

Local Housing Strategy Annual Review 2019/20

Strategic Housing Priority 1: Promote supply of good quality affordable housing across all tenures

ACTION	BASE LINE	MILESTONE	TARGET	TIMES CALE	STATUS	CURRENT POSITION
Key Action 1.1: Identify and assess the feasibility of different options for increasing the supply of affordable housing	-	<ul style="list-style-type: none"> Identify options, including funding models; intermediate tenures and partnering options, and undertake feasibility studies 	Complete	2016/17	Complete	Work undertaken in partnership with SFT to explore MMR, SE and accessible home ownership options. Financial viability render MMR and other options not feasible at this point in NL. However, further consideration of other 'on-lending' models are being pursued.
	-	<ul style="list-style-type: none"> Subject to outcome of feasibility studies progress and implement models for increasing supply 	Complete	2021	Complete	As above, alternative models unviable financially for the Council to deliver directly at this point, however RSLs are being encouraged to diversify and provide a range of models to provide sustainable and diverse communities.
Key Action 1.2: Improve our strategic understanding of housing need and aspirations of young people across North Lanarkshire to help meet their housing requirements	-	<ul style="list-style-type: none"> Undertake further analysis of housing needs of young people, including affordability analysis and impact of Universal Credit, Welfare Reform and Sanctions 	Complete	2016/17	Complete	Affordability analysis complete
	-	<ul style="list-style-type: none"> Develop wider youth profile for North Lanarkshire in conjunction with Health and Social Care partners 	Complete	2017/18	Complete	Youth Housing Statement updated and Health Needs Assessment for Children Experiencing Homelessness published
Key Action 1.3: Improve access to and quality of the private rented sector through provision of information, advice and assistance	-	<ul style="list-style-type: none"> Agree protocols for Third Party Referrals to the Private Rented Housing Panel 	Complete	2016/17	Complete	Complete
	-	<ul style="list-style-type: none"> Improved engagement and take up of energy advice and assistance by private landlords 	Increase	2021	Ongoing	Working closely with the Energy Efficiency Sub-Group to take all relevant matters forward, but due to COVID-19 these meeting have been postponed as has the intention of the Scottish Government to have the legislation approved through parliament. Work will begin again once things settle down but there are certain enforcement measures relating to the prescribed information requirement for landlord registration that requires the landlord to have an energy performance certificate. We have been engaging with landlords over the last year to make them aware of this new requirement.

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	8	<ul style="list-style-type: none"> Continue to make effective use of enforcement options, including referrals to Licensing Committee for removal of landlords from the register 	n/a	2021	Ongoing	Enforcement options continue to be used where appropriate.
	18 <i>Accredited Private Landlords</i>	<ul style="list-style-type: none"> Increased participation in private landlord accreditation scheme 	Increase	2021	<i>No Longer Applicable</i>	<i>No Landlord Forums have been held in North Lanarkshire. Engagement with the sector through LHS development will identify appropriate engagement methods.</i>
	Average 29 landlords in attendance	<ul style="list-style-type: none"> Increased participation in private landlord forum 	Increase	2021	<i>No Longer Applicable</i>	<i>Attendance at Forum events were very low and it was felt that the high level of resources required to continue to deliver these events was no longer viable and alternative options should be considered.</i>
Key Action 1.4: Ensure land supply is available for the house building industry to build over 5,000 new homes in North Lanarkshire by 2021	1,354 units pa (HLA 2014)	<ul style="list-style-type: none"> Land available for private sector Housing Supply Target Land available for social rented/below market rent sector Housing Supply Target Land available for all tenure housing land requirement for Housing Supply Target 	759 units pa 300 units pa 1,059 units	2021 2021 2021	On Track On Track On Track	Sites set out in North Lanarkshire Local Development Plan Modified Proposed Plan.
Key Action 1.5: Maximise provision of affordable homes, to meet a range of housing needs, across North Lanarkshire by delivering 300 new homes per annum (Council and RSL)	201 units pa (2011/12 – 2015/16)	<ul style="list-style-type: none"> Review and update Strategic Housing Investment Plan every two years Deliver Affordable Housing Supply Target of 300 units pa on average Identify mismatch of supply and demand in social rented housing, 	Complete 300 units pa Complete	2016/17 & 2018/19 2021 2021	On Track On Track Ongoing	SHIP is annually updated, however review of methods relating to 'call for sites' and RSL liaison were reviewed in 2019 / 20 and applied in April / May 2020. It is anticipated that further review will be undertaken prior to the 'call for sites' in 2021. Delivery of 305 units in 2019/20 and a revised SHIP 2021/22 – 2025/26 indicating potential delivery of 2,964 units over a five year period would suggest a projected average of 592.8 units per annum Housing Asset Management Plan in development.

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		<ul style="list-style-type: none"> including for re-provisioning, to inform investment priorities Consider new build specification to facilitate technology to deliver care in the home Delivery of NL Homes approved programme to deliver 5,000 new council homes 	<p>Increase</p> <p>Complete</p>	<p>2021</p> <p>2035</p>	<p>Ongoing</p> <p>On Track</p>	<p>Current new-build specifications include for BT FTTP and (where services are available) inclusion of Virgin Media fibre optic service connections. These capabilities enable the connection of existing identified care delivery technologies.</p> <p>The latest introduction of Cat5e Ethernet cabling in a star network within new-build homes will expand connectivity opportunities and by providing hard-wired connections will improve opportunities for the use of mobile devices by supporting wifi delivery speeds.</p> <p>A Connectivity Template has been submitted to the SmartNL Connectivity Group to support New Supply intentions to pilot tablet technology within the home for development and delivery of Smart Home Technologies and potential to improve both wider council service provision and the improvement and support of Health and Social Care support to tenants.</p> <p>Programmes for the delivery of new supply and re-provisioning elements for the delivery of the programme for 5,000 new homes by 2035 are in place; projections have been identified for annual target requirements to achieve this and are reviewed on a routine basis.</p>
<p>Key Action 1.6: Continue to implement the Affordable Housing Policy in the Cumbernauld Housing Sub Market Area in order to address unmet housing need</p>	<p>25% Developer Contribution</p>	<ul style="list-style-type: none"> Adoption of the North Lanarkshire Local Development Plan which contained revised contribution of 20% Monitor and evaluate the impacts of the Affordable Housing Policy to ensure the policy continues to deliver positive outcomes 	<p>20% Developer Contributions</p> <p>Complete</p>	<p>2020</p> <p>2021</p>	<p>Slightly Behind</p> <p>Not Yet Started</p>	<p>The 2020 timescale will not be met and will likely be 2021 now. The Modified Proposed Plan, incorporating the Affordable Housing Policy revision to 20%, was submitted to DPEA for Examination on 22 July. Guidance states 6-9 months for a Report of Examination, then 3 months to Adopt.</p> <p>Review to be carried out in 2021.</p>
<p>Key Action 1.7: Contribute to the wider strategic planning for housing in Glasgow and the Clyde Valley</p>	<p>Clydeplan HNDA2</p>	<ul style="list-style-type: none"> Develop and maintain partnership relationships through Clydeplan Housing Market Partnership <i>Adoption of the Strategic Development Plan</i> 	<p>HNDA3</p> <p><i>Adopted</i></p>	<p>2021</p> <p><i>2017</i></p>	<p>Ongoing</p> <p><i>Complete</i></p>	<p>Partnership relationships through Clydeplan Housing Market Partnership well established and maintained via housing strategy team group membership.</p> <p><i>Clydeplan was adopted 24/7/17</i></p>

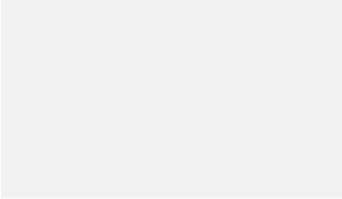
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		<ul style="list-style-type: none"> Joint working to deliver key priorities for HNDA3 and forthcoming LHS 	Complete	2021	Ongoing	HNDA3 delayed due to Covid-19 but still on track for informing the new LHS.
		<ul style="list-style-type: none"> Continue joint working locally and at a regional level with Glasgow and Clyde Valley LHS Group and Clydeplan Housing Market Partnership to identify housing needs of gypsy/travellers 	Complete	2021	On Track	Will be considered as part of the specialist provision needs.
		<ul style="list-style-type: none"> Maintain local North Lanarkshire, HSMA and sub-area need, demand and supply analysis including area profiles and low demand analysis 	Complete	Annual	Ongoing	Produced annually – complete for 2019-20.

