ul style="list-style-type: none"> <li>- Target of 150 additional affordable homes exceeded.</li> <li>- 38 homes purchased on the open market by Council/RSLs.</li> <li>- 62 other affordable homes for rent and sale built since 2012.</li> <li>- Major releases of land for housing at Maidenhill and Barrhead South.</li> <li>- Research undertaken with private landlords and tenants to understand more about the role this sector plays locally.</li> </ul>	<p><b>Improving House Conditions</b></p> <ul style="list-style-type: none"> <li>- Scottish Housing Quality Standard achieved in Council and RSL homes by 2015 target (<i>*with abeyances/ exemptions</i>)</li> <li>- 1 Compulsory Purchase Order of an empty home and a further 28 owners targeted to bring homes into use.</li> <li>- Launch of the Council's Property Factors Service.</li> <li>- £1.4m invested in upgrading sheltered housing.</li> <li>- 12 long term vacant properties upgraded and brought back into use, using local residents' views.</li> </ul>	<p><b>Fuel Poverty &amp; Affordable Warmth</b></p> <ul style="list-style-type: none"> <li>- £1.9m secured to deliver over 3,011 domestic energy improvements to private sector homes.</li> <li>- Award winning Mixed Tenure Scheme introduced to help raise standards in the physical appearance and appeal of mixed owned and rented areas.</li> <li>- Comprehensive research undertaken to inform approach to supporting "affordable warmth".</li> <li>- 650 Council and 72 private homes receiving cavity wall insulation through ECO funding.</li> </ul>
<p><b>Meeting Particular Housing Needs</b></p> <ul style="list-style-type: none"> <li>- 351 adaptations completed in Council homes to date.</li> <li>- 283 grants awarded to owners to assist with the cost of home adaptations.</li> <li>- Over 30 new affordable homes built specifically to meet the needs of older or disabled people.</li> <li>- Improved joint working to address the housing and support needs of 'looked after' young people.</li> <li>- Sheltered Housing and Housing Support rated 'very good' or 'excellent' by Care Inspectorate.</li> </ul>	<p><b>Preventing &amp; Tackling Homelessness</b></p> <ul style="list-style-type: none"> <li>- Reshaped Homeless &amp; Housing Advice service to assist in keeping or finding a home as early as possible.</li> <li>- 56% increase in temporary accommodation, including properties leased from the private sector.</li> <li>- ERC Homeless Champions established to strengthen corporate approach to tackling homelessness.</li> <li>- Homeless households in crisis prioritised for rehousing by the Council and RSLs through our allocations and referral arrangements.</li> </ul>	<p><b>Good Quality Advice &amp; Participation</b></p> <ul style="list-style-type: none"> <li>- Staff providing housing options advice trained to minimum Level 1 in National Housing Advice Standards.</li> <li>- Full review of our website, publications and face to face advice to promote Housing Options.</li> <li>- A new Customer Engagement Strategy setting out how we will work with tenants and customers to shape services.</li> <li>- Delivery of "100 Years of Housing in East Renfrewshire" exhibition in partnership with schools and community.</li> </ul>

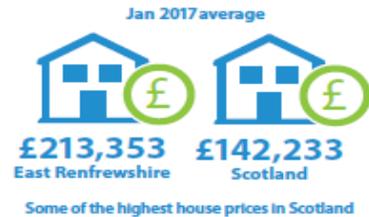
## 4. Context & Challenges

East Renfrewshire, as with Scotland as a whole, is facing profound change particularly in terms of age profile and health needs of residents. This will impact on the need and demand for homes and services, and will be crucial to decisions on future service provision.

### Our Homes

East Renfrewshire is distinctive due to its very high levels of owner occupation and low levels of socially rented and privately rented homes. This makes it difficult for first time buyers and those on lower incomes to get a foot on the housing ladder.

Migration patterns typically show younger people moving out of the area towards the city to find more affordable accommodation, with a proportion able to afford to return later in their housing journey.



This is amplified in Eastwood, where levels of owner occupation and house prices are considerably higher than Scotland and for East Renfrewshire as a whole.

In contrast, although only 27% of all homes in the area are located in Lavern Valley

almost two-thirds of homes for rent from the Council and RSLs are located here. So opportunities to access affordable housing here are greater - however more homes for social rent are still required as some existing homes not necessarily of the size and type that people require.

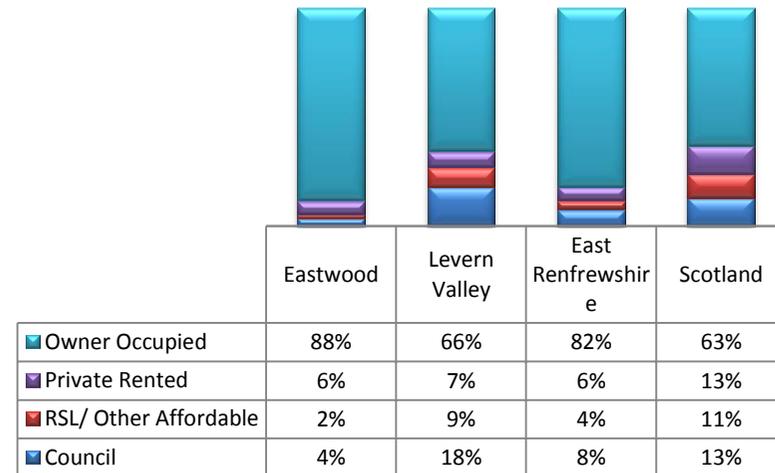
Affordable housing (primarily Council and RSL rented) accounts for only 12% of homes, with two-thirds of this located in Lavern Valley. The rate of new build has remained modest, though increasing in recent years -due to challenges in securing suitable land and funding for new socially rented homes.



Though private rentals have significantly increased in recent years these remain relatively low at 6% of all homes. Private rental homes vary widely across the area in terms of affordability, size and target market (e.g. entry level vs. luxury). There is a specific demand for private rental family accommodation in Eastwood, given the draw of local schools and lack of socially rented housing available.

With high average household incomes, the general perception of affluence in East Renfrewshire hides pockets of deprivation. East Renfrewshire has 8 data zones in the 20% Most Deprived in Scotland, located in Barrhead (Dunterlie and Auchenback) and part of Neilston. Dunterlie is in the 5% most deprived in Scotland (SIMD 2016).

This can mask how unaffordable certain housing options are for some households. Combined with limited options and a shortage of social rented homes there is significant pressure on local waiting lists.



## Our People

The National Registers of Scotland (NRS) estimates that East Renfrewshire now has 38,581 households (at June 30th 2016), a rise of 311 (+0.8%) from the 2015 estimate. In comparison Scotland's households have increased by 0.7% to 2,451,869 over the same time period.



Roughly three-quarters of people live in Eastwood and a quarter in Levern Valley. The growth in households is due to the increasing population, the increasing number of dwellings, and decreasing number of people per household.

East Renfrewshire has the largest average household size in Scotland, with **2.42** people per household. This has remained steady in the last 10 years. Scotland has an average household size of 2.16 people per household. Glasgow City has the smallest average household size, of 2.04. However, around a third of households are single person households, highlighting the trend for more people to live on their own.



East Renfrewshire has an ageing population, with one of the highest proportions of over 60s in the country and the second highest increase in the over 80s in Scotland. 28.6% of the population will be age 65+ by 2037.

29% of adults with additional support needs live in supported accommodation locally (against 19% in Scotland), with ongoing re-design of existing accommodation and support services challenged by the limited alternative housing options locally.



Over a quarter of the population have one or more long term condition or disability.

In summary, East Renfrewshire faces great changes in its population in the coming years. We expect our population to continue to increase, to have more elderly residents, to see a decline in death rates and to have an increase in the number of households, as more people live alone.

East Renfrewshire is already one of the most ethnically and culturally diverse communities in the country, with significant Muslim and Jewish communities, with trends expected to continue.

There are good links to Glasgow including the M77, though weaker public transport links across the authority area. This, and its geographical proximity to the city, means a high level of commuting which shapes housing demand. Eastwood historically has one of the highest levels of net out-commuting in the West of Scotland.



The performance and reputation of schools is also a strong pull factor for households wishing to settle in East Renfrewshire, as it has some of the top performing schools in Scotland.

Anecdotally, an increasing number of families are taking up less traditional options, such as private renting, in order to access schools. This is driving a change in the profile of private tenants locally.

This evolving profile will drive future service provision, having an impact on housing, care and a host of vital services the council and its partners provide for the people of East Renfrewshire.

Further information on the profile of East Renfrewshire can be found via the Council's *"Planning for the Future of East Renfrewshire"* report ([www.eastrenfrewshire.gov.uk/planningforthefuture](http://www.eastrenfrewshire.gov.uk/planningforthefuture)).

## 5. Shaping Our Vision

The LHS has been prepared following Scottish Government guidance on developing Local Housing Strategies and provides the framework for achieving housing related outcomes set nationally and locally through the Community Planning Partnership.

