

HOMES FIT FOR THE FUTURE

**NORTH LANARKSHIRE COUNCIL HOUSING
ASSET MANAGEMENT PLAN 2021-2026**

**LIVE
LEARN
WORK
INVEST
VISIT**

**IN NORTH
LANARKSHIRE,
WE HAVE A SHARED
AMBITION.**

**WE WANT TO BE THE
PLACE TO LIVE,
LEARN, WORK,
INVEST AND VISIT.**



Contents

Forewords	04
Introduction	05
Our priorities	07
We help deliver the homes North Lanarkshire needs to grow	08
We provide high-quality, well maintained homes	12
We tackle climate change and fuel poverty	15
We improve our systems and our use of data	18
We will deliver homes fit for the future	19
Strategic policy framework	20
Action Plan	21



Forewords

In North Lanarkshire, we do not think of our Council houses as ‘assets’ to be managed. They are homes - homes to raise families and grow old in, homes to live in.



Homes which meet the needs and aspirations of our residents for warm, well-managed, affordable accommodation in places where they want to live.

Since the first Council house was built in North Lanarkshire, in Gartcosh in 1920, the Council and its predecessors have been meeting those needs. Back then, local authorities were building ‘homes fit for heroes’ who had returned from the frontlines of the First

World War. Today, we provide more than 36,000 high-quality homes for a wide range of households in communities all across North Lanarkshire and the Council is the largest local authority landlord in Scotland, with some of the lowest rents in the country.

We are rightly proud that Council housing has provided good affordable, secure homes in North Lanarkshire for more than a century, supporting our communities through times of social and economic challenge like the one we now find ourselves in as we tackle Covid-19 and its legacy. This plan sets out our aspirations to build, manage and maintain Homes Fit for the Future, a future where Council housing continues to meet the needs of our communities and helps make North Lanarkshire the place to live.

Cllr. Heather Brannan-McVey

Convener, Housing and Regeneration Committee

February 2021

Council housing plays a vital role in the social and economic life of North Lanarkshire and is at the heart of our plans for investment-led inclusive growth.



The warm, affordable, accessible homes which we provide have helped ensure that our communities remain resilient in the face of the Covid-19, and are a vital part of our plan for recovering from the pandemic. Our housing services have adapted to the ‘new normal’, ensuring tenants continue to receive excellent services and we have resumed our programmes to invest in new and existing homes.

Our ambitious plans for delivering new homes and investing in the quality and energy efficiency of our existing housing stock are set out in this plan. Based on sound asset management principles, it will drive hundreds of millions of pounds of investment over the next five years and will deliver high-quality homes fit for the future.

Robert Steenson

Executive Director, Enterprise and Communities

February 2021

Introduction

North Lanarkshire Council is Scotland's largest local authority landlord and one of the best performing social housing providers in the country. We provide warm, secure, affordable homes to more than 36,000 households and we have ambitious plans to build new homes, invest in energy efficiency and support the regeneration of North Lanarkshire's towns.

We know however that these plans can only be realised if we make the most of our housing assets. As the Scottish Housing Regulator observes in its 'recommended practice' on strategic asset management:

'Social landlords' ability to deliver good services for customers and provide a solid platform for improvement depends on their ability to make the most of their property assets. Financial flows in social landlords are dominated by income from assets and the expenditure required to look after them. Poor strategic asset management decisions may result in wasted resources and other, often longer term, inefficiencies. Strategic asset management can be a creative process and the best social landlords will be focussed on exactly the most important asset management issues.'












Drawing on the Regulator's guidance, a cross-service group undertook a comprehensive review of our approach to managing Council housing. This work was interrupted by the Covid-19 pandemic, which exacerbates other housing challenges considered by the group - including our ageing population, the impact of welfare reform and new legislative requirements.

This work has culminated in Homes Fit for the Future, our aspirational asset management plan setting out how Council housing will address those challenges and help make North Lanarkshire the place to live. It identifies four key priorities which will guide decision-making and drive investment over the next five years.

- We meet current and future housing need
- We provide high-quality, well maintained homes
- We tackle climate change and fuel poverty
- We improve our systems and our use of data.

Homes Fit for the Future also sets out a range of key actions we will take to deliver on these priorities. The Action Plan will be reviewed and updated annually.

¹ Scottish Housing Regulator (2012) Strategic Asset Management Recommended Practice, Glasgow: Scottish Housing Regulator

HIGHLIGHTS SINCE 2016		
459	New homes	
35	New wheelchair homes	
458	Homes bought back into council ownership	
39%	Of our homes have had a new bathroom fitted	
11,935	Homes have had new windows installed	
12,826	New heating systems	
£43m	Spent each year on reactive repairs and maintenance	
13%	Increase in tenant satisfaction (2015/16: 79%; 2019/20: 92%)	
1.1	Hours faster in completing emergency repairs than in 2016 (2015/16: 5.3; 2019/20: 4.2)	
0	Failures to meet gas safety regulations during this period	
15%	More homes meet the Energy Efficiency Standard for Social housing (2015/16: 72%; 2019/20: 87%)	



Our Priorities

Housing plays a key role in the health and wellbeing of North Lanarkshire's people and economy, particularly as our population ages and the area recovers from the impacts of Covid-19.

Housing plays a key role in the health and wellbeing of North Lanarkshire's people and economy, particularly as our population ages and the area recovers from the impacts of Covid-19. Meeting housing need and supporting regeneration is key to our future success

We will help deliver the homes North Lanarkshire needs to grow.

