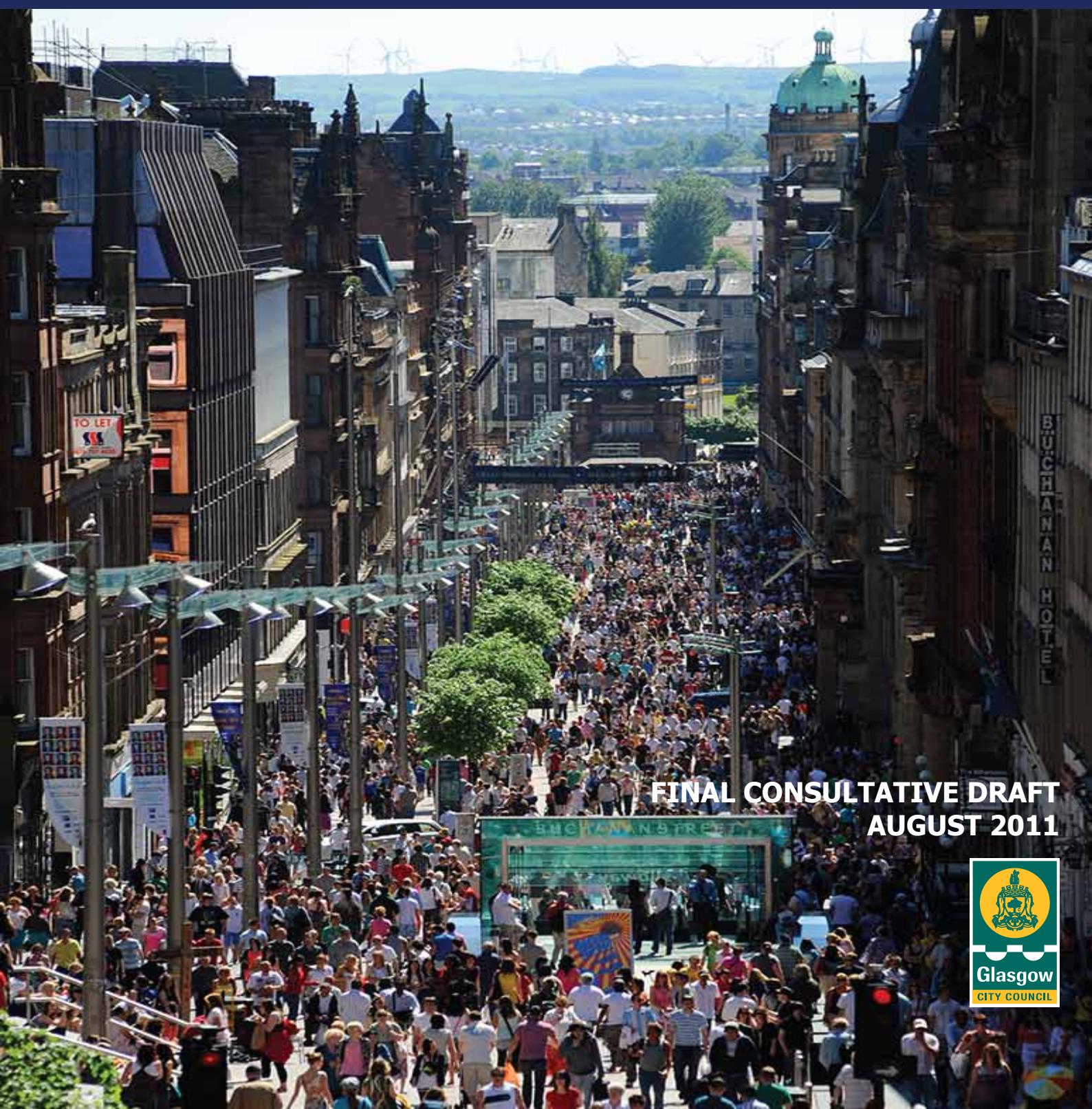


# GLASGOW'S HOUSING STRATEGY 2011 - 2016



**FINAL CONSULTATIVE DRAFT  
AUGUST 2011**



**Glasgow's Housing Strategy**

**2011 to 2016**

**FINAL CONSULTATIVE DRAFT**

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# Introduction

# INTRODUCTION

Welcome to Glasgow City Council's Final Consultative Local Housing Strategy (LHS) from the period from 2011 to 2016. Our Final Consultative Strategy has been developed from the initial Consultation Draft (2009) and has taken cognisance of the extensive consultation that has been carried out since then, including various Strategic Housing Investment Plan consultations and the 'Glasgow's Future Housing' event held in March this year.

This document outlines the key issues, proposed outcomes and main improvements that the Council and its partners are proposing to take forward over the period 2011-16. The Housing Issues report ([link](#)) provides the detailed analysis that underpins our Strategy.

Our Strategy has been shaped by the difficult economic circumstances the city is currently experiencing and the uncertain prospects ahead. The changing policy and legislative context has also been considered in this draft and now includes findings from further extensive research in the form of the Glasgow and Clyde Valley Housing Market Partnership's (GCVHMP) Housing Needs and Demand Assessment (HNDA). It also has more substantive content on homelessness and housing support and outlines our approach to tackling Below Tolerable Standard (BTS) stock and Housing Renewal Areas (HRAs)

Glasgow's Housing Strategy is founded on three key interlinked strategic themes:

- Regeneration
- Access
- Delivery through partnership

We recognise the need to be pragmatic and realistic in these uncertain times. We also acknowledge that we have made much needed gains in housing quality across tenures over the last decade or so. It is important to consolidate and continue to build on these advances but there is still much that needs to be done and new ways have to be found to solve many of the housing challenges ahead, whether to address poor housing conditions or management.