Locally and nationally, housing priorities are focussed on creating Social Justice for communities reflecting the national [Housing & Regeneration Outcomes](#). These outcomes prioritise:

A well-functioning housing system	High quality sustainable homes	Homes that meet people's needs	Sustainable communities
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These outcomes reflect priorities set in *“Homes Fit for the 21st Century: The Scottish Government’s Strategy and Action Plan for Housing in the Next Decade 2011-2020”*. This established the clear national focus on providing affordable housing for all of Scotland’s people, and on improvements in housing quality to ensure everyone has a warm and comfortable home. The role of the housing system in enhancing economic growth and social mobility, as well as strengthening our communities is also a continuing priority.

To ensure these priorities are achieved a *“Joint Housing Delivery Plan for Scotland”*, was published in June 2015 by the Scottish Government in partnership with a wide range of housing stakeholders.

### Integration of Health & Social Care Services

The Public Bodies (Joint Working) (Scotland) Act 2014 identifies appropriate good quality housing and housing services as important contributors to improving health and wellbeing. Being able to live safely and comfortably at home for as long as possible is important to many older and disabled people who want to live independently.

There are nine National Health and Wellbeing Outcomes to be delivered through Integration, the housing contribution is reflected most clearly in

- **Outcome 2:** This aims to support people to live independently at home or in a homely setting for as long as possible; and
- **Outcome 9:** This aims to use available resources effectively and efficiently in provision of health and social care services.

A requirement of the Public Bodies Act is to produce a *“Housing Contribution Statement”* which outlines how the housing sector will support delivery of integrated health and social care services in the local area. This has been produced jointly by the Council’s Housing Service and Health and Social Care Partnership to support their Strategic Commissioning Plan. The commitments of this contribution statement have been reflected in the LHS.

Further detail on the [Housing Contribution Statement](#) can be found in the accompanying papers to this LHS.

### Key National Targets

There are a number of targets which have been set by Government to be achieved nationally up to 2020. The LHS is the main tool used to meet these targets locally.

- Scottish Government’s “More Homes Scotland” approach: Delivery of at least **50,000 additional affordable homes nationally by 2021**
- Continuing annual compliance with the **Scottish Housing Quality Standard (SHQS)** for social rented homes.
- All social rented homes to meet the **Energy Efficiency Standard for Social Housing (EESH) by 2020**.
- Improvements in housing design and energy efficiency nationally to **reduce energy consumption by 12% and greenhouse gas emissions by 43% by 2020**.

## Local Priorities

The “*Fairer East Ren*” plan currently being developed by the Community Planning Partnership will be the new Local Outcomes Improvement Plan (LOIP) for East Renfrewshire. This will replace the existing Single Outcome Agreement (SOA).

These reflect national priorities and provide the overall plan for what the Council and its partners hope to achieve for the local area. Our work to improve housing and related services directly supports this “bigger vision”.

The key themes of the LOIP are:

- |  |                             |
|--|-----------------------------|
| ■ Tackling Poverty                       | ■ Mental Health & Wellbeing |
| ■ Reducing Social Isolation & Loneliness | ■ Employability             |

Joint planning and cooperation will continue to ensure the relevant work streams of the LHS support these priorities effectively.

## Links to Other Plans and Policies

The LHS priorities are driven by a range of factors including national and local policy priorities. The LHS priority themes are also based on evidence we have about housing needs, and extensive consultation with a wide range of tenants and residents, staff and partner organisations.

These priorities compliment commitments in other plans and policies which have a housing related impact. They can be broadly divided into two categories:

- ‘Place’*            *those that deal with physical developments*
- ‘People’*           *those that deal with the shape and delivery of services*

### Place

East Renfrewshire Local Development Plan (LDP) and Strategic Development Plan (SDP) provide a framework for physical development of the local area. In the Glasgow and Clyde Valley region partners work together to ensure a collaborative approach is taken to land use and housing planning.

- The *SDP* is the long-term regional plan which guides land use and development.
- The *LHS* identifies the nature of housing issues locally and how we should address these.
- The *LDP* then identifies the land required to meet housing need and demand locally.

### People

There are a wide range of service plans and strategies shaping the delivery of local services and with which this LHS aims to fit. How we align Corporately and with Health and Social Care is particularly important, and we have worked with colleagues to ensure the LHS supports key plans relating to the needs of our residents, i.e.

- |  |                                   |
|--|-----------------------------------|
| ■ HSCP Strategic Plan                  | ■ Children & Young Persons Plan   |
| ■ Corporate Parenting Strategy         | ■ Town Centre Regeneration Plans  |
| ■ Corporate Plan                       | ■ Learning Disability Strategy    |
| ■ Climate Change & Sustainability Plan | ■ Violence Against Women Strategy |

## Need and Demand for Housing

A key evidence base for the LHS is the Strategic Housing Need and Demand Assessment 2 (SHNDA) produced to support Clydeplan and approved by the Scottish Government” in 2015. The SHNDA estimates current and future housing need and demand; identifies any unmet needs; and considers the number of homes required in the affordable and private housing sectors to meet this need.

## Other National and Local Research

Other important national and local research and data sources have been used to inform the LHS. This includes statistics on homelessness, house condition, house prices, income and health.

Further detail can be found in the *Background Evidence Report* which accompanies the LHS.

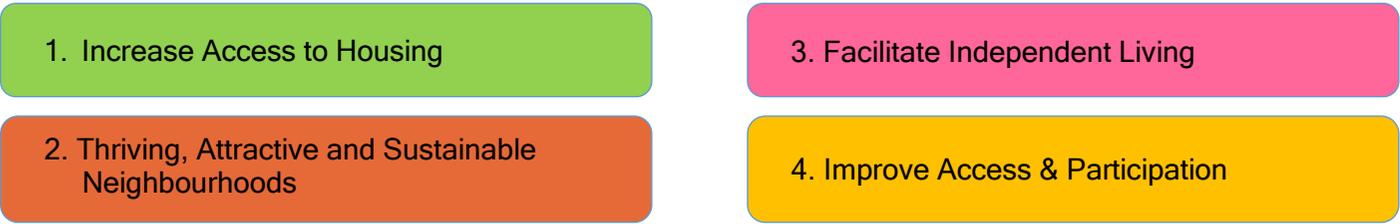
## 6. Priorities for the East Renfrewshire Local Housing Strategy

Taking into account commitments made locally, and through consultation with partners and other stakeholders, the vision for this Local Housing Strategy remains the same as our previous strategy.

### Our Strategic Housing Vision :

“Good quality and affordable housing opportunities are available to all our residents, within safe and attractive neighbourhoods”.

### Priority Themes:



### Our Approach:

4 priority themes have been identified. These are cross-cutting themes shaped by extensive consultation, rather than a series of topic areas as in previous LHS’ (e.g. homelessness, fuel poverty etc.). The issues identified through consultation impact on a number of areas of work, and require joint action by a range of Council teams and partners to tackle them effectively.

### E.g.:



# Priority 1: Increase Access to Housing

## Delivery of Homes

East Renfrewshire faces challenges in delivering enough affordable housing to keep pace with need. There has been an increase in supply over the last few years, with 238 additional affordable homes delivered exceeding the LHS target set for 2012-17 of 150 homes. Our target is to deliver 225 new affordable homes over the life of the strategy and enable provision of nearly 900 new private homes through land provision.

### What Is Affordable Housing?

Affordable Housing is defined by the Scottish Government as “housing of a reasonable quality that is affordable to people on modest incomes”. This includes social rented housing (provided by Councils and RSLs) and “intermediate housing” which can include mid-market rented and low cost home ownership homes. These can be provided without subsidy from the government, but must be affordable to local people and meet the needs of groups of households identified as in need by the housing needs assessment.

## Social Rented Homes

The main requirement is for new social rented housing for rent from the Council or RSLs. This is prioritised for grant subsidy within our Strategic Housing Investment Plan (SHIP). There is an absolute need for more social rented homes of every size and type in Eastwood, with homes of certain types and sizes required in Lavern Valley. Delivery of new homes will reflect this geographically with the majority of funding targeted at Eastwood sites.

Only 12% of households are living in Council or RSL homes

## Council House Building

Our Council House Build Programme approved in 2016 will deliver 120 new homes in the next 4 years. Phase 1 sites are expected on-site in early 2018 and to deliver 70 homes in Barrhead. The remainder are expected to be delivered in Eastwood.

## Other “Affordable” Options

There is also need for other affordable homes to rent and buy for first time buyers and those trying to get on the housing ladder - given the pressure of high house prices and the dominance of owner occupied homes. The level of mortgage and deposit required can be unobtainable; with evidence that young people rely heavily on parents to help with their purchase.

Competition for these homes also comes from “downsizers” approaching or in retirement, who are looking for affordable smaller homes, freeing up family homes in the local market.

62% of household incomes in Barrhead are below ER average of £34,285.

These affordable options can be homes where the rent or purchase price is kept to an affordable level in line with local incomes, or can be discounted so that residents can purchase a share (e.g. 60%) rather than finding the money to buy outright. Largely these

homes will be provided without subsidy, i.e. through developer contributions.

