

# HOMES FOR A THRIVING TOMORROW

## HOUSING ASSET MANAGEMENT PLAN

2026-2031



**LIVE  
LEARN  
WORK  
INVEST  
VISIT**

NORTH  
LANARKSHIRE HAS  
A SHARED  
AMBITION TO BE  
THE PLACE TO LIVE,  
LEARN, WORK,  
INVEST AND VISIT

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# Foreword

I am pleased to introduce *Homes for a Thriving Tomorrow*, North Lanarkshire Council's Housing Asset Management Plan (HAMP) for 2026–2031. This plan represents a significant milestone in our journey to ensure that our homes continue to meet the needs of our communities, both now and into the future.

As Scotland's largest local authority landlord, we recognise the scale of our responsibility and the opportunity it presents. With over 36,000 homes under our stewardship, our commitment to delivering high-quality, affordable, and sustainable housing is unwavering and reflects our evolving ambitions in response to a changing landscape.

This plan is built on solid evidence and a clear understanding of the challenges we're facing, such as rising costs and climate change. By keeping these factors in mind, we're making sure our approach is realistic, responsive, and ready for the future.

At its heart, *Homes for a Thriving Tomorrow* is about people. It is about ensuring our tenants and residents live in homes that are affordable, in places they're proud to live in, and are safe, warm and comfortable. It is about making informed investment decisions that deliver value for money and support inclusive growth. And it is about listening, engaging with our communities to shape the future of housing in North Lanarkshire together.

I look forward to working with our tenants, stakeholders, and partners as we bring this plan to life and continue to build a better North Lanarkshire for all.



**Councillor Michael McPake,**  
Convener of Housing,  
North Lanarkshire Council

# Introduction

Welcome to North Lanarkshire Council's Housing Asset Management Plan (HAMP). This plan outlines the council's strategic approach to managing its housing assets over the five-year period of 2026 - 2031 and builds on the foundations laid by the previous HAMP, 'Homes Fit for the Future' (2021-2026).

North Lanarkshire is the largest local authority landlord in Scotland with over 36,000 homes covering an area of more than 470 square kilometres across ten Local Housing Market Areas (LHMA's). We are situated in the central belt of Scotland within easy reach of both Glasgow and Edinburgh and have a population of 342,190.

Our homes are good quality and affordable and we have ambitious plans to build more new homes, invest in renewable technologies to improve our energy efficiency, enable innovation and sustainability through digital infrastructure and regenerate our town centres.

However, we understand that these plans can only come to fruition if we fully utilise and invest in our housing assets. As a social housing provider, North Lanarkshire Council has a responsibility to adhere to the Scottish Housing Regulator's Advisory Guidance<sup>1</sup> which aims to support landlords to review and develop their approach to integrated asset management ensuring social homes are fit to live in and sustainable for the future.

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<sup>1</sup> [Scottish Housing Regulator, Recommended Practice on Integrated Asset Management](#), February 2003

The Advisory Guidance is based around five key principles where effective asset management is an integral part of regular business planning:

1. Governing bodies and committees lead the strategic response to asset management and should be assured that assets are managed effectively.
2. Social landlords should have a comprehensive understanding of their assets.
3. Social landlords should develop an approach to understanding the value of their assets.
4. Integrated asset management outcomes should be understood and used as evidence to inform future investment decisions.
5. Social landlords should use integrated asset management outcomes to inform their asset management strategies.

The Scottish Housing Regulator's (SHR) view is that *'an effective approach to integrated asset management will enable social landlords to'*:

- *Place tenants and service users at the heart of assessing asset performance and value.*
- *Ensure that assets are fit for purpose with targeted interventions to maximise performance.*
- *Ensure that continued investment in assets provides value for money and is fundable.*
- *Make informed decisions on investment plans based on intelligence of asset performance.*
- *Use evidence to produce transparent options for investing in assets.*
- *Achieve a 'whole organisation' approach to asset management ensuring that the insight and opinions of all parts of the landlord's operations influence asset management strategy.*
- *Enable the long terms impact of asset investment and disinvestment scenarios to be tested and understood from a business and tenant and resident perspective.*

Social landlords in Scotland operate within a dynamic landscape shaped by evolving socio-economic conditions, fiscal pressures, legislation and policy developments. These external factors present both challenges and opportunities for effective asset management.

To navigate this environment successfully, it is crucial that we regularly evaluate and thoroughly understand the risks associated with these external influences. Doing so enables us to adapt, enhance, and future-proof our asset management strategy, while ensuring alignment with our broader business planning and risk management frameworks.

# Strategic and Local Policy Context

The Plan for North Lanarkshire<sup>2</sup> outlines our 'shared ambition for inclusive growth and prosperity for all' and one where 'North Lanarkshire is the place to Live, Learn, Work, Invest and Visit'. The Plan is a high-level strategic document setting out the shared priorities and focus for the council and partners. This is underpinned by a Programme of Work<sup>3</sup> which is centred on seven priorities for delivery:

- Transforming Places - To better plan and co-ordinate public and private sector investment to deliver transformational change across town centres and local communities at pace.
- Invest in North Lanarkshire - Accelerated outcome delivery and investment via a more streamlined advisory service and aligned operating model and infrastructure plan.
- Sustainable Futures - Focus commitments to Net Zero Carbon and climate resilience and the associated energy solutions and investments required to make it a reality.
- Resilient People - Deliver whole family support locally, when families need it, in a way that addresses the impacts of poverty and reduces inequality.
- Brighter Futures - Support and improve educational attainment, employment opportunities, entrepreneurship, and volunteering.
- Digital North Lanarkshire - Develop a skilled digital workforce, promote an innovative, sustainable culture and be the Digital Leader for a transformed North Lanarkshire.
- One Service - Ensure services are delivered, regardless of owner, in a streamlined, efficient, and supportive model, with the overall vision of inclusive growth and prosperity for all.

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<sup>2</sup> [The Plan for North Lanarkshire](#)

<sup>3</sup> [Programme of Work to 2028](#)



The Programme of Work priorities are incorporated into our housing asset management plan and sets out how we intend to manage our housing assets over the next five years from 2026 to 2031 ensuring alignment with The Plan for North Lanarkshire, alongside other key council strategies, policies and plans. This cohesive policy framework ensures that our efforts are in line with our priorities and provides the necessary resources and practices to achieve our shared goals.

The HAMP is closely integrated with the North Lanarkshire Local Housing Strategy (LHS), detailing how council housing will address the property-related priorities and actions whilst improving housing conditions for tenants.

The HAMP also aligns with and will influence our five-year capital investment programme for this period.



Guided by the SHR advice, a cross-service team collaboratively reviewed the current management of council housing stock, alongside wider socio-economic impacts including policy and legislative drivers such as Housing to 2040, building standards, energy efficiency and climate change, as well as post Covid-19 and Brexit impacts around inflationary costs, supply chain issues and skills shortages.

We have also taken cognisance of the findings and recommendations from an internal audit completed in November 2024 which found that the HAMP provides '*substantial assurance*' that arrangements in place to manage council housing assets are adequate, operating effectively and is consistent with the SHR's good practice guidance.

This collective work has led to the development of *Homes for a Thriving Tomorrow*; our progressive new housing asset management plan that outlines how council housing will tackle key challenges and contribute to making North Lanarkshire a desirable place to live. A draft action plan to achieve the priorities outlined in this document has been developed by our cross-service Housing Asset Management Steering Group (HAMSG).

As part of our engagement strategy, we intend to consult with tenants and wider stakeholders on our plan to ensure that voices are heard, and people can influence and shape the future of our housing assets. Once collated, amendments to the initial plan will be incorporated and the final HAMP will be published.

The HAMP Steering Group are responsible for providing strategic oversight and governance in the delivery of the priorities within the action plan. The Steering Groups specific responsibilities are to:



The Steering Group are committed to regularly reviewing the plan to oversee cost, risk and performance with a progress report presented annually to Housing Committee. The action plan is located at the end of this document.

### North Lanarkshire Housing Stock Profile

North Lanarkshire Council currently has housing stock of 36,880 properties across 10 LHMA's and includes properties that are part of our tower re-provisioning programme.

Chart 1 highlights the stock held across each LHMA, and illustrates the greatest concentrations are found in Airdrie, Bellshill, Coatbridge, Motherwell and Wishaw.

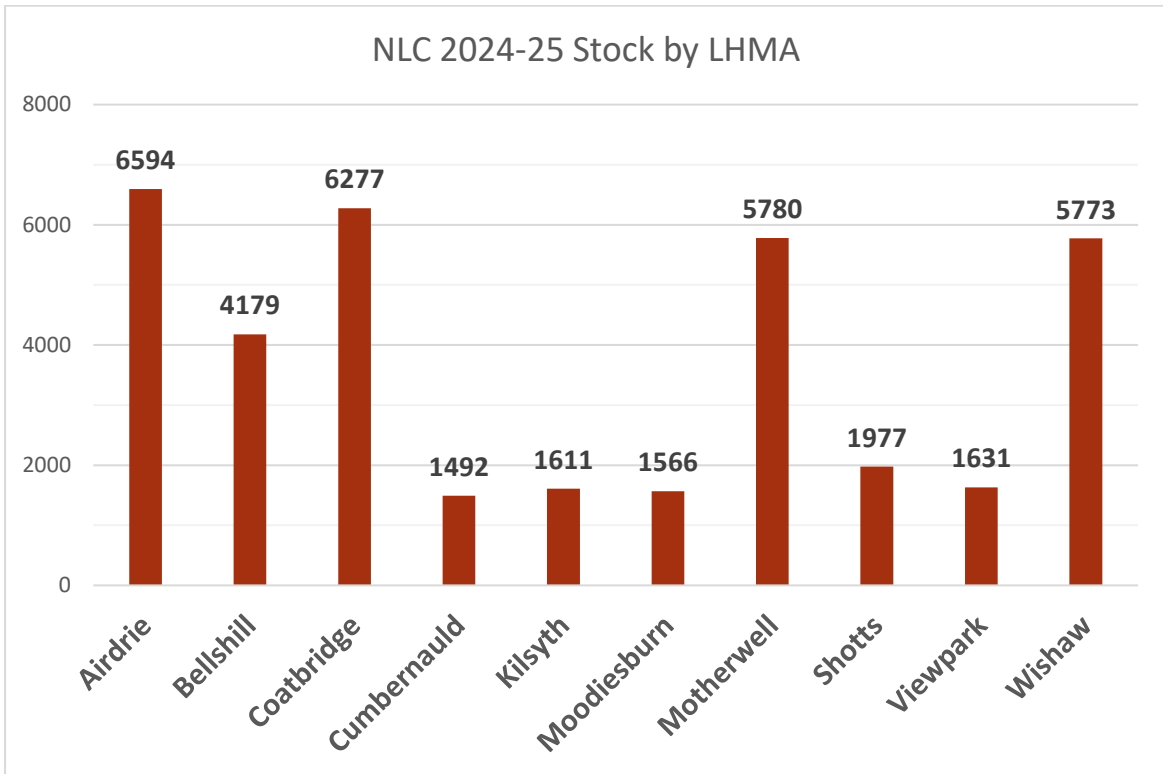


Chart 1: NLC stock by LHMA

Chart 2 illustrates that 78% of our stock is split across these five towns, with the remaining towns holding a more modest share of 4%-5% each.

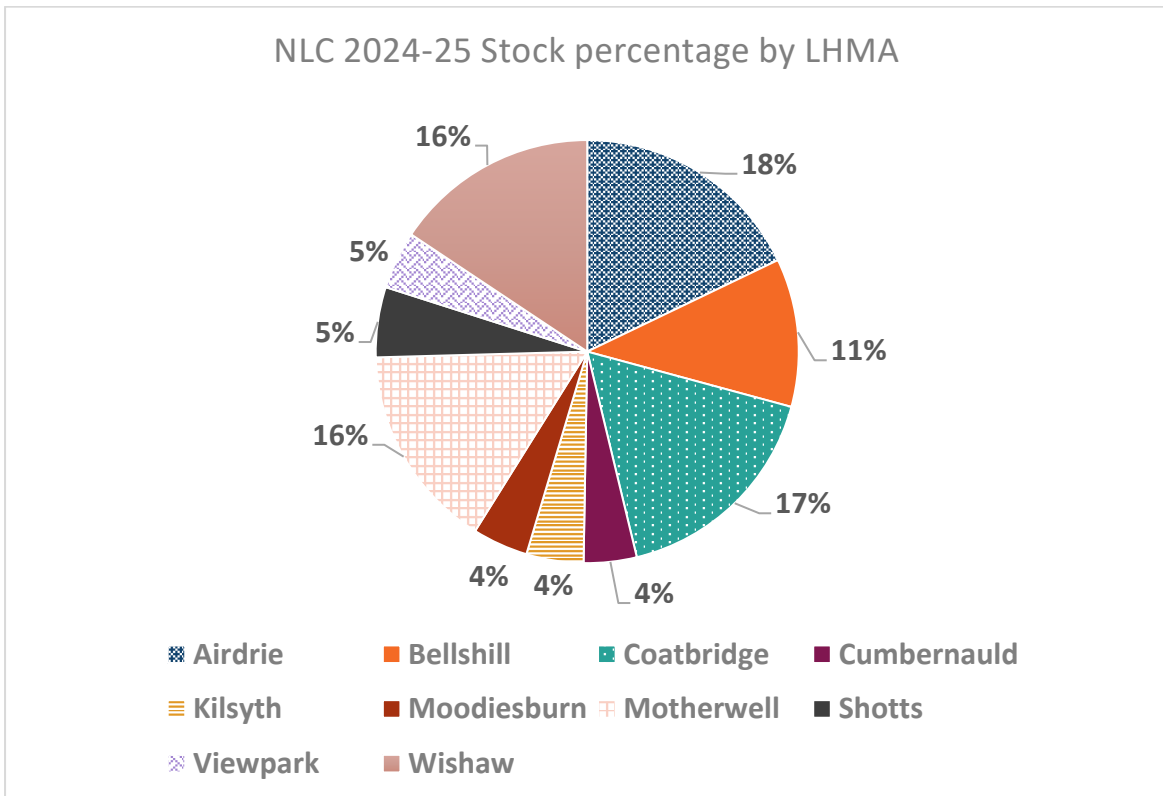


Chart 2: Percentage of NLC Housing stock by LHMA

Each of our settlements offer a range of house types, although the most prevalent are:

- Terraced properties (excluding bungalow's): 11,751 units (31.9%)
- 4-in-a-block flats: 9,779 units (26.5%)
- Block of flats: 6,586 units (17.9%)

The remaining 24.5% of house types include tower blocks, maisonettes, detached, semi-detached properties and bungalows as can be seen in chart 3.