As a part of the Glasgow Futures exercise, it is also important that Glasgow's Housing Strategy is aspirational. We are an ambitious city that excels when times are tough and, with partners, can continue to deliver better quality homes across all tenures and improve access to housing and housing services for Glasgow's people. We can also contribute to an improved quality of life for our citizens through the contribution that we make to Glasgow's economic and sustainable growth, and other important strategies.

This is a short final consultation which has already been shaped by our previous extensive consultation over the past 18 months, but we would very much appreciate any further contributions you wish to make. This consultative strategy offers you the final opportunity to have your say on the key housing issues and changes we need to make to meet our peoples housing needs and aspirations.

## OUR FINAL CONSULTATION QUESTIONS:

- 1. Do you agree with the overall strategic direction of the Local Housing Strategy 2011-2016?**
- 2. Have we identified the right outcomes in the strategy under each theme?**
- 3. We need our partners to help us deliver our strategy - are there any other key actions which we should identify for our partners to help us deliver our outcomes?**

There are a number of ways that members of the public and our partners can respond and give use their views on the draft LHS including:

- Attending Our Final Consultative Local Housing Strategy Event
- Emailing your views to our LHS mailbox at [localhousingstrategy@glasgow.gov.uk](mailto:localhousingstrategy@glasgow.gov.uk)
- By writing to :

Housing Strategy Manager  
Housing Services  
Development & Regeneration Services  
Glasgow City Council  
Exchange House  
229 George Street  
Glasgow  
G1 1QU

**OUR  
VISION**



# OUR VISION

Glasgow's Housing Strategy Vision reflects what the Council and its partners want to achieve for the city. The next five years will be particularly challenging and our Strategy emphasises the need to be practical and innovative in meeting these unprecedented challenges. It is also important that Glasgow's Housing Strategy reflects the longer term goals to which we aspire.

Changes since the previous LHS adopted in 2003 include the much increased emphasis on sustainability, the shift to city centre and waterfront living, greater concern over neighbourhood quality and management, and the Single Outcome Agreement. We have re-organised the content (arising from the consultation on the first consultative draft Local Housing Strategy) within three Strategic Themes (quality of housing; accessibility into housing and delivery of our strategic housing outcomes). In each 'Theme' we identify a number of outcomes, reflecting the Council's key priorities in the next five years. Themes and outcomes are framed within an overall Vision and founded on key principles set out below.

## **Our Vision: 'Achieving better homes, better communities, better lives...'**

Our vision is that people will want to come to and stay in Glasgow, accessing a range of good quality, environmentally sustainable homes across tenures at all market levels. These homes should be warm, dry, appropriate to our people's and communities' needs and situated in a choice of attractive, well managed, neighbourhoods of differing character which inspire a feeling of safety and with convenient access to good jobs, education, shopping, leisure and cultural activities.

### **Principles underpinning Glasgow's Housing Strategy**

In developing Glasgow's Housing Strategy, the following principles have been integral to our work and are embedded in our approach: -

**Equality:** We strive to promote equality of access to housing and housing information, ensuring suitable housing options are available to meet both general and particular needs. We will collect data and consult widely throughout the development and implementation of the Strategy to ensure that we have considered the diverse range of housing needs of the community that we serve.

**Sustainability:** We strive to identify and deliver sustainable solutions (environmental, social and economic) with our partners, communities and people

**Health:** We strive to promote health and wellbeing through this Housing Strategy so that housing which is built, improved or delivered for Glasgow's people enhances their quality of life

**Partnership:** We strive with partners and communities to ensure that we draw on all available resources to the benefit of all Glasgow's people in their homes and neighbourhoods

Good housing and housing services will be one key aspect of living in a flourishing, multi-cultural international city with a fully sustainable way of life where people from all backgrounds and walks of life are valued equally and choose to live, learn, work and play.

Glasgow's Housing Strategy outcomes will be delivered under the following strategic themes:



In the following sections we describe the various outcomes and identify key actions that we want to achieve under these 'Themes' over the next five years and beyond. In the next section we summarise the context within which this strategy has been developed.

# STRATEGIC CONTEXT



# THE STRATEGIC CONTEXT

## Strategic Framework

The diagram below provides a description of key policy/legislative and other ingredients (UK, national and local) that provide the strategic framework that is the foundation for Glasgow's Housing Strategy.



# National & Local Context

## Equalities

### Equality & Diversity

Glasgow City Council is committed to ensuring that our policies and services meet the diverse needs of the community that we serve and promote integration and cohesion.

We will prioritise the following groups – disabled people, people from black and minority ethnic groups (including gypsies, travellers, asylum seekers and refugees), women, lesbians, gay men, bisexual and transgender people, older people (those over 60) and younger people, and faith (religious and belief) communities.

Belonging to one of these groups makes people more likely to experience discrimination and disadvantage and they often face much higher than average levels of social and economic exclusion, including poorer quality housing.

### Policy Context

As the housing strategy for the city, this LHS follows the principles of the council's Corporate Equality Policy and aims to:

- work to end unlawful discrimination;
- embrace diversity and promote equal opportunities; and
- promote good relations between people from different communities.