We recognise the requirement to explore every avenue to ensure an adequate supply of affordable housing. We are committed to purchasing second hand homes (e.g. from the private market), particularly in areas where there are little or no sites for new build developments. 22 homes were purchased in this way last year by the Council and Barrhead Housing Association.

Entry-level house prices in Eastwood £139k - a barrier to first time buyers.

## Availability of Housing

199 Council homes were available in 2016/17, with 55% of these relet to homeless priority households on average in the last 3 years. This is a fairly low turnover rate. There are approximately 2,480 applicants on social housing waiting lists locally; and an average of 350 homeless households presenting annually. Significant

2,480 households are on social waiting lists; and 350 are homeless annually

numbers on the waiting list are waiting several years for the opportunity of rehousing. We are committed to improving the efficiency of the lettings process locally, improving choice and reducing void times.

### Stock Changes

Over 50% of Council homes have been sold through Right to Buy with many of the homes sold being larger family homes in areas of highest demand. Pressured Area Status has been in place since 2005 for Eastwood to preserve remaining stock. Abolition of Right to Buy in July 2016 has produced a sharp increase in applications - 90 applications were received by the July deadline and it is expected most of these homes will be sold as these applications, received before the deadline, are processed.

### Empty Homes

There are a small number of long term empty homes in the area; around 28. But the Council has used powers to reduce the Council tax discount on these properties, with extra funds collected put towards affordable housing developments. Long-term empty properties are being proactively targeted with 14 resolved with owners, one compulsory purchased in 2016; and a programme of 'reporting empty homes' underway.

### How many new homes are needed in East Renfrewshire?

The estimated housing requirements for each Local Authority across the Glasgow and Clyde Valley region are outlined within SDP.

Homes	SHNDA Estimates 2012-2029		Housing Supply Targets 2012-2029	
	Total	Average p.a.	Total	Per Annum
All Tenure	3,786	223	3786	223
Private / Market	2,595	153	3021	178
Social / Below Market Rent	1,191	70	765	45

The Strategic Housing Need and Demand Assessment (SHNDA) prepared to support the *Clydeplan* SDP provides these housing estimates up to 2029 outlining the affordable and private homes needed in each Local Authority area.

From these estimates *Housing Supply Targets* (HSTs) have been prepared by each Local Authority. These targets are set out in the LHS and inform the Local Development Plan of land required. A 10% generosity factor is also added to the targets for private housing, in line with Scottish Planning Policy, to ensure a generous supply of land is assured.

### East Renfrewshire's Housing Supply Targets



For East Renfrewshire the table shows that the targets set for the Private/Market housing figures are more than the estimated need (+25 per annum) with a corresponding reduction in the Social/BMR figures. This results in supply targets which are ambitious but realistic, and reflect that 'other affordable' homes will be delivered for the private market.

The HSTs are set by applying a number of judgements to the estimates of homes required, depending on local circumstances. Locally these have included:

- The inter-dependency between delivery of private and affordable homes, given reliance on privately owned sites coming forward.
- Availability of resources (*funding and land*) to build new homes
- Likely pace and scale of delivery based on past completion rates
- Recent levels of housing development in the local area

# Priority 1: Increase Access to Housing

## Our Strategy:

“We will improve access to housing for our residents by supporting the delivery of new homes, including Council homes, which are accessible and affordable, and provide increased choice to meet local needs.

We will also use innovation positively to maximise the supply of affordable homes.”

## We will:

- ✓ We will use a variety of approaches to help residents access the range of housing available to them locally.
- ✓ We will invest in delivering new affordable homes and focus resources towards maximising available development opportunities.
- ✓ We will ensure our homes are let efficiently and that we have a clear understanding of local housing needs.
- ✓ We will focus available resources towards increasing supply of the types of homes people require in the areas they are needed.
- ✓ We will explore solutions for improving the mix of housing available across tenures, in areas where new development is limited.

A detailed plan of action to deliver on these commitments can be found as an appendix to the strategy.

## OUR TARGETS



## Required Delivery Partners:

- Planning
- Regeneration/ Major Developments Team
- Housing Associations
- Property & Technical Services
- Legal Services
- Citizens Advice Bureau
- Glasgow & Clyde Valley Housing Market Partnership
- Land Owners/ Developers

## Priority 2: Thriving, Attractive and Sustainable Neighbourhoods

### Quality of Council & RSL Homes

Locally, the target for reaching the Scottish Housing Quality Standard (SHQS) in all Council and RSL homes was achieved successfully. 97% of Council properties and 98% of RSL homes (above the Scottish average) met the standard. Around half of RSL properties have been built in recent years and do not yet have significant investment requirements. The standard has a range of elements covering: **Energy efficiency, Tolerable standard; Healthy, safe & secure; Modern facilities; and Free from serious disrepair.**

Scottish Housing Quality Standard met in Council & RSL homes by 2015\*

*\*The remainder are abeyances or exemptions - meaning tenants or owners have not yet agreed to the work or it is not an effective use of rent money.* This standard was set by the Scottish Government and homes must meet this each year, therefore we will continue to prioritise our works programmes to this standard. We will also work with tenants and owners to reduce the number of exemptions and abeyances.

### Energy Efficiency in Council & RSL Homes

Energy Efficiency in Scottish Social Housing Standard (ESSH) target set for 2020

Currently, 60% of Council properties meet the Energy Efficiency Standard for Social Housing (ESSH). The Council and RSLs locally are on track for all homes to meet this by 2020, though a significant level of investment will be required due to the age and profile of stock.

200 new central heating systems were installed in Council homes in 2015/16. Increasing investment is planned with the commitment to install 1,300 new central heating systems over the next 4-5 years.

Bidding for national funding to support energy efficiency improvements will remain a priority. £800,000 ECO funding secured in 2014/15 to tackle 'Hard to Treat' properties, resulted in 650 council properties and 72 private properties receiving cavity wall insulation. HEEPS: ABS funding provided external wall insulation in solid wall and 'no fines' homes in 2015/16.

Recent new build RSL developments have maximised design features which improve solar gain and thermal efficiency. Though challenges remain in delivering 'greener standard' in new homes, Council and RSL build programmes will continue to drive standards upwards.

Over £2.5m inward investment in home energy improvements for local residents since 2012

### Investment Requirements

The Council's Housing Asset Management Plan for 2016-20 identifies that the condition of the housing stock is generally good, but is an ageing stock with particular investment requirements over the next few years. 70% of Council homes are over 50 years old, and 28% over 80 years old. This shapes how we must target resources going forward, including ongoing spend on external elements such as roofing and rendering. But internal investment is required on central heating, kitchens and bathrooms, windows and doors; and electrical wiring. We will respond to feedback from tenants and residents for better information on our capital programme to allow them to plan ahead.

Investment priorities for major works, reflect an ageing Council stock

### Owner Occupiers & the Private Rented Sector

The SHQS does not apply to privately owned and rented properties. Other standards are used to gauge condition including Tolerable Standard, Disrepair and Repairing Standard (rented properties). Our Private Housing Scheme of Assistance prioritises advice and assistance to owners to maintain their homes. It also commits to improvement of homes in the worst condition by supporting owners or enforcement action where necessary. Through the LHS, the Scheme of Assistance will be promoted more effectively to ensure owners are aware of the help that is available to them.

Forthcoming legislation for the Regulation of Energy Efficiency in the Private Sector (REEPS) - owned and rented - will present a significant

challenge given the number of private households in East Renfrewshire. This is also likely to include higher Repairing Standards generally than currently applied to private rentals. We will work to respond effectively to the challenges of REEPS, including overseeing standards and the likely effects on the sale and rental market.

### Disrepair in Private Homes

A significant level of disrepair in ex-Right to Buy homes is identified locally.

The Scottish House Condition Survey 2014 reported that 6% of owner occupied homes locally have extensive disrepair issues, with around 42% of homes with some less critical disrepair. A similar proportion of privately rented homes it is expected also face these

issues. 2% of privately owned homes locally have issues meeting the Tolerable Standard, just below the Scottish average of 3%. Disrepair in former 'right to buy' homes are a particular issue, especially in mixed tenure blocks of flats. A significant number of these households are elderly or on a fixed income, and are also vulnerable in terms of age, economic position or health.

Where serious disrepair exists the Council will work with owners to identify works required and support them to rectify issues. Properties in the poorest condition will be proactively identified, but with recognition that the cost of works are the biggest barriers for owners. In areas where there are concentrations of poor quality homes or town centre regeneration is a priority - such as in central Barrhead and Thornliebank - consideration will be given to the range of powers available to us to ensure standards are raised, and impacts on the amenity of the local area are reduced.