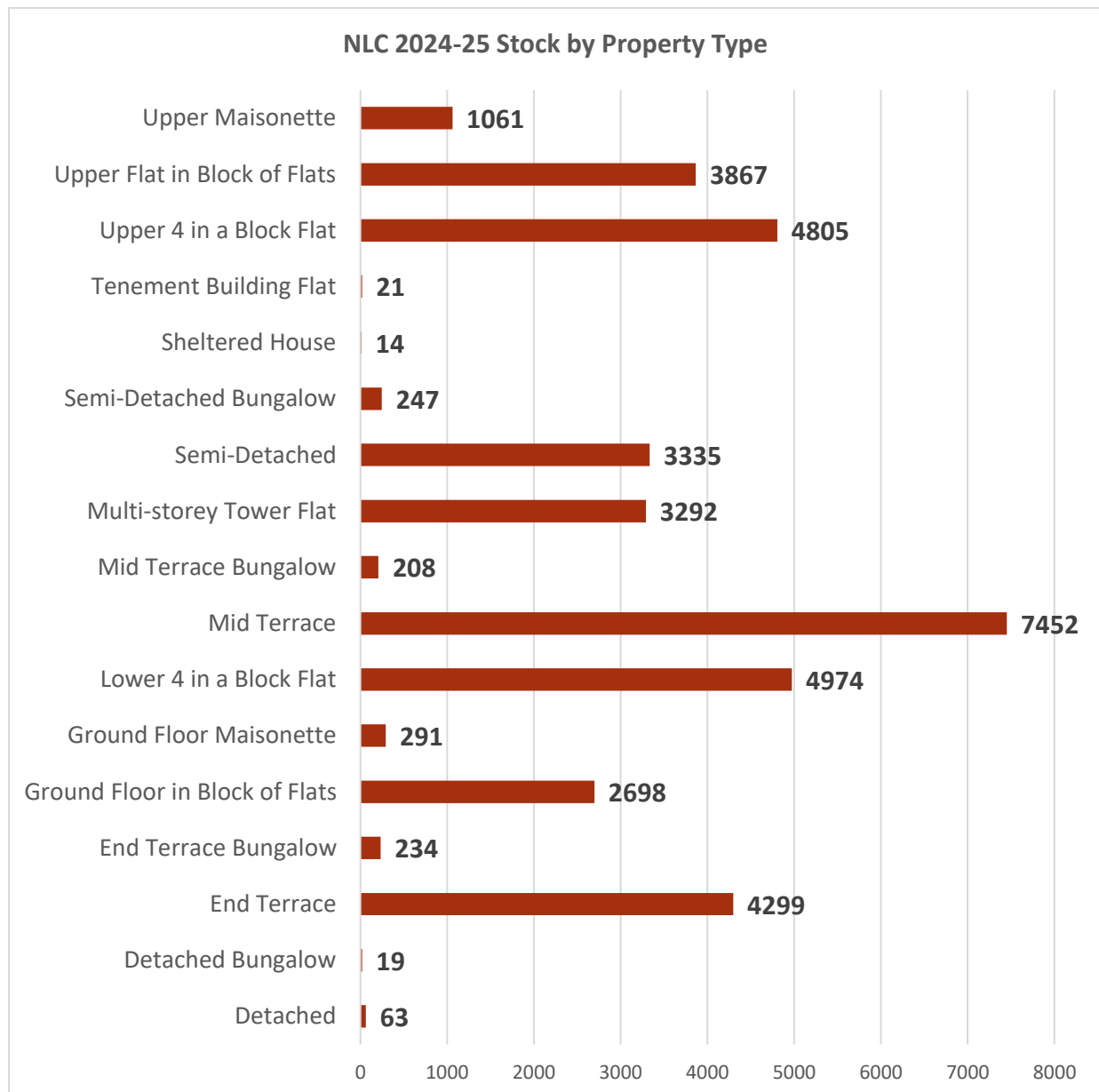


Chart 3: NLC stock by property type

Property size plays a key role in shaping our stock profile. As shown in charts 4 and 5, two-bedroom properties make up the largest segment, totalling 19,019 units and accounting for 51.6% of the overall stock. Three-bedroom homes follow, with 9,915 units (26.9%), while one-bedroom properties comprise 6,558

units (17.8%). Larger homes are less common, with 1,048 four-bedroom properties (2.9%) and just 34 five-bedroom properties (0.09%). There are also a small number of studio or bedsit flats, totalling 296 units (0.8%).

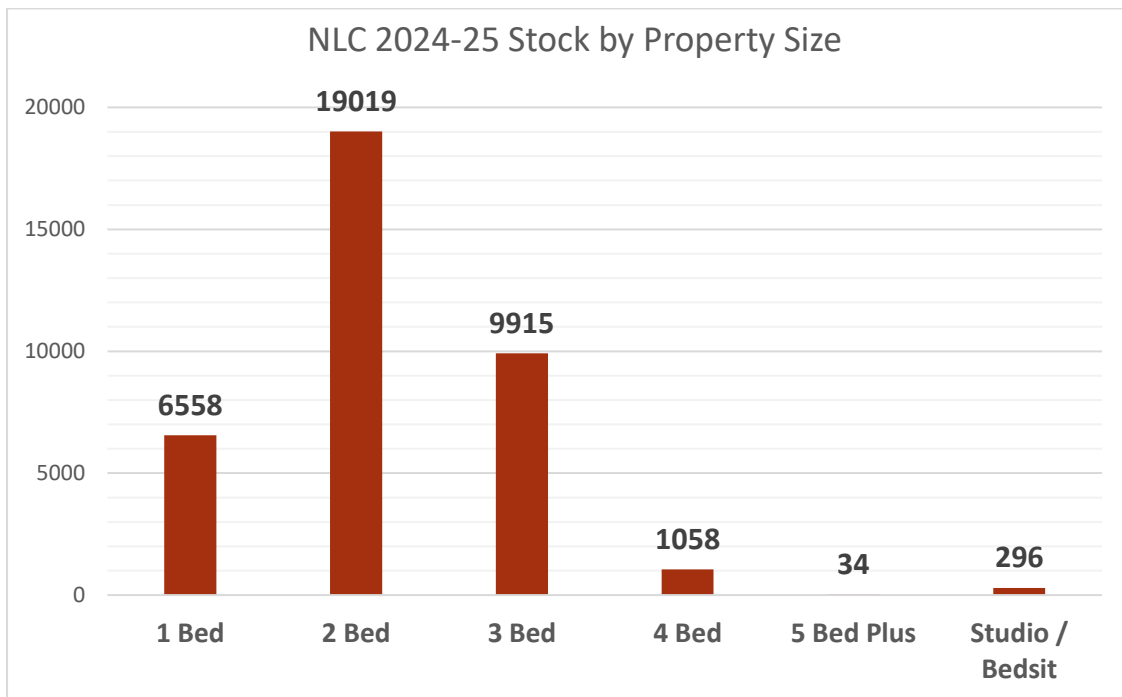


Chart 4: NLC stock by bedroom size

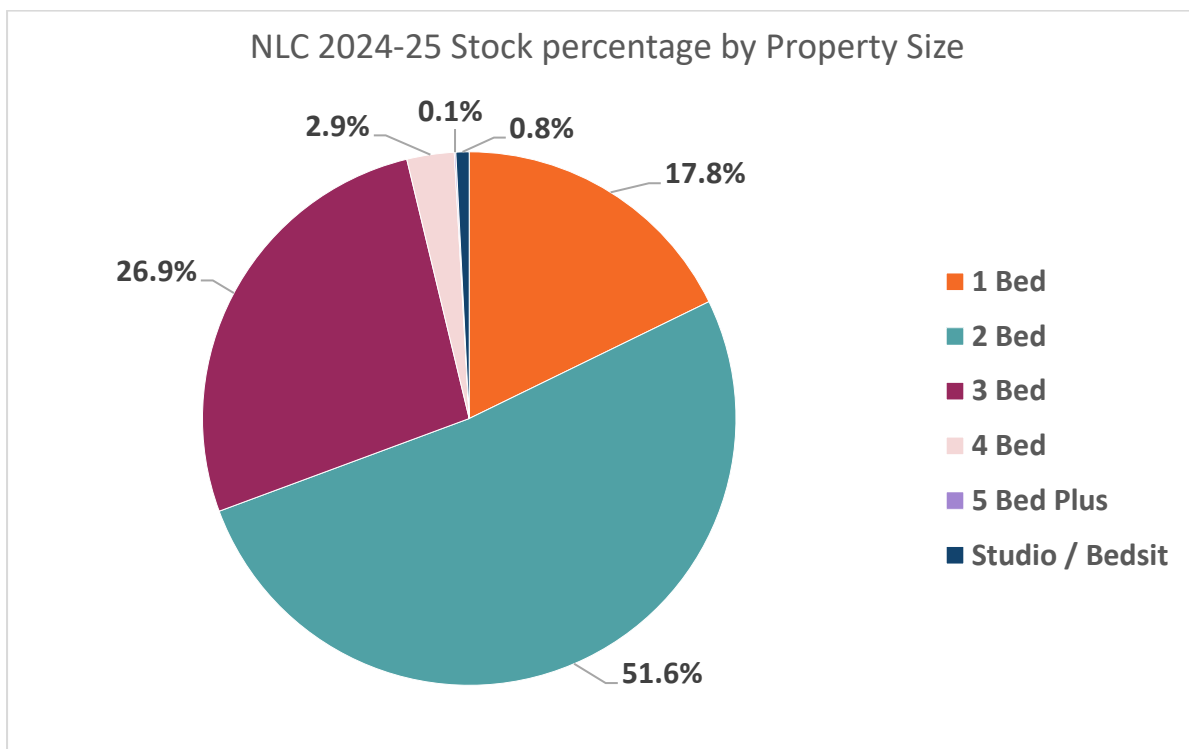


Chart 5: Percentage of NLC stock by bedroom size

There are also 4,105 lock-ups or garage sites across the council stock portfolio. Chart 6 shows both the number and percentage split across each LHMA and highlights a concentration in the key urban areas of Wishaw (690), Bellshill (664), Motherwell (564) and Airdrie (519).

The data indicates that approximately one-quarter of the lock-ups/garages are either challenging to let or considered surplus to requirements. A report is currently being prepared for committee, which will outline the proposed future action for these.

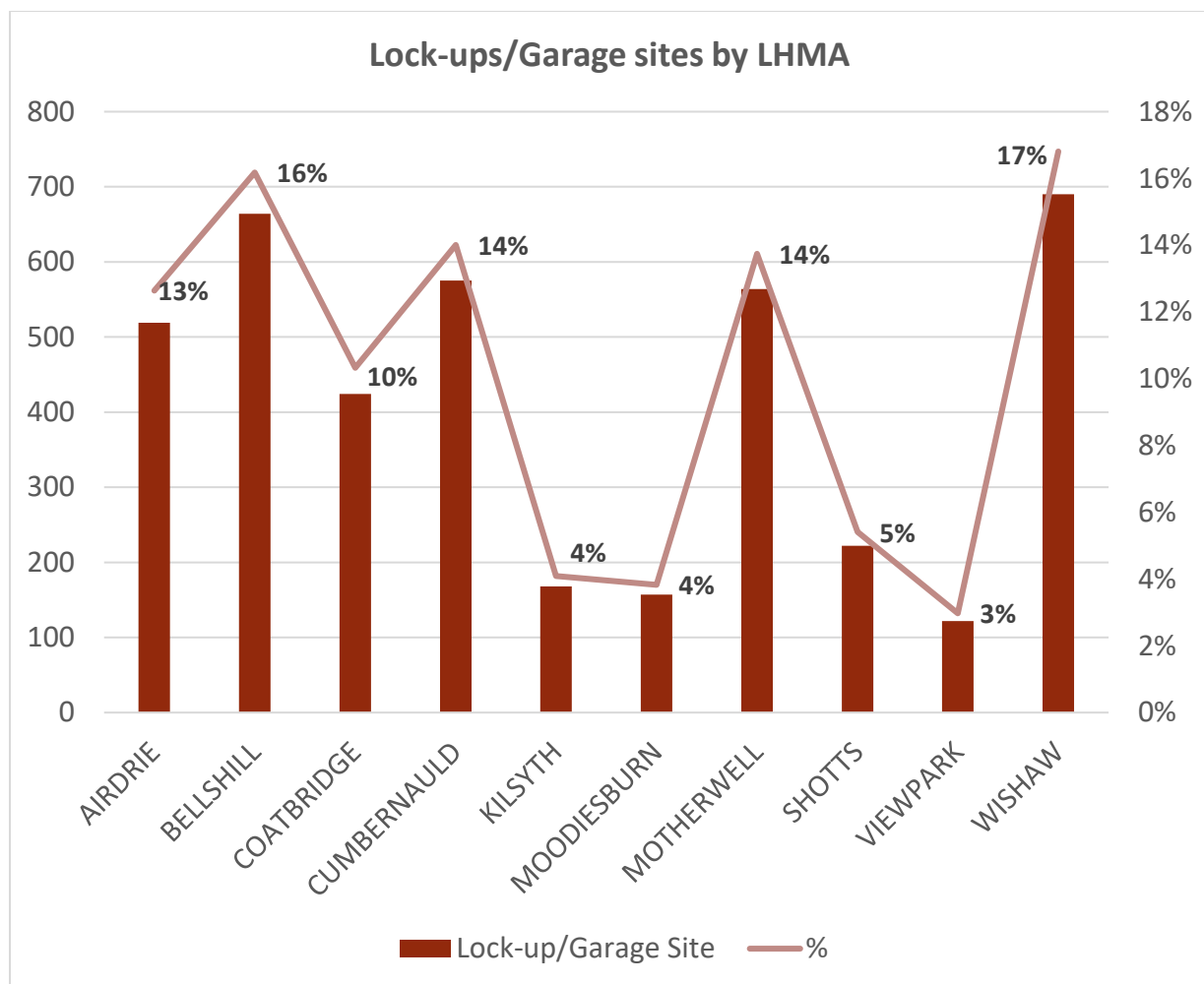





Chart 6: Lock-ups/Garage sites by area







## Highlights from the last 5 Years

Below are some highlights from the delivery of our previous HAMP covering the period 2021-2026. A full report on the HAMP 2021-2026 progress was approved by Housing Committee in August 2025 and can be reviewed [here](#).