The council has a statutory obligation to meet the public sector equality duty enshrined within the Equality Act (2010). This requires that people are not discriminated against on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief (including lack of belief), sex, sexual orientation. These are referred to as "protected characteristics". In this light, the council's Corporate Equality Policy suggests that an equality impact assessment is completed for all new or updated strategies in order to ensure that these public sector duties are met.

The Council Plan (2007-2011) also made a commitment to improve health outcomes and reduce health inequality in the city by undertaking health impact assessments of all major council strategies.

### Impact Assessments of the Local Housing Strategy

Three separate but strongly linked assessments of the potential impact of the LHS have been carried out relating to equality, health and the environment. These assessment processes are carried out to ensure that the strategic outcomes in the LHS impact positively in these areas, and if not, that action is taken to mitigate any negative effects.

### Equality Impact Assessment

Equality impact assessment (EqIA) is undertaken in order to identify, and address, all actual or potential adverse impacts of its content in respect of the protected characteristics defined in the existing equality legislation. An EqIA was carried out of the previous LHS with the key lessons directly influencing the consultation strategy for the development of the new strategy with specific consultation exercises formed around gathering the views of young people and older people. Equality is a guiding principle of the LHS. In addition to the extensive consultation on the LHS to date, we have planned a consultation workshop with BME communities in September 2011 to influence the final LHS with respect to asylum seekers, refugees, economic migrants as well as the longer resident BME communities in the city.

### Health Impact Assessment

Health Impact Assessment (HIA) allows public sector bodies to examine the likely positive and negative health and equality impacts of a policy on protected equality groups as well as other potentially affected populations currently not protected under the equality legislation (e.g. people living in poverty).

We have undertaken a HIA of the consultative draft of the LHS. Importantly, the HIA work was integrated into the Council's wider consultation exercise for the draft LHS. The key aim of the HIA was to ensure that issues of health and equality were incorporated into the finalised LHS. In cognisance of reducing health inequalities in the city, the HIA recommendations relate to impacts on population groups who already suffer poorer health as well as those more likely to experience discrimination. The key LHS areas with the most significant

impact on health were found to be house condition, fuel poverty, homelessness, and housing support and specialist housing. A separate LHS Health Impact Report is available.

## Strategic Environment Assessment

A Strategic Environmental Assessment (SEA) has been undertaken of the LHS. The purpose of the SEA is to ensure that environmental considerations are incorporated into the LHS and its outcomes are assessed in relation to their impact on population, human health, material assets and climatic factors. A draft LHS SEA Report accompanies this draft LHS. Comments would be welcome on the report and on potential environmental mitigation and improvement measures.

## Impact Assessment - Monitoring

Through close monitoring and evaluation, health and equality impacts will be kept under continuous scrutiny.

## Legislative Changes Since 2003

Since the first LHS in 2003, the Scottish Parliament has passed a series of Acts impacting on housing. The Housing Issues report contains full summaries of all relevant legislation.

- [The Homelessness etc \(Scotland\) Act 2003](#) requires local authorities by 2012 to assess households presenting as homelessness on the basis of their individual housing needs with all people considered to be unintentionally homeless entitled to permanent accommodation. This abolishes the 'priority need' concept.
- [The Antisocial Behaviour etc. \(Scotland\) Act 2004](#) introduced universal registration of private landlords.
- [The Housing \(Scotland\) Act 2006](#) was passed following a series of Acts that reshaped tenement law. This Act recast the framework of powers for addressing unsatisfactory conditions in private housing, and adaptations for people with a disability. The guiding principle of this legislation is that primarily responsibility for the upkeep of property lies with owners.
- [The Property Factors \(Scotland\) Act 2011 and the Private Rented Housing \(Scotland\) Act 2011](#). These acts are designed to improve the management of private sector housing through regulating property management and strengthening Local Authorities powers regarding poor management by private landlords.
- [The Housing \(Scotland\) Act 2010](#) has brought further changes to the Right to Buy and has introduced the Social Housing Charter.
- [The Climate Change \(Scotland\) Act 2009](#) sets targets for reducing carbon emissions, and the Energy Efficiency Action Plan, which flows from this sets targets for improving the energy efficiency of the housing stock.
- [The Welfare Reform Bill 2011](#) was published on 16<sup>th</sup> February 2011, and sets out the UK Government's intention to introduce legislation to reform the welfare system by creating a new Universal Credit. It will have a significant impact on tenants and housing providers.
- [The Equality Act 2010](#) came into force in October 2010. The Act brings together the three original equality duties and establishes an Integrated Equality Duty covering the existing duties as well as faith, sexual orientation, gender re-assignment and age. The new unified duty is intended to promote equality in public policy and decision-making, covering the existing duties but also sexual orientation, age and religion or belief.
- [Planning etc. \(Scotland\) Act 2006](#): The Town and Country Planning (Scotland) Act 1997 (c.8): This Act is the basis for the planning system and sets out the roles of the Scottish Ministers and local authorities with regard to development plans, development management and enforcement. This Act was substantially amended by the Planning etc. (Scotland) Act 2006. The changes clarified links between the Local Housing Strategy and the physical planning which in Glasgow involves both a Strategic Development Plan and a Local Development Plan. These documents will be finalized in tandem with the LHS.

## **Policy Context for Housing 2011 - 2016**

The Scottish Government published an initial national housing policy document in spring 2010 and followed up with another in early 2011. These documents form the key national policy framework for this Strategy.