Our tenants rightly expect that their homes will be safe, secure and in good condition. We will continue to invest in our homes and deliver an excellent repairs and maintenance service.

We will provide high-quality, well-maintained homes.

Our climate is changing, as a consequence of human activity, including in how we heat and power our homes. We also know that far too many of our tenants are fuel poor and struggle to heat their homes.

We will tackle climate change and fuel poverty.

Good asset management relies upon having the right systems and making effective use of data.

This will enable our activities to be coordinated and will underpin delivery of this Plan.

We will improve our systems and use of data.



We help deliver the homes North Lanarkshire needs to grow

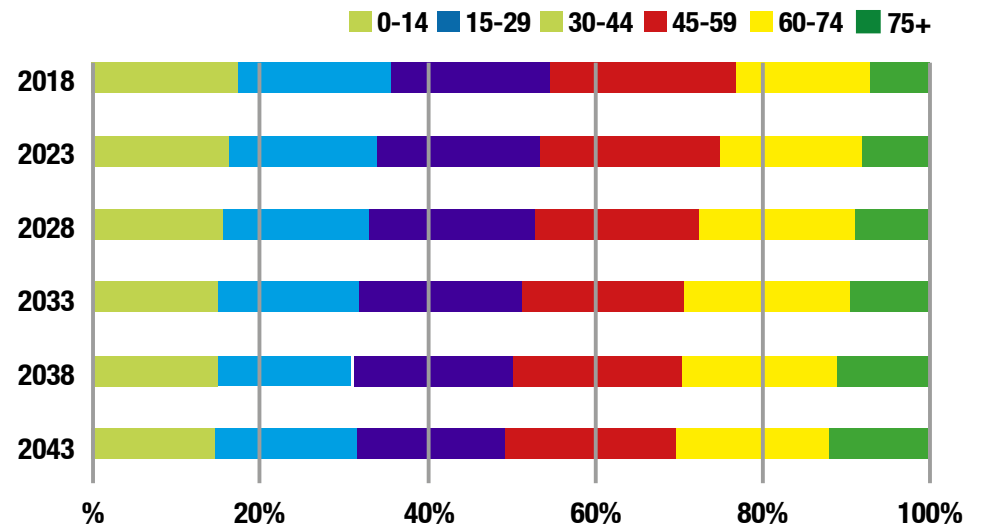
Since its inception more than a century ago, the primary role of Council housing has been to meet the needs of households and communities in housing need. Today, 36,000 homes – housing almost three in every ten (29.3%) households in North Lanarkshire - are owned and managed by the Council, with nearly 8,000 more households on the waiting list for social rented housing in the area.

Customers’ expectations and the nature of demand for Council housing has however changed considerably over the past century, a trend which will accelerate in future decades. Our population is ageing. Official forecasts project that 1 in 8 (12.5%) of North Lanarkshire’s residents will be aged 75 or older in 2043, compared with around 1 in 14 (7.2%) in 2018. In numerical terms, there will be around 18,000 more over-75s while the working age population is projected to fall by almost 9,000 in this period.

This changing demographic profile will have significant implications for housing and for care in the area - with increasing need and demand for smaller, accessible and digitally connected homes. At the same time, analysis of the waiting list finds that demand for flatted accommodation, particularly in tower blocks, continues to decline. We are responding to these trends in a number of ways.

This includes through our NL Homes Programme, which aims to deliver 5,000 new affordable homes by 2035. The Programme began in 2010, when 20 new homes were delivered at Main Street and Spruce Way in Holytown, the first new Council houses in a generation.

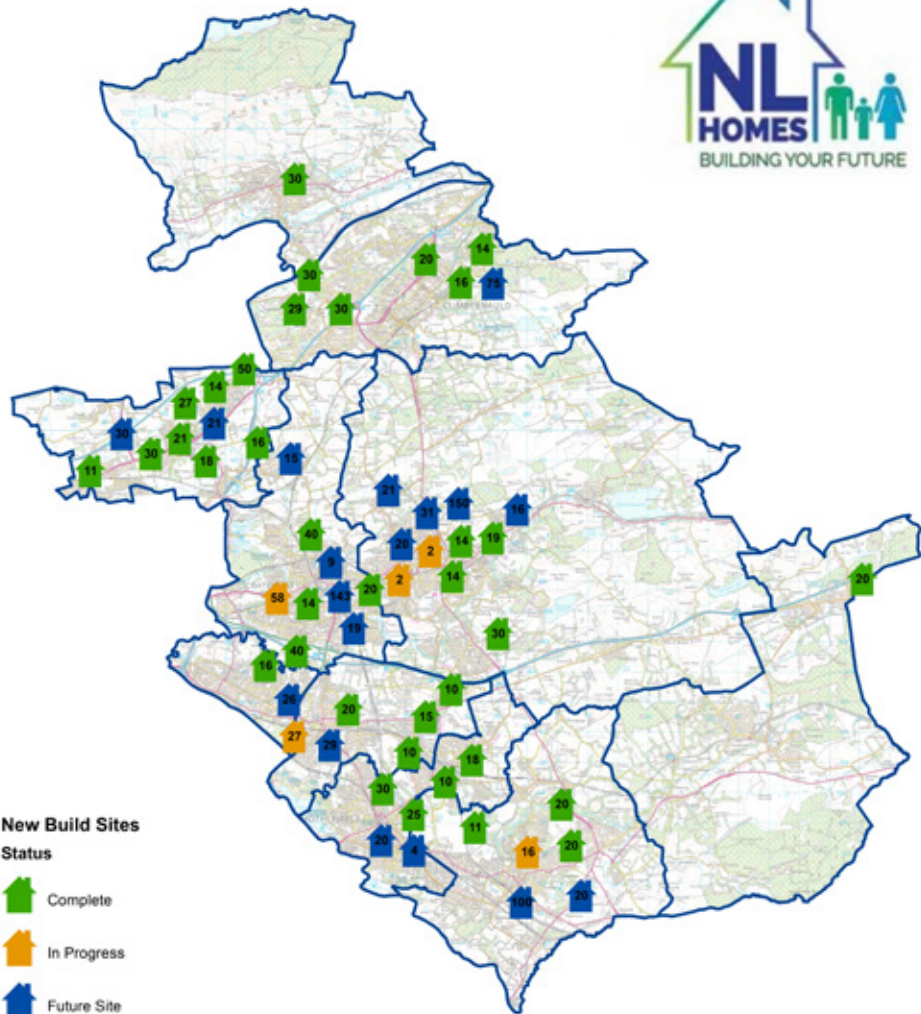
CHART 1: Population forecasts by age group, 2018-2040