### Fuel Poverty

National figures show that 30% of homeowners in East Renfrewshire are in fuel poverty just below the Scottish average of 33% (Scottish House Condition Survey: 2014). However this has increased in recent years. Continuing upward pressure comes from rising fuel and living costs and changes to welfare benefits. The estimate of East Renfrewshire households in extreme fuel poverty - i.e. spending 20% of

30% of owners in fuel poverty;  
9% in extreme fuel poverty locally

income on fuel costs - stands at 9% compared to a Scottish average of 10%. The poor energy performance of many private sector homes is also a key factor. In the last five years over £2.5m funding was secured for over 3,000 energy improvements to private homes locally. We will continue to maximise opportunities for local residents to take up assistance offered through national programmes.

### Improving Neighbourhoods

94% of residents rate East Renfrewshire as a good place to live.

The Council's 2016 Citizens Panel Survey revealed high levels of satisfaction with East Renfrewshire as a place to live. It also showed that the majority of respondents rate their quality of life highly, giving it 8 out of 10.

Our award winning Mixed Tenure Scheme was introduced in 2013 to help raise standards in the physical appearance and appeal of estates with a mix of owners and social renters. This includes a "Hit Squad" to quickly target problem areas. The introduction of a Council factoring service in 2015 also assists in maintaining mixed estates. The 'GRIP' inter-agency partnership of Housing, Police and other services also monitor and respond to incidents of anti-social behaviour. A programme of neighbourhood inspections also allows local people to put forward their priorities to a range of partners and elected members. We will improve our response to local residents by improving the range of services participating.

### Supporting Communities

The needs of Gypsies/ Travellers who live or migrate through East Renfrewshire, though low numbers, will continue to be monitored. There is no site provision or significant demand for this. We will work with neighbouring Councils to address emerging needs, and ensure our approach to managing encampments is in line with national guidance.

A significant LHS commitment is to the local refugee resettlement programme. These families can have significant health and support needs. Ensuring a firm joint approach with partners will help address these needs, but will also be critical to ensuring families can be rehoused and can integrate successfully into our local communities.

## Priority 2: Thriving, Attractive and Sustainable Neighbourhoods

### Our Strategy:

“We will continue to improve the quality of Council and RSL homes, and support improvements in privately owned and rented homes to ensure our residents live in warm, dry homes in good condition.

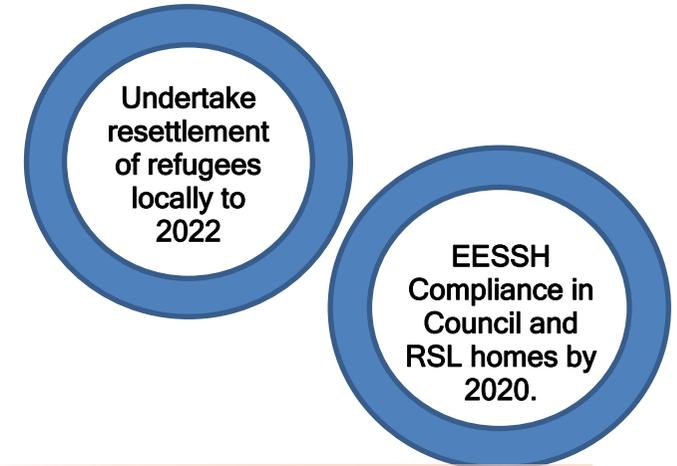
We will also work locally to improve safety and enable communities to be resilient and supportive.”

### We will:

- ✓ Respond to regulatory changes impacting on privately owned and rented homes.
- ✓ Improve the physical environment in local neighbourhoods.
- ✓ Improve our understanding of local communities’ needs and opportunities for responding to these more effectively.
- ✓ Proactively improve our strategy for delivering major Council capital programme improvements.
- ✓ Promote increased standards in the condition of homes across all tenures.
- ✓ Continue to respond to tenants needs through delivery of a responsive and good quality housing repairs service.

**A detailed plan of action to deliver on these commitments can be found as an appendix to the strategy.**

### OUR TARGETS



### Required Delivery Partners:

- Regeneration/ Major Developments Team
- Energy Efficiency & Carbon Reduction Team
- ERC Syrian Resettlement Task Group
- Housing Associations
- Cleansing
- Roads & Transportation
- Police Scotland (GRIP)
- Property & Technical Services
- Legal Services
- Tenants & Residents Groups
- Private Landlords & Home Owners

## Priority 3: Facilitate Independent Living

### Supportive Services

The housing sector contributes greatly to enabling and supporting older people, disabled people, and those with support needs and long term conditions to remain independent at home. Planning for, and responding to the housing and support needs of these groups needs a joint approach by housing providers, HSCP and other partners. This also allows us to respond as effectively as possible to support the shift to self-directed support, and facilitate independent living.

### An Ageing Population

In East Renfrewshire the very elderly population (85+) is set to grow at a higher rate than nationally, in addition to the population ageing generally. Also, the number of people living with a long-standing limiting illness is increasing with people living longer (but not healthier) lives.

25% of Eastwood and a third of Levern Valley residents aged over 65 by 2031

The number of people with dementia in Scotland is expected to double between 2011 and 2031. The results will be an increasing demand on housing, care and support services to enable people to remain independent. National policy is to 'shift the balance of care' to support people to remain at home independently as long as possible, rather than in care homes or hospitals. Providing the right housing and support at the right time will be critical in preventing crisis and unplanned hospital admissions. We will focus on delivering a range of new housing to meet a lifetime of needs, as well as targeted options for retirement living and dementia friendly design.

### Enabling Independent Living

27% of the population have 1 or more long term condition or disability

Disability and long term conditions can have significant implications for suitable housing options and support to allow people to live independently. The ageing population means people living longer, but a significant number have mobility or other long term conditions

which require adaptations or support to remain independent. In recent years a substantial increase in the number of young adults or families with disabled children have requested housing assistance - such as adapting their current home or renting/buying an alternative home.

Where homes cannot be adapted a key challenge is in finding an alternative home locally which is both suitable and affordable. The current re-design of existing accommodation and support for adults with additional support needs increases pressure for suitable homes via the general housing supply.

29% learning disabled live in supported accommodation (19% in Scotland)

### Futureproofing

Over the last 2-3 years, £1.4 million has been invested in the Council's sheltered housing upgrading heating systems, replacing lighting, installing new fire doors and lifts. Satisfaction is high at 99% rating it good or very good, and the Care Inspectorate rating services as very good or excellent. There are also RSL sheltered complexes where some modernisation is required in coming years to provide flexibility for different needs.

Enhanced accessibility standards for new build homes are expected to make a significant impact on the profile of the housing stock over time. We will also endeavour to ensure that at least 10% of new social rented homes are, or can be made accessible, through the LHS and LDP.

At the same time there is an increasing need for adaptations to meet the needs within existing homes. Investment of £200,000 p.a. will continue on adaptations to council homes. 65% of all recent adaptations were major works such as level access or wet floor showers. Increased investment in 2015/16 was used to tackle a backlog of properties awaiting adaptations.

The bulk of grant funding available for private sector housing issues continues to be prioritised towards adaptations. 283 grants were provided to owners for disabled adaptations in the last 3 years; as a result 12% of

40% of social housing and 12% of owner occupied homes have some form of adaptation.

owner occupied homes now have adaptations. RSLs also continue to meet adaptation requirements within their stock. However the demand for adaptations continues to increase, with those assessed as less than 'critical' facing a significant wait for this work. We will continue to prioritise available grant funding towards adaptations in private sector homes to

address needs, as well as significant ongoing investment in our own stock.

Scottish Government figures indicate around 1,420 specialist dwellings for older people or people with physical disabilities locally. However the majority of older people are home owners in East Renfrewshire. The number of community alarms installed locally now also sits at 25.4% of homes. Responsiveness to local needs is critical in helping people remain at home, and support to do so will be promoted and made accessible, though within continuing constraints on public funding.

### Young and 'Looked After' Residents

Locally a number of young people, some 'looked after', are vulnerable and facing homelessness; or with complex needs. Support is required to find, establish and sustain a home. A care leavers' protocol between Housing and HSCP is in place to provide a coordinated response but limited accommodation options present a challenge to moving on to independent living. Intensive support is provided through our supported accommodation unit at Connor Road, and outreach support is offered to others living independently within the community to help manage and sustain their tenancies.

154 'Looked After Children' supported at home or in the community locally

However in tandem with the Corporate Parenting and Children & Young Persons Strategies, the LHS identifies that a range of options are required to respond to demand from young people for rehousing with appropriate support. This will involve exploring options such as sharing. For many there is a real risk of homelessness. Our focus is on preventing this occurring through appropriate accommodation and support which is effective, affordable and suitable. The need for family mediation is also identified.

### Tackling Homelessness

312 households presented as homeless in East Renfrewshire in 2015/16 - a 15% reduction from the previous year. Of these 64% were single people and 29% were young people and likely to be vulnerable. This has significant implications for the types of accommodation and support required to assist them.

29% of those assessed in 2015/16 were young people (16-25)

Of concern also is an increase in presentations from families with children. This puts pressure on temporary accommodation to be more responsive in terms of size and type. Similarly those with a disability or chronic health problem last year accounted for 21% of those assessed as homeless. Acquiring suitable temporary accommodation which meets a range of needs, i.e. for wheelchair or with adaptations, is challenging.