### **Housing: Fresh Thinking, New Ideas**

The Scottish Government published the discussion paper "Housing: Fresh Thinking, New Ideas" on the 24<sup>th</sup> May 2010. It is the Scottish Government's intention to produce a policy paper at the beginning of 2011 setting out their proposals. In brief, the document:-

- Stated that tough decisions are needed about the direction of Government expenditure in housing.
- Considered new funding and delivery models for the AHIP and suggests that there needs to be a move away from traditional funding models and a reliance on high levels of grant subsidy.
- Considered how procurement and design can help meet the Scottish Governments carbon reduction targets and considers standards in the private sector.
- Asked how the main players in the housing system can play their part in addressing the challenges ahead.

### **Homes Fit for the 21st Century: the Scottish Government's Strategy and Action Plan for Housing in the Next Decade: 2011-2020.**

Published on 4<sup>th</sup> February 2011, this paper sets out the Scottish Government's housing vision and strategy for the decade to 2020. Over the period, the Government intends to achieve the four major housing-related targets set by the Scottish Parliament or the Scottish Government:

- by December 2012, all unintentionally homeless households will be entitled to settled accommodation;
- by April 2015, all social landlords must ensure that all their dwellings pass all elements of the Scottish Housing Quality Standard;
- by November 2016, so far as is reasonably practicable, nobody will be living in fuel poverty in Scotland;
- by December 2020, improved design and greater energy efficiency in housing will have made a contribution to Scotland's commitments to reduce our energy consumption by 12% and our greenhouse gas emissions by 42%.

Part 1 of the document – 'New Supply' - focuses on the need to increase the supply of affordable housing across all tenures to meet the needs of a growing population and increasing number of households in Scotland in the context of a decline in house construction, restrictions on mortgage lending and very limited public resources. The paper signals the Government's intention to adopt a more radical approach to increasing housing supply through the development of new funding models, identification of new sources of finance and provision of a wider range affordable housing options.

Part 2 of the paper – 'Choice and Quality' – covers investment in the quality of existing stock and neighbourhoods and provision of a wider range of affordable housing options.

### **The Scottish Social Housing Charter**

The Housing Scotland Act 2010 requires Ministers to set standards and outcomes for social landlords. The Government is currently consulting on the proposed Scottish Social Housing Charter which forms part of the arrangements for improving the quality of services that Social Landlords provide. The Charter is based on the following principles:

- Our public services are high quality, continually improving, efficient and responsive to local people's needs.
- We live in well-designed, sustainable places where we are able to access the amenities and services we need.
- We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.
- We value and enjoy our built and natural environment, and protect it and enhance it for future generations.
- We have improved the life chances for children, young people and families at risk.
- We live longer, healthier lives.

## **Designing Places**

The Scottish Government's Policy Statement 'Designing Places' sits 'Placemaking' at its heart. The statement seeks to raise standards and ensure that Scotland's rich tradition of establishing unique settlements continues to be reflected in the 21st Century and beyond.

### **The Concordat**

In November 2007, the Scottish Government and local government agreed a Concordat setting out the terms of a new relationship between the two arms of government. A cornerstone of the Concordat is that local government will have greater freedom in delivery to achieve agreed national outcomes. Ring-fenced budgets such as Private Sector Housing Grant (PSHG) have been subsumed within the overall grant settlement and the level of resources allocated to different programmes will be decided by each local authority.

The Concordat was intended to run for the life of that Parliament and has now therefore been overtaken by the current budget settlement which currently only extends for one year. The new Scottish Government has still to clarify its intentions with regard to a new Concordat with local authorities. However, based on the shape of the budget settlement this is likely to be more outcomes focused, and may be linked to the Christie Commission Report.

### **The Scottish Government's National Outcomes and Glasgow's Single Outcome Agreement**

The Concordat identified 14 National Outcomes covering the economy, education, health, inequalities, families and communities, built and natural environments, sustainability, identity and public services. A Single Outcome Agreement (SOA) was developed between the Scottish Government and each local authority to deliver these Outcomes, taking into account local circumstances and priorities.

Glasgow's SOA has evolved from the Glasgow Community Planning Partnership's Community Plan 2005 – 2010, and is organised around 5 themes –

- **Healthy,**
- **Working,**
- **Safe,**
- **Learning and**
- **Vibrant.**

Glasgow's second SOA was agreed in June 2009. LHS outcomes will be aligned with the SOA, in which housing features primarily within the 'vibrant' theme. A new Community Plan is scheduled for publication during 2011.

### **The Council Plan 2008 to 2011 and Council Plan Supplement 2009 to 2011**

The Council Plan (March 2008) sets out programmes and priorities to create a prosperous city for all Glaswegians. These programmes are organised within 5 key themes, which link to the Single Outcome Agreement; -

- **Improving the efficiency and effectiveness of our services**
- **Increasing access to lifelong learning**
- **Making Glasgow a cleaner safer city**
- **Building a prosperous city, and**
- **Improving health and wellbeing**

A Supplement to the Council Plan, approved in May 2009, outlines action to mitigate the effects of the recession on the private sector, communities and individual households in Glasgow. The Council Plan recognises that for programmes and priorities to be achieved the Council has to work with its partners and listen to its communities and citizens.