The programme accelerated from 2016 with the Council making a significant contribution to national targets for new social and affordable homes. In total, we have built or bought around 1,200 homes and we will continue to deliver new homes at pace, at least 10% of which will be built to ‘wheelchair standard’.

Our plans for the next 5 years include for 132 new homes on the site of the former St Columba’s school in Coatbridge, 100 homes to help regenerate the Gowkthrapple area in Wishaw and new developments in towns the length and breadth of North Lanarkshire - from Steps in the west to Shotts in the east.





By delivering high-quality new homes we will continue to support the reprovioning programme, which aims to demolish and replace unpopular and unsuitable stock. In 2017, we announced our aspiration to demolish all of our tower blocks (and some, lower-demand low-rise blocks) over a generation, which was backed by 80% of tenants in the first phase of this ambitious, generational, programme. The first phase began in 2019 with the development of 180 new homes on the site of cleared blocks of flats at Northburn and Holehills, Airdrie.

The NL Homes Programme will also make a key contribution to the Council's plans to reshape and repopulate our town centres. The traditional, retail-led model for town centres is no longer sustainable and we have prepared ambitious Town Visions for each of our eight town centres, with Town Centre Living at their heart. We will play a key role in delivering this, by providing new affordable homes in our town centres, including on key sites which are currently vacant and derelict (like the former Orrs department store in Airdrie, buildings in Bank Street in Coatbridge and the former YMCA building in Motherwell) and will transform them into high-quality homes for social rent.

As well as delivering new homes, we also have the largest programme of 'buy backs' in Scotland, purchasing predominantly former Council housing sold through the Right to Buy and bringing it back into Council stock. Typically, this occurs in high-demand areas and in response to other challenges (for example, to enable capital works to progress in mixed tenure blocks), with these properties brought up to our high standard of repair before being let to new tenants. The NL Homes Programme also enables private sector development by buying homes 'off the shelf' from housing developers. Since 2010, 100 new homes have been purchased through this route, including at Ravenscraig. We will also explore our options to support and enable 'alternative tenure' housing - including mid-market rent, shared equity and self-build - to help a wider range of households to meet their housing aspirations.

Business Development & Support
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Our new homes will be digitally connected with access to high-speed broadband. From 2023, we will also install 'enabling technologies' as standard in our new build homes. These plans will draw on the lessons learned from our 'smart homes' pilot at Kerr Grieve Court, a retirement housing complex in Motherwell, which is currently being developed. We will also consider how we can roll out enabling technologies into our existing homes, and how we make best use of our housing stock to meet the needs of our ageing population.

Together, these activities will help our tenants to live full, independent lives and help ensure that housing's key role in the health and wellbeing of North Lanarkshire's people and its economy is fully realised. Meeting housing need and supporting regeneration is key to our future success.

We will help deliver the homes North Lanarkshire needs to grow by:

- Delivering the NL Homes Programme
- Developing and delivering the Towers Reprovisioning Programme
- Making sure our homes meet housing need and enable independent living
- Helping to reshape and repopulate our town centres



We provide high quality, well-maintained homes

Improving, maintaining and repairing homes are core asset management activities. Maintenance refers to routine activities to prevent damage and extend the lifespan of property components (like roofs, windows and doors) and ensure that homes are safe while repairs are works carried out to fix any defects in a property.

Improvements are delivered through our investment programme, which generally focuses on replacing old components with new ones - for example, by installing new kitchens and bathrooms.

Like all social landlords, the Council has legal duties to repair and maintain our homes, to meet obligations set out in tenancy agreements and statute, and our tenants rightly also expect timely maintenance and responsive repairs services. This is reflected in the importance given to maintenance and repair matters in the Annual Return on the Charter (ARC), a yearly exercise coordinated by the Scottish Housing Regulator to assess social landlords' performance. Landlords must report on 32 separate performance indicators, many of which directly relate to the condition of homes and how they are managed. Key indicators include the:

- Percentage of stock which meets the Scottish Housing Quality Standard
- Percentage of tenants satisfied with the quality of their home
- Average length of time taken to complete emergency repairs
- Average length of time taken to complete non-emergency repairs

- Percentage of reactive repairs carried out during the last year which were completed right first time
- Number of failures to meet annual requirement to carry out a gas safety check, where required
- Percentage of tenants satisfied with the repairs and maintenance service which they have received.