A third of homeless presentations are from the private rented sector (32%). This is due to the relative cost and insecurity of the private rented sector (PRS) and a lack of alternative affordable housing options to move on to. The introduction of the new Private Sector Tenancy soon is likely to have an impact on the private rental market and who it will cater for. This situation will be monitored for any knock on effects for homelessness.

### Temporary Accommodation

Temporary Accommodation increased; but size and type needs to be more responsive

A key LHS target is to continue reducing our use of Bed and Breakfast accommodation. Temporary accommodation has increased in recent years through scatter flats and privately leased properties. Additional supply of the right size and type is still required. The use of Bed & Breakfast reduced from 58% in 2013/14

to 34% in 2015/16, and further in 2016/17. Notwithstanding these improvements work is being undertaken to ensure a further reduction.

The length of stay in temporary accommodation has risen also with an average of 20 weeks to discharge duty, as opposed to 17 weeks three years ago. This reflects the wait for suitable Council or RSL homes

becoming available, despite the fact that the majority of council homes are currently relet to homeless households.

However we are also committed to reviewing how efficiently we use our temporary accommodation, and to make improvements to ensure it is made available to households who require it

### **Housing Support**

Preventing homelessness where possible is a key principle of the LHS. 61% of homeless applicants assessed for housing support needs, have been provided with support in line with Housing Support Regulations. Through housing options advice and information, support and early intervention we will seek to prevent homelessness occurring or re-occurring.

### **Impact of Welfare Reforms**

The changes brought about through welfare reform have also started to impact upon the local population including the rollout of Universal Credit. The cost of temporary accommodation, as well as the availability of suitable options, is affected. Devolved powers help to mitigate against some of the effects of welfare changes, however we will continue to closely monitor the changing benefit landscape and the potential increase in rent arrears and homelessness.

The potential for rent arrears occurring more generally because of the changing benefits picture is also of concern for existing tenants. Our work over the coming year - prior to the full service roll out of Universal Credit - will be to monitor and gauge the impacts of change on rent payments. This will allow us to support local tenants and prevent homelessness occurring where possible. Critical to this will be our relationships with local advice partners who are able to assist before or at crisis point, to keep people in their home and manage any financial issues.

### **Refuge Provision**

Local refuge provision for women experiencing domestic violence includes 5 refuge flats and several scatter flats, provided by RSLs. 14% of homeless households last year were fleeing domestic violence, an increase from 8.6% 3 years ago. There has also been an increase in women with complex needs coming forward for support. The LHS must consider how these

needs can be met effectively. We will work jointly with Women's Aid to evaluate the accommodation available to domestic abuse victims, and their needs and requirements.

## Priority 3: Facilitate Independent Living

### Our Strategy:

“We will work to ensure our vulnerable residents are able to live as safely and independently as possible, with appropriate care and support.

We will also make support available to those who require it in order to prevent housing crisis, and assist in finding sustainable housing solutions.”

### We will:

- ✓ Maximise the contribution of housing to meeting Health and Social Care needs through identifying areas for effective collaboration.
- ✓ Ensure disabled adaptations are used to support people in most need across tenures.
- ✓ Review the capacity of social housing provided for older and disabled people to be ‘futureproofed’ for changing needs.
- ✓ Improve our efficiency in the use of available temporary accommodation and its accessibility to homeless households.
- ✓ Maintain an adequate supply of accommodation available to victims of domestic violence.
- ✓ Monitor the impact of Universal Credit on council tenancies, and develop effective responses to reduce rent arrears and the risk of homelessness.

**A detailed plan of action to deliver on these commitments can be found as an appendix to the strategy.**

### OUR TARGETS

To ensure at least 10% of new social rented homes are, or can be made accessible

Continue to reduce our use of Bed & Breakfast accommodation

### Required Delivery Partners:

- Health & Social Care Partnership
- Housing Associations
- Care & Repair
- Home Owners
- Community Groups
- Voluntary Organisations
- Women’s Aid
- Money Advice & Rights Team
- DWP/ Benefits
- Private Landlords

## Priority 4: Improve Access & Participation

### High Quality Housing Advice

Our developing local approach to advice on housing options is driven by involvement in one of several national “HUBs” who share good practice and pool resources to improve services locally. Each HUB is made up of local authorities and some RSLs in each Scottish region, with support from Scottish Government.

Each Council is at a different stage in its introduction of a “housing options” service because the response required locally must reflect the needs of that community. However HUBs are working together to put in place a training toolkit to support staff nationally in the coming year, and to ensure a consistency and quality of advice for people across Scotland in response to national guidance on this issue.

Staff providing housing options advice trained to national standards.

Locally we have improved our website and public advice leaflets, and ensure housing advice appointments are available to all those who require them. We have also ensured our staff are trained to current nationally recognised standards, and are using this

training to deal with the range of housing enquiries received into our services. This is in line with Scottish Government guidance on housing options and forms a key strand of our work to prevent homelessness and other housing crises occurring.

We will continue to improve access to tailored housing advice through online services and through direct customer contact with Council and staff in partner organisations. This will be supported by use of resources available through the national training toolkit

### A Preventative Approach

We will work closely with HSCP on the theme of prevention and shared advice and signposting, to ensure that residents, staff and partners (GP’s, voluntary organisations etc.) can access up-to-date quality information

Housing plays a critical role in local “community conversations” with HSCP.

through the simplest route. This will focus in particular on reducing pressure on services and preventing crisis by ensuring residents can find appropriate advice and support when they need it. As well as a central point for information, HSCP community conversations” aim to provide on the spot advice to enquirers by connecting directly with staff in a range of services and offering a ‘one-stop shop’ approach. Housing is a critical element of this, and we will work jointly to support this approach.

### Supporting Change

To improve our understanding of support required to achieve ‘affordable warmth’, research was undertaken in 2015 using a widely promoted resident’s survey, and observations from residents and local stakeholders. This indicated a clear demand for a local 1 to 1 energy advice service delivered flexibly through drop-in surgeries, telephone advice and home visits, and local capacity to support tariff switching. Action will be taken to link the range of existing, good quality advice services locally, with signposting through a dedicated resource.

### Modernising our Services

Work to modernise our services recognises the changing ways that people choose to access them, as well as modern living standards. Through the LHS we will focus on simplifying and making services more customer focussed.

A digital drive is required to modernise local housing and services.

The drive to provide more digital services is a key Council commitment to residents, as well as a national priority. Online services are the increasing preference of a majority of people and we are committed to meeting this demand by introducing text messaging, online applications and other services. The shifting approach to claiming welfare benefits is driving this demand from vulnerable residents.

Recent housing developments have provided Wi-Fi capacity for tenants to access online services. We will seek this in future housing developments. Improving digital access is critical to ensure the whole community is switched on and the most vulnerable have improved life chances.

## Engaging with our Customers

Council Customer Engagement Strategy produced in 2014.

The Council's first Customer Engagement Strategy (2014) recognised the need to engage with all of our customers, including tenants. This set out our commitments for consulting with and supporting people to engage in discussions about our services.

TPAS (Tenant Participation Advisory Service) conducted an independent review of our strategy and approach in 2016, taking on board the views of tenants and customers, and points for action identified by the Scottish Housing Regulator. Improvements in the local pathways to participation were identified and will shape our approach going forward. This will include strengthened links with existing Registered Tenants Organisations and supporting the involvement of tenants and residents in areas where formal RTO's do not currently exist.

## Reaching Tenants and Residents

Information and communication are important features of how our customers judge our services, but are also of interest to the wider community. This was reflected in the LHS consultation generally with residents who are not frequent users of our services expressing the desire to understand more about the range of services on offer, and the opportunities to get more involved where they have a view to give about a service.

Tenants & Residents Groups not in all areas; others hard to reach e.g. young people.

Our feedback mechanisms for local social tenants and service users are well developed. However to improve the wider participation and influence of residents on decisions affecting their local communities, the need to build capacity has been identified. This is mirrored in the developing Local Outcomes Improvement Plan (LOIP) and related work to establish locality planning.

There are historically a number of hard to reach groups with a low level of participation, including young people. There is a need to improve our

understanding of the needs of these groups, and to work with them to enable them to actively participate and influence local policy and service delivery.

We actively undertake work to encourage those most at risk of being excluded to influence service delivery through our "Chips and Chat" events with young people in supported accommodation. The Overlee support group (for people in temporary accommodation) was also proactive in sharing service views, whilst also undertaking peer support and putting on a play for a range of senior stakeholders, highlighting the realities of becoming homeless. This group was established and largely driven by service users, with Council support.

We will continue to innovate in our approach to participation, and we are committed to further development of a "sounding board" approach to local scrutiny of our services. This will include an evaluation of the approach taken to consultation for the LHS.