### **Glasgow and Clyde Valley Strategic Development Plan and Glasgow City Council's Local Development Plan**

These documents are the two land use plans for Glasgow and the city region. In accordance with Scottish Government guidance the Housing Needs and Demand Assessment process feeds into both the above strategic plans and local authorities Local Housing Strategies. This enables a consistency of approach and housing supply targets to be set a regional, market and sub market levels.

# Economic Context and Outlook

## Economy

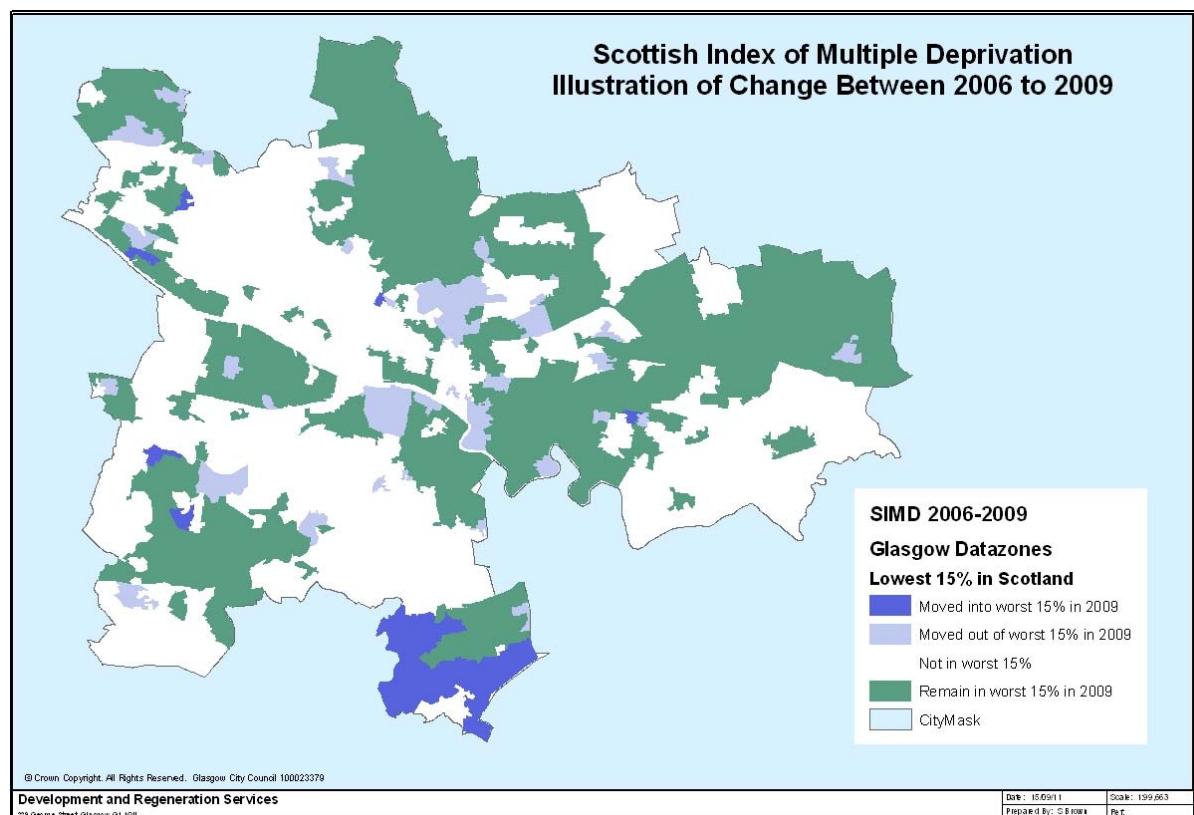
From the mid-1990s until the Credit Crunch of 2008, Glasgow experienced significant economic growth. Jobs growth (24%) over the ten years to 2007 was higher than for Scotland (14%), mainly due to the continued expansion of the service sector, particularly financial and public services, retail and tourism. An additional 45,000 jobs were created although the long term decline in manufacturing has continued. Unemployment also declined, and the proportion of working age people claiming sickness benefits has fallen from three times the national average to twice the average.

Employment rates among people of working age in Glasgow rose from 55% in 1996 to 65% in 2006, although this was still below the national rate (76%).

The onset of the recession has changed the economic outlook. Between June 2008 and June 2011 the number of people claiming Job Seeker's Allowance (JSA) increased by 73% from 14,620 to 25,270, although this increase is marginally less than for the United Kingdom as a whole. It is likely that unemployment will continue to rise after the recovery has begun. The private sector element of mixed tenure area regeneration that has been so vital to many parts of the city has stalled. There was a boom in private housing starts in the city from 2000 - 2006, particularly in the city centre, West End and on the waterfront, but there was an equally striking fall of over two-thirds between 2007/08 and 2008/09. This is mainly a result of the much greater difficulty for house buyers in getting mortgages, particularly first-time purchasers who need to borrow a high percentage of the value of the house. Housing associations are also having greater difficulty in accessing loans on favourable terms. The period of recovery from the recession will see strong restraint on public expenditure and this is bound to impact on a wide range of housing activity.

However, work on major infrastructure projects such as the M74 extension and the Commonwealth Games is mitigating some of the adverse impacts on the city.

It is estimated that 1,000 new jobs will be created by Games projects, including the Games Village.



The credit crunch has also slightly improved the affordability of owner occupier housing. Median house price as a multiple of median income was 3.5 in 2002, peaked at 5.4 in 2007 and has since fallen back to an estimated 4.3 in 2009. Some further fall seems likely.