We significantly outperformed the national average for the quality of our stock and our repairs and maintenance service in the most recent ARC for 2019/20.

Indicator	NLC	Average	Difference
SHQS compliance	98.8%	94.4%	+3.6%
Repairs right first time	98.3%	92.4%	+6.1%
Satisfaction with repairs and maintenance service	97%	91.3%	+5.7%

We have also consistently performed well on other ARC indicators, including on tenant satisfaction and on how long it takes to let our homes, which are related to how we manage our properties. We will continue to focus our efforts on ensuring compliance with statutory standards and on managing a high-quality, responsive repairs and maintenance service, and in the last year we have introduced evening appointments for certain repair types, to enable tenants to schedule works for times that best suit them.



We will continue to focus our efforts on what matters most to our tenants, including the safety and security of our homes. Fire safety has been a particular focus for us in recent years. This includes progressing plans announced in 2018 to install sprinkler systems and fire stopping measures in all of our tower blocks. We are also installing fire and smoke alarms throughout our stock.

This work is being delivered as part of our capital investment programme, which directs around tens of millions of pounds each year into improving Council homes. Over the past five years this includes nearly £69m on new bathrooms, £56m on new windows and doors and more than £45m on new kitchens, and we expect to deliver £295m investment over the next five year period, with a particular focus on replacement roofs and render, new heating systems and ensuring our homes are fire safe. During this period we will also re-clad a number of our tower blocks and upgrade all of our sheltered plus complexes.

One of the key challenges we face in delivering our investment programme is in mixed tenure estates, where we share ownership responsibilities for thousands of tenemental blocks (including four in a blocks) with owner-occupiers, private landlords and, in some instances, housing associations. Owner cooperation is required to progress many capital works, including for reroofing, external façade work (including external wall insulation) and renewing door entry systems. In total, almost half of all Council homes are in mixed tenure blocks, highlighting the scale of the challenge.

Historically, the Council provided 50% grant assistance to owners who participated in works through our investment programme, but this financial support has been withdrawn.

TABLE 2: OWNERSHIP OF MIXED TENURE TENEMENTS, BY TYPE				
Block type	Council owned	Owner occupied	PRS	RSL
4 in a block	8,825	4,488	1,151	17
Block of flats	6,347	1,311	710	70
Maisonette	1,965	383	136	5
Own door	360	202	42	0
Total	17,497	6,384	2,039	92

This will likely make it more difficult to secure owners' participation and progress with many of the improvements we have planned for homes in mixed tenure areas.

We will work across services to improve how we engage with shared owners. We will also review our options for managing and maintaining homes in mixed tenure areas, including considering whether we may dispose of void properties in limited circumstances.

Our tenants rightly expect that their homes will be safe, secure and in a good state of repair. We will continue to meet their expectation and will provide high-quality, well-maintained homes by:

- Delivering our planned and cyclical maintenance programme
- Ensuring homes are fire safe and meet new legislative requirements
- Investing in improving the quality of our homes
- Tackling challenges in our mixed tenure estate.

We tackle climate change and fuel poverty

Tackling climate change and fuel poverty are local and national priorities which Council housing has a key role in delivering.

In 2019, the Scottish Parliament passed the Climate Change (Emissions Reduction Targets) (Scotland) Act 2019, requiring Scotland to become 'net zero' by 2045. It also enacted legislation requiring that no more than 5% of all households live in fuel poverty (and no more than 1% in 'extreme' fuel poverty) by 2040, with interim targets throughout this period.

The Council also has ambitious plans in this area, having declared its intention for North Lanarkshire to be 'net zero' by 2030 and, in our Tackling Poverty Strategy, for thousands fewer households to be living in fuel poverty by 2023. Currently, 28% of all carbon emissions in North Lanarkshire come from the 'residential sector', almost twice that of the UK as a whole (15%) and national estimate find that a third (32%) of social rented tenants in North Lanarkshire are fuel poor, with 13% in extreme fuel poverty.

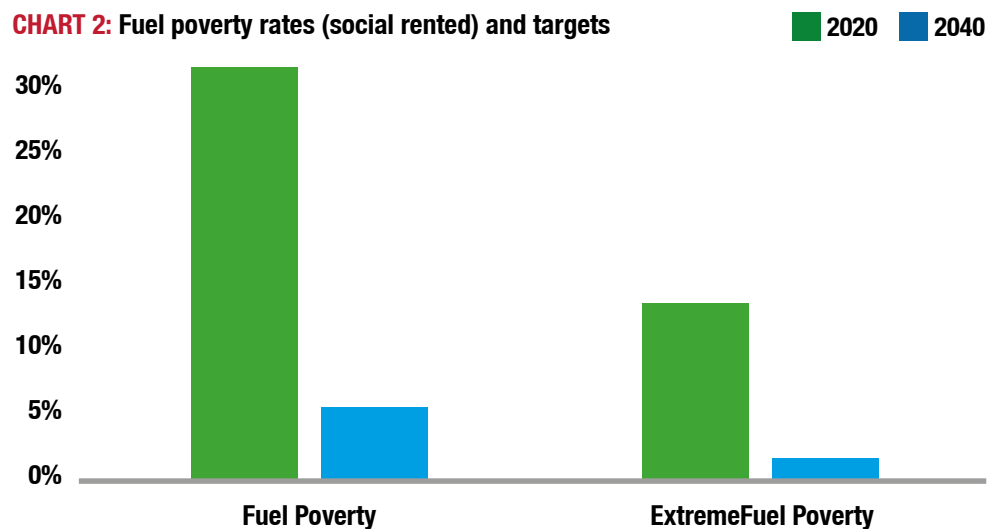
We know that we cannot tackle climate change alone, nor can we eradicate fuel poverty on our own. We can however make a significant contribution, by reducing the energy our tenants need to use (reducing demand for fossil fuels and cutting fuel bills) and by installing low and zero carbon technologies to ensure that our homes are fuelled by clean, green power.