### New Homes

-  832 new homes (648 + 184 off the shelf)
-  90 new wheelchair-accessible homes
-  469 homes purchased and now in council ownership



### Investment

-  4,774 homes received brand new bathrooms
-  3,159 homes had new kitchens fitted
-  4,020 homes had new windows installed
-  2,720 homes rendered or insulated for energy efficiency
-  10,507 homes now benefit from new heating systems
-  3,773 homes powered by energy-efficient PV solar panels

### Repairs and Maintenance

-  £52m average annual spend on reactive repairs and maintenance
-  4% increase in tenant satisfaction (2019/20: 92% → 2024/25: 96%)
-  1.53 hours faster emergency repair completion (2019/20: 4.2 → 2024/25: 2.67)
-  0 failures to meet gas safety regulations

### Tower Re-Provisioning

-  87.5% Phase 1 tower re-provisioning programme complete
-  44.7% Phase 2 tower re-provisioning programme properties now vacant

# Our Priorities

Housing is vital to the health, wellbeing, and economic prosperity of North Lanarkshire, especially as the population grows older and the region continues to recover from the effects of Covid-19 as well as the cost-of-living crisis. Addressing housing needs and driving regeneration are essential to ensuring a successful future.

**Priority 1: We will support the strategic delivery of quality housing to meet North Lanarkshire's growth ambitions.**

We recognise that tenants deserve homes that are safe, secure, and in excellent condition. That's why we remain committed to ongoing investment and the delivery of a responsive, high-quality maintenance service.

**Priority 2: We will maintain our homes to the highest standards of quality and care ensuring a safe and comfortable living environment.**

The way we power and heat our homes contributes to climate change, and we know that many of our tenants are affected by fuel poverty. We are committed to sustainability through targeted initiatives that lower emissions, enhance energy performance, and support residents in reducing energy costs.

**Priority 3: We will act on climate change and help achieve affordable warmth for our residents, through improving the energy efficiency of our homes.**

The success of our asset management approach relies on having the right systems in place to record accurate information and ensure intelligent use of data. This will promote alignment across our activities and support the effective delivery of this Plan.

**Priority 4: We will invest in improved systems and smarter data use to drive innovation and service excellence.**

## 1. We will support the strategic delivery of quality housing to meet North Lanarkshire’s growth ambitions

The population of North Lanarkshire is currently 342,190 and projected to grow until 2027 with a slow decline of around 1.2% thereafter until 2043.

Chart 7 illustrates the projected population trends in North Lanarkshire between 2018 and 2024. The data shows a gradual decline in the working-age population, while the number of residents aged 66 and over is expected to rise by 1.31%. Notably, the population aged over 75 is increasing at a faster rate, reflecting longer life expectancy. This shift has implications for housing as well as broader health and social care services.

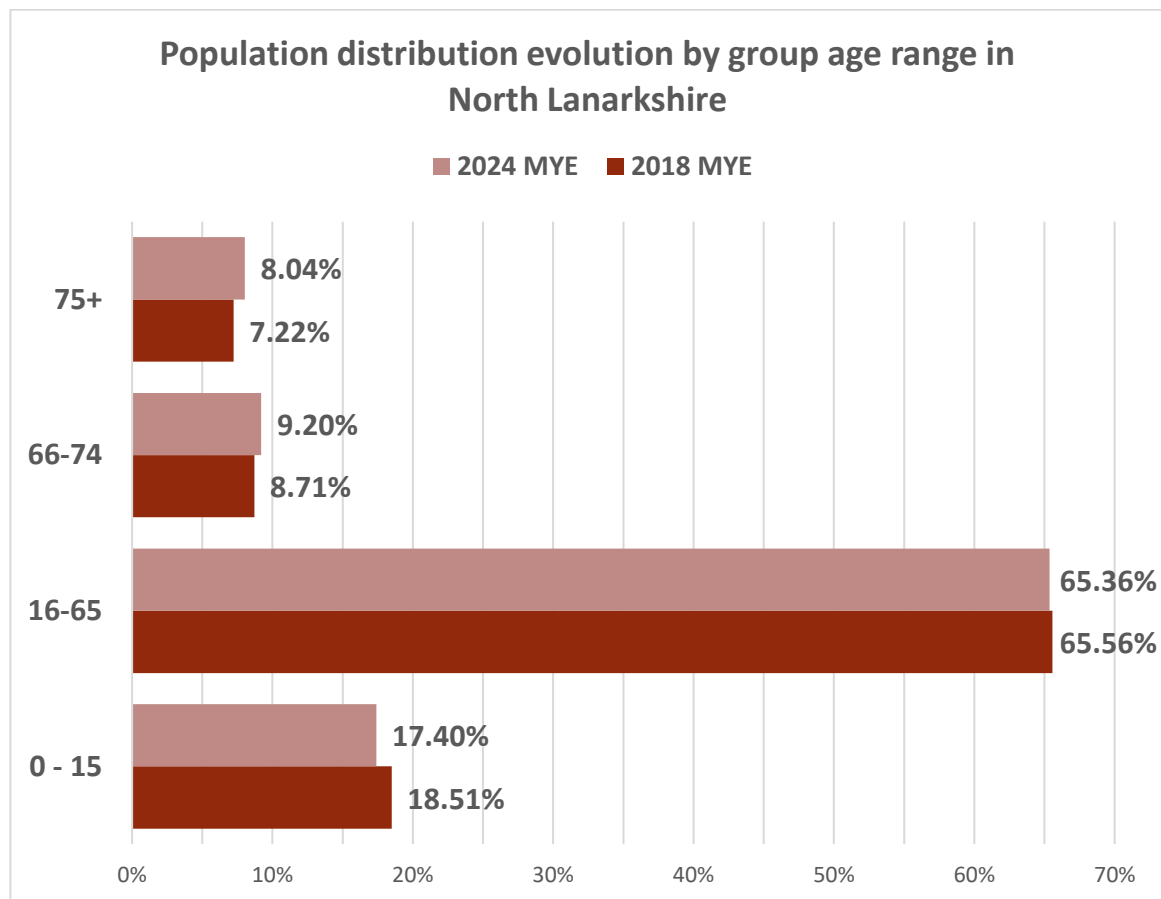


Chart 7: National records of Scotland (NRS), Mid-Year Population Estimates: 2024 compared with 2018

North Lanarkshire currently has over 151,500 households, with an average size of 2.23 persons. Chart 8 compares household composition between 2018 and 2025, showing a 1% increase in smaller households, specifically single-person and two-adult households. In contrast, larger households are

contracting, with a 1.3% reduction in couples with children and a 0.5% decrease in households comprising three or more adults.

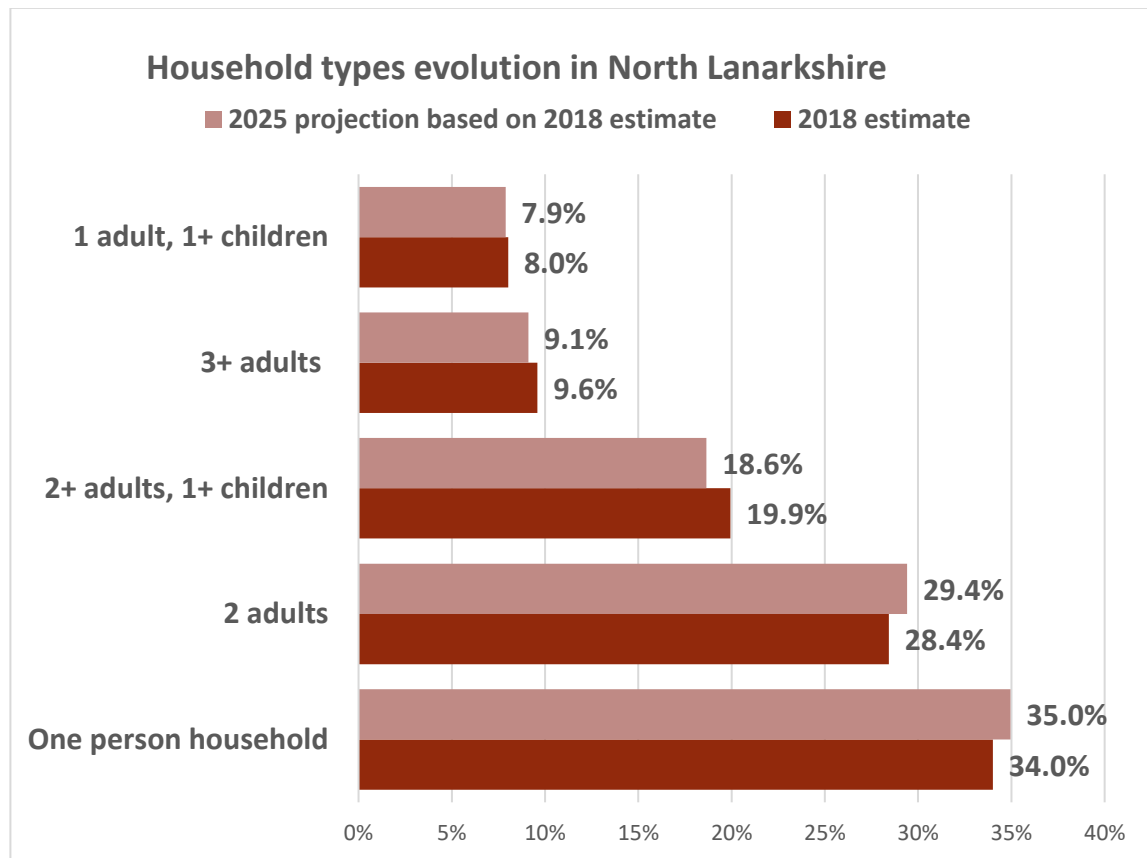


Chart 8: National records of Scotland (NRS), Household Projections

Projections identify a future rise of 7% in the number of households over the next 25 years, and is an additional 10,447 households, largely due to a decline in average household size. This trend is driven by a growing number of older individuals living alone or in smaller households. By 2043, the average household size is expected to fall to 2.06 people.

This data illustrates that demand for council housing continues to evolve and has implications for the profile of council housing stock. There is a greater need for accessible and smaller homes that are economical to run and digitally connected to assist in the delivery of technology enabled care. This data will drive future strategic planning to ensure smaller and more accessible homes are available to meet demand.

We continue to see a decline in demand for tower blocks and flatted properties that are located further from key amenities such as public transport, shops, and social spaces. To address this challenge, our re-provisioning programme is focused on demolishing these homes and redeveloping the land to create new, more suitable, sustainable housing.

The Plan for North Lanarkshire outlines our vision of a community where everyone has access to high-quality housing in a safe, attractive environment that fosters growth and prosperity. This is supported by our Strategic Housing Investment Plan (SHIP) 2026/27 – 2030/31, ensuring funding from the Scottish Government’s Affordable Housing Supply Programme (AHSP) is strategically allocated to deliver new and upgraded homes that address local housing needs. In 2025/26, we have been allocated £33.655m in AHSP funding which will support the delivery of affordable housing built by the council and our housing association partners. Alongside this, the council uses its own resources to fund additional borrowing and further boost the council supply of affordable housing, with at least 10% designed to meet wheelchair accessibility standards.

Construction cost pressures and ongoing supply chain disruptions continue to impact on the delivery of new homes. The wider global economic climate has significantly affected the construction and development programme through delays in supply chains, rising contract prices, and inflation and has placed considerable strain on the council and our partner social housing providers ability to deliver the housing needed across North Lanarkshire. Additional challenges include limited contractor availability, and shortages in both materials and skilled labour. Recruitment difficulties and skills gaps in the current labour market further compound these issues.

Despite the significant challenges, and thanks to our investment commitment, we are delivering an ambitious new supply programme. The ‘NL Homes Programme’, aims to build or acquire 6,000 affordable, homes by 2035. Since the programme began in 2010 until 31 March 2025, a total of 1,629 new build homes had been constructed. We are also meeting our target to deliver wheelchair accessibility standards with 10% of all council new build homes being built to wheelchair liveable standard.