## Responding to Feedback

Housing Services have been developing in recent years in response to a comprehensive range of customer feedback gathered through service specific feedback surveys; the Council's bi-annual Tenants Survey; and use of Citizens Panel and Citizen Space online surveys. These surveys are promoted widely to customers, tenants and residents via our Tenants Newsletter, social media and direct follow up with those who have received a service from the Council, e.g. repairs.

Comprehensive Tenants Survey conducted in 2014; and refreshed 2016.

In our 2016 Tenants Survey, tenants' top 4 service priorities were:

- *Receiving an effective repairs service (67% rate this as top priority);*
- *Being kept informed (45%);*
- *Having their views taken into account (32%); and*
- *Receiving a good customer service (28%).*

We are committed to responding to customer feedback, and to developing feedback mechanisms for all aspects of our local housing services.

# Priority 4: Improve Access & Participation

**Our Strategy:**

“We will ensure people can access the information they need about local services, to help them make informed choices about their housing options.

We will also work to ensure residents feel included and empowered to make a valuable contribution to their local communities, in the way that best suits them.”

### We will:

- ✓ Ensure housing advice and signposting is high quality, champions the principle of ‘Prevention’ and is responsive to the range of individual needs (e.g. Older, Disabled, Hospital/ Prison leavers, Young People).
- ✓ Modernise our services to improve access, choice and digital communication with customers.
- ✓ Consider options for responding to identified demand for advice on “affordable fuel” in line with national and local priorities for tackling poverty.
- ✓ Work with partners to ensure that opportunities for local residents to influence priorities for housing are maximised.
- ✓ Develop our local approach to tenant and service user scrutiny, in line with the outcomes of the Scottish Social Housing Charter Review.
- ✓ Ensure our services remain responsive to customer feedback.

**A detailed plan of action to deliver on these commitments can be found as an appendix to the strategy.**

### OUR TARGETS



### Required Delivery Partners:

- Money Advice & Rights Team
- Citizens Advice Bureau
- Prevention Team
- Community Planning Team
- Housing Associations
- Health & Social Care Partnership
- National Housing Options HUB
- Community Councils
- Tenants & Residents
- Private Landlords
- Home Owners

## 7. Delivering the Strategy & Measuring Progress

### Action Plan

An action plan to guide implementation of the strategy's key commitments over the next 5 years has been developed with LHS partners and can be found in the [appendix to this LHS](#). This is set out in a "driver diagram" style highlighting the key outcomes we will deliver on and the critical activities identified to achieve this.

This visual tool allows us to look practically at how actions are progressing and gives us an opportunity to review existing work priorities. The action plan will also be fluid and responsive to new or emerging actions over time.

### Monitoring Framework

A number of key targets and indicators have been identified within the LHS action plan which allow us to measure progress against the outcomes we are seeking to achieve. This will allow us to track any highs and lows in progress, identify any barriers to achievement and prompt us to review the solutions that may be required to overcome these.

Progress on key LHS targets will also be monitored regularly through our corporate reporting linked to the Local Outcome Improvement Plan, and the Council's ongoing Performance and Accountability Reviews. Also through monitoring the delivery of our SHIP programme.

### Partnership Approach

Progress on delivering the LHS will also be monitored and guided by the LHS Partnership Group, comprising elected members and senior officers. A number of working groups will meet periodically to progress actions within the LHS, including our Housing Providers Forum.

Effective partnership working is vital to the delivery of the LHS, and one of the key strands of the LHS is to continue to raise awareness between partners of the role they have in LHS delivery. An example of this has been the appointment of *"Homelessness Champions"* within each of the Council's departments, to ensure issues are tackled jointly.

### Resources to Deliver the Strategy

A significant challenge in delivering the LHS will be using available, limited resources effectively to achieve our priorities. There are known pressures on budgets available nationally and locally and there is a real possibility of further cuts to budgets available to deliver services in the near future.

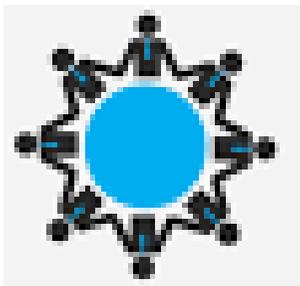
The Council has had to make savings of £32m from 2011-15, with an estimated funding shortfall of £20m from 2015-18. The Council's Housing Revenue Account (HRA) finances the management and maintenance of council homes, as well as supporting investment in new homes and major improvements to our stock. It is recognised that effective use of available resources is required if we are to deliver more with less, this includes pooling resources (whether this means money, time or skills) and maximising opportunities for bringing additional investment into the area.

Despite the financial challenges we face, we have increased investment in our housing stock. Investment of around £14m will also be put into delivering up to 120 new Council homes. The proposed SHIP programme 2018-2023 could attract up to £40m of grant funding from Scottish Government, as well as investment from the Council, RSLs and developers to deliver new affordable housing over the LHS period.

We have set out within the LHS the context of changing demographics, the availability of affordable homes, the condition of some existing homes, and the need for support and advice services amongst our residents. At the same time, the impact of Welfare Reforms, including the introduction of Universal Credit will impact on our HRA income through potential rent arrears. These reforms bring significant risks to the revenue that funds other services, such as temporary and supported accommodation. There are also direct impacts that reductions in benefits have on tenants and residents locally. As yet some of these impacts are unknown or are still to emerge fully. The pressure on financial resources presents clear challenges for the LHS, which we will track and respond to over time.

## Assessing the Impact of our Strategy

### Equality Impact Assessment



An Equality Impact Assessment (EqIA) has been carried out to ensure that the Council's guiding principles of fairness and equality are reflected in the approach that we have taken in the LHS. We have reviewed the agreed outcomes and actions to ensure any negative impacts have been removed. The assessment does not identify any significantly adverse effects for particular equalities groups.

Our strategy will impact upon the whole population of East Renfrewshire due to the scope of issues that it covers. The strategy will positively impact on older people, single people, families and those with a disability, as assistance will be prioritised to their particular needs. We will strive to improve the accessibility of homes locally and direct resources towards delivering a mix of homes to meet the needs of the range of local residents.

Improvements are required in our approach to targeting advice at different groups, and we will explore routes available to deliver this as widely as possible. While we have improved engagement with young people and others who are traditionally under-represented, further work is required to reach all groups who may wish to be involved and to support them to do so.

We will continue to consider the needs of the diverse groups living locally when developing new services or advice, however consultation has shown issues of importance such as housing options and assistance for owners, are in common with the wider population.

### Strategic Environmental Assessment (SEA)



The Council must consider the environmental impact of the LHS, in line with the requirements of the Environment (Scotland) Act 2005. A Pre-screening report was submitted to SEA Gateway under Section 9(3) of the Act, indicating no likelihood of significant effects through the Local Housing Strategy 2017-2022.

The SEA for the Local Development Plan covers the major environmental issues relating to supply of new housing. The most significant impacts will result from delivery of new homes and strategic development sites.

In improving the condition of existing homes environmental impacts are already considered as part of delivery programmes.

## 8. Tell us What You Think

We are committed to ensuring we continue to respond effectively to local housing issues over the lifetime of this strategy. We also want to build on the consultation with local residents that we have carried out in the development of this strategy.

**TEAR OFF**-----

Please tell us what you think about this strategy using the tear off section provided (or directly using the contact details given).

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If you would like to get more involved and have your say on housing matters in East Renfrewshire, please provide us with your details and how you would prefer to get involved:

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## Contact Us

**If you would like further details, please contact:**

Housing Strategy & Service Improvement Team  
East Renfrewshire Council  
Housing Services  
211 Main Street  
Barrhead  
G78 1SY

**Tel:** 0141 577 4687 or 8404

**Email:** [strategy.housing@eastrenfrewshire.gov.uk](mailto:strategy.housing@eastrenfrewshire.gov.uk)

Or you can keep up with development of our strategy at:

[www.eastrenfrewshire.gov.uk/housing/local-housing-strategy](http://www.eastrenfrewshire.gov.uk/housing/local-housing-strategy)

## 9. Background Reports *(Available on request)*

- ❖ East Renfrewshire LHS 2017-22 – **Summary Infographic Version**
- ❖ East Renfrewshire LHS 2017-22 - **Background Evidence Report**
- ❖ East Renfrewshire LHS 2017-22 – **Consultation Report**
- ❖ East Renfrewshire LHS 2017-22 – **Equality Impact Assessment**
- ❖ East Renfrewshire LHS 2017-22 – **Strategic Environmental Assessment** (Pre-Screening Report as Submitted)
- ❖ **Summary of Progress in Delivering on the LHS 2012-17.**
- ❖ Glasgow & Clyde Valley **Strategic Housing Need and Demand Assessment** (Clydeplan: May 2015) ([www.clydeplan-sdpa.gov.uk/sdp/main-issues-report-january-2015](http://www.clydeplan-sdpa.gov.uk/sdp/main-issues-report-january-2015) )
- ❖ **Planning for the Future of East Renfrewshire** (ERC: 2016) ([www.eastrenfrewshire.gov.uk/planningforthefuture](http://www.eastrenfrewshire.gov.uk/planningforthefuture) )
- ❖ East Renfrewshire **Strategic Housing Investment Plan 2018-2023**
- ❖ East Renfrewshire **Housing Contribution Statement** (Integration of Health & Social Care) 2016