Strategic Housing Priority 2: Contribute to Regeneration and Sustainability of Places

STRATEGIC ACTION	BASE LINE	MILESTONE	TARGET	TIMESCALE	STATUS	CURRENT POSITION
Key Action 2.1: Review and progress delivery of the Tower Strategy to ensure Council multi-storey flats are safe, secure and attractive		<ul style="list-style-type: none"> Complete review of Tower Strategy and Action Plan in consultation with tenants 	Complete	2019	Ongoing	Tower Strategy updated annually.
		<ul style="list-style-type: none"> Implementation and monitoring of strategy 	Complete	Annual	Ongoing	Strategy is reviewed annually.
	-	<ul style="list-style-type: none"> Continuation of current structural survey programme and consultation with stakeholders regarding long term re-provisioning of all 48 tower blocks. 	Complete	2048	On Track	Structural survey programme 99% complete with additional surveys being carried out following specialist recommendation. Phase 1 of re-provisioning on programme & phase 2 under development.
		<ul style="list-style-type: none"> Phase 1 Re-provisioning <ul style="list-style-type: none"> Consultation Re-provisioning Development of procurement strategy 	Complete	2024	Ongoing	Re-provisioning programme being progressed and monitored through monthly progress meetings and action plan.
Key Action 2.2: Contribute to delivery of Town Centre Action Plans and Economic Regeneration Delivery Plan including increasing opportunities for residential use	-	<ul style="list-style-type: none"> Identify opportunities and assess their feasibility to increase supply of affordable housing in town centres 	Complete	Ongoing	Ongoing	Process of identification and assessment continues.
	-	<i>Coatbridge Library</i>	<i>Complete</i>	<i>Ongoing</i>	<i>Complete</i>	<ul style="list-style-type: none"> <i>Renovation works now complete</i> <i>Tenants moving in shortly</i>
	-	The Whitehouse, Kilsyth	Complete	Ongoing	Ongoing	No update.
	-	<i>Former Tax Office, Muirhall Street, Coatbridge</i>	<i>Complete</i>	<i>Ongoing</i>	<i>Complete</i>	<i>Work completed and tenants moved in</i>
	-	Former Tesco Site, Wishaw	Complete	Ongoing	Ongoing	Site being developed by local housing association.
	-	<i>Former Alexandra Primary School, Airdrie</i>	<i>Complete</i>	<i>Ongoing</i>	<i>Complete</i>	<i>Work completed and tenants moved in</i>

	-	7-13 Bank Street, Coatbridge	Complete	Ongoing	Ongoing	Properties acquired. Works will be undertaken by New Supply.
		<ul style="list-style-type: none"> Develop partnership approach to address disrepair and bring empty properties in town centres back into use 	Complete	Ongoing	Ongoing	Identification of opportunities continuing.
	-	<ul style="list-style-type: none"> Progress pilots in Wishaw and Airdrie 	Complete	Ongoing	Ongoing	Feasibility studies underway.
		<ul style="list-style-type: none"> Consider findings from Mixed Use Hubs Study to inform future supply requirements within town centres 	Complete	2021	Ongoing	Consultants have been appointed to develop town centre vision plans which will take consideration of the use of mixed use hubs in town centres.
Key Action 2.3: Explore long term sustainable solutions to address poor maintenance/disrepair within large scale private sector blocks such as Millcroft Road, Cumbernauld and Forgewood, Motherwell	-	<ul style="list-style-type: none"> Identify and review short term and longer term options to help address problems arising from lack of maintenance/repair in identified blocks 	Complete	2021	Ongoing	The removal of grants that previously provided incentives to owners to carry out works to blocks reduces options for encouragement of owners to maintain or repair blocks. Advice and assistance are only available options going forward.
		<ul style="list-style-type: none"> Continue to work with owners to help them maintain their properties and use enforcement powers where necessary 	Complete	2021	Ongoing	Enforcement is not a viable option to encourage owners to maintain or improve property conditions and can only be used in the most severe of cases.
Key Action 2.4: Continue to involve tenants in a range of ways to inform and influence our decisions in relation to Housing Services	-	<ul style="list-style-type: none"> <i>Implementation of Involve, Inform, Improve – A Strategy for Tenant Participation 2015-20</i> 	Complete	2020	Complete	<i>New Tenant Participation Strategy developed and implemented in 2020.</i>
		<ul style="list-style-type: none"> Involve tenants and residents in LHS Review process 	Complete	2021	Ongoing	To be considered as part of the development of the new LHS and ongoing engagement with stakeholders, including tenants and residents.
	-	<ul style="list-style-type: none"> Promote self-service and self-help opportunities for new Housing Management Model 	Complete	2021	Ongoing	Progressed inclusion of housing information through Making Life Easier website to provide more alternative self help options.
Key Action 2.5: To progress and complete the Cumbernauld Multi-Storey re-provisioning programme	-	<ul style="list-style-type: none"> <i>Progress CPO process for Berryhill Road, Hume Road and Burns Road</i> 	Complete	2020	Complete	<i>Sanctuary have completed the demolition works.</i>
	-	<ul style="list-style-type: none"> <i>Complete demolition of remaining 9 blocks of flats</i> 	374 flats demolished	2020	Complete	<i>Last site at Burns Road recently completed.</i>

	-	<ul style="list-style-type: none"> Complete new build programme to provide re-housing for eligible residents 	281 units	2020	Complete	Target of 281 has been met.
Key Action 2.6: Increase the number of empty homes brought back into use	20pa	<ul style="list-style-type: none"> Continue to deliver Empty Homes Purchase Scheme/ Open Market Purchase Scheme 	150pa	2021	On Track	<p>OMPS Update as at 22.09.2020</p> <ul style="list-style-type: none"> Properties purchased to date (2020/21) – 21 Properties with Legal – 45 Properties with Surveyors – 82 Total spend - £933,929 Total Committed - £2,724,361
	1,479 empty properties	<ul style="list-style-type: none"> Review operation of current Council Tax Levy and consider any changes required 	Complete	2021	Ongoing	Empty homes officer continues to work with council tax.
		<ul style="list-style-type: none"> Review potential incentives to owners of empty homes to help bring them back into use 	Complete	2021	Ongoing	No financial incentives are likely to be developed for empty homes, the empty homes officer has developed and implemented a matchmaker scheme that sets willing buyers up with owners who are considering selling.
		<ul style="list-style-type: none"> Work in partnership with RSLs to bring empty properties in disrepair back into use 	Complete	2021	Ongoing	Empty homes officer available to work with any RSL where the requirement arises.
		<ul style="list-style-type: none"> Use enforcement measures, including CPOs as required to bring empty homes back into use 	As required	2021	Ongoing	Enforcement options for empty properties are limited and can only be used in cases where property conditions are severe. As CPO's require a budget to be available for costs and also a willingness of either a Local authority or RSL to take on the property once purchased, use will be limited going forward.
Key Action 2.7: Continue to address low demand issues within Council stock including demolition where appropriate	4,280	<ul style="list-style-type: none"> Update Low Demand Analysis and Action Plan annually 	Complete	Annual	Ongoing	Low demand analysis being updated in conjunction with Asset Management Strategy.
	-	<ul style="list-style-type: none"> Undertake Option Appraisals for potentially non-viable stock 	Complete	2021	On Track	Phase 1 Re-provisioning option appraisal has been submitted to Head of Planning & Regeneration. Noted as on Track as this will continue with any future identified sites to be appraised. No current sites beyond Phase 1 Re-provisioning have been nominated to New Supply for appraisal as low demand at this time.



Local Lettings Plans 2015/16 in place

- Review and update Local Lettings Plans

Complete

2021

Ongoing

Updated annually – complete for 2019/20.