The former decades of economic decline have left Glasgow with a legacy of poverty and disadvantage which has affected neighbourhood quality in many parts of the city, and the city continues to be the most deprived local authority area in Scotland. On the other hand, there has been progress in dealing with deprivation, and between 2004 and 2009 Glasgow reduced its share of Scotland's overall deprivation at a greater rate than any other local authority. (MAP)

## Population and Household Projections

It is now agreed that the long decline in Glasgow's population since the 1950s has ended. National Records of Scotland (formerly GROS) estimated the city's population in mid-2010 at 592,820, up from 578,710 in 2001.

### Population Projection

The 2008-based projections from the Glasgow and the Clyde Valley Housing Need and Demand Assessment (HNDA) predict an increase from 584,240 in 2008 to 599,900 in 2018, with further growth to 621,700 in 2028.

2008 to 2018 projection shows:

- a modest increase in the number of people of 65+, of around 200;
- an increase in the younger group of nearly 900; and
- a decline in the 75+ group.

2019 to 2028 project shows:

- greater growth in the 75+ group; and
- an increase in the 65+ age group by around 19,500, mostly in the younger retirement age group up to age 74, with around 5,400 in the 75+ group who tend to need more extensive specialist services.

### Household Projection

The HNDA household projections, which have been based on household formation rates between 1991 and 2008, show:

- substantial increases, with around 25,000 additional households in the decade to 2018; and
- a further 22,000 in the decade to 2028.

### Household Formation

The HNDA recognises a degree of uncertainty with regard to these projections. In the period 2001-2008 there has been a slowdown in the rate of household formation in Glasgow, with only small increases in the number of one-person households and a significant reduction in the number of single parent households. Should this slowdown continue, then actual household growth could be significantly lower than these projections indicate. In the current projections, increases in one-person households account for more or less all of the total increase in the number of households, to the point where they could form nearly half of all households in the city by 2028. The number of families with children is expected to rise by around 4,000 in the decade to 2018, with only a minor reduction in the decade to 2028.

### Migration

A major reason for the improved population outlook is a change in migration, with fewer people leaving the city and more people arriving. Since 2000, there have been significant inflows of asylum seekers, mainly from Asia and Africa and, since 2003, of economic migrants from elsewhere in the European Union, particularly Eastern Europe including Poland and Slovakia.

Compared to other parts of the UK, Glasgow has received more asylum seekers but only a moderate number of economic migrants. There are indications that Glasgow will continue to receive in-migration from Asia and Africa as a result of the establishment of networks among migrants from these areas. It is important that we continue to re-examine housing equality issues involving new migrants as well as established minority communities.

### Natural Change

Not only has the migration position improved for Glasgow, there has also been an improvement in the natural change position. In 2009 – 2010, the number of births was 1,212 higher than the number of deaths and projected future population growth is largely driven by natural change.

## Climate Change, Sustainability and Fuel Poverty

Since the last LHS, there has been a dramatic intensification of global concern about the likely impacts of climate change. In the West of Scotland by 2080, mean temperatures are likely to rise by 2.6°C - 3.4°C, winter precipitation to rise by 21%, summer precipitation to fall by 15%, and sea level to rise by 35cm.

The main focus, however, is about the contribution of Glasgow's emissions to global climate change as a whole. The UK government has set targets that all newly built houses should be 'zero carbon' by 2016, and the entire housing stock zero carbon by 2050. The Climate Change (Scotland) Act 2009 commits Scotland to reduce its emissions by at least 80% from 1990 levels by 2050, with an interim target of 42% by 2020. The Scottish Government's Energy Efficiency Action Plan, required by section 60 of the Act, has set a headline target of reducing energy consumption in real terms by 12% by 2020. These challenging targets have radically increased the importance of improving the thermal efficiency of the housing stock.

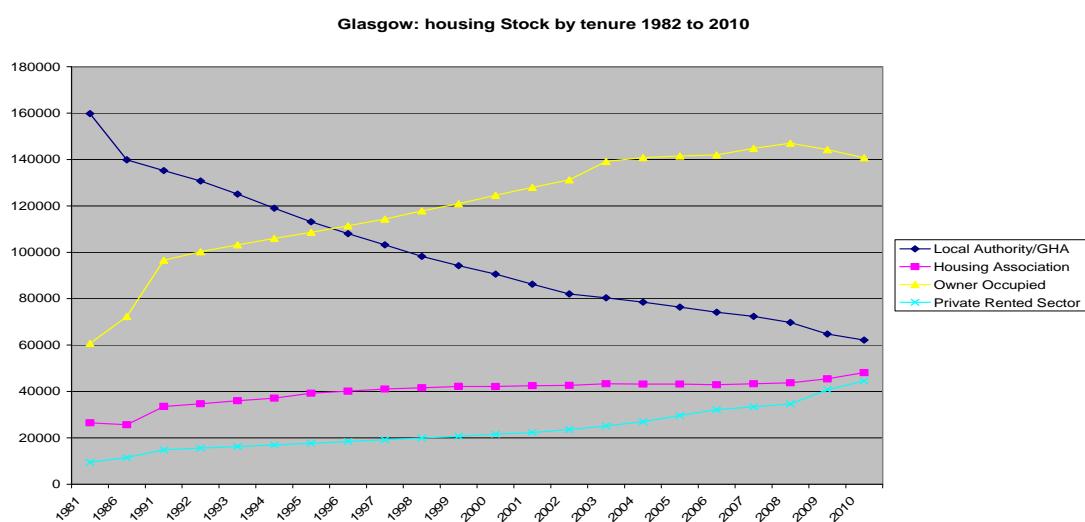
Improving thermal efficiency will also help to mitigate the serious problem of fuel poverty, which continues to worsen due to continually escalating fuel costs.