We will reduce our tenants' energy demands by improving the warmth and energy efficiency of our homes. With some limited exceptions (where properties are exempt or in 'abeyance'), all of our homes meet the Energy Efficiency Standard for Social

Housing (ESSH). This Standard requires social homes to meet a minimum energy performance standard, which varies by stock and fuel type. Social rented homes were expected to comply with the ESSH by December 2020.

A new, higher standard (the Energy Efficiency Standard for Social Housing post-2020 (known as 'ESSH2')) has been introduced. It requires that all social housing meets, or can be treated as meeting, EPC band B, or is energy efficient as practically possible by 2032. By 2025, social landlords are unable to rent properties rated below an EPC 'D'. Currently, just 3.4% of our homes meet the ESSH2 standard and analysis suggests that around four in ten may be unable to reach this standard due to technical reasons.

CHART 2: Fuel poverty rates (social rented) and targets





We will nevertheless bring these properties up to as high an energy performance standard as we can and ensure that our remaining homes do meet the standard. Initial estimates suggest that it will cost £225m to do so with measures ranging from the installation of low-energy lighting, to maximising insulation levels in our homes and installing low carbon and renewables technologies.

Some of this work has already begun, with thousands of properties benefiting from additional insulation and tenants in all of our off-gas grid properties offered the option of having their homes fuelled by renewable heat sources. We have been successful in securing external funding to support this work - including £135,000 from the Scottish Government's Decarbonisation Fund to support the transition towards low and zero carbon heating by improving the insulation of homes where air source heat pumps have been installed.

We will continue to work with external partners to secure funding and maximise the impact of our programme, which over the next 5 years will see us make significant progress towards meeting the 2032 EESSH2 target and, where possible, that ensure all of our homes meet EPC 'D'. This includes by commissioning expert support, and we are currently working with consultants to develop a 'route map' to compliance, ensuring that we will meet the standards in the most effective way.

We will also ensure that our new homes meet and exceed EESSH2 standards and support the wider sustainability agenda. This includes by ensuring that new developments connect to active travel and public transport routes, supporting healthier lives and reducing transport emissions. We are also developing a project - the first of its kind in Scotland - which will see homes on a new development generate and store all of the energy that tenants will need.

Delivering on these plans will ensure that we reduce energy demand and carbon emissions, and help our tenants to reduce their energy bills. We will lead a step change in how North Lanarkshire's tenants and residents heat and power their homes and tackle climate change and fuel poverty by:

- Increasing the number of homes fuelled by low-carbon sources
- Meeting the Energy Efficiency Standard for Social Housing post-2020
- Securing funding and developing partnerships to maximise impact.



We improve our systems and our use of data

Good asset management relies upon having the right systems and making effective use of data to support decision-making. This is widely recognised by the Council, which is currently undertaking a radical transformation of how it delivers services to our tenants and other customers.

Through the Digital NL programme we will embrace new technologies to modernise our services for a digital age. This includes in how we manage our homes, with significant scope to automate processes and make effective use of technology to deliver better, more efficient and effective services. In 2021 our housing service will embark on a 'Digital Sprint' during which we expect to make significant advances in how we manage customer enquiries, schedule repairs and maintenance work and report on our performance.

As part of this programme, we are reviewing the systems which we use. Currently, the various teams involved in asset management largely use different systems to manage performance and record key information. We recognise this as a potential weakness and during the lifetime of this Plan will develop and implement a new integrated IT system to manage all asset-based activities. In the interim, we will adopt a single depository for all asset information. We will also review our performance management framework to ensure it aligns with the key priorities set out in this Plan.

We also intend to improve the data we collect and how we use it, recognising that if we want to deliver homes fit for the future then we will need a full understanding of future demand and of our tenants' and applicants' aspirations for their homes.