Strategic Housing Priority 3: Homelessness is prevented and appropriate housing support provided to improve health, wellbeing and tenancy sustainment

STRATEGIC ACTION	BASE LINE	MILESTONE	TARGET	TIMESC ALE	STATUS	CURRENT POSITION
Key Action 3.1: Review Housing Options approach in response to development of Housing Options Hubs, National Guidance and Training Toolkit to ensure effective personal housing advice and sustainable housing solutions	-	<ul style="list-style-type: none"> Implement revised local Housing Options Guide which reflects local priorities but set within context of National Guidance 	Complete	2016/17	Complete	Next step is to develop digital solutions
		<ul style="list-style-type: none"> Implement Training Plan for staff and based on Training Toolkit developed by HUBS 	Complete	2016/17	Complete	Training may require to be repeated due to re-structure. Staff Guidance still in draft.
		<ul style="list-style-type: none"> Implement Individual financial assessments to ascertain affordable housing options 	Complete	2016/17	Complete	Housing Operations have confirmed that this has been implemented.
		<ul style="list-style-type: none"> MCO Reports developed to evidence extent and nature of Housing Options Interviews and Outcomes 	Complete	2016/17	Complete	New actions arising from evidence
	-	<ul style="list-style-type: none"> Complete further review 	Complete	2018/19	Ongoing	Prevent1 stats illustrate that Housing Options and prevention activity is not being recorded consistently and may be related to ongoing re-structuring of services. Action to remedy this will progress in 2020/21 and is linked to the delivery of the Housing Options Training Toolkit as well as specific actions identified in the RRTP.
	-	<ul style="list-style-type: none"> Identified improvements implemented 	Complete	2018/19-2021	Ongoing	Full understanding and outcomes of ongoing work to review the delivery of housing options will inform future improvement actions and will be linked to RRTP early intervention and prevention focus as well as embedded into learning through the Training Toolkit once released.

STRATEGIC ACTION	BASE LINE	MILESTONE	TARGET	TIMESCALE	STATUS	CURRENT POSITION
		<ul style="list-style-type: none"> Deliver additional housing options training to staff as a result of the re-structure of the service which includes homeless prevention activities where appropriate 	Complete	2019/20	No Longer Applicable	A further restructure is now underway with merging of localities and staff changes. In addition to this, the Training Toolkit expected for use in early 2020 and the partners are coming together to consider early intervention and prevention activity as part of the RRTP.
		<ul style="list-style-type: none"> Implement Housing Options Training Toolkit developed by HUBS when available 	Complete	2019/20	Slightly Behind	Housing Options Training Toolkit is running behind schedule due to the complex nature of the development and understanding of the training provider, as well as ongoing engagement and commitment with all 32 LA's and the Wheatley group. Expecting release of Modules 1, 2 and 3 in Autumn 2020.
	-	<ul style="list-style-type: none"> Deliver a personal housing options plan for people approaching the service with a housing problem to ensure a clear and sustainable housing pathway 	Complete	2019/20	On Track	A personal housing plan will be developed as part of the implementation of the Housing Options training toolkit in 2020/21.
	-	<ul style="list-style-type: none"> Develop appropriate digital tools to aid the delivery of a personal housing options plan 	Complete	2021	On Track	To be considered after training toolkit is fully operational.
Key Action 3.2: Improve risk assessment tools to identify opportunities and target homeless prevention activity	-	<ul style="list-style-type: none"> Homelessness is prevented where possible through earlier intervention when housing difficulties are identified 	% homeless applicant presenting at time of crisis reduced	2016/17	Complete	PAS scoring was reviewed and was linked to housing options activity and training. Risk assessment is also linked to the delivery of housing support services and Prevent1 reporting which is constantly reviewed.
	-	<ul style="list-style-type: none"> Improved recording of preventative actions evidenced through PREVENT1 		2016/17	Complete	
	-	<ul style="list-style-type: none"> Review complete 	Complete	2018/19	Complete	February 2017

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Key Action 3.3: Review Mediation Service to improve homeless prevention interventions	-	<ul style="list-style-type: none"> Identified improvements implemented 	Families assisted to resolve issues to prevent homelessness recurring	2018/19	Complete	Homeless Prevention Mediation being provided by Locality Teams rather than central mediation team as part of overall options and advice and for continuity of service provision for young people. Training arranged via Scottish Centre for Conflict Resolution in Homelessness Prevention Mediation for all appropriate staff.
Key Action 3.4: Improve housing outcomes across a range of measures for young people	-	<ul style="list-style-type: none"> Implement Youth Housing Statement 	Improved outcomes for young people	2021	Ongoing	A range of activities have been ongoing to improve the outcomes for young people including Forever Homes and Workforce Development Project with Barnardos. 2 Crisis flats have been developed for use by CEYP and joint training with Council staff and 3rd Sector partners has taken place, CEYP also have access to pre tenancy training flats and a range of personal development opportunities. Employability and literacy are provided by Life Coach funded by ADP for 2 years. Additional work is ongoing to continue to consider and develop interventions to improve outcomes for young people.
Key Action 3.5: Explore ways to improve access to the Private Rented Sector	-	<ul style="list-style-type: none"> Improve provision of information and advice on PRS as a Housing Option to CHR Applicants 	Complete	2019/20	Slightly Behind	Work on this has been absorbed into Rapid Rehousing Transition Plan and is being progressed. Staff surveys and initial scoping work for a staff training programme was developed during 2019/20 but its delivery was delayed due to Covid-related issues. This work has now recommenced.
	-	<ul style="list-style-type: none"> Research to better understand sector and improve engagement with landlords 	Complete	2019/20	No Longer Applicable	Research was to be carried out by Crisis who are no longer in a position to do so. Work to engage with PRS responsibility of Private Sector team through Landlord Registration.
	-	<ul style="list-style-type: none"> Improved uptake of Rent Deposit Guarantee Scheme 	Increase	2019/20	No Longer Applicable	Work ongoing to develop alternative PRS Access Schemes
Key Action 3.6: Improve access and affordability of housing by considering the	-	<ul style="list-style-type: none"> Research various models of shared tenancy schemes and best practice 	Complete	2016/17	Complete	There has been pilot shared tenancy work undertaken around the country, and it has become clear that whilst some small scale shared tenancies can be successful, they are also

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<i>development of shared tenancies both within the social sector and Private Rented Sector, especially for those under 35 years of age</i>	-	<ul style="list-style-type: none"> Consider delivery options in line with CRISIS Training and Toolkit and develop recommendations 	Complete	2016/17	Complete	<p><i>expensive and resource intensive and require an ongoing commitment of staff to undertake pre-tenancy training, provide a match making service and ongoing support to service users to help them manage the shared tenancy.</i></p> <p><i>It is also clear that sharing in the social sector is much more complex than in the PRS and is due to the specific requirements of an SST.</i></p> <p><i>Additionally, out-with the major cities and within the social sector itself, there is no culture of sharing and high levels of resistance exist, despite the lack of alternative affordable accommodation, especially for young people.</i></p> <p><i>However, there is a view that young people leaving care may be more willing to consider shared tenancies as a transitional step to independence. Young people in care are used to sharing and would therefore be much more suited to testing shared tenancies than other groups of the population. Additionally there are already siblings living in children's houses who are ideally placed to test sharing as well as some people who would be too isolated on their own and would benefit from having another person live with them.</i></p>
Key Action 3.7: Strengthen existing partnerships to ensure that, where possible, people leaving institutions do not become homeless	-	<ul style="list-style-type: none"> Protocols, policies and procedures reviewed and recommendations implemented 	Complete	2018/19	Ongoing	<p>Delayed due to restructuring and staffing changes across both housing and social work services. Replacement lead officer from SW still to be identified.</p> <p>Improvements being made in services for care experienced young people through the Life Changes Trust projects and includes delivery of life skills training, and a life coach to help build confidence and resilience. Other elements of this work include workforce development to upskill housing staff and improve understanding of barriers and challenges faced by care experienced young people through multi-agency and service user training and discussion forums.</p>
		<ul style="list-style-type: none"> Completion of Pathway Plans and Personal Housing Plans for young care leavers 	Complete	2018/19	Ongoing	Part of review of protocol and Pathway Planning process and linked to revised LAAC Strategy.
		<ul style="list-style-type: none"> Implement Shore Standards 	Complete	2018/19	Ongoing	Meetings held to discuss implementation. Difficulties resolving data sharing requirements. Draft Process and procedure