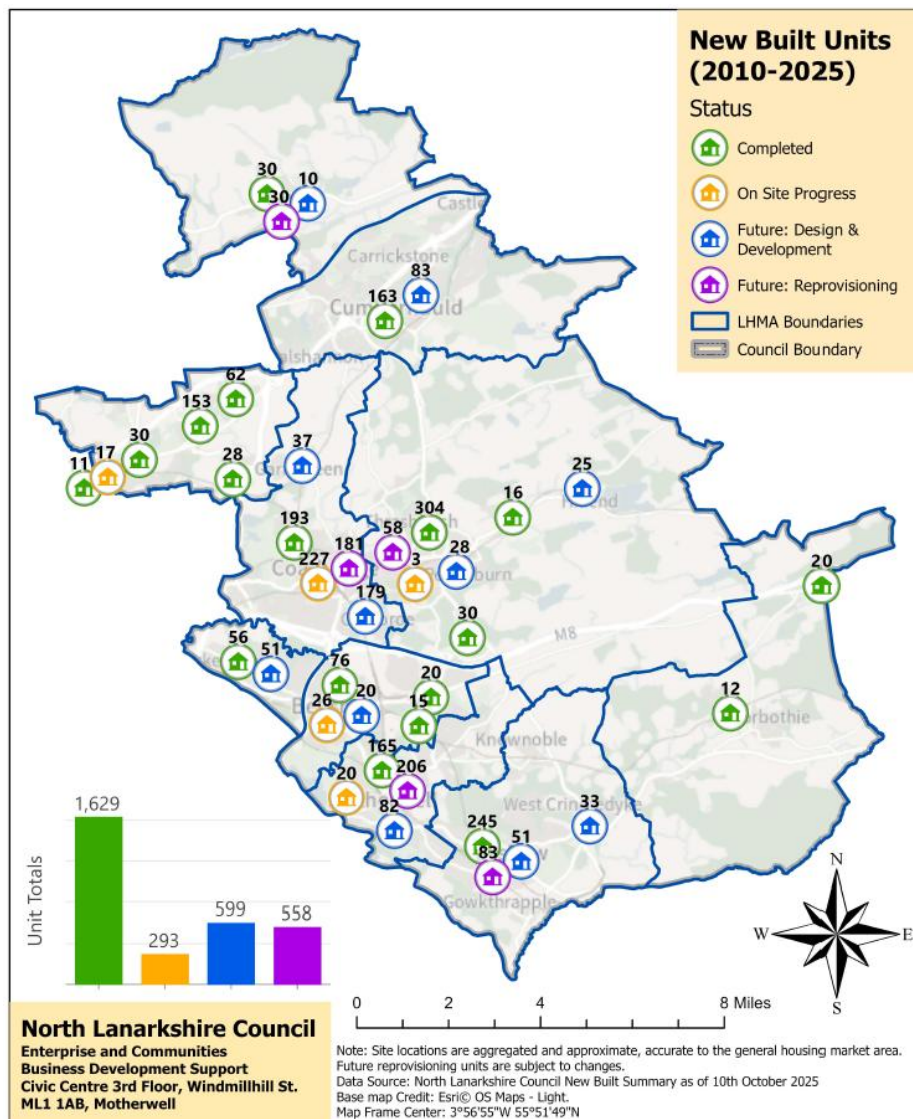


Burnhall Place, Wishaw



Main Street, Holytown

We have exciting plans to sustain our progress in delivering 1,673 new homes across North Lanarkshire over the course of this programme, with an investment exceeding £301 million. This includes 51 homes within sites in Wishaw town centre and 114 new properties at Dunbeth in Coatbridge. As of October 2025, construction is underway on seven developments, providing 293 new homes, while an additional 991 homes are currently in the design and development stages.



Map of council new build sites across North Lanarkshire

Building new homes is critical to the delivery of our ambitious target, but we also operate a large-scale Open Market Purchase Scheme (OMPS) bringing properties in the open market and former council homes into council ownership which increases our supply of affordable housing. 845 homes had been purchased from 2013/14 until 2024/25.

We plan to expand the number of council homes available for let by buying an additional 110 properties a year through our OMPS, adding 660 more affordable homes across North Lanarkshire over the lifetime of this plan. Some of these properties are in mixed-tenure blocks and require investment and capital works to bring them up to standard prior to them being let to new tenants.

Purchasing homes in the open market also enables us to bring empty homes across North Lanarkshire back into use. Long-term empty homes can be a blight within communities and attract elements of anti-social behaviour. Addressing this issue is challenging due to barriers related to property ownership and condition. However, our officers are proactively identifying these properties and working collaboratively with owners to resolve disrepair and explore viable options to return homes to a liveable condition. We will continue our efforts to acquire and refurbish empty houses, increasing the supply of much needed affordable homes whilst addressing disrepair and anti-social concerns of local communities.

The NL Homes Programme also supports private sector development by purchasing homes directly from housing developers. From 2010/11 until 2024/25, 246 new homes have been acquired through this 'off-the-shelf' approach including the purchase of properties in Station Road, Chryston and the redevelopment of the John Orr building in Airdrie.



Redevelopment John Orr building, Airdrie



Station Road, Chryston

We remain actively engaged with private developers to acquire additional properties. Our current plans include 123 further 'off-the-shelf' purchases, with more expected to be identified this year and over the next five years.

The Council remains committed to advancing a diverse range of housing tenure options such as mid-market rent, shared equity, and self-build with the aim of supporting a diverse range of households to achieve their housing

aspirations. The council has developed a self-build register, as required by the Planning (Scotland) Act 2019 (Section 16E), for anyone interested in acquiring land for self-build across North Lanarkshire.

Inbuilt digital connectivity is a core component of our new homes where tenants will have access to high-speed broadband. Alongside this, we are introducing interactive smart home technologies designed to support environmental sustainability and promote independent living. These innovations include digital applications such as systems that maximise the use of renewable energy, solar panels and heat pumps that reduce reliance on traditional power sources and help lower carbon emissions as well as telecare and telehealth. These combined measures will enable us to make more efficient use of our housing stock, adapting to the changing needs of our tenants and wider residents.

We have set out a bold vision to revitalise and repopulate our town centres, placing town centre living at the heart of our strategy. Town Action Plans have already been developed for six towns—Airdrie, Bellshill, Kilsyth, Motherwell, Wishaw, and Shotts—outlining short, medium, and long-term developments. These plans chart a clear path toward creating vibrant, mixed-use town centres that better serve the needs of local communities and will deliver new affordable homes on key vacant and derelict sites.



Images from Town Action Plans in Bellshill, Kilsyth and Shotts

An action plan for Coatbridge is being delivered through the *Plan for Neighbourhoods*, which is a UK Government-approved framework to unlock £19.5 million in Pride in Place funding over the next ten years. A Regeneration Plan for Coatbridge has been developed and approved by the Coatbridge Town Board covering the decade to 2036. An associated Investment Plan has also been developed covering the first four-year period of the fund and is being submitted to the UK Government for approval, with the delivery phase due to commence from April 2026. Community consultation will be ongoing to influence and shape priorities and future investment plans over the ten-year period.

Following the acquisition of The Centre Cumbernauld by the council in June 2023 (supported by UK Government Levelling Up Fund) a masterplan for a regenerated town centre will be progressed to guide the long-term transformation over the next decade and includes opportunities for new homes. This plan outlines the major redevelopment required to deliver meaningful and lasting change, including the complete replacement of The Centre with a new town centre. The new centre will feature a town hub offering education, health, community, and leisure facilities, along with enhanced public transport links and modern, purpose-built retail and commercial spaces. It is anticipated that a design team will be procured, and the master planning process will commence in 2026. Ongoing engagement with the public and key stakeholders will continue to shape priorities as the regeneration progresses.

The NL Homes Programme will play a crucial role in supporting this regeneration, transforming prominent sites, such as the former Council building in Kildonan Street and properties on Bank Street in Coatbridge, Coats House in Airdrie and the former Motherwell Town Hall, into high-quality social housing. We will preserve elements of architectural importance alongside our commitment to modern energy-efficient housing.



Regeneration of town centre site at Motherwell Town Hall

New Supply are leading on a large-scale regeneration project at Millcroft Road, Cumbernauld where there are three large scale privately-owned blocks of flats (169 total) in poor condition. The council have proposed that acquisition, re-housing and regeneration represents the most sustainable strategy to deliver good quality, affordable rented accommodation and improve the amenity of the area. This major project includes progressing the Compulsory Purchase Order, re-housing of current residents, demolition and ultimately re-development of the site for new council built social rented housing. This project will deliver much needed homes for Cumbernauld, whilst contributing to the overall New Supply housing delivery targets. Following confirmation of the CPO in early 2025, the council are working in partnership with local Registered Social Landlords to offer re-housing options to the existing residents. This will enable vacant possession of the properties in advance of onward demolition and new build, with planning permission already secured for 72 new homes.



Visualisation of the new homes to be delivered at Millcroft Road, Cumbernauld

By building high-quality new homes, we're helping to create better places for people to live while supporting the council's efforts to replace housing that no longer meets the needs of our communities. Our re-provisioning programme is our long-term ambition to gradually replace all towers and some low-rise

blocks in lower demand. We began building new modern homes on former sites in 2019 with two sites already completed at Dykehead Road in Airdrie and Castlehill Road in Wishaw.



Dykehead Road Airdrie



Castlehill Road, Wishaw

This work continues with plans to transform the former tower sites at Shawhead, Dunbeth and Jackson in Coatbridge and Coursington in Motherwell with high quality housing that residents can truly value and that fosters a sense of pride and community.

As of November 2025, 1,532 of the 1,750 properties in Phase 1 had been vacated. However, 214 of these were re-purposed, mostly to support the Ukrainian Resettlement Scheme and a small number to provide temporary accommodation for people experiencing homelessness. Phase II of our re-provisioning programme includes 1,010 properties, with 467 already vacated and is ahead of schedule. There are currently 15 private owners within these blocks, and the council has purchased 4 properties to date.

Collectively, these initiatives are designed to empower tenants to lead full and independent lives, while reinforcing the critical role of housing in enhancing the health and wellbeing of North Lanarkshire's residents and supporting the region's economic vitality. Addressing housing need and driving regeneration are fundamental to our long-term success.

## Key Challenges and Strategic Actions

- The anticipated rise in older, smaller households will place additional strain on housing availability. Strategic planning is required to deliver more compact and accessible homes to meet demand in the future.
- Increasing construction costs, supply chain disruptions, and material shortages continue to affect the delivery of new housing. All potential development sites are regularly evaluated for financial viability and land-related challenges, with prioritisation based on these assessments.
- Limited availability of contractors and skilled workers is exacerbating existing construction challenges, impacting project timelines and delivery. We continue to collaborate with partners to maximise opportunities alongside regular monitoring and prioritisation.
- Tackling the issue of vacant properties remains complex due to ownership and condition-related barriers. Expanding efforts to acquire and refurbish empty homes is a key strategy to boost affordable housing supply and address disrepair.
- The ongoing re-provisioning initiative focuses on relocating tenants to suitable alternative housing. Consideration must also be given to owner-occupiers within affected properties, requiring innovative approaches to engagement and support.
- Revitalising town centres is a strategic priority, necessitating substantial investment to enable transformation through new housing, leisure facilities, employment opportunities, and enhanced local services and green space.

## 2. We will ensure our homes are maintained to the highest standards of quality and care.

### **Asset Management: Maintenance, Repairs, and Improvements**

The effective management of housing assets relies on a structured approach to maintenance, repairs, and improvements.

- **Maintenance** encompasses routine activities designed to prevent deterioration and extend the lifespan of key property components such as roofs, gutters, walls, windows, and doors, while ensuring homes remain safe and habitable.
- **Repairs** refer to remedial work undertaken to address faults or damage within a property.
- **Improvement works** are delivered through the Council's investment programme, which typically involves the replacement of outdated components with modern alternatives such as new kitchens and bathrooms to enhance living standards.

As a social landlord, the council is legally obligated to maintain and repair its housing stock in accordance with tenancy agreements and statutory requirements. Tenants also rightly expect a responsive and timely service. The significance of these responsibilities is reflected in the Annual Return on the Charter (ARC) which is an annual performance review coordinated by the Scottish Housing Regulator (SHR).

The ARC requires landlords to report on 32 performance indicators, many of which directly relate to the condition and management of housing assets including reactive repairs services. Our repairs service operates 24/7 for 365 days of the year and is performing well across a range of indicators and illustrates that we're managing our properties effectively. Our focus remains on maintaining compliance with statutory standards and delivering a high-quality, responsive repairs and maintenance service. We routinely assess our maintenance plans for shared areas in our towers and blocks of flats, with a strong focus on ensuring safety and security.








Table 1 provides an overview of our recent performance across several ARC indicators and illustrates our strong performance in 2024/25. We remain vigilant and dedicated to ongoing improvement, with clear plans in place to support this commitment.

Table 1: ARC Performance for Property Condition and Management 2024/25

Indicator	NLC Performance	Local Authority Average	Difference
Scottish Housing Quality Standard compliance	86.6%	82.9%	+3.7%
% tenants satisfied with quality of home	87.3%	78.9%	+8.4%
% of tenants satisfied with repairs service	96.2%	85%	+11.2%
Average hours to complete emergency repairs	2.7	3.8	-1.1 hours
Average days to complete non-emergency repairs	5.75	10.1	+4.35 days
% reactive repairs completed right first time	94.1%	89.2%	+4.9%
Failures to meet annual gas safety (number)	0	66	-66
Average days to re-let a property	30.7	78.1	-47.4 days

Our capital Investment Programme ensures our properties are maintained to a high standard and in the 5-year lifespan of the HAMP 2026 - 2031, we will have delivered investment of over £262m across a range of improvements.

Table 2: Planned Capital Investment Programme

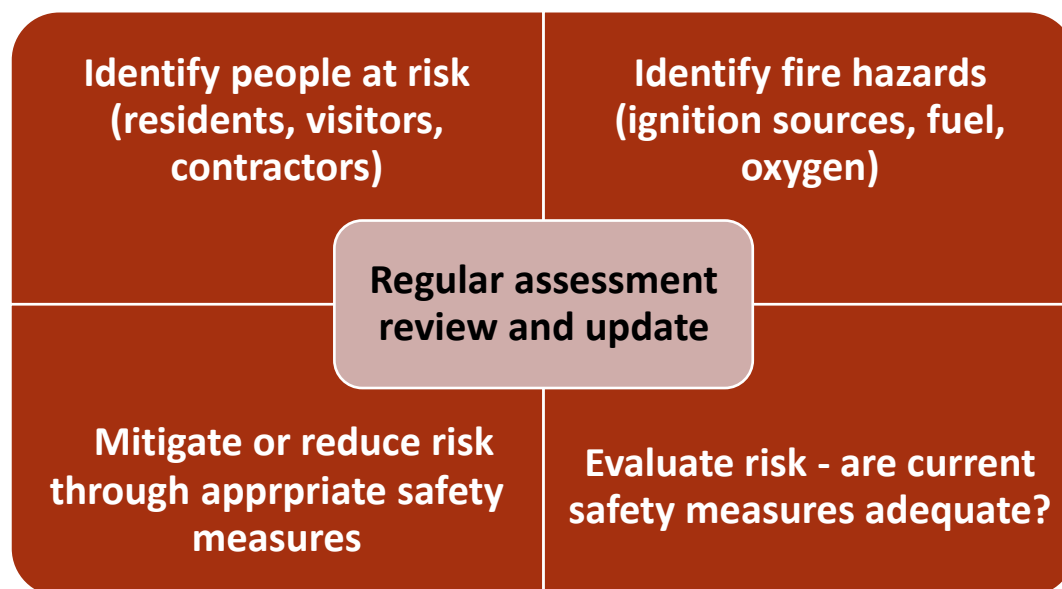
	Work Description	Cost
	Roofing, external wall insulation and PV panels	£74m
	Energy efficient replacement windows	£29.2m
	Heating systems and boilers	£48.1m
	Retrospective solar panel installation programme	£13m
	Kitchens and bathrooms	£30.92m
	Home security including door entry systems, lead pipe removal etc.	£17.1m
	Loft and cavity wall insulation	£0.97m

We plan to invest approximately £807 million in our existing housing stock over the duration of this HAMP, spanning 2026/27 to 2030/31. This includes

£487 million allocated to capital investment and £320 million for repairs and maintenance. We remain firmly committed to ensuring our homes are warm, comfortable, safe, and secure for all our tenants.