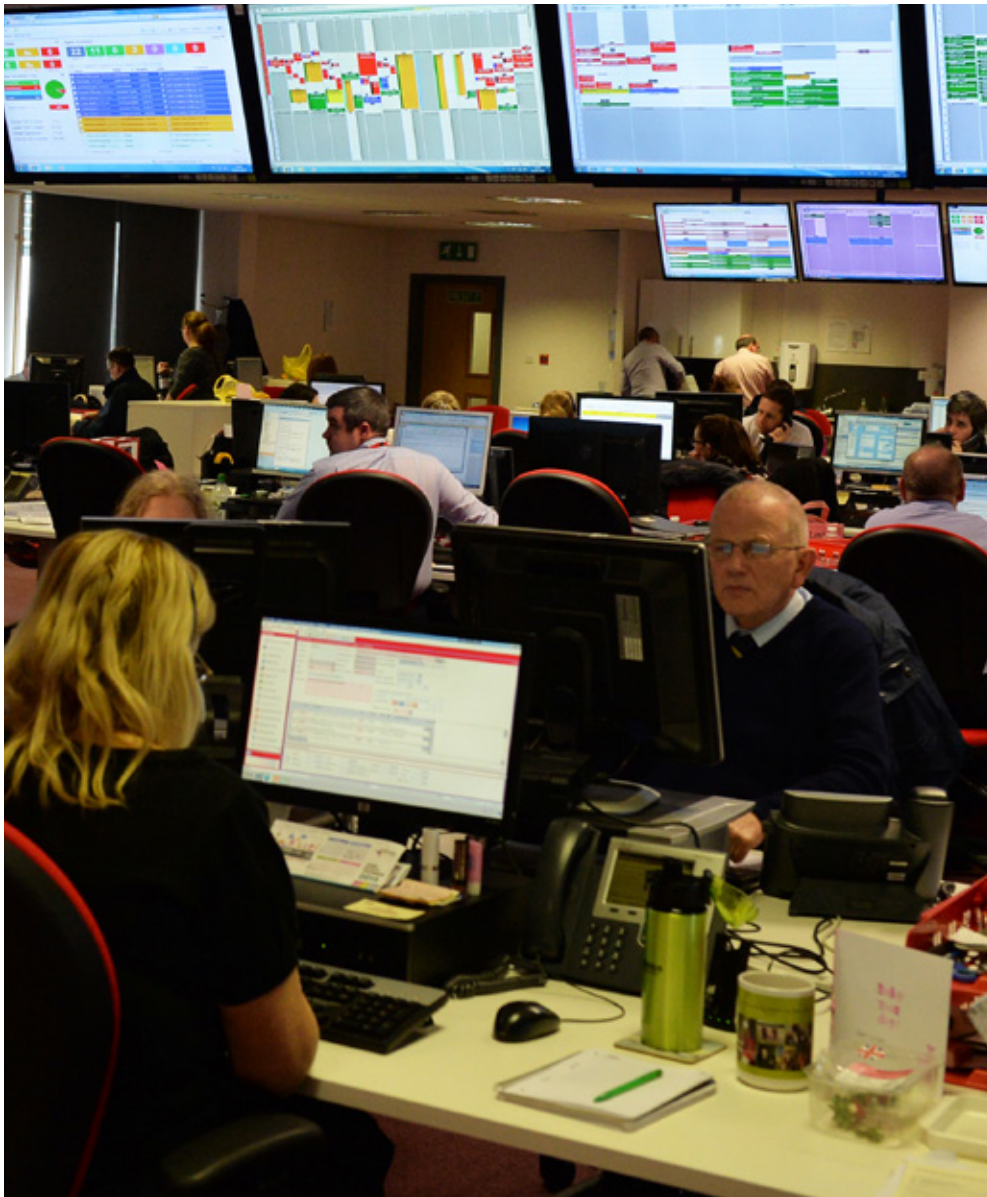
This information will be used to inform the size, type and standard of homes that we provide and how we manage them.

We will also implement a new 'RAG' modelling system to identify areas of concern and emerging issues. Making effective use of a wide range of data which we already collect, this system will score every property (attributing a 'red', 'amber' or 'green' score) on a wide range of key indicators, including for demand, energy performance, house condition and neighbourhood information. This will enable us to identify and respond to issues or trends and take early and effective action where properties may be causing concern.

The Council is currently developing its plans for the Enterprise Strategic Commercial Partnership, an innovative new approach to delivering all asset and infrastructure-related services which may realise significant benefits, including improved performance and reduced costs. This approach will see the full range of asset and infrastructure-related services, from initial feasibility, through design to delivery and construction, lifecycle maintenance and management, managed by a single strategic partner. We will support the development of this approach, which may be implemented during the lifetime of this Plan.

Good asset management relies upon having the right systems and making effective use of data. We will improve our systems and use of data to ensure that we can deliver on our vision of homes fit for the future, by:

- Improving systems and processes to enable an integrated approach to asset management
- Making better use of data to drive investment decisions
- Supporting delivery of the Digital NL programme
- Supporting the development of the Enterprise Strategic Commercial Partnership.



We will deliver homes fit for the future

In 2020 we celebrated 100 years of Council housing in North Lanarkshire. A century on, we are rightly proud of the vitally important role that Council homes continues to play in the health, wealth and wellbeing of our tenants and communities.

This Plan is the starting point for ensuring that we continue to provide warm, well-managed affordable homes for the next century. In it, we set our aspiration to provide homes fit for the future. Our activities will be focused around four key priorities:

- We help deliver the homes North Lanarkshire needs to grow, meeting the needs of our ageing population and regenerating our towns and communities
- We invest in our housing stock and deliver high-quality, well-maintained homes
- We provide warm homes fuelled by low carbon energy – tackling climate change and fuel poverty
- We embrace technological change and improve our systems and our use of data.

These priorities will guide all of our asset-based activities over the next five years. By delivering on these priorities we will deliver homes fit for the future.