Glasgow has also established a partnership known as Sustainable Glasgow. Sustainable Glasgow is a city-wide partnership to make Glasgow one of the most livable and sustainable cities in Europe. It brings together partners from the public and private sectors to work with Citizens, communities and businesses. The City is committed to reducing its carbon emissions by 30% within 10 years and building a greener and more sustainable future for Glaswegians. The unparalleled strategic approach taken by Glasgow will help to create jobs and boost the economy, tackle social issues including fuel poverty and regenerate the city

Our Health Impact Assessment has underlined the damage that can be done to health by poorly heated homes and by homelessness. It also highlights the importance of an attractive environment and accessible housing to people's mental and physical wellbeing.

## Tenure Trends

The tenure pattern of housing provision in the city has changed significantly since the 1980s. (CHART) The national trend towards investment in 'buy to let', and, more recently, the housing market situation where many would-be first time buyers are unable to buy due to house prices and reduced access to credit, have led to a large expansion of the private rented sector in Glasgow, from a low of 14,900 in 1991 to an estimated 44,500 in 2010.



# Improved Quality – Stock Change and Improvements Framework

## The Scottish Housing Quality Standard

In February 2004, the Scottish Government set the first Scottish Housing Quality Standard (SHQS) to be met by all social housing by 2015. Attaining this Standard, which covers the Tolerable Standard, state of repair, energy efficiency, facilities and services, health, safety and security, is currently the primary driver of investment in the existing housing stock.

## Glasgow's Stock Transfer Arrangements - Progress

It is now 8 years since the City Council transferred its entire housing stock of over 80,000 houses to Glasgow Housing Association (GHA). The main aim of the transfer was to secure much needed improvement of Glasgow's housing stock through UK Government debt write-off and access to private borrowing.

## Improvement & New Build Programme

GHA's Improvement Programme has made considerable progress since the last LHS. Over £1.2 billion has been spent on improving tenants' homes. The programme is now 80% complete (as at 2011) and is expected to be fully completed by the 2013/14 deadline, as promised to tenants at stock transfer. Around, 50,000 houses will also be brought up to the SHQS or better as part of the programme – move to under SHQS heading. By March 2009, 10,100 common structures had received re-roofing and overcladding, and some 28,000 houses had received new kitchens and bathrooms.

Community Benefits Clauses in GHA's contracts have meant that the investment programme has also had wider regeneration spin offs. Jobs and training opportunities for local residents and the long term unemployed have been significant, it is estimated around 9,000 jobs have been created as a result of the programme.

At stock transfer, 2800 new homes were to be built by GHA. To date over 1250 new homes have been or are in the process of being built by GHA across the city. The remainder of the programme should be delivered within the period of this LHS.

## The Community Based Housing Association New Build Programme

In addition to GHA's own new build programme, the stock transfer agreement also included a requirement for a further 10,000 new homes to be built by other local RSL's for tenants displaced by the demolition of poor quality stock (The reprovisioning programme) and to generally improve the quality of social housing stock in the city (The Core Programme). As at 2011, over 6500 of these homes have been delivered. This programme, along with the demolition of older unsatisfactory houses, has already transformed the condition of Glasgow's social housing sector. However, just under 3500 New Homes are still to be delivered as part of the programme.

In addition to the Investment and New Build Programmes, it was also envisaged that GHA's stock would subsequently transfer to community led organisations in a 'second stage transfer' (SST). The SST programme has made considerable progress in recent years and following two final batches of transfers in 2011, the programme is now considered to have completed as far as possible at this stage.

Almost 19,000 properties have gone through SST, transferring to 24 community-controlled housing associations and co-operatives. Completion of the transfers means that community-controlled housing associations and co-operatives are now the landlord for 58,000 rented homes in the city, as well as providing factoring services to around 15,000 home owners.

As a result of SST and the demolition of poor quality stock, GHA currently has a remaining stock of around 45,000 properties as well as providing factoring services to 26,500 home owners. Day to day services and investment planning are now managed by four geographically located Area Committees made up of tenants and other community representatives.

Whilst further transfers are currently not financially viable at this stage, the vision at stock transfer to facilitate further SST remains a long term strategic objective for the Council.