In Scotland, there is a requirement to conduct Single Building Assessments (SBAs) and Fire Risk Assessments Under the Housing (Cladding Remediation) (Scotland) Act 2024. This legislation is aimed at improving building safety, particularly in response to concerns about cladding and fire hazards and incorporates a comprehensive evaluation of the building's fire safety and structural integrity. It focusses on identifying the risks to human life caused or worsened by external wall cladding systems. An SBA is required for residential properties over 11 meters tall including high-rise towers and blocks of flats as well as any properties built between 1 June 1992 and 1 June 2022. The assessment results in a detailed report and recommendations identifying any remedial works necessary including internal and external fire safety measures, and structural integrity. The Scottish Government oversees the SBA process and provides some financial support.

There are also legal requirements to complete Fire Safety Risk Assessments as outlined below. These assessments must be kept under regular review and additional mitigation measures put in place where identified.



Even if external specialists are hired, the legal responsibility for fire safety compliance remains with the owner or landlord of the building.

We are currently finalising our plan for the delivery of our SBA programme. At present, eighty-eight blocks of properties have been identified for assessment and funding of £4.4m has been provided by the Scottish

Government. Thirty-nine of these are our existing tower blocks and the remainder are blocks over five storeys high now considered to be in scope of enhanced fire safety regulations in Scotland.

As a result of these legislative requirements and available funding, fire safety has been a central focus in recent years. We announced measures in 2018, to install sprinkler systems and enhanced fire-stopping provisions across all tower blocks. To date, thirteen towers have had sprinkler systems installed with two currently underway and completion planned for January 2026. Plans are in place to advance our fire stopping measures by installing a further two sprinkler systems to our towers each financial year of the HAMP. We are also prioritising the over-cladding of two towers to ensure compliance with all fire safety and building assessments requirements.

We continue to face significant barriers in delivering our investment programme in mixed tenure estates where there are a substantial number of blocks of flats and four-in-a-block properties that are shared (see chart 9) with owner-occupiers, private landlords, and housing associations. This is due to some property owners being unable to cover the expenses associated with repairing or upgrading shared structural elements, such as roofs, gutters, cladding, roughcasting, security entry systems, and stairwells. Just over a quarter of all council homes are in mixed tenure blocks, underscoring the scale of this challenge.

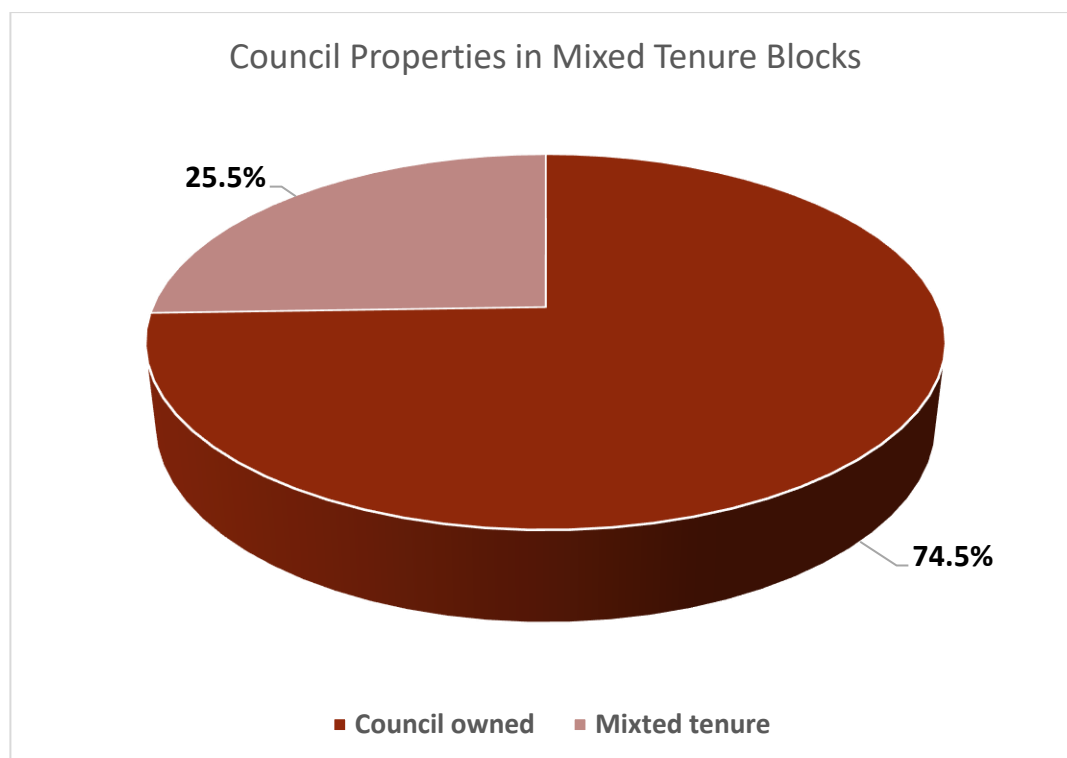


Chart 9: Percentage of flats in Mixed Tenure Blocks

The council has a Scheme of Assistance that aims to support private owners to carry out repairs and maintenance to their homes. This support is non-financial, but practical in nature aiming to provide advice, information or sign posting and is based on individual needs and circumstances. Whilst this scheme may be of some assistance, securing participation from property owners remains a challenge and may hinder progress on many improvements for homes in mixed tenure buildings.

Despite the challenge in completing work in mixed-tenure blocks, the council has secured over £23.6m in funding since 2013/14 via the Scottish Government's Heat in Buildings: Area Based Scheme (HIBs:ABS) for owners within the North Lanarkshire area. This scheme enables the delivery of energy efficiency and low-carbon heating improvements in areas with high levels of fuel poverty. It prioritises improving the building's energy efficiency, known as 'fabric-first, through insulation and before the installation of green energy or heating system such as through solar panels or ground or air source heat pumps. Properties across North Lanarkshire are targeted through data utilising information on mixed-tenure blocks, as well as data on age, construction, type and previous works. This ensures retrofit improvements can be delivered at scale and can then leverage other funding sources such as the Energy Company Obligation (ECO).



(HIBs:ABS) funded property improvements: Before and after pictures of mixed tenure blocks in Coatbridge

Wherever possible, the council will utilise external grant assistance available to support owners in mixed tenure blocks. We will prioritise the fabric-first approach through a package of works to blocks including internal and cavity wall insulation as well as solar PV panels to improve energy efficiency and facilitate the shift to zero-carbon heating systems.

We are also in collaboration with another Scottish local authority to unlock funding via the 'Can do Green Heat Retrofit Innovation Challenge' which aims to support social landlords to find and validate improved approaches and solutions to reduce the cost and improve the quality of retrofit programmes.

The submission acknowledged the specific challenges in providing common net-zero heating systems within blocks of flats and highlighted a key objective to identify 'individual net zero heating and hot water solutions for flatted blocks' across both local authorities. Challenges centred around:

- space requirements externally where air source heat pumps would not be possible
- the considerable costs involved in purchasing, installing and operating net-zero heating options
- multi-tenure blocks of flats where common net-zero heating options would be unviable

This project is ongoing, and we are working with potential suppliers to progress the key aim so that residents of properties in multi-tenure blocks have improved energy efficiency and enable net-zero standards to be met.

We will continue in our collaboration to strengthen engagement with shared owners and explore options for managing and maintaining homes in mixed tenure properties.

North Lanarkshire Council is actively delivering its RAAC Remediation Programme across Wishaw/Shotts, Motherwell/Bellshill, and Coatbridge/Kilsyth. A total of twenty-two RAAC-affected blocks have been identified, comprising 140 properties. Of these, 97 are owned by the council and 43 are privately owned. The programme is progressing through design, procurement, and resident engagement phases.

Four blocks consisting of 40 NLC owned properties have been identified for demolition and are now vacant with demolition plans underway. While most of the blocks requiring remediation are on programme, a number have experienced delays due to procurement issues. Resident contact continues and decant planning is progressing. Structural investigations and tender preparations are ongoing for empty properties. Key risks such as procurement delays, owner engagement, and potential budget pressures are being monitored.

The Scottish Parliament have recently agreed the Housing (Scotland) Bill with the intention to strengthen tenants' rights and reinforce landlord duties to maintain properties to a safe and habitable standard. The introduction of Awaab's Law<sup>4</sup> is a key component of the bill and will impose timeframes on social landlords to investigate and address damp and mould issues within

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<sup>4</sup> Awaab's Law is named after Awaab Ishak, a child who died in 2020 after exposure to mould in his home in England.

their properties. The measures within the bill will be extended to cover additional risks considered to be hazardous to health, so that any issues do not have a detrimental impact on tenants' health. The bill is expected to be implemented sometime in 2026, and landlords must report their performance through key indicators within the ARC Report on an annual basis. The ARC indicators have already been developed and include the number of damp and mould cases reported as well as the average length of time to resolve issues.

We've completed data analysis to assess the demand for housing older people, with a deep dive on our linked corridor retirement complexes. We regularly review our specialist accommodation provision including the buildings themselves and their surroundings with a view to making well-informed maintenance, investment and improvement decisions and setting clear priorities. This is supported by a Scrutiny Panel Group made of residents and officials who regularly meet to discuss any issues or concerns and develop appropriate actions for improvement. This activity ensures our homes are future-proofed and meet the evolving needs of older residents in our communities.

As identified in the NL stock profile on page 13, the council owns 4,105 lock-ups or garage sites with a concentration of these in the areas of Wishaw, Bellshill, Motherwell, and Airdrie. We have identified that 1,116 are either challenging to let or considered surplus to requirements. A report is currently being prepared for committee, which will outline the proposed future action to improve, repurpose or dispose of lock-ups or garage sites that are no longer required.

We are committed to ensuring our tenants can live in homes that are safe, secure and well cared for and we will continue to meet these expectations by meeting our high standards for providing quality and well-maintained homes. We will do this by implementing our maintenance programmes, ensure our homes comply with fire safety standards and new legislative requirements and invest in upgrading our homes to improve their quality and address challenges within our mixed tenure estates.

## Key Challenges and Strategic Actions

- The Single Building Assessment and Fire safety is a legislative requirement and of critical importance. We remain firmly committed to ongoing investment in our high-rise buildings, including the installation of sprinkler systems and enhanced fire-stopping measures.
- As the housing requirements of older people continue to evolve, it is vital that we regularly assess demand for our retirement complexes and align our investment strategies to establish clear priorities.
- Delivering repairs and upgrades in mixed tenure buildings presents significant challenges. A collaborative approach involving tenants, homeowners, and partners is essential to identify innovative solutions and secure funding to enable necessary works.
- RAAC has been identified in twenty-two blocks of flats, some of which are in private ownership. Four council owned blocks are now planned for demolition. For mixed-tenure blocks, a RAAC Remediation Programme is underway encompassing owner engagement, however procurement issues are delaying completion of works.
- The anticipated introduction of the new Housing (Scotland) Act, expected in 2026, will place additional responsibilities on landlords to address health hazards, starting with damp and mould. We are committed to ensuring our tenants live in safe, healthy homes, and will implement proactive measures to identify and resolve such issues.
- Around a quarter of lock-ups and garage sites are currently underused. A strategic and proactive approach is needed to determine their future use and maximise their potential.

### 3. We will act on climate change and help achieve affordable warmth for our residents, through improving the energy efficiency of our homes.

Addressing climate change and fuel poverty is a priority at both local and national levels, and council housing plays a vital role in helping to achieve these goals.

The Climate Change (Emissions Reduction Targets) (Scotland) Act 2024 transitions interim climate targets to five-year carbon budgets with the goal to reach net-zero by 2045. The council developed and published the Climate Plan ACT2030 to support North Lanarkshire's local net zero journey. Work is underway on a new Net Zero and Resilience Pathway which will set out the council's revised plan of action and targets for achieving net zero and local climate resilience. It is anticipated that this will be published in 2026. In Scotland, buildings are a significant contributor to greenhouse gas emissions, accounting for approximately a fifth of national emissions. As such, home retrofits are crucial for both decarbonisation and fuel poverty reduction through energy efficiency improvements. Proportional skills investment will be necessary to unlock local job opportunities and green industry development.

In December 2023, we published North Lanarkshire's first Local Heat and Energy Efficiency Strategy<sup>5</sup> (LHEES) which is driven by the national net-zero targets. This strategy outlines our plans for the next 20 years to enhance the energy efficiency of homes and buildings across the area, while also working to reduce greenhouse gas emissions associated with heating. The strategy will also help in tackling fuel poverty due to the focus on improving energy efficiency in buildings, particularly where poor energy efficiency contributes to higher energy costs for our residents. Our Tackling Poverty Strategy<sup>6</sup> also aligns with the LHEES with a clear target to significantly reduce the number of households living in fuel poverty. A delivery plan has been developed and sets out key milestones to change the way we heat our homes including the delivery of heat pumps and even heat networks where these might be achievable. However, the costs of installing these alternative heat sources are high and challenging to deliver.