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						developed with further discussion due with SPS and Addiewell prior to sign-off. Now being Progressed via the Homeless SIG (Eleanor O'Brien) and part of the RRTP implementation (led by Linzi Robertson and Nicola Pettigrew).
Key Action 3.8: Continue to develop and deliver high quality outcome focussed housing support services		<ul style="list-style-type: none"> Review data collection of housing support needs for those approaching the service 	Complete	2016/17	Complete	Gaps identified to be addressed through development of quality assurance framework
	-	<ul style="list-style-type: none"> Review in-house support service 	Complete	2016/17	Complete	Review complete and Better Futures assessment introduced
		<ul style="list-style-type: none"> Review protocol and procedures for Commissioned Housing Support Services 	Complete	2016/17	Complete	Review of protocol and procedures for commissioned housing support services complete
	-	<ul style="list-style-type: none"> Develop and implement effective and robust quality assurance framework to ensure delivery of high quality outcome focussed support services 	Complete	2018/19	Complete	Improvements made to existing paperwork and small IT changes to facilitate effective recording and reporting. Move to Outcomes Star at some point in future and linked to development of future digital solutions. Led by Business Engagement Team (Eleanor O'Brien).
Key Action 3.9: Strengthen existing partnerships to ensure people with complex needs are pro-actively supported on a consistent basis to improve outcomes by tackling health inequalities and supporting healthier lifestyles	-	<ul style="list-style-type: none"> Consider options on how to co-ordinate support planning and provision for those with complex needs across Housing and Health 	Complete	2018/19	On Track	<p>This action is led by the IJB. Pilot to co-ordinate support provision for those with complex needs in Motherwell and Wishaw successful. Evaluation report drafted and circulated to partners for review. Recommendation to build the approach into wider RRTP implementation and Housing First agenda. (led by Linzi Robertson & Nicola Pettigrew RRTP).</p> <p>A care experienced young persons' version of Housing First is being progressed via a second LCT project 'Home and Belonging' which aims to provide 12 individuals with a permanent home with wrap around multi-agency support and includes the provision of training to develop social networks across communities for young people.</p>
	-	<ul style="list-style-type: none"> Complete staff training on: 	Complete	2018/19	Ongoing	RRTP places additional responsibilities on the wider partnership to deliver holistic services to homeless people. Workforce development plans include relationship based and trauma informed service delivery to enable improved outcomes and will

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		<ul style="list-style-type: none"> o Developing a broader understanding of needs and triggers of individuals with complex needs o Roles, responsibilities, limitations and expectations across services 				<p>likely include job shadowing across services. The training will continue over the lifetime of the LHS and beyond and is linked to the RRTP 5 year plan. (led by Linzi Robertson and Nicola Pettigrew).</p> <p>This also includes the LCT workforce development training which is ongoing at present.</p>
<i>Key Action 3.10: Explore Assets Based models of support and intervention to prevent Multiple Exclusion Homelessness (MEH)</i>	-	<ul style="list-style-type: none"> • Options for joint commissioning of community support models with the Alcohol and Drug Partnership (ADP) considered 	Complete	2017/18	Partial Complete	<p>No immediate opportunities for joint commission identified.</p> <p>Alcohol and drug partnership is no longer in operation.</p>
Key Action 3.11: Improve health and wellbeing of homeless households as part of the Joint Health Needs Assessment to tackle recurring and extreme distress for those who have poor mental health and high instances of self-harm	-	<ul style="list-style-type: none"> • Workforce development and training opportunities to move towards a holistic approach to health and wellbeing is completed 	Complete	2021	On Track	<p>Training across a range of holistic topics is ongoing, however ongoing restructuring of services and rapid rehousing requirements have expanded the need for new and innovative training and development themes. This includes PIE, trauma informed services, distress brief interventions and PTSD and these will be delivered as services are developed locally and monitored via the RRTP. (Led by Linzi Robertson and Nicola Pettigrew).</p>
	-	<ul style="list-style-type: none"> • Staff across the partnership recognise and understand how to help people in extreme distress 	Complete	2021	On Track	
Key Action 3.12: Explore the feasibility of developing a “Housing First” type model to wrap support around the individual to help them achieve good outcomes	-	<ul style="list-style-type: none"> • Costs identified and funding sources considered 	Complete	2018/19	On Track	<p>(Led via RRTP – Linzi Robertson and Nicola Pettigrew)</p> <p>The RRTP encompasses an action to develop Housing First and funding to enable a small scale pilot has been received from the SG RRTP Funding.</p>
	-	<ul style="list-style-type: none"> • Available model options are considered - Permanent tenancy from the outset - Wrap around support to sustain accommodation - Combat distress for people with poor mental health 	Complete	2018/19	On Track	<p>A recruitment process is partially complete with 1 housing manager employed to develop the Homes First approach and another to co-ordinate and progress implementation of all RRTP actions. A SW person as well as admin support has still to be recruited and has been delayed due to COVID-19.</p> <p>The development of a contract is also nearing completion to commission third sector partners to deliver Homes First support</p>

STRATEGIC ACTION	BASE LINE	MILESTONE	TARGET	TIMESC ALE	STATUS	CURRENT POSITION
	-	<ul style="list-style-type: none"> Increased health and wellbeing of homeless people 	Complete	2018/19	On Track	<p>overnight and at weekends and it is intended to publish this through the Procurement Scotland website in the Autumn of 2020.</p> <p>Additional work is ongoing across the partners to consider resources and funding into the future.</p> <p>A pilot form of Housing First for young people is already in development via funding from Life Changes Trust and will run over next 2 years.</p>
Key Action 3.13: Improve understanding of why people do not engage with housing support and associated services and develop innovative practice to aid engagement	-	<ul style="list-style-type: none"> <i>Existing good practice identified</i> 	Complete	2018/19	Complete	<p>Solihull and other trauma informed training has identified good practice and the different ways to help people see the strengths within themselves and motivate them to engage with services.</p>
	-	<ul style="list-style-type: none"> Good practice solutions adapted and implementation in North Lanarkshire considered 	Complete	2019/20	On Track	<p>Implementation of these is now linked to RRTP development and roll-out of Solihull and PIE training across the wider partnerships. Distress Brief Interventions have been developed but limited to H&SC partners primarily as well as Police for referrals at present time, although this will be reviewed as part of the RRTP implementation. (led by Linzi Robertson and Nicola Pettigrew).</p>
Key Action 3.14: Mitigate the impacts of welfare reform on homeless people		<ul style="list-style-type: none"> Ensure all support plans address issues resulting from welfare reforms 	Impacts of Welfare Reforms mitigated as far as possible	Ongoing	Ongoing	<p>Work to support and mitigate those affected by the impacts of welfare reforms has been ongoing.</p> <p>Wider work within the partnership to raise awareness of impacts of welfare reforms has been completed.</p>
Key Action 3.15: Ensure the most appropriate and affordable mix of temporary and supported accommodation is available locally to meet needs		<ul style="list-style-type: none"> New Temporary and Supported Accommodation Strategy 2015-2020 implemented 	Complete	2021	On Track	<p>Development at Bank St well underway and led by New Supply Team. Design and planning phase now completing and work to start on site in Autumn/Winter 2020, however this is linked to the temporary closure of the railway line and requires agreement on timescales with them..</p> <p>Wider work to provide a mix of temporary accommodation has been ongoing and is now linked to RRTP.</p> <p>However, work to consider reducing rents to near LHA rates has not been possible at this time due to how current TA rents are funded and shortfall predicted if rents reduced. The UK Govt</p>