Strategic policy framework

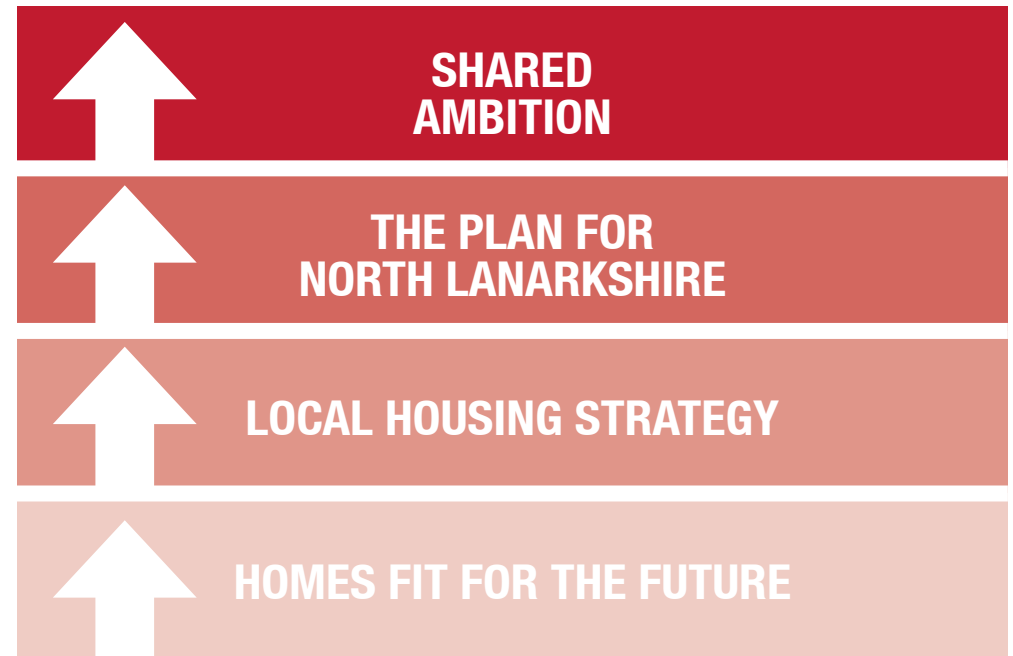
Homes Fit for the Future, our plan for managing its housing assets over the five years between 2021 and 2026, aligns with The Plan for North Lanarkshire and other key strategies, policies and plans. Together this strategic policy framework ensures that work is aligned with our priorities and enables the required resources and working practices needed to facilitate delivery of the shared ambition.

This Plan is closely aligned with the North Lanarkshire Local Housing Strategy (LHS) 2021-26, and sets out how Council housing will deliver on the property-related priorities and actions contained within the LHS. It is also aligned with (and will drive) our five year capital investment programme for this period.

An initial Action Plan to deliver on the priorities set out in Homes Fit for the Future has been prepared and agreed by key services. This Action Plan will be monitored on an ongoing basis by our cross-service Asset Management Working Group (AMWG), which will have responsibility for managing costs, risks and performance.

The AMWG will prepare an annual review and report on this to committee.

Future updates can be found at www.northlanarkshire.gov.uk/housing-asset-plan



PRIORITY 1: WE WILL DELIVER THE HOMES NORTH LANARKSHIRE NEEDS TO GROW					
STRATEGIC ACTION	MILESTONE	TARGET	BASELINE	TIMESCALE	LEAD TEAM
KEY ACTION 1.1 Deliver NL Homes Programme	Contribute to 5,000 new Council homes by 2035	1,730 new Council homes	1,218 (estimate as at March 2021)	2026	New supply
	Establish vehicle to deliver alternative tenures	Vehicle established	Subject to future committee report and approval	2022	Business Development and Support/ New Supply
	Review and update Development Pathfinder approach	Review complete	2019/20 - pilot launched	2021	New Supply
KEY ACTION 1.2 Develop and deliver the Towers Reprovisioning Programme	Deliver Phase One, comprising 1,750 demolitions with sites cleared for future investment	1,750 demolitions with sites cleared for future investment	2019/20 - 165 demolitions completed	2025	Investment/New Supply
	Phase Two developed, for implementation from 2025	Programme developed	N/A	2024	Investment/New Supply
KEY ACTION 1.3 Our homes meet housing need and enable independent living	Carry out options appraisals for all linked corridor retirement housing and supported accommodation complexes	Appraisals complete	N/A	2023	Housing Solutions
	Develop and implement methods to identify adapted properties prior to matching	New process developed and implemented	N/A	2022	Housing Solutions/Repairs and Maintenance
	Develop interactive smart home standard for use in new build homes	New standard developed	2020 - in development	2023	New Supply
	Ensure digital infrastructure in new homes supports telecare and telehealth	Ensure access to high speed broadband	N/A	Ongoing	New Supply
	Pilot Smart Homes technologies at Kerr Grieve Court	Pilot complete	2020 - in development	2023	Housing Solutions/Investment
	Review policy for adapting unsuitable properties	Review complete	N/A	2022	Repairs and Maintenance

KEY ACTION 1.4 Help reshape and repopulate our town centres	Identify and progress key regeneration projects	Invest at least £14m in key town centre Ambition projects, with a particular focus on residential development and conversion	N/A	2023	Growth
	Deliver and enable new homes in town centre and edge of town centre locations	Contribute to all-tenure target for housing in the town centre	2019/20 - 0	2023	New Supply
PRIORITY 2: WE PROVIDE HIGH-QUALITY, WELL MAINTAINED HOMES					
STRATEGIC ACTION	MILESTONE	TARGET	BASELINE	TIMESCALE	LEAD TEAM
KEY ACTION 2.1 Deliver planned and cyclical maintenance programme	Complete annual gas safety checks at all gas-fuelled homes	100%	2019/20 - 100% compliance	Ongoing	Repairs and maintenance
	Ensure all homes are periodically tested for electrical safety	100% of properties have a test within previous 5 years	2019/20 - 100% compliance	Ongoing	Repairs and maintenance
KEY ACTION 2.2 Ensure our homes are fire safe and meet new legislative requirements	Inspect high-risk properties (retirement housing complexes, supported accommodation, towers) and take remedial action as necessary	100% annual inspection	2019/20 - 100% compliance	Ongoing	Investment
	Install fire and smoke alarms in all homes	100% completion	2019/20 - 17 towers and 9,042 homes complete	2022	Investment
	Install fire stopping in all towers	100% completion	2019/20 - 17 towers complete	2021	Investment
	Install sprinkler systems in all towers	100% completion	2019/20 - 1 tower complete	2025	Investment
	Survey all low-rise blocks and take remedial action as necessary to ensure they are fire safe	100% completion	N/A	2024	Investment