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<sup>5</sup> [Local Heat and Energy Efficiency Strategy and Delivery Plan](#)

<sup>6</sup> [Towards a Fairer North Lanarkshire: Tackling Poverty Strategy 2023-2026](#)

According to the Scottish House Condition Survey (SHCS), an estimated 33% of households in Scotland (approximately 830,000), were experiencing fuel poverty in 2025 with 17% living in extreme fuel poverty. This is set against the national 2040 target of 5% (481,000) in fuel poverty and 1% in extreme fuel poverty.

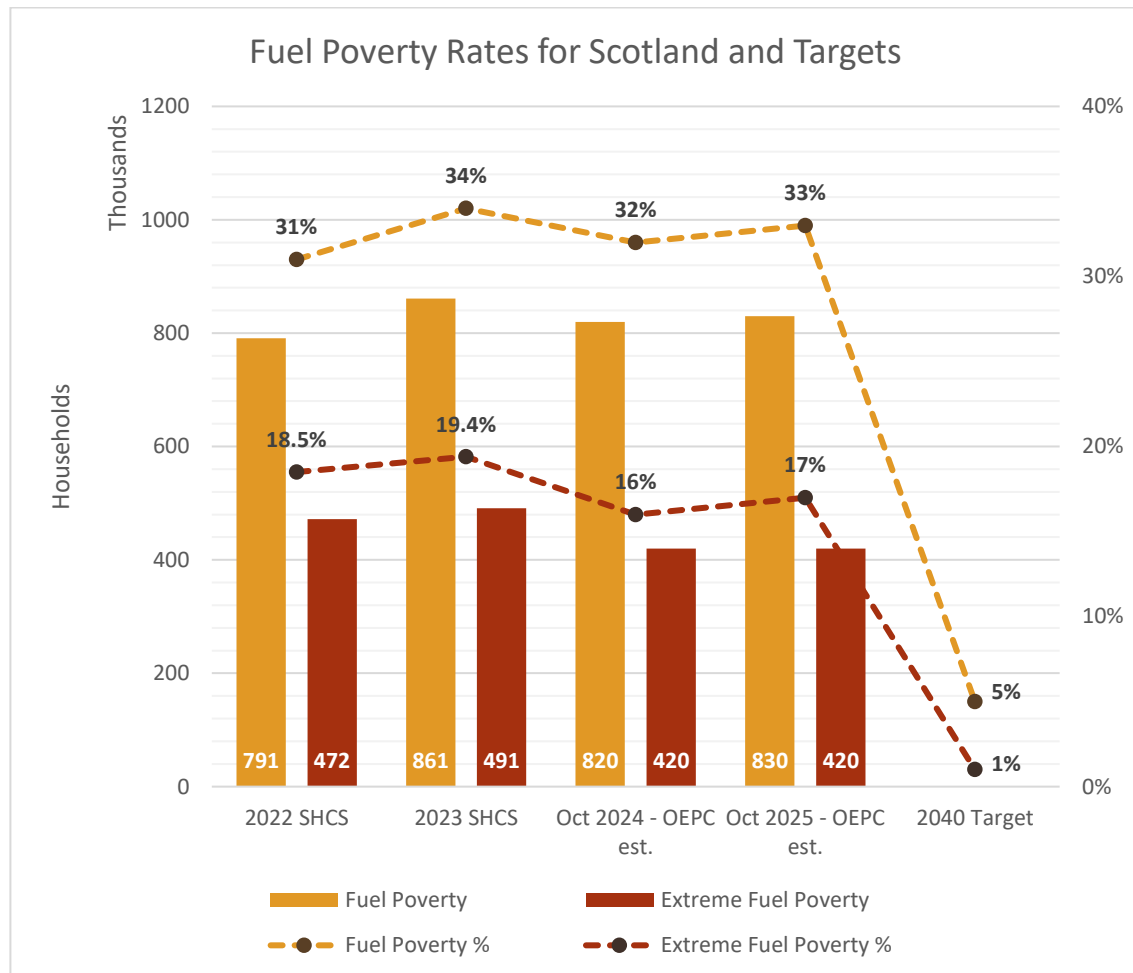


Chart 10: Scottish House Condition Survey – fuel poverty rates for Scotland

Fuel poverty rates remain significantly higher in the social rented sector, where 61% of households are affected, compared to 25% in the private sector. Similarly, extreme fuel poverty is more prevalent in social housing (32%) than in private housing (15%). This report identifies rising fuel prices as the primary factor driving the increase in fuel poverty between 2022 and 2023. These figures highlight the ongoing challenges in achieving the goal of eradicating fuel poverty across Scotland.

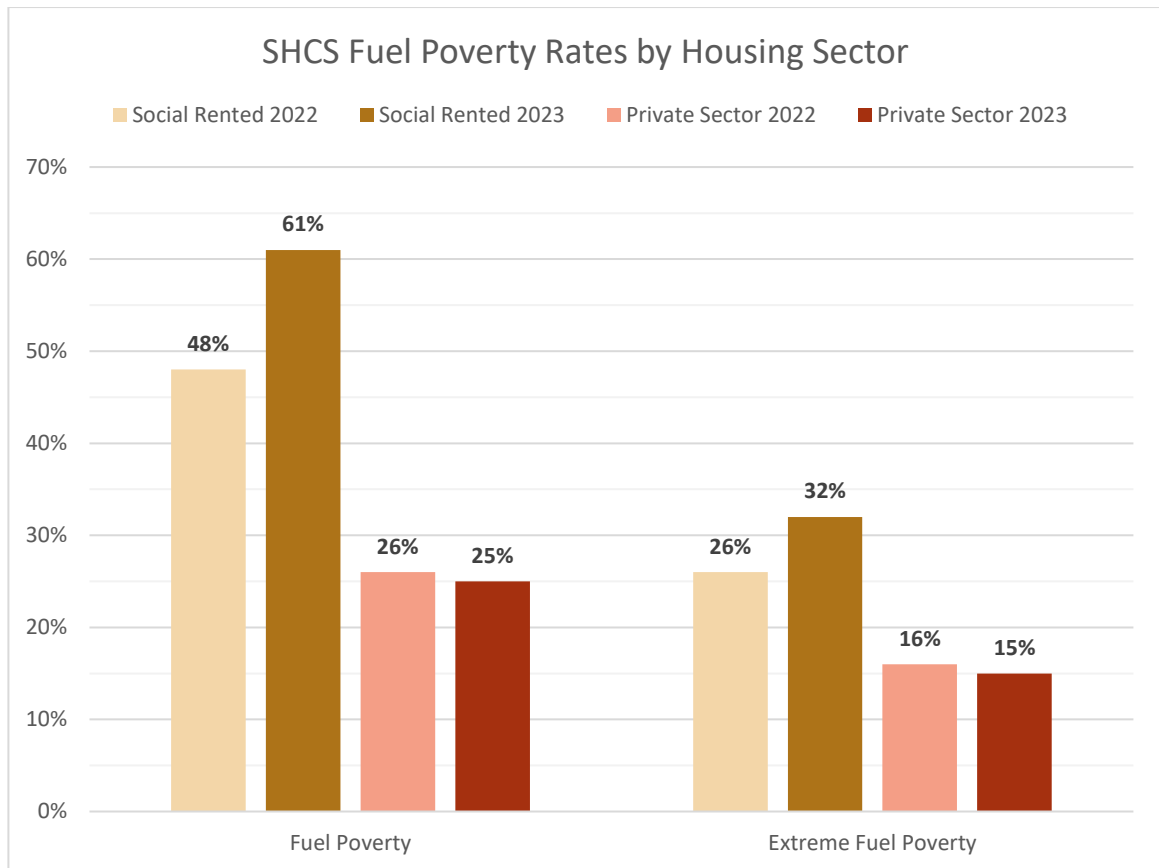
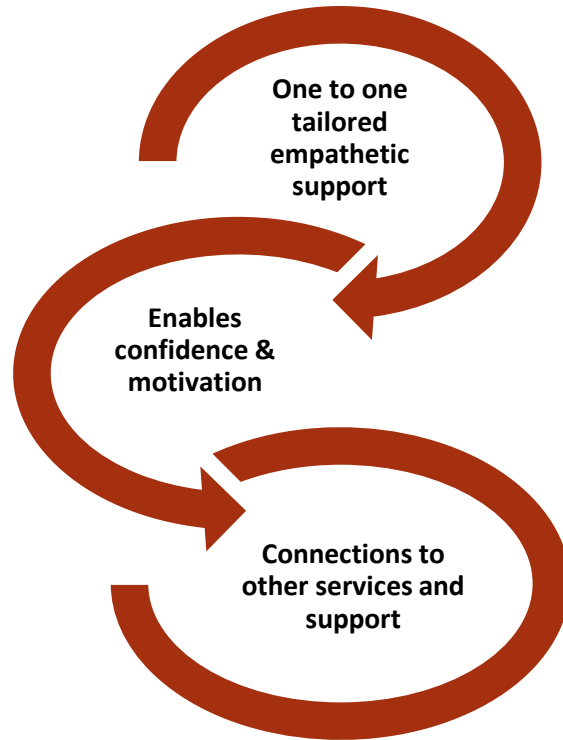


Chart 11: Scottish House Condition Survey – fuel poverty rates by housing sector

We recognise that we can't solve climate change or eliminate fuel poverty, but we can play a vital role by reducing the amount of energy our tenants need to use, lowering reliance on fossil fuels and helping to cut energy bills. At the same time, we're committed to installing low and zero carbon technologies to ensure our homes are powered by clean, sustainable energy supporting the council's net-zero ambition.

To help households experiencing or at risk of fuel poverty, the council offers a range of advice and support services. This includes working closely with income maximisers and the Tackling Poverty Team to provide guidance, boost household income, access available funding or resources, and make referrals to other services such as Home Energy Scotland.

We are also collaborating with the Wise Group as part of their Relational Mentoring Scotland service funded through the Scottish Government. This service matches households to a mentor who then provides one-to-one support on a range of topics, including those struggling with their fuel bills to help tackle fuel poverty.



We remain firmly committed to ensuring that our housing stock meets and exceeds energy efficiency standards. To this end, we have allocated substantial investment towards enhancing insulation levels across our properties and deploying low carbon, renewable technologies such as solar panels and air source heat pumps to support our transition to a more sustainable energy future.

As a result of our investment, 99.4% of our homes achieved an EPC rating of Band D in 2024/25, representing a 12.4% improvement since the publication of the previous HAMP in 2021. We are committed to ensuring that no properties remain in EPC bands E, F, or G by the end of this year, subject to tenant access and the participation of common owners.

The Scottish Government plans to replace the current EESSH requirements with the proposed Social Housing Net Zero Standard (SHNZS). A public consultation on the SHNZS was conducted between November 2023 and March 2024, although these have not yet been published. The proposals are currently under review by the EESSH Review Group, with further steps including submission to the Scottish Housing Regulator and a consultation on performance indicators still to follow.

The SHNZS has been developed to support Scotland's legally binding target of achieving net zero greenhouse gas emissions by 2045. Unlike the previous EESSH framework, which focused on Energy Performance Certificate (EPC)

ratings, the SHNZS adopts a broader, outcome-based approach with an emphasis on tangible reductions in cutting carbon emissions, improving energy affordability, and moving towards clean heating technologies. This marks a significant policy shift, aligning social housing standards more closely with Scotland's wider climate and energy objectives. To support this, the Scottish Government launched the Social Housing Net Zero heat fund making grant funding available to social housing providers to install clean heating systems and energy efficiency measures. Since 2020, North Lanarkshire Council has been awarded £2.5m to enable these works to be retrofitted to non-traditional council stock. We will continue to actively seek and secure additional funding to accelerate progress toward our Net Zero ambitions.

In addition to the new SHNZS the Scottish Government also plan to implement other new energy performance standards in the lifetime of this HAMP. This will impact on council programmes. The Heat in Buildings (HIB) consulted on in 2024 will introduce a new 'Heat in Buildings Standard' for private rented homes and owner occupiers and an equivalent Passivhaus standard through amending building regulations for developers. This will have implications for new council homes and for mixed tenure works.

The just transition to achieve net-zero targets comes with considerable challenges, particularly the high costs associated with implementing energy efficiency measures and renewable heating systems. While most council homes already feature double or triple glazing and robust insulation, further enhancements aimed at improving EPC ratings through a 'fabric-first' strategy are highly expensive, demand significant resources, and can be disruptive to tenants. In practice, around 50% of the total capital improvement budget is expected to be dedicated to energy efficiency measures. Additionally, operating net-zero heating systems will result in higher costs for our tenants, as the unit price of electricity remains significantly higher than that of gas and will push households further into fuel-poverty.

Despite these challenges, we remain committed to supporting the transition towards the Scottish Government's Social Housing Net Zero Standard and the broader sustainability agenda. We continue to work closely with our partners to secure funding opportunities and to optimise the impact and reach of our investment programmes.

As outlined in Priority 2, we secured HIBs:ABS funding to complete works for owners in mixed-tenure blocks which has contributed to improving fuel poverty for these owners through the installation of insulation, solar panels and low-carbon heating measures.

The 2025/26 HIBs:ABS allocation of £2.94m, and any future funding, will continue to be directed towards supporting owners in mixed tenure properties as well as homes of non-traditional construction which typically present greater challenges and costs in retrofit projects. We remain committed to using this and other available funding streams to help realise our ambition of reaching Net Zero across our housing stock by 2045.



(HIBs:ABS) funded property improvements: Before and after pictures of mixed tenure blocks in Kilsyth

We continue to support low-income households and those impacted by poor energy efficiency by referring them to the ECO Flex scheme. As part of the wider Energy Company Obligation (ECO) initiative, ECO Flex aims to improve energy efficiency and reduce carbon emissions in homes across the UK. It allows local authorities to broaden eligibility criteria for households that do not qualify under ECO4, potentially enabling them to access funding. While the scheme primarily targets owner-occupied properties, it can, under certain conditions, be applied to council-owned homes.