STRATEGIC ACTION	BASE LINE	MILESTONE	TARGET	TIMESC ALE	STATUS	CURRENT POSITION
						have amended their view of funding TA rents several times and as yet, no concrete arrangements to transfer funding to the SG have been made.
Key Action 3.16: Review temporary accommodation provision in order to reduce the impact of welfare reforms on income levels as well as improve the range of provision to meet needs	-	<ul style="list-style-type: none"> Increase the provision of hostel/supported stock to meet needs of homeless households 	Increase	2016/17	Ongoing	Greenlaw House in Wishaw has now been fully refurbished and open days scheduled in late Feb and early Mar 2020. Unfortunately COVID-19 impacted on the ability to open the service prior to lockdown. Development at Bank St well underway and led by New Supply Team. Design and planning phase now completing and work to start on site in Autumn/Winter 2020, however this is linked to the temporary closure of the railway line and requires agreement on timescales with them.. accommodation has been ongoing and is now linked to RRTP.
	-	<ul style="list-style-type: none"> <i>Develop and implement Guidance for staff</i> 	<i>Complete</i>	<i>2016/17</i>	<i>Complete</i>	<i>Guidance was issued to all staff on mitigation of welfare reforms linked to temporary accommodation by management within the Rents Team. Management of temp accom was centralised, however it was felt that this was not working as well as expected and a decision was taken earlier this year to return the management to locality housing teams</i>
	-	<ul style="list-style-type: none"> Introduce sharing within the two larger flats at the Bridgework Service 	Complete	2018/19	Ongoing	Sharing agreement reached however would need a complete viability and review of rental charges of the properties with Revenue & Benefits and wasn't able to be completed due to a change of Financial Director at SCS and recruitment delayed due to COVID-19. However, the Scottish Government have implemented the extension of Unsuitable Accommodation Order in May 2020 and means that sharing flats in Bridgework will be unlawful due to shared bathroom, kitchen and lounge areas. There is no guidance yet about whether supported accommodation services may be exempt from this provision and will have to be considered once guidance available.
Key Action 3.17: Re-classify some existing	-	<ul style="list-style-type: none"> <i>Conversion of block in Airth Court and Thrashbush complete</i> 	<i>Complete</i>	<i>2016/17</i>	<i>Complete</i>	<i>Re-classification agreed and housing support staff moved into blocks to provide on-site support to service users. However, there are still issues around staffing levels in specific places at</i>

STRATEGIC ACTION	BASE LINE	MILESTONE	TARGET	TIMESC ALE	STATUS	CURRENT POSITION
<i>hostel type temporary accommodation to a more supported/supervised model</i>	-	<ul style="list-style-type: none"> Staffing and resources reconfigured 	Complete	2016/17	Complete	Additional staffing resource confirmed through re-structure
	-	<ul style="list-style-type: none"> Recording mechanism developed to record exclusions, abandonments and crisis moves within temporary accommodation 	Complete	2016/17	Complete	Revised process to record exclusions now developed and initial reports to begin in the next few weeks. Will be reviewed initially by Operations Manager and then added to MCO. Abandonments are also recorded and reports available. It is not possible to record crisis moves as there is no IT options available to record and report this.
	-	<ul style="list-style-type: none"> Research existing sharing models and good practice 	Complete	2016/17	Complete	Sharing models reviewed, however it is apparent that sharing in dispersed accommodation is challenging due to the nature of robust risk assessment requirements and staff resources required to support implementation. The requirements of individuals placed in dispersed also has to be considered with most service users stating that they would refuse to share and is therefore not viable. The Scottish Government have also advised that they intend to review the Temporary Accommodation standards and sharing will not be permitted in dispersed because it is viewed that it breaches homeless people's human rights. The exception to this is sharing within 'specified' accommodation where there is supervision on site and intensive levels of support provided. This action cannot therefore proceed.
Key Action 3.18: Improve sustainability and affordability of temporary accommodation for people in receipt of benefits by considering the introduction of sharing within some dispersed properties	-	<ul style="list-style-type: none"> Develop recommendations on sharing within some dispersed properties 	Complete	2016/17	Complete	Models developed by CRISIS reviewed and recommendations being developed
	-	<ul style="list-style-type: none"> Carry out research to develop an understanding of transitional accommodation requirements for young care leavers and those with poor mental health 	Feasibility study complete	2017/18	No Longer Applicable	This action was deleted with 2017 review and a new action created at 3.16 regarding the potential to share the two larger flats at the Bridgework Project.

STRATEGIC ACTION	BASE LINE	MILESTONE	TARGET	TIMESC ALE	STATUS	CURRENT POSITION
<i>who may take time to become tenancy ready</i>	-	<ul style="list-style-type: none"> Consider good practice and develop recommendations 	Feasibility study complete	2017/18	No Longer Applicable	
Key Action 3.20: Improve referral process to employability services and Health and Homeless service across the partnership	-	<ul style="list-style-type: none"> Review referral pathway process and implement recommendations 	Improved level of referrals	2017/18	Complete	<i>This action was progressed via a successful funding bid from the Employability Innovation and Integration Fund. £158,000 was awarded to fund 3 new posts located within Barnardo's and Simon Community teams. These individuals worked across all commissioned housing support services, developing and improving links with employability services. Part of the job roles included building literacy and digital capacity amongst service users. Funding for this project has now come to an end.</i>
Key Action 3.21: Develop and pilot transitional shared accommodation for young people leaving care as a first step towards independence	-	<ul style="list-style-type: none"> Agree a clear pathway and understanding of how the pilot would operate 		2019/20	Not Yet Started	<p>Initial focus has been on reviewing the LAAC Strategy and linked to this is the review of the Pathway Planning Process and Care Leavers Protocol which has been delayed due to restructuring and movement of key staff within Social Work and Housing.</p> <p>Early discussions held with Barnardo's suggest that hosting a focus group with young people in care would be beneficial to consider shared accommodation, what it might look like, the options and preferred models, support required as well as the development of training materials. Focus Group was being planned to take place in early 2020 but has been delayed due to COVID-19 and no alternative date has yet been set.</p>
	-	<ul style="list-style-type: none"> Develop processes and procedures and agree input and responsibilities from all services via a protocol 		2019/20	Not Yet Started	
	-	<ul style="list-style-type: none"> Identify and agree suitable property 	Complete	2019/20	Not Yet Started	
	-	<ul style="list-style-type: none"> Develop shared tenancy training modules and begin the work with young people in care to prepare them for it 		2019/20	Not Yet Started	
	-	<ul style="list-style-type: none"> Evaluate pilot after a reasonable period of time to understand how this model could be amended to suit other groups of people to aid successful shared tenancies 		2020/21	Not Yet Started	

STRATEGIC ACTION	BASE LINE	MILESTONE	TARGET	TIMESC ALE	STATUS	CURRENT POSITION
		across a range of different groups.				
Key Action 3.22: Develop and Implement Rapid Re-housing Transition Plan (RRTP)	-	<ul style="list-style-type: none"> Review existing and future client need and property requirements 		2019/20	On Track	RRTP developed and plans agreed via RRTP Steering Group as the multi-agency partnership to speed up re-housing for homeless people and provide the wide range of services and Housing First to those with complex needs.
	-	<ul style="list-style-type: none"> Review potential options to source suitable and safe accommodation for homeless people subject to Multi-Agency Public Protection Arrangements 	Complete	2021	On Track	Service Managers now appointed to drive RRTP forward and implement Homes First approach. This includes the implementation of the SHORE standards and considerations of options to source suitable accommodation for those subject to MAPPA.
	-	<ul style="list-style-type: none"> Consider appropriate funding options 		2019/20	On Track	Led by Linzi Robertson and Nicola Pettigrew.