KEY ACTION 2.3 Invest in high-quality homes	Deliver 5-year capital programme	<ul style="list-style-type: none"> Planned spend of £295m including: £77.1m on new roof and render £50.5m on heating £16.1m on home safety and security £10.2m on kitchens and bathrooms 	2020 - 5-year capital programme adopted	2025	Investment
	Develop and review 30-year capital investment programme	30-year capital investment periodically reviewed	N/A	2022	Investment
	Re-clad some of our Tower blocks	Number TBC	2019/20 - 0 complete	2026	Investment
	Upgrade our linked corridor retirement complexes	Programme developed	N/A	2022	Investment
KEY ACTION 2.4 Tackle challenges in mixed tenure estates	Develop Owner Engagement Strategy	Strategy developed and implemented	N/A	2022	Investment/Private Sector
	Review options for addressing disrepair and lack of maintenance, including developing disposals policy	Review complete	N/A	2022	Investment

PRIORITY 3: WE TACKLE CLIMATE CHANGE AND FUEL POVERTY					
STRATEGIC ACTION	MILESTONE	TARGET	BASELINE	TIMESCALE	LEAD TEAM
KEY ACTION 3.1 Meet the Energy Efficiency Standard for Social Housing post-2020	Development of 'route map' for EESSH compliance	Route map developed and agreed	2020 - consultants commissioned	2021	Investment
	Homes meet EPC D by interim target date	100% compliance, excluding exemptions or abeyances	2019/20 - 98.3%	2025	Investment
	Enable energy efficiency improvements to Council stock through HEEPS ABS	Deliver HEEPS ABS in mixed tenure schemes, enabling improvements to Council homes	2019/20 - 94 Council homes upgraded, enabled through HEEPS ABS funding for 222 private properties	Annual	Investment
KEY ACTION 3.2 Increase the number of homes fuelled by low-carbon sources	Develop new low-carbon homes including trialling new technologies on new build sites	To deliver pilot low-carbon development utilising air source heat pumps, solar photovoltaic panels and battery storage	2019/20 - plans in development	2023	New supply
	Install renewable technologies to existing homes as part of EESSH2 programme.	To be confirmed in Housing Energy Strategy	TBC	TBC	Investment
KEY ACTION 3.3 Secure funding and develop partnerships to maximise impact	Apply for and attract funding for projects which will provide low-carbon heat, improve energy efficiency or tackle fuel poverty	Funding secured where available	2019/20 – £154,500 from Decarbonisation Fund	Ongoing	All
	Develop strategic partnerships to innovate and deliver on our ambitions	Partnerships developed with other services and external partners	2019/20 – Sustainable Housing Group established to engage with external agencies	Ongoing	Business Development and Support
	Improve connections to Active Travel routes and contribute to delivery of the Council's Active Travel Strategy	All new developments will link to Active Travel connections, where feasible	2021 - revised specification for contractors prepared	Ongoing	New Supply

PRIORITY 4: WE IMPROVE OUR SYSTEMS AND OUR USE OF DATA					
STRATEGIC ACTION	MILESTONE	TARGET	BASELINE	TIMESCALE	LEAD TEAM
KEY ACTION 4.1 Deliver Digital NL programme to transform customer engagement	Achieve efficiencies and improve service through automation and digitisation	Complete 'Digital Sprints'	N/A	2021-23	Business Development and Support
	Migrate performance reporting on to new platform	Review processes and procedures and integrate with Business Intelligence Hub and PowerBI	N/A	2022	Business Development and Support
KEY ACTION 4.2 Improve systems and processes to enable integrated asset management approach	Develop new IT system which integrates asset and housing management	System developed and in use	N/A	2024	Business Development and Support
	Implement support data repository for asset information and surveying programmes	Repository developed and implemented	N/A	2021	Business Development and Support/ Investment
	Review performance management framework to ensure reporting, audits etc. is effective and aligns with HAMP priorities	Review complete and recommendations implemented	N/A	2021	Business Development and Support
KEY ACTION 4.3 Make better use of data to drive investment decisions	Carry out research to better identify future demand, making use of available demographic, economic and housing market data	Research programme developed and completed	N/A	2023	Business Development and Support
	Implement 'RAG' modelling to identify and develop solutions to 'cause for concern' stock	RAG model implemented and reviewed for effectiveness	N/A	Ongoing	Business Development and Support
	Improve our understanding of tenants aspirations for their homes	Carry out research to identify tenants' priorities for investment	N/A	2022	Business Development and Support

KEY ACTION 4.4 Support development of the Enterprise Strategic Commercial Partnership	Identify technology requirements for all asset management related activities	Contribute to Technology workstream for ESCP tender	N/A	2021	Business Development and Support
	Identify requirements for all asset-based activities including investment, new supply and repairs and maintenance	Contribute to all relevant workstreams for ESCP tender	N/A	2021	Investment/New Supply/Repairs and Maintenance





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