# Appendix– LHS Priorities Action Plan

# Priority 1: Increase Access to Housing

National / SOA Outcome	Intermediate Outcome	Our Contribution	Critical Activities
<p><b>National Housing &amp; Regeneration Outcome 1:</b> “A Well-Functioning Housing System”.</p> <p><b>SOA 3:</b> East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses to grow.</p> <p><b>Priority 1 : Increase Access to Housing</b></p> <p><b>Target - 178 private and 45 affordable additional homes per year</b></p> <p><b>Target - Deliver 120 new Council homes as part of the programme</b></p>	<p><b>1.1 Our Residents are able to access a choice of suitable, affordable housing to meet their needs.</b></p> <p><b>Critical Indicators:</b></p> <ul style="list-style-type: none"> <li>No. of additional affordable homes built or brought into the housing supply.</li> <li>No. of new homes built for sale in East Renfrewshire, (2017-2022) cumulative.</li> <li>No. of homes provided for in identified housing land supply.</li> <li>No of new build Council homes completed (2017-2022 cumulative).</li> </ul>	<ol style="list-style-type: none"> <li>We will use a variety of approaches to help residents access the range of housing available to them locally.</li> <li>We will invest in delivering new affordable homes and focus resources towards maximising available development opportunities.</li> <li>We will ensure our homes are let efficiently and that we have a clear understanding of local housing needs.</li> </ol>	<ul style="list-style-type: none"> <li>➤ Ensure our Private Sector Rent Deposit scheme is responsive to local needs.</li> <li>➤ Ensure effective advice and signposting is available on opportunities for renting and buying locally.</li> <li>➤ Maintain a sufficient 5-year land supply to support delivery of new homes.</li> <li>➤ Develop and deliver a modest programme of Council house building.</li> <li>➤ Maintain and update the Strategic Housing Investment Plan annually</li> <li>➤ Review the Council’s Housing Allocations policy to ensure it continues to address local housing needs.</li> <li>➤ Ensure housing need and demand information is kept up to date, in line with Scottish Government guidance.</li> <li>➤ Review and improve efficiency in letting of Council and RSL homes.</li> </ul>

National / SOA Outcome	Intermediate Outcome	Our Contribution	Critical Activities
<p><b>National Housing &amp; Regeneration Outcome 1:</b> “A Well-Functioning Housing System”.</p> <p><b>SOA 3:</b> East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses to grow.</p> <p><b>Priority 1 : Increase Access to Housing</b></p> 	<p><b>1.2 Innovation is used to positively impact upon the available housing supply.</b></p> <p><b>Critical Indicators:</b></p> <ul style="list-style-type: none"> <li>No. of affordable homes delivered through innovative routes, and partnership arrangements.</li> </ul>	<p>1. We will focus available resources towards increasing supply of the types of homes people require in the areas they are needed.</p>	<ul style="list-style-type: none"> <li>➤ Maximise use of available support nationally e.g. (<i>More Homes Scotland</i>) to accelerate delivery of new housing.</li> <li>➤ Promote the development of an Accessible Housing Policy through the emerging Local Development Plan.</li> <li>➤ Challenge for innovation in the design and delivery of new affordable homes developed locally.</li> <li>➤ Develop our longer term strategy for acquiring and assembling sites for housing development, to support effective investment.</li> </ul>
		<p>2. We will explore solutions for improving the mix of housing available across tenures, in areas where new development is limited.</p>	<ul style="list-style-type: none"> <li>➤ Bring long term empty homes back into use by offering support to owners, and where required taking enforcement action.</li> <li>➤ Use ‘Off the Shelf Purchases’ locally, where appropriate, to boost housing supply.</li> <li>➤ Develop area based plans to maximise affordable housing opportunities, as well as community ‘connectedness’ in areas of pressure.</li> </ul>

## Priority 2: Thriving, Attractive and Sustainable Neighbourhoods

National / SOA Outcome	Intermediate Outcome	Our Contribution	Critical Activities
<p>National Housing &amp; Regeneration Outcome 2: “High Quality Sustainable Homes”.</p> <p>SOA 4: East Renfrewshire residents are safe and supported in their communities and homes.</p> <p>Priority 2: Thriving, Attractive and Sustainable Neighbourhoods</p>	<p>2.1 Residents live in communities that are safe, resilient and supportive.</p> <p><b>Critical Indicators:</b></p> <ul style="list-style-type: none"> <li>No. of Refugees successfully resettled locally against target.</li> <li>No. of Council/ RSL properties abandoned by neighbourhood</li> <li>% of tenants satisfied with their neighbourhood as a place to live.</li> </ul>	<ol style="list-style-type: none"> <li>Respond to regulatory changes impacting on privately owned and rented homes.</li> <li>Improve the physical environment in local neighbourhoods</li> <li>Improve our understanding of local communities needs and opportunities for responding to these more effectively</li> </ol>	<ul style="list-style-type: none"> <li>Monitor the impact of the introduction of the new private rented sector tenancy locally, and respond to any emerging issues.</li> <li>Respond to emerging national requirements for regulating energy efficiency standards in privately owned and rented homes.</li> <li>Develop an improved joint approach to neighbourhood inspections, in order to raise standards.</li> <li>Continue to invest in the ‘Mixed Tenure Scheme’ to assist in raising the standard of the physical environment.</li> <li>Drive forward improvements in planning through developing better links across Council &amp; partner programmes for maintaining neighbourhoods.</li> <li>Contribute to developing plans for Thornliebank and Clarkston Town Centres, ensuring improvements in housing are explored.</li> <li>Ensure an effective joint-approach to re-settlement of refugees in local communities, including unaccompanied children/ young people.</li> <li>Improve our joint understanding of Gypsy Travellers needs in the local area, and our practice in line with national guidance.</li> </ul>

**Target - Undertake resettlement of refugees locally to 2022.**

National / SOA Outcome	Intermediate Outcome	Our Contribution	Critical Activities
<p data-bbox="203 261 544 389"><b>National Housing &amp; Regeneration Outcome 2:</b> “High Quality Sustainable Homes”.</p> <p data-bbox="203 496 544 655"><b>SOA 3:</b> East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses to grow.</p> <p data-bbox="203 727 506 855"><b>Priority 2: Support Thriving, Attractive and Sustainable Neighbourhoods</b></p> <div data-bbox="203 911 555 1142" style="background-color: #f0d0d0; padding: 5px;"> <p data-bbox="203 911 544 1134"><b>Target - Energy Efficiency Standard for Social Housing (ESSH) compliance in Council and RSL homes locally by 2020.</b></p> </div>	<p data-bbox="600 261 981 357"><b>2.2 Residents live in warm, dry homes that are in good condition.</b></p> <p data-bbox="600 496 835 520"><b>Critical Indicators:</b></p> <ul data-bbox="600 533 1021 911" style="list-style-type: none"> <li data-bbox="600 533 925 596">• % of Council and RSL meeting SHQS.</li> <li data-bbox="600 609 1021 673">• % of Council and RSL homes meeting ESSH.</li> <li data-bbox="600 686 992 750">• % of owners participating in capital programme works.</li> <li data-bbox="600 762 947 826">• % tenants satisfied with housing quality</li> <li data-bbox="600 839 1014 911">• % owners receiving factoring services who are satisfied.</li> </ul>	<ol data-bbox="1099 261 1458 1294" style="list-style-type: none"> <li data-bbox="1099 261 1458 421">1. Proactively improve our strategy for delivering major Council capital programme improvements.</li> <li data-bbox="1099 695 1395 823">2. Promote increased standards in the condition of homes across all tenures.</li> <li data-bbox="1099 1126 1458 1294">3. Continue to respond to tenants needs through delivery of a responsive and good quality housing repairs service.</li> </ol>	<ul data-bbox="1507 261 2063 1343" style="list-style-type: none"> <li data-bbox="1507 261 2063 349">➤ Improve information sharing and joint planning across teams for proposed capital programme and environmental works.</li> <li data-bbox="1507 362 2040 450">➤ Support increased participation of owners through improved planning, communication.</li> <li data-bbox="1507 462 2051 550">➤ Explore opportunities to improve payment options for owners participating in capital programme improvements.</li> <li data-bbox="1507 563 2051 651">➤ Maximise available support for home energy efficiency improvements and direct towards the most vulnerable households.</li> <li data-bbox="1507 663 2051 751">➤ Promote available information and support to reinforce owners’ responsibilities to maintain their homes.</li> <li data-bbox="1507 764 2063 900">➤ Carry out a post-implementation evaluation of the Council’s Factoring service to inform further work to achieve improved standards in mixed tenure areas.</li> <li data-bbox="1507 912 2029 1000">➤ Review letting standards for Council and RSL homes to support improved tenancy sustainment.</li> <li data-bbox="1507 1013 2051 1101">➤ Review available powers and resources to proactively support improvement of homes in poorest condition.</li> <li data-bbox="1507 1114 2029 1201">➤ Explore areas for further improvement in tenant satisfaction with the Council’s housing repairs service.</li> <li data-bbox="1507 1214 2040 1302">➤ Consider further enhancements in digital capacity to improve ease and efficiency in reporting repairs.</li> </ul>