Strategic Housing Priority 4: Ensure there is a range of housing solutions and appropriate support to meet the needs of older households and those with other specific needs

STRATEGIC ACTION	BASE LINE	MILESTONE	TARGET	TIMES CALE	STATUS	CURRENT POSITION
Key Action 4.1: Increase the number of wheelchair standard homes to ensure a minimum of 5% in new build social rented housing	-	<ul style="list-style-type: none"> Incorporate wheelchair standard housing within all suitable new build social rented developments 	Minimum 5% of all social rented newbuild	2021	Complete	
		<ul style="list-style-type: none"> In partnership with the Veteran's charities/ Houses for Heroes, facilitate the development of additional wheelchair standard homes 	Minimum of 5%	2021	Complete	The provision of six properties at Jerome Grove was completed in August 2019.
Key Action 4.2: Review council new build and capital programme works specification to improve accessibility standards and incorporate dementia friendly design	-	<ul style="list-style-type: none"> Carry out review and make recommendations for capital programme and new build specifications 	Complete	2021	Complete	Dementia friendly design criteria included in Design Briefs for newbuild properties. Design criteria to be considered for Capital Programme brief
Key Action 4.3: Utilise information on needs arising from health and social care integrated planning arrangements to better estimate the need for specialist housing provision	-	<ul style="list-style-type: none"> Develop processes for the locality planning groups (LPGs) for contributing to new build site mix and type 	Complete	2021	Complete	Process in place with all LPGs and new supply team for sharing of information on new build sites, to help determine provision requirements.
		<ul style="list-style-type: none"> Complete strategic needs assessment and strategic commissioning plan 	Complete	2016	Complete	Locality profiles developed Strategic commissioning plan recently reviewed to reflect new commissioning intentions.
		<ul style="list-style-type: none"> Housing representation established across revised integrated health and social care strategic planning and decision making structures 	Complete	2016	Complete	RSL health and social care steering group established.
		<ul style="list-style-type: none"> Carry out analysis of housing issues contributing to hospital admission and delayed discharge 	Complete	2018	Complete	Weekly tracker on housing related delayed discharges developed and paper written on scale and issues relating to

STRATEGIC ACTION	BASE LINE	MILESTONE	TARGET	TIMES CALE	STATUS	CURRENT POSITION
						<i>housing related discharges to identify key priorities going forward.</i>
Key Action 4.4: Increase the suitability of existing housing stock in meeting disabled people's needs by continuing to provide equipment and adaptation services and make best use of adapted housing stock	-	<ul style="list-style-type: none"> Continue to ensure that people who are assessed as Priority 1, 2 and 3 have their equipment and adaptation needs met 	<i>Increase households whose needs are met</i>	Annual	Complete	<i>Integrated service in place which assesses needs across tenures.</i>
	-	<ul style="list-style-type: none"> Full implementation of new Asset Management System to help ensure effective allocation of adapted stock 	Asset Management System in place	2016/17	Ongoing	Work is progressing in the Business Development and Support team to increase the accuracy of the presence of an adaptation in a property within HSMS.
<i>Key Action 4.5: Increase the number of people who have access to technology based care and support by installing broadband within council sheltered housing complexes</i>	-	<ul style="list-style-type: none"> Install broadband within all council sheltered housing complexes and older people's tower blocks 	Complete	2021	Complete	<i>All sheltered housing complexes have provision. No further plans for wi-fi within tower blocks at present.</i>
<i>Key Action 4.6: Further develop housing options and financial inclusion advice through the 'Making Life Easier' website</i>	-	<ul style="list-style-type: none"> Housing options advice incorporated in Making Life Easier website providing information and signposting people to housing services where required 	Complete	2018	Complete	<i>Complete – signposting information provided.</i>
Key Action 4.7: Identify new ways of involving people/groups who are under-represented in tenant and resident participation and the co-production group	-	<ul style="list-style-type: none"> Expand the housing co-production group to involve people/groups who are under represented 	Complete	2021	Ongoing	Further work required to increase a wider range of members. This has involved discussions with Tenant Participation team to integrate the group with TP strategy.
Key Action 4.8: Assist older owner occupiers meet their housing needs, including through use of their equity	-	<ul style="list-style-type: none"> Participate in the 'Help to Adapt' pilot in North Lanarkshire 	Complete	2017	Complete	<i>Pilot complete and evaluation report published.</i>
	-	<ul style="list-style-type: none"> Consider further options to help older people repair and maintain their homes, including through equity release 	Complete	2017	Ongoing	Complete – carried out annually.

STRATEGIC ACTION	BASE LINE	MILESTONE	TARGET	TIMES CALE	STATUS	CURRENT POSITION
	-	<ul style="list-style-type: none"> Consider feasibility of development of shared equity housing for older owner occupiers 	Complete	2018	Complete	Analysis of feasibility of shared equity housing and accessible home ownership options for older people carried out with Scottish Futures Trust and NLC. Shared equity housing provision being actively encouraged as part of the affordable development programme with RSLs in North Lanarkshire.
	-	<ul style="list-style-type: none"> Carry out review of the current care and repair service and commission a new service 	Complete	2017	Complete	Complete, reviewed and extension of contract issued.
Key Action 4.9: Make better use of specialist older people's housing to meet future needs	-	<ul style="list-style-type: none"> Implement revised specialist older people's housing allocation policy 	Complete	2018	Complete	Complete - implemented
	-	<ul style="list-style-type: none"> Consider and agree enhancements to specialist older people's housing that has capacity to meet high needs 	Complete	2018	Complete	Potential expenditure now in 2019/20 onwards due to procurement issues.
	-	<ul style="list-style-type: none"> Review sheltered housing support requirement to reflect the re-designation of sheltered housing complexes 	Complete	2019	Complete	Sheltered housing support service reviewed and options presented to sounding board and more recently to sheltered housing tenants and applicants. Planned to go to Transformation Committee to seek approval to implement.
Key Action 4.10: Develop additional older people's housing provision in areas where there is an identified shortfall	-	<ul style="list-style-type: none"> Carry out need and demand analysis for older people's housing to inform future provision 	Complete	2021	Ongoing	Complete – carried out annually.
	-	<ul style="list-style-type: none"> Develop proposal on extra care housing 	Complete	2016	Complete	Review of housing support contracts for housing association providers anticipated in 2018/19 which will impact on proposals.
	-	<ul style="list-style-type: none"> Increase housing for older people in areas where there is an undersupply 	Complete	2021	On Track	This is considered within all new-build projects to determine the need for accommodation suitable to the needs of older persons. Exemplar plans for the provision of walk-up flats (with lift provision) have been approved and are designed to be suitable for both General Needs and Amenity use, while ensuring that two thirds of ground floor accommodation will be fully compliant with 'wheelchair liveable' standards.
Key Action 4.11: Evaluate effectiveness of 'community	-	<ul style="list-style-type: none"> Complete evaluation of flats to identify new supply/alternate models 	Complete	2021	Complete	No further need identified at this stage.

STRATEGIC ACTION	BASE LINE	MILESTONE	TARGET	TIMES CALE	STATUS	CURRENT POSITION
<i>resource flats' to inform future provision</i>						
Key Action 4.12: Develop a new build short stay care facility to replace the council residential care home in Chryston and consider further re-provisioning where required	-	• Complete short stay care facility in Chryston	Complete	2021	Complete	<i>Note – no longer a short stay care facility due to a shift towards a 'discharge to assess' model. Facility transferred to provide housing units.</i>
		• Explore the need for short stay care provision in other localities	Complete	2019	Complete	<i>No further needs identified at this stage.</i>
Key Action 4.13: Review very sheltered housing contract specifications to ensure revised specifications meet the current and future needs of older people	-	• Review contracts and make recommendations based on needs of older people supported in very sheltered housing	Complete	2017	Complete	<i>Complete and implemented.</i>
Key Action 4.14: Help ensure Gypsy Travellers accommodation and related support needs are met	-	• Complete research with Ayrshire and GCV authorities to establish current levels of site and pitch provision for Gypsy Travellers	Complete	2021	Complete	<i>Clydeplan Gypsy Traveller research complete and used to inform development of LHS.</i>
		• Review the role and remit of the corporate Gypsy Traveller working group and explore how membership and remit can be developed	Complete	2017	Complete	<i>Working Group re-established</i>
		• Monitor the outcomes of planning applications for Gypsy Travellers	Complete	2021	Ongoing	<i>Update pf planning applications contained in GT evidence paper for LHS 2021.</i>
		• Monitor CHR applications from Gypsy Travellers	Complete	2021	Ongoing	<i>CHR applications monitored by Business Solutions team and reported to GT steering group and contained within LHS 2021 evidence paper</i>
		• Maintain and update procedures for collection of information on encampments	Complete	2021	Ongoing	<i>CHR applications monitored by BS team and reported to GT steering group.</i>

Strategic Housing Priority 5: Tackle Fuel Poverty and contribute to meeting Climate Change Target