We also work in partnership with Under One Roof, a charity offering free information and guidance on building maintenance, to raise awareness across owners and promote improved investment and repairs in buildings with shared common space.

We have partnered with West Dunbartonshire Council for the 'Can Do Green Heat Retrofit Innovation Challenge' developed by Scottish Enterprise (SE), fully funded by Scottish Government (SG), and delivered as part of the Green Heat Innovation Support Programme. The funding will be used to develop a clean

heating system for blocks of flats where space is limited and a replacement for gas boilers is required.

We are continuing our ambitious plans to increase the number of homes fuelled by low carbon sources. We completed 181 new zero carbon homes within the re-provisioning site at Dykehead Road and Northburn Avenue in Airdrie which is providing our tenants with sustainable and low-cost energy. We also transformed a previously derelict site at Brandon Street in Motherwell into high quality sustainable low carbon homes with solar panels and ground source heat pumps. In 2024/25 we built 278 new properties with solar panels as part of the build standard and a further 492 properties are planned with in-built solar panels by 2027/28.



New homes at Dykehead Road, Airdrie

The council remains firmly committed to advancing its net-zero targets, while recognising the considerable challenges that lie ahead. A key initiative involves the installation of solar panels to harness solar energy, and fabric upgrades including insulation, cladding and triple glazed windows through retrofitting existing homes where feasible. Since 2021/22 we have installed over 3,000 solar panels and fitted external wall insulation to over 2,000 of our existing homes. In addition, we have installed over 3,500 triple glazed windows and have re-clad 4 high rise blocks as well as continuing to install loft, cavity and underfloor insulation. During the lifetime of this HAMP, over 6,000 solar panels are scheduled to be installed in existing homes, with a

strategic plan and contracts in place to support continued investment over the next five years to meet our Net Zero ambitions.

Furthermore, we are prioritising active travel infrastructure and access to public transport within new schemes, promoting healthier lifestyles and reducing transport-related emissions.

Through the various programmes and initiatives, we aim to lead a transformational shift in how tenants and residents across North Lanarkshire heat and power their homes, contributing to the wider objectives of tackling climate change and fuel poverty.

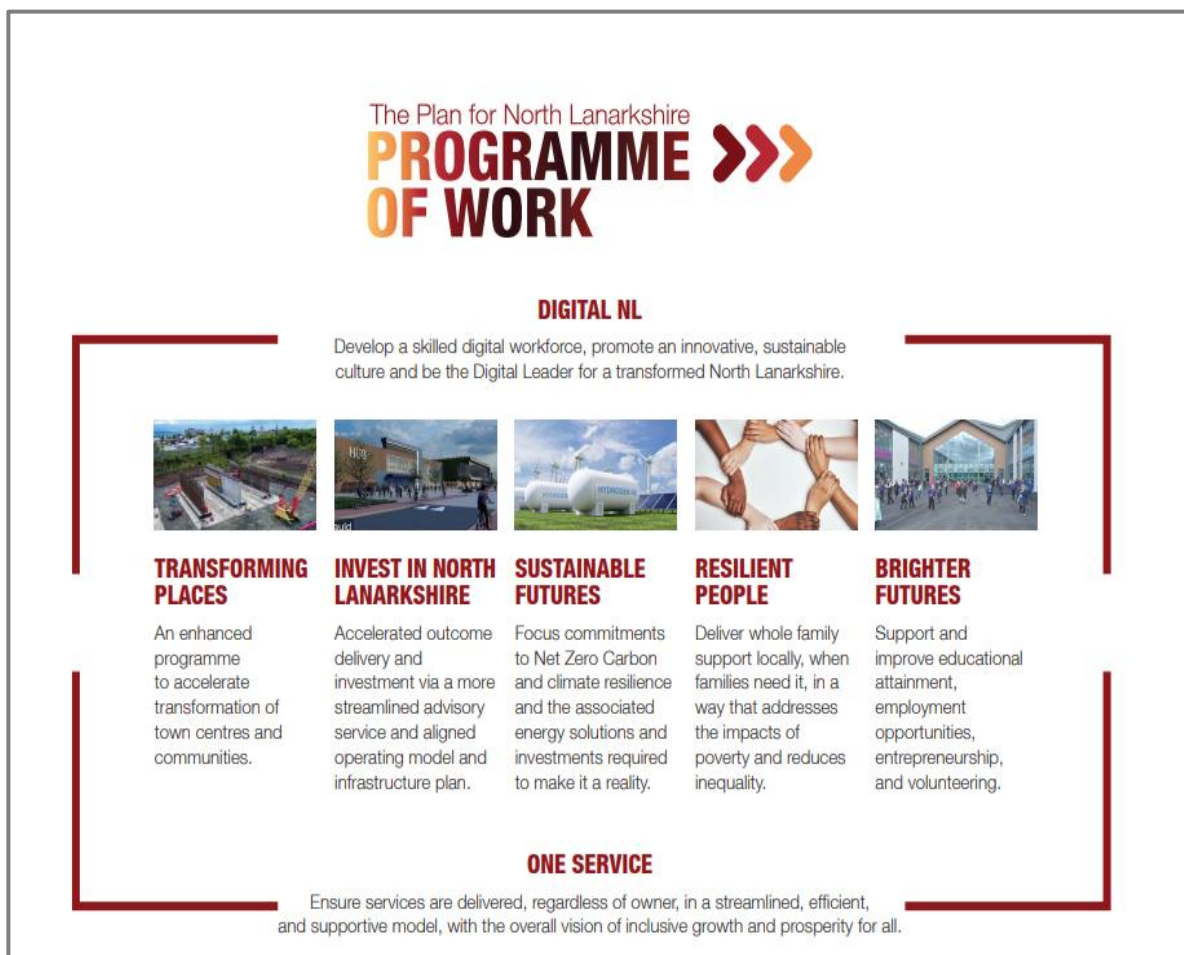
## Key Challenges and Strategic Actions

- The LHEE Delivery Plan has been developed, however there are high costs associated with the installation of green heat sources and future planning is critical.
- Rising energy costs have placed increasing pressure on households, leading to a greater prevalence of fuel poverty. We will therefore continue to offer support, advice, information and sign-posting to households to address issues.
- The transition from EESSH to the new Social Housing Net Zero Standard (SHNZS) is currently underway, with legislation still in development. The specific requirements and reporting indicators have yet to be defined. Preparatory work will continue, and future requirements will be built into our plans.
- Once introduced, the SHNZS will demand substantial investment and may be complicated by ownership arrangements in mixed-tenure buildings. We will therefore engage with owners to actively address issues.
- Securing participation from homeowners and private landlords in HIBs:ABS remains difficult, as many are unable to meet the required financial contributions. To try and address this, we will seek out available funding wherever possible.
- Achieving net zero targets through a just transition presents considerable challenges, particularly in terms of the financial impact on both social housing providers and their tenants. Driving change and culture will be a key action to deliver this.
- Advancing further improvement in our homes through the 'fabric-first' approach are highly expensive, demand significant resources, and can be an inconvenience to tenants. We will engage with tenants to address their concerns and build our plans for delivering investment.
- Broader challenges around workforce skills and supply chain capacity are impacting on deliverability of improvements. We will collaborate with partners to address issues where they arise.
- There are available funding streams to assist in delivering net zero ambitions, however these come with limitations and caveats around how the funding can be spent. Strengthening strategic partnerships to leverage funding and impact are therefore a critical element to future delivery.

## 4. We will invest in improved systems and smarter data use to drive innovation and service excellence.

We recognise that effective asset management is underpinned by robust systems and the strategic use of data to inform decision-making and is the key driver of our shared vision to make ‘North Lanarkshire the place to Live, Learn, Work, Invest and Visit’.

The Digital NL programme vision is to ‘develop a skilled digital workforce, promote an innovative, sustainable culture and be the Digital Leader for a transformed North Lanarkshire’. This vision is built around five key elements, all focused on transforming communities through strategic investment, enhancing quality of life, creating opportunities, and driving down climate emissions.



The council has implemented a digital connectivity framework to increase the fibre footprint across North Lanarkshire, enabling full-fibre services and improving affordability for local people and business and bringing

transformational change in the delivery of council services. Specifically, we aim to tackle digital exclusion by exploring opportunities through our partnerships to provide affordable, superfast and reliable Wi-Fi in all our homes. This action would help ensure that digitally excluded tenants can access online services, manage their affairs, and benefit from improved digital connectivity. It unlocks new opportunities to significantly improve how the council delivers support and services. It empowers tenants with greater choice and control over how they engage with services, enables quicker access, and enhances the overall customer experience. However, this is a long-term plan and given its size and complexity, will take beyond the lifetime of this HAMP for all of the planned benefits to be realised.

As part of the Digital NL programme, we carried out a thorough review of existing systems and, in July 2024, commissioned The Enterprise Project to implement a unified approach for managing our repairs, maintenance, and investment programmes. This integrated IT system will consolidate corporate and housing asset data, maintenance programmes, and lifecycle management into a unified platform, providing a single, centralised repository for all asset-related information and activities. We are also investing in a new integrated Housing Management System which will bring modern IT efficiencies and enable a more streamlined approach to managing our allocations, tenants and properties. It is currently estimated that new systems will be in place by March 2027.

Providing quality homes for our existing tenants and applicants on our waiting list required a comprehensive understanding of future housing demands and aspirations. We have therefore strengthened our data collection and analysis to inform evidence-based decision making such as house types and sizes needed, alongside improved management.

Digitally enabled homes play a vital role in supporting a wide range of initiatives; from integrating smart technologies that help reduce environmental impact, to providing tenants with tools to actively manage and monitor health conditions through assistive technologies. The potential benefits are extensive and far-reaching.

As part of the modernisation programme, we are embracing emerging technologies to modernise service delivery including automating key processes and leveraging digital tools to enhance the efficiency, effectiveness, and responsiveness of our housing services such as managing customer enquiries, scheduling repairs and maintenance work and reporting on our performance.

We are also exploring the use of technology across a range of different applications to enable improvements in living standards for tenants and the management of our homes and include many of the following smart home options.

### **Improved Safety and Security**

- Smart home features such as alarms and digital locks can enhance safety by providing real-time monitoring and instant alerts.

### **Energy Efficiency**

- Smart thermostats, sensors and lighting systems contribute to lowering energy consumption, helping to reduce energy bills, alleviate fuel poverty and support progress towards climate change targets.

### **Asset Management and Maintenance**

- Smart technology can support early identification of dampness, condensation and mould allowing prompt intervention to prevent issues from developing.
- Taking a proactive approach to maintenance allows for earlier detection of deteriorating living conditions, helping to improve tenant health outcomes, prevent costly repairs, reduce overall expenses, and extend the lifespan of housing assets.

### **Improved Operational Function**

- Digital applications can be used to manage and control security doors, operate fire safety measures such as sprinkler systems and CCTV systems.

### **Enhanced Data Management**

- Data analytics offer valuable insights into housing conditions and tenants needs enabling better informed, data-driven decision making

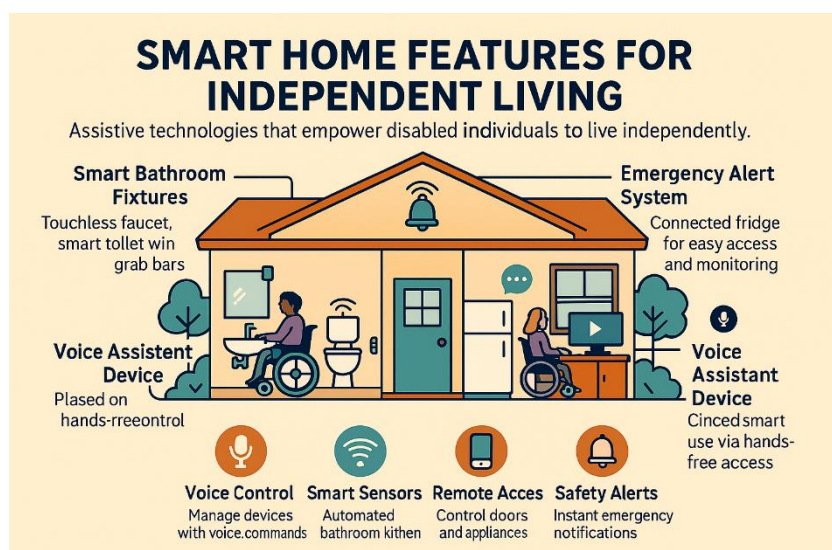
We are expanding our use of environmental sensors that track temperature, humidity and air quality within homes with a view to early detection of condensation and dampness which will improve the health of tenants as well as enable improved asset management and maintenance options through early intervention to address issues.

As highlighted in Priority 3, the council is committed to advancing its net-zero targets, through the installation of solar panels, not only in newly built properties, but also through retrofitting existing homes where feasible. As part of this programme, we are exploring the viability of incorporating battery storage technology alongside solar panels. This would allow energy generated during the day to be stored and using technology, used in the evening and overnight, helping to reduce fuel bills and tackle fuel poverty. However, battery storage systems are costly, and there are practical limitations on how many can be installed at scale due to budget constraints.

Linked to our solar panel initiatives, is our exploration of potential of smart technologies to optimise energy use. This includes opportunities to distribute generated energy equitably among residents within a block and, where possible, sell surplus energy back to the grid. Such an approach could generate income for the council, which would be reinvested into improving our housing stock. We are actively pursuing ways to maximise the benefits of solar energy wherever practicable.

Digitally enabled homes offer a platform for a broader range of interactive smart technologies that support health, wellbeing, and independent living. These innovations include health applications and wearable devices that enable continuous monitoring of key health metrics, as well as assistive technologies that promote autonomy and control within the home environment. Such solutions empower older individuals and those with health conditions or disabilities to remain in their homes, enhancing their quality of life.