## Priority 3: Facilitate Independent Living

National / SOA Outcome	Intermediate Outcome	Our Contribution	Critical Activities
<p><b>National Housing &amp; Regeneration Outcome 3 :</b> “Homes that Meet People’s Needs”.</p>	<p><b>3.1 Our vulnerable residents are able to live as safely and independently as possible in the community, and have control/ with appropriate care and support.</b></p>	<p>1. Maximise the contribution of housing to meeting Health and Social Care needs through identifying areas for effective collaboration.</p>	<ul style="list-style-type: none"> <li>➤ Undertake data linkage projects with Health &amp; Social Care to allow better understanding of the assistance required by high resource individuals.</li> <li>➤ Review the outcomes of our joint protocol for Looked After and Young People to ensure we are effectively meeting our statutory duties towards vulnerable young residents.</li> </ul>
<p><b>SOA 4:</b> East Renfrewshire residents are safe and supported in their communities and homes.</p>	<p><b>Critical Indicators:</b></p> <ul style="list-style-type: none"> <li>• No. of new homes built to accessible / adaptable standard.</li> <li>• No. of adaptations by tenure.</li> <li>• No. of households receiving telecare/ tele healthcare.</li> </ul>	<p>2. Ensure disabled adaptations are used to support people in most need across tenures.</p>	<ul style="list-style-type: none"> <li>➤ Promote the use of technology and improve awareness of aids/ adaptations and design features which will support homes to meet a lifetime of needs.</li> <li>➤ Continue to prioritise available grant funding towards adaptations.</li> <li>➤ Ensure ready access to information on adaptations and the positive outcomes they can help promote.</li> </ul>
<p><b>Priority 3: Facilitate Independent Living</b></p>		<p>3. Review the capacity of social housing provided for older, disabled and others to be ‘futureproofed’ for changing needs.</p>	<ul style="list-style-type: none"> <li>➤ Review of existing housing services supporting independent living, to ensure they are fit for purpose.</li> <li>➤ Use learning from “Help to Adapt” national pilot to inform local improvements in policy and advice.</li> <li>➤ Develop enhanced digital capacity in new and existing social rented homes to support vulnerable tenants.</li> </ul>
<p><b>Target:</b> 10% of new social rented homes built or adaptable to meet a range of housing needs.</p>			

National / SOA Outcome	Intermediate Outcome	Our Contribution	Critical Activities
<p><b>National Housing &amp; Regeneration Outcome 3 :</b> “Homes that Meet People’s Needs”.</p> <p><b>SOA 4:</b> East Renfrewshire residents are safe and supported in their communities and homes.</p> <p><b>Priority 3: Facilitate Independent Living</b></p> <p><b>Target:</b> Continue to reduce use of B&amp;B as temporary accommodation.</p>	<p><b>3.2 Support is available to those who require it, to prevent housing crisis and find sustainable housing solutions.</b></p> <p><b>Critical Indicators:</b></p> <ul style="list-style-type: none"> <li>• Homeless applications.</li> <li>• Length of stay in temp accommodation.</li> <li>• Destinations of homeless households</li> <li>• % of households with support needs, accepting support.</li> <li>• Tenancies sustained for more than 12 months</li> <li>• No of under-25’s sustaining new tenancies beyond 12 months, or moving on to positive destinations.</li> </ul>	<ol style="list-style-type: none"> <li>1. Improve our efficiency in the use of available temporary accommodation and its accessibility to homeless households.</li> <li>2. Maintain an adequate supply of accommodation available to victims of domestic violence.</li> <li>3. Monitor the impact of Universal Credit on council tenancies, and develop effective responses to reduce rent arrears and the risk of homelessness.</li> </ol>	<ul style="list-style-type: none"> <li>➤ Develop alternative housing solutions for vulnerable young people which are effective, affordable and sustainable.</li> <li>➤ Maintain an effective and suitable supply of temporary accommodation which is responsive to changing needs as far as possible.</li> <li>➤ Investigate the potential use of mediation services to support families and vulnerable young people in achieving positive housing outcomes.</li> <li>➤ Work jointly with Women’s Aid and other partners to share information on needs vs. current supply, safe locations and suitability of existing accommodation.</li> <li>➤ Review our strategy for rent collection and arrears management to effectively mitigate the impact of reforms on welfare benefits.</li> <li>➤ Monitor the impact of protocols with Social Work and Money Advice and Rights Team to ensure support is offered at the earliest stage to households facing housing crisis.</li> <li>➤ Prioritise improvements to support tenancy sustainment for new tenants and other vulnerable households.</li> </ul>

## Priority 4: Improve Access & Participation

National / SOA Outcome	Intermediate Outcome	Our Contribution	Critical Activities
<p><b>National Housing &amp; Regeneration Outcome 4:</b> “Sustainable Communities”</p> <p><b>SOA 3:</b> East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses to grow.</p> <p><b>Priority 4: Improve Access and Participation</b></p> <p><b>Target:</b> Introduce enhanced online services and direct messaging for ERC customers</p>	<p><b>4.1 People can access the information they need about our services, to make informed choices about their housing options.</b></p> <p><b>Critical Indicators:</b></p> <ul style="list-style-type: none"> <li>No. of people receiving housing options advice who are satisfied with service provided.</li> <li>No. of people prevented from homelessness by receiving advice and support on housing options.</li> <li>% of repeat homeless presentations.</li> <li>% of local households experiencing fuel poverty.</li> </ul>	<ol style="list-style-type: none"> <li>Ensure housing advice and signposting is high quality, champions the principle of ‘Prevention’ and is responsive to the range of individual needs.</li> <li>Modernise our services to improve access, choice and digital communication with customers.</li> <li>Consider options for responding to identified demand for advice on “affordable fuel” in line with national and local priorities for tackling poverty.</li> </ol>	<ul style="list-style-type: none"> <li>➤ Work jointly with HSCP and housing providers to ensure information resources are accessible to the range of staff delivering advice and support.</li> <li>➤ Improving access to available housing for customers by rolling out our revised ‘housing options approach’.</li> <li>➤ Implement Choice Based Lettings to improve efficiency in allocations and provide greater choice to customers in finding a home.</li> <li>➤ Improve communication with customers through roll out of text messaging by our Housing Advice and Allocations Services.</li> <li>➤ Provide online application services to modernise and improve the customer experience.</li> <li>➤ Undertake a whole systems review of our services to improve homelessness prevention.</li> <li>➤ Explore the potential for dedicated advice for local households and support for “affordable fuel”.</li> <li>➤ Improve joint working across Council and partner services to maximise resources directed towards tackling fuel poverty.</li> </ul>

National / SOA Outcome	Intermediate Outcome	Our Contribution	Critical Activities
<p>National Housing &amp; Regeneration Outcome 4: “Sustainable Communities”</p> <p>Scottish Social Housing Charter:</p> <p>1 - Equalities;</p> <p>2- Participation;</p> <p>3-Communication.</p> <p>Priority 4: Improve Access and Participation</p> <p><b>Target: Develop a new Council housing ‘customer engagement’ strategy.</b></p>	<p>4.2 Residents feel included and empowered to make a valuable contribution to their local communities, in the way that suits them best.</p> <p><b>Critical Indicators:</b></p> <ul style="list-style-type: none"> <li>No. of people participating in housing and community forums.</li> <li>% of Council tenants satisfied with the housing services provided to them.</li> <li>% of Council tenants satisfied with the opportunities offered to them to participate / influence services.</li> </ul>	<p>4. Work with partners to ensure that opportunities for local residents to influence priorities for housing are maximised.</p> <p>5. Develop our local approach to tenant and service user scrutiny, in line with the outcomes of the Scottish Social Housing Charter Review.</p> <p>6. Ensure our services remain responsive to customer feedback.</p>	<ul style="list-style-type: none"> <li>➤ Work jointly to ensure housing priorities for local areas are reflected in the new Local Outcome Improvement Plan and Locality Plans.</li> <li>➤ Agree a programme of action to support ongoing ‘community conversations’ on housing issues.</li> <li>➤ Explore with partners, the opportunities for involving interested residents in scrutinising delivery of our services.</li> <li>➤ Deliver on improvements identified in the review of local pathways to participation for tenants and service users by 2019.</li> <li>➤ Review our Customer Engagement Strategy.</li> <li>➤ Develop a new service level agreement with customers of the Council’s Housing Service.</li> <li>➤ Review our communication with customers throughout their whole “customer journey” with the Housing Service.</li> <li>➤ Review service user feedback mechanisms to ensure they allow customers to influence the full range of housing services provided locally.</li> </ul>