STRATEGIC ACTION	BASE LINE	MILESTONE	TARGET	TIMESCALE	STATUS	CURRENT POSITION
Key Action 5.1: Develop and implement technologies to help people reduce energy consumption in their homes	-	<ul style="list-style-type: none"> Trial of suitable technologies being progressed 	Complete	2021	Complete	Pilots completed at selected properties. Tender to be issued for installation of renewable technologies of targeted areas
	-	<ul style="list-style-type: none"> More independent living for elderly residents 	Complete	2021	Ongoing	Since 2016 we've installed 730 A rated energy efficient windows and 550 energy efficient heating systems in sheltered complexes
Key Action 5.2: Agree strategy for future delivery of alternative heating options within council stock subject to available resources	-	<ul style="list-style-type: none"> Strategy developed 	Complete	2021	Ongoing	We are currently developing a consultants brief to model data held with housing to provide alternative heating options for council housing to ensure EESSH and decarbonisation targets are met along the needs of our tenants.
Key Action 5.3: Continue to mitigate impacts of climate change in relation to housing by improving energy efficiency of homes, meeting EESSH requirements and meeting improved new build standards	78.5%	<ul style="list-style-type: none"> Council stock meeting EESSH 	100%	2021	On Track	As at 31st March 2020 the pass rate is 87.2%. We forecast that there will be no failures by December 31st and have an 89% pass and an 11% exemption.
	-	<ul style="list-style-type: none"> RSL Stock meeting EESSH 	100%	2021	Ongoing	EESSH compliance rates for 2019/20 still to be confirmed. Compliance rates monitored annually.
	100%	<ul style="list-style-type: none"> All Council new build units to meet Silver energy efficiency standards 	100%	2021	Complete	Greener Homes Standards for AHSP Grant. EHPC outcomes comply and exceed EESSH.
Key Action 5.4: Effectively target available funding to improve the energy efficiency of homes	-	<ul style="list-style-type: none"> Reduction in social rented households within Scottish House Condition Survey in fuel poverty 	Reduce	Annual	Complete	The level of 2016-18 SHCS has fallen to 32% from 40% in 2013-2015 and 36% in 2014-2016 and 2015-2017
	457 Measures	<ul style="list-style-type: none"> When Funding secured develop energy programmes 	Full Spend	Annual	Complete	We secured a HEEPS:ABS grant of £2.2m to fit external cladding to owner occupier properties. Decarbonisation funding of £35,000 was secured for energy efficiency measures
	376 Installations	<ul style="list-style-type: none"> Reduction in private sector households within Scottish House Condition Survey in fuel poverty 	Reduce	Annual	Slightly Behind	Fuel poverty in the Private Rented Sector appears to have increased, from 13.4% (SHCS 2014-16) to 14% (SHCS 2016-18).

		<ul style="list-style-type: none"> When Funding secured develop energy programmes 	Full spend	Annual	Complete	The HEEPS:ABS grant of £2.2m was used to fit external cladding to over 320 owner occupied properties in Airdrie & Bellshill.
Key Action 5.5: Continue to implement collective switching framework for North Lanarkshire residents	2,174 households registered	<ul style="list-style-type: none"> No of 'It Pays to Switch' campaigns completed 	Accumulative Increase	Annual	No Longer Applicable	'It Pays to Switch' campaign ended 2018/19. Replacement fuel switching campaign currently in development.

Strategic Housing Priority 6: Improve Stock Condition across all tenures

STRATEGIC ACTION	BASE LINE	MILESTONE	TARGET	TIMESCALE	STATUS	CURRENT POSITION
Key Action 6.1: Ensure continued compliance with the Scottish Housing Quality Standard (SHQS) and reduce SHQS abeyances	100% subject to abeyances	<ul style="list-style-type: none"> Future programmes of work based on ensuring continued compliance 	100% subject to abeyances	Annual	Complete	The 2020/21 housing capital programme was based on continued SHQS compliance and was approved by committee on February 2020.
	-	<ul style="list-style-type: none"> Reduce number of abeyances 	Reduce	Annual	Complete	Abeyances reduced from 775 to 432
Key Action 6.2: Improve condition of council homes by targeted investment through the capital programme	-	<ul style="list-style-type: none"> Develop a new Asset Management System 	Complete	2021	Ongoing	We're currently looking at a system already used by Land Services as an interim measure before a fully integrated solutions is procured in collaboration with other services via Digital NL.
	£42m	<ul style="list-style-type: none"> Develop new five year investment plan informed by new Asset Management System 	£256m investment to 26,000 homes	Annual	Complete	A 5 year investment plan from 2020/21 to 2025/26 has been developed.
Key Action 6.3: Fully review and update the Housing Asset Management Plan 2013/14 – 2018/19	-	<ul style="list-style-type: none"> 6 monthly updates on the action plan 	Complete	2018/19	Complete	Complete
	-	<ul style="list-style-type: none"> Full review due 2018/19 	Complete	2018/19	Complete	Asset Management Plan reviewed and required full refresh
	-	<ul style="list-style-type: none"> Develop future investment plans through new Asset Management System 	Investment Plan in place	2021	Ongoing	A business case to utilise Confirm management system is being developed to ensure all property information is held in one system and an appropriate surveying tool is used for updating the information.
Key Action 6.4: Continue to assist owners through the Scheme of Assistance	626 owners assisted through SOA	<ul style="list-style-type: none"> Review options to encourage owner participation in Council and RSL led mixed tenure investment programmes 	740 owners assisted per annum through SOA	2016/17	Complete	Following the removal of grant funding the last mixed tenure programmes where grants are available will either be completed this year or will have funding withdrawn by the year end.
	-	<ul style="list-style-type: none"> Continue to review the Scheme of Assistance and assess implications of Housing (Scotland) Act 2014 	-	2016/17	Ongoing	Reviews are on-going.


	-	<ul style="list-style-type: none"> Consider options to provide owners with support to change unworkable title deeds in large blocks 	-	2016/17	No Longer Applicable	Not an area of work being progressed. Requires the majority of owners within a block/development to agree to changes. Investigative work undertaken in relation to 4/blocks previously but potential costs excessive as advice given minimum of £500 per owner in terms of lawyers' fees.
	-	<ul style="list-style-type: none"> Improve identified and recording of poor maintenance in large scale blocks and review sustainable options to prevent them from falling into serious disrepair 	-	2016/17	On Track	On-going monitoring of blocks recorded within our systems.
Key Action 6.5: Increase the number of homes brought up to the tolerable standard and effectively tackle serious disrepair across all sectors, including through the use of information action	-	<ul style="list-style-type: none"> Review and further develop process for identifying and recording BTS and serious disrepair in private sector 	Complete	Annual	Complete	System in place to record properties in serious disrepair and Below tolerable standard.
	142 pa	<ul style="list-style-type: none"> No of below tolerable standard and serious disrepair properties brought up to tolerable standard 	160 pa	Annual	Ongoing	Works is on-going through the use of advice and assistance to owners.
Key Action 6.6: Seek to improve stock condition in the Private Rented Sector	Stock Condition Survey 2007	<ul style="list-style-type: none"> Develop policy regarding 3rd part right to refer to the PRHP to support vulnerable private sector tenants 	Complete	2016/17	Complete	System in place and operational through the Landlord Registration team.
		<ul style="list-style-type: none"> Raise awareness of the role of the 1st Tier Tribunal in dealing with landlords of poor quality housing 	Complete	2018/19	Ongoing	Work on-going as cases present.
Key Action 6.7: Improve communications with owners and landlords regarding works and responsibilities	-	<ul style="list-style-type: none"> Develop owner engagement strategy 	Complete	2019/20	No Longer Applicable	Currently under consideration through development of Housing Asset Management Plan.
	-	<ul style="list-style-type: none"> Develop communications strategy for landlords regarding works and updates on legislation etc 	Complete	2021/22	Slightly Behind	Work had progressed on this by Private Sector Enforcement Manager during 2018/19 but was not completed due to post becoming vacant.
	-	<ul style="list-style-type: none"> Develop a repair and improvement guide for home owners in mixed tenure properties 	Complete	2019/20	Complete	'A Guide to Maintaining Your Home' published on Council website.