In addition to health benefits, smart home technologies contribute to social inclusion by helping residents stay connected with family, and support networks through online options, reducing isolation and fostering community



engagement. There are also wider digital platforms including access to public services and banking systems as well as educational opportunities through

digital learning platforms and resources, which can bring benefit to people in pursuing further education or skills development. Together, these advancements help create more inclusive, supportive, and future-ready living environments.

Progressing our digital transformation plans will enable improved asset management, leveraging data effectively to inform decision-making. It will support our vision of delivering homes for a thriving tomorrow and enhance our data capabilities through the following actions:



We are committed to leveraging IT solutions to enhance the living experience for our tenants, recognising that effective property management is key to reducing heating and energy costs. By improving energy efficiency across our housing stock and introducing innovative, low-cost heating and monitoring systems, we can help lower household expenses, supporting efforts to reduce fuel poverty, address inequality and enable tenants to live healthier, more sustainable lives. These improvements also contribute to our climate goals by reducing carbon emissions using clean energy.

## Key Challenges and Strategic Responses

- Delivering superfast broadband to council homes is a key ambition, aimed at enhancing tenants' quality of life and tackling digital exclusion. Reliable connectivity also supports social inclusion by enabling access to online services, education, and community engagement. However, this ambition presents significant challenges due to the scale, cost, and complexity of implementation. A long-term, phased delivery plan has been developed to guide progress.
- We recognise that a fully integrated housing asset management system is essential for delivering smart, interactive services across repairs, maintenance, and investment. Leveraging data analytics will allow us to better manage and improve our housing stock. We are actively collaborating with IT professionals to design and build the systems required to support our ambitious goals.
- While we continue to explore smart technologies to improve our homes, we understand that not all solutions are suitable for all properties. That's why we are running pilot programmes to test various heating systems across different house types. The data gathered will inform future decisions, ensuring tailored solutions that meet the specific needs of each home.
- We recognise the added value of battery storage technology, alongside PV panels to enhance solar energy use and help reduce fuel bills for tenants. Although battery systems are costly, we are committed to exploring their viability for future delivery.
- We believe that installing environmental monitoring IT, such as sensors for air quality, dampness, and condensation, can help us identify and address issues early. However, we acknowledge that tenants may be hesitant. To address this, we will engage positively with residents to build understanding and trust in the purpose and benefits of these systems.
- Improving digital capability across our homes supports our climate goals through the installation of green energy solutions. Nevertheless, we recognise the significant challenges involved including the financial costs of retrofitting alongside the culture change needed to implement new systems effectively.

## Cross-cutting themes and collaboration

We understand that implementing 'Homes for a Thriving Tomorrow' requires strong strategic, multifaceted collaboration and a consistent approach to holistic solutions.

A significant proportion of the actions outlined in the plan necessitate coordinated efforts across multiple teams within the council, with robust interdepartmental and external partnerships being fundamental to effective implementation.



By aligning our expertise, resources and partnerships, we will establish a coordinated and integrated approach that allows us to proactively plan, invest, and innovate in housing infrastructure, ensuring that every asset contributes to improved living standards, reduced inequalities, and long-term value for residents within North Lanarkshire communities.

## HAMP Key Actions

<b>PRIORITY 1: WE WILL SUPPORT THE STRATEGIC DELIVERY OF QUALITY HOUSING TO MEET NORTH LANARKSHIRE'S GROWTH AMBITONS</b>						
<b>STRATEGIC ACTION</b>	<b>MILESTONE</b>	<b>TARGET</b>	<b>BASELINE</b>	<b>TIMESCALE</b>	<b>LEAD TEAM</b>	<b>POW/LHS Priority</b>
<b>Key Action 1.1</b> Deliver NL Homes Programme	Contribute to 6,000 new homes by 2035	1,356 new build council homes	1,629 2024/25	2031	New Supply	POW. P1
	Expand the council's housing stock by buying more homes through the Open Market Purchase Scheme	110 homes per year 660 by 2031	845 2024/25	Annual	New Supply	
<b>Key Action 1.2</b> Develop and Deliver the Towers Reprovisioning Programme	Complete Phase 1, comprising remaining programmed demolition sites and suspended sites, clearing them for future investment	Complete Jackson Court demolition	-	2026/27	Investment / Housing	POW. P1
		Complete Coursington, Allan and Draffen demolition	-	2026/27		
		Complete Allershaw demolition	-	2026/27		
		Complete Dunbeth demolition	-	2027/28		
		Programme demolition of Highcoats & Birkshaw	-	(pending Ukrainian Resettlement)		
	Commence delivery of Phase 2 demolition	Appoint demolition consultant	-	2026/27	Investment / Contract Strategy / Housing	POW. P1
		Complete Maxton Crescent	-	2026/27		
		Complete Rennie Road	-	2028/29		
		Complete Glasgow Road	-	2029/30		
		Complete Greenfield Drive	-	2029/30		
		Complete McClurg Court	-	2029/30		

		Complete Witchwood Court	-	2030/31		
		Complete Woodside Tower / Glen Court	-	2031/32		
	Acquire 13 properties from owner occupiers within Phase 2 Re-provisioning Programme	Properties acquired	-	Aligned to demolition programme	New Supply / Investment	
<b>Action 1.3</b> Our homes meet housing need and enable independent living	Continue delivery of linked corridor complex upgrades	Delivery of Drummond Drive	-	2031	Investment / Housing	POW. P1
	Develop a strategy for future design of linked corridor complexes	Strategy developed	-	2031	Investment / Housing	
<b>Action 1.4</b> Progress implementation of Town Action Plans and Masterplan for Cumbernauld	Implement Town Action Plans (TAP's) for 6 towns	TAP's delivered	-	2031	City Deal and Regeneration	POW. P1
	Develop the Masterplan for Cumbernauld setting out the future for the area	Masterplan developed	-	2027/28		
	Deliver and enable new homes in town centres and edge of town centre locations	New homes in town centres delivered	-	2031	City Deal and Regeneration / New Supply	

<b>PRIORITY 2: WE WILL MAINTAIN OUR HOMES TO THE HIGHEST STANDARDS OF QUALITY AND CARE ENSURING A SAFE AND COMFORTABLE LIVING ENVIRONMENT</b>						
<b>STRATEGIC ACTION</b>	<b>MILESTONE</b>	<b>TARGET</b>	<b>BASELINE</b>	<b>TIMESCALE</b>	<b>LEAD TEAM</b>	<b>POW/LHS Priority</b>
<b>Action 2.1</b> Deliver planned and cyclical maintenance programme	Annual gas safety check compliance	100%	100%	Annual	Repairs and Maintenance	LHS. P2
	Electrical safety check compliance within 5-year period	100%	95%	Annual		
<b>Action 2.2</b> Develop a plan to facilitate engagement and enforcement action across housing for essential/legislative property works	Explore practice in other LA's regarding access arrangements.	Practice explored and options considered	-	2026/27	Business Development and support / Housing / Repairs and Maintenance/ Investment	LHS. P2
	Obtain tenant preferences on how lives have changed to enable improved interactions, engagement and shape future services	Tenant preferences obtained and data used to inform service delivery	-	2027/28		
	Review potential options to amend tenancy agreements	Options explored and amendments implemented where possible	-			
	Explore incentive options	Options explored and any incentives identified	-	2028/29		
<b>Action 2.3</b> Ensure our homes are fire safe and meet new legislative requirements	Deliver programme of works to ensure compliance with fire and smoke alarm regulations in all council properties	100% compliance through maintenance checks/new installations	100%	Annual	Investment /Repairs and Maintenance	LHS. P2
	Develop a Fire Policy and Strategy for domestic properties	Fire Policy and Strategy developed	-	2031	Investment	
	Complete fire stopping works in all sheltered and amenity housing	100%	-	2030		
	Complete SBA programme and recommended works	100%	-	2031		

	Continue programme of sprinkler installations to all remaining tower blocks	Complete Sprinkler install Elvan and Calder Towers	-	2025/26		
		Complete Sprinkler retrofit project to Avon and Clyde Towers	-	2027/28		
		Complete retrofit programme to install sprinkler systems to 10 additional towers.	-	2031		
<b>Action 2.4</b> Invest in high-quality homes	Implement 5-year investment programme 2025/26 – 2030/31	100% Investment programme complete	-	2031	Investment	POW. P1
	Re-clad identified tower blocks – Wifflet/Calder	Works completed	-	2027/28		
<b>Action 2.5</b> Address RAAC issues in our properties	Implement strategy in relation to RAAC within council and mixed tenure blocks	Replacement Of common area RAAC	-	2027/28	Investment / Repairs and Maintenance / Housing	POW. P1
		Replacement of whole roof RAAC	-	2028/29		
		Demolition of blocks due to RAAC	-	2026/27		
<b>Action 2.6</b> Comply with Damp and Mould Requirements under Awaab’s Law	Address damp and mould issues within our properties	TBC when SG / SHR regulations are available	-	2026/27 or whenever Act is implemented	Repairs and Maintenance / Housing	LHS. P2
<b>Action 2.7</b> Review and rationalise lock-ups and garage sites that are no longer required	Implement appropriate improvement, repurposing or disposal strategies across each area	Programme to improve, repurpose or dispose in place	-	2027/28	Housing / Repairs and Maintenance	POW. P1

<b>PRIORITY 3: WE WILL ACT ON CLIMATE CHANGE AND HELP REDUCE FUEL POVERTY FOR OUR TENANTS THROUGH ENERGY EFFICIENT IMPROVEMENTS TO OUR HOMES</b>						
<b>STRATEGIC ACTION</b>	<b>MILESTONE</b>	<b>TARGET</b>	<b>BASELINE</b>	<b>TIMESCALE</b>	<b>LEAD TEAM</b>	<b>POW/LHS Priority</b>
<b>Action 3.1</b> Meet the Energy Efficiency Standard for Social Housing (EESH)	Increase EESH compliance for properties in scope and engagement.	100%	86% 2025/26	2031	Investment	POW. P3
<b>Action 3.2</b> Meet the Social Housing Net Zero Standard (SHNZS)	Assess implications and work towards SHNZS standard once confirmed by Scottish Government	Subject to agreement with Scottish Government	Subject to agreement	2031	Investment	POW. P3
<b>Action 3.3</b> Progress Local Heat and Energy Efficiency (LHEE) Plan	Implement LHEE delivery Plan	Plan delivered	-	2031	Climate Change	POW. P3
<b>Action 3.4</b> Increase the number of homes fuelled by low carbon sources	Expand the supply of homes built to low-carbon standards	100% of new builds	100%	2031	New Supply	POW. P3
	Deliver programme of renewable technologies to existing homes	Programme delivered	-	2031	Investment	
	Deliver retrofit works to existing properties	Retrofit works delivered	-	2031	Investment	
	Scope out the financial viability and business case of installing battery technology in our homes alongside solar panels	Business case developed	-	2027/28	Investment	

<b>Action 3.5</b> Secure funding and develop partnerships to maximise investment impact to provide low-carbon heating, tackle fuel poverty and improve energy efficiency	Utilise Heat in Buildings area-based scheme (HIBs:ABS) funding to improve energy efficiency of predominantly mixed tenure blocks as appropriate	100%	80%	Annual (from July to June)	Investment / Housing	POW. P3
	Utilise other external grant funding opportunities where available for council housing and mixed tenure blocks as appropriate	Apply for appropriate grants as they become available	-	2031	Investment / Housing	

<b>PRIORITY 4: WE WILL INVEST IN IMPROVED SYSTEMS ANND SMARTER DATA USE TO DRIVE INNOVATION AND SERVICE EXCELLENCE</b>						
<b>STRATEGIC ACTION</b>	<b>MILESTONE</b>	<b>TARGET</b>	<b>BASELINE</b>	<b>TIMESCALE</b>	<b>LEAD TEAM</b>	<b>POW/LHS Priority</b>
<b>Action 4.1</b> Implement new integrated Housing and Asset Management System	Implement new Asset Management system	New asset management system delivered	-	Mar 2027`	Business Development & Support / Housing / Investment / Repairs and Maintenance	POW. P6
	Deliver new IT system through a structured programme encompassing strategic planning, data migration, system configuration and comprehensive user testing	IT system delivered	-	Mar 2027		
	Explore IT options to enable flexible appointment system to improve access and engagement with tenants	Options identified and considered	-	2027/28		
	Review current practice and recording around visiting properties to share information across teams and avoid duplication	Data sharing arrangement in place	-	2027/28		
	Implement a structured system to collect, organise and securely store current and historical property data to support planning and decision-making.	Storage system in place	-	2028/29		
<b>Action 4.2</b> Deliver Digital NL Programme to transform customer engagement	Scope out the cost and business case to deliver digital connectivity (infrastructure and wi-fi) for all council tenants	Business case developed	-	2028	Business Development & Support	POW. P6
	Scope out opportunities to use Smart Technology in our homes to evidence property conditions and identify issues	Opportunities identified and Smart Technology options explored	-	2028/29	Investment / Repairs and Maintenance	
<b>Action 4.3</b>	Review Pressure Analysis on an annual basis to inform investment priorities	100% of new available sites	100%	Annual	New Supply	POW. P6

Make better use of data to drive investment	Use and share area profile data to enhance understanding of local demand, housing needs and pressure across localities	Data analysed and shared on an annual basis	-	Annual	Business Development & Support	
	Contact all tenants within a rolling five-year schedule to enable the delivery of SHQS surveys and associated work programmes	100%	100%	2031	Investment	
	Develop Procurement data collection methods to streamline process and inform future contract requirements	Data collection methods in place	-	2028/29	Investment / Contract Strategy	
	Review strategy for consent to share data between services, contractors and partners	Consent to share in place	-	2031	Investment / Repairs and Maintenance / Housing / Business Development & Support	
<b>Action 4.4</b> Deliver Smart Technology in our homes to monitor energy efficiency and property conditions	Review initial data from smart thermostat pilot to evidence energy use, and consider the viability of rolling out smart thermostats across our homes	Pilot evidence reviewed and viability considered	-	2027/28	Investment	POW. P6
	Seek out opportunities to install smart technology that enables solar electricity generated to be divided amongst residents or sold back to the grid.	Options explored and technology implemented where possible	-	2031	Investment	