LOCAL HOUSING STRATEGY ANNUAL REVIEW 2019/20

INDICATORS

LHS PRIORITY 1 INDICATORS: PROMOTE SUPPLY OF GOOD QUALITY AFFORDABLE HOUSING ACROSS ALL TENURES					
Indicator	Baseline 2014/15	Target	2018/19	2019/20	Comment
Number of Landlords Registered	11,562	N/A	9,111	8,225	
<i>Private Landlord Forums Held</i>	<i>2 per annum</i>	<i>10</i>	<i>0</i>	<i>-</i>	<i>No longer applicable</i>
Number of landlords referred to Fit and Proper Person (F&PP)	61	N/A	10	0	
No of third party referrals	N/A	N/A	1	0	
No of referrals from the Private Rented Housing Panel (PRHP)	7	N/A	5	6	
No of landlords removed from the register (no of properties)	1	N/A	0	0	There have been referrals to licensing committee that have resulted in the committee finding in favour of the landlord and this is not reflected in the target. It may be that for next year an additional column be introduced to include the number of landlords referred to committee and the number of landlords removed from the register by committee.
Number of new build affordable homes delivered	200 per annum	300 per annum	246	305	The average delivery number over a five-year period will be subject to numerous factors relating to (but not exclusive to) such as the economy, industry conditions, procurement, changes of approach or policy by statutory authorities and weather conditions; however for 2019/20 – 2020/21 two significant factors have arisen via a revised 'stricter application of surface water policy' by Scottish Water and the shutdown of productive sites for a period due to Covid-19 (and the on-going potential for a recurrence) along with changes to working practices; these may impact not only on costs but also on project programmes resulting in a potentially reduced number of deliverable units.

LHS PRIORITY 2 INDICATORS: CONTRIBUTE TO REGENERATION AND SUSTAINABILITY OF PLACES

Indicator	Baseline 2014/15	Target	2018/19	2019/20	Comment
No of properties purchased through the Empty Homes Purchase Scheme/ Open Market Purchase Scheme	23	150	130	143	Target increased from 20 to 150 after introduction of OMPS. Grant funded element currently set at a baseline of 100 with potential for review with Scottish Government.
No of empty homes brought into use¹	35	30	104	36	
No of residential properties in town centres brought into use	0		0	4	

¹ EHPS + help & advice

LHS PRIORITY 3 INDICATORS: HOMELESSNESS IS PREVENTED AND APPROPRIATE HOUSING SUPPORT PROVIDED TO IMPROVE HEALTH, WELLBEING AND TENANCY SUSTAINMENT

Indicator	Baseline 2014/15	Target	2018/19	2019/20	Comment
No of homeless applications	1,957	↓	2,366	2,127	
Percentage of PAS interviews leading to homeless applications	54%	↓	54.4%	65.4%	
Number of people assessed as 'not homeless'	192 (9.71%)	↓	105 (4.4%)	133 (6.1%)	
Number of people assessed as 'intentionally homeless'	133 (8%)	↓	153 (6.4%)	197 (11.2%)	
Number of people who 'lost contact' before duty discharged²	146 (8.08%)	↓	53 (2.2%)	50 (2.3%)	
Number of repeat homeless applications³	69 cases (3.5%)	↓	30	119	
Number of people leaving institutions becoming homeless	67 (3.42%)	↓	88	126	
Percentage new tenancies sustained for more than a year, by source of let: homeless	83.10%	↑	86.68%	83.92%	
Percentage new tenancies sustained for more than a year, by source of let: All waiting lists combined	86.20%	↑	88.55%	87.31%	
Percentage new tenancies sustained for more than a year, by source of let: General list	83.71%	↑	86.34%	86.29%	
Percentage new tenancies sustained for more than a year, by source of let: Transfer list	93.78%	↑	95.59%	94.80%	





² SG definition, based on assessments in the year. Lost contacts 'prior to assessment' only.

³ SG definition

LHS PRIORITY 4 INDICATORS: ENSURE THERE IS A RANGE OF HOUSING SOLUTIONS AND APPROPRIATE SUPPORT TO MEET THE NEEDS OF OLDER HOUSEHOLDS AND THOSE WITH OTHER SPECIFIC NEEDS

Indicator	Baseline 2014/15	Target	2018/19	2019/20	Comment
Number/ % of new build affordable homes built to wheelchair standard	313 amenity homes 11,202 ground floor 'potentially accessible' homes	Min 5% new build social rented	15 out of 246 = 6.1%	11 out of 305 = 3.6%	5.75% of NLC New-Builds in 2019/20 built to wheelchair standard. {N.B. if excluding OTS acquisitions, for which developers were not delivering wheelchair properties, 8 wheelchair properties from 84 NLC completions delivered 9.5% wheelchair properties, this identifies the shortfall in target due to a combination of lower RSL delivery 3 from 166 units (1.8%) and OTS limitations. Revised communication and monitoring of RSL delivery has now been adopted.
Number/ % of new build affordable homes built for older people	2,228 older people's housing units	↑	31 out of 246 = 12.6%	123 out of 305 = 40.3%	Indicator incorporates all house construction types suitable for older people's needs.
Number of new affordable homes built to Housing for Varying Needs Standards (council and housing association)	796	1,500	246	305	This is a prerequisite design requirement for AHSP funding.
No of people aged 65 and over in long term care (per 1,000 population)	23.8	↓	23.3	23.6	
Number of adaptations undertaken in homes across North Lanarkshire (council, housing association and private homes)	4,260	↑	3,626	3,464	
Number of older people and those with disabilities in the private sector assisted with repairs and maintenance	3,147	3,200 per annum	3,220	2,956	
<i>Number of people using equity from their own home to fund adaptations through 'Help to Adapt'</i>	0	↑	-	-	<i>PILOT ENDED 31ST MARCH 2017</i>
Number people accessing 'Making Life Easier' website	-	↑	-	TBC	
Number of people supported with technology	1,084	↑	1468 (people 65+ - 813)	1,548 (people 65+ - 880)	

LHS PRIORITY 5 INDICATORS: TACKLE FUEL POVERTY AND CONTRIBUTE TO MEETING CLIMATE CHANGE TARGET

Indicator	Baseline 2014/15	Target	2018/19	2019/20	Comment
% of Council properties meeting EESSH	78.5%	100%	79.3%	87.2%	
% of RSL stock that is EESSH compliant	-	100%	74.2%	TBC	
No of households provided with energy advice/ information	370	Accumulative increase	271 (+3,300)	287	
No of households in fuel poverty	50,000		23.8% (of estimated 150,000 households)	22.8% (of estimated 151,000 households)	
No of households in extreme fuel poverty	9,000		4.3% (of estimated 150,000 households)	9.04% (of estimated 151,000 households)	
<i>No of households registering for 'It Pays to Switch'</i>	1,782		-	-	<i>New switching scheme introduced in Autumn 2019. Not appropriate to continue using same measure as not directly comparable.</i>
No of private sector properties where measures installed	373		TBC	222 (via HEEPS)	

LHS PRIORITY 6 INDICATORS: IMPROVE STOCK CONDITION ACROSS ALL TENURES

Indicator	Baseline 2014/15	Target	2018/19	2019/20	Comment
Percentage of Council homes meeting SHQS	100% excluding abeyances	100% excluding abeyances	100% excluding abeyances	100% excluding abeyances	
Percentage of RSL homes meeting SHQS	79% - 100%	100%	TBC	TBC	
£256m Investment in Council stock	£42m	Average £51m/ year	£53.7m	£58.2m	
Uptake of owners in council contracts	36%	40%	38%	30%	
No of no access's and tenant refusals within capital programme	17%	8%	16%	21%	
No of owners assisted through the Scheme of Assistance	683	3,700	657	659	
No of private sector homes brought up to the tolerable standard and assisted with serious repair	142	160pa	129	124	
No of third party referrals for poor house condition in the Private Rented Sector to the First Tier Tribunal for Scotland (Housing and Property Chamber)	N/A	N/A	1	0	
No of housing enforcement notices served:					
• Defective Buildings	52		25	9	
• Dangerous Buildings	6	N/A	6	1	
• Work Notices	7		8	2	
• Maintenance Orders	0		0	0	
• Demolition Orders	0		0	0	
No of works carried out in default to tackle serious disrepair and below tolerable standard properties	14	N/A	0	0	