**THEME 1**  
**REGENERATION**



# STRATEGIC THEME ONE

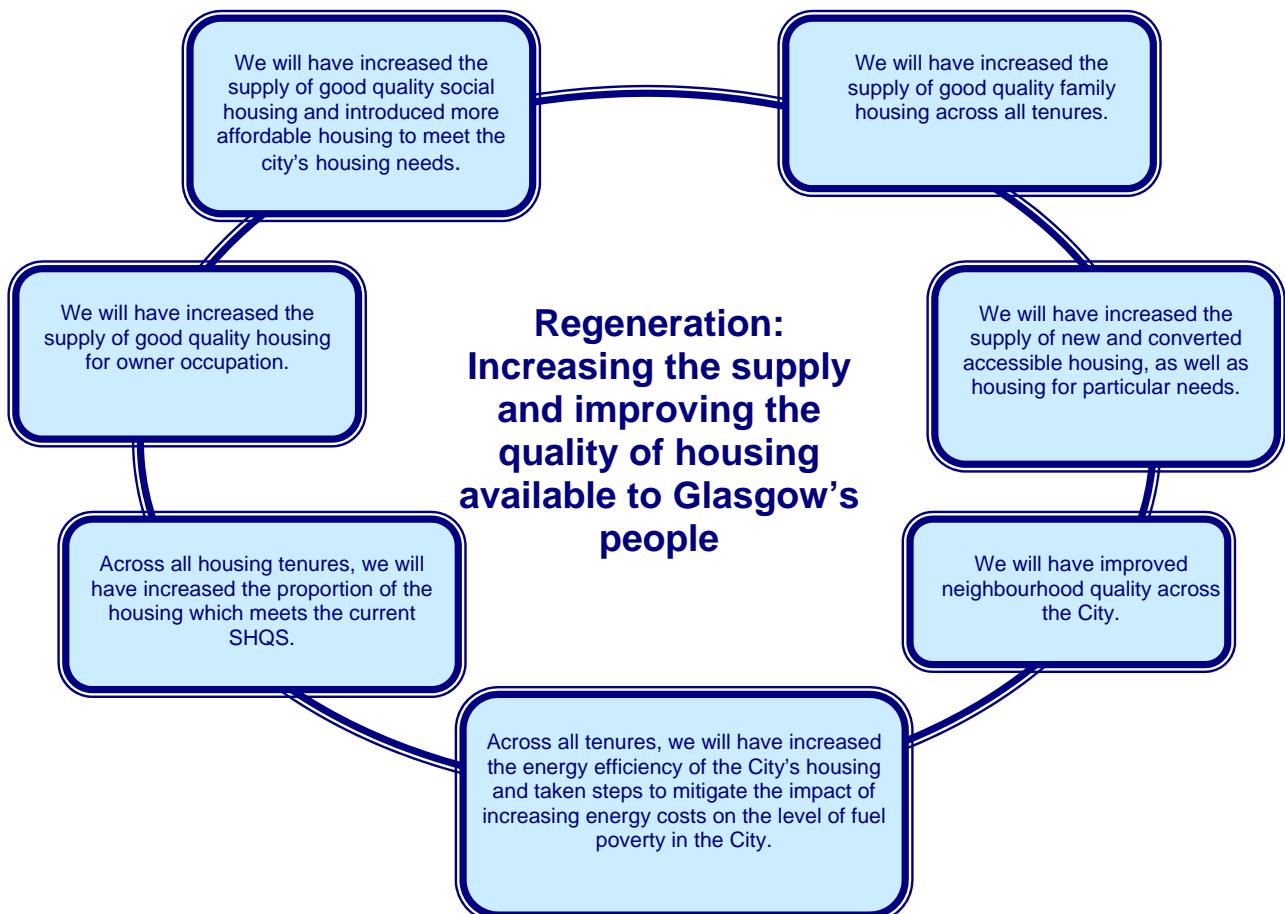
## Regeneration: Increasing the supply and improving the quality of housing available to Glasgow's people

Regenerating the City is the key to improving the general wellbeing of our citizens, not only in terms of the physical quality of the housing and the environment they live in, but also in improving their overall quality of life.

Under this theme we will outline our key strategic outcomes and key actions both in terms of new housing supply and also in terms of improving the quality of our existing housing and neighbourhoods. This theme has been split into two broad sections:

- **Part One : Increasing The Supply Of Quality Housing**
- **Part Two : Improving Existing Housing & Neighbourhood Quality**

### THEME ONE STRATEGIC HOUSING OUTCOMES BY 2016:





**THEME 1**  
**REGENERATION**

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**PART 1**  
**INCREASING THE**  
**SUPPLY OF**  
**QUALITY**  
**HOUSING**

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## PART ONE: INCREASING THE SUPPLY OF QUALITY HOUSING

Increasing the supply of a range of affordable housing options is an important priority for the Council. We remain focused on the continuing need to revive private house building, particularly in relation to promoting mixed tenure regeneration and providing much needed family accommodation in the city. However, the uncertainty as to when the housing market will fully recover from the economic downturn means that providing alternative or additional housing options for people is more important than it has ever been.

Mortgage lending capacity remains a major issue for many aspiring home owners. First time buyers are finding it increasingly difficult to access mortgages, mainly because lenders are continuing to demand extremely high deposits. Before the economic downturn mortgages were available for 100% of the value of the property, or in some cases even more. Average deposits were usually between 5% and 10%. However, the Council of Mortgage Lenders, now report the average deposit for a first time buyer as being around 25% of the selling price. In Glasgow, the average asking price of a two-bedroom home in 2010 was £119,945 ([Home.co.uk](http://Home.co.uk)), meaning that an average deposit of circa £30,000 was likely to be required. Average earnings in Glasgow in 2010 was £20,222 (GEP) and so it could take almost 15 years to save the deposit based on saving 10% of earnings per annum. The Housing Issues report provides further analysis of the housing market.

In addition to the difficulties of saving for a deposit, some households are also cautious about going into the market or moving if they are uncertain about their future prospects, for instance through fear of unemployment. In addition, many households in Glasgow have purchased properties at a cost that they are finding difficult to meet in the current economic climate because of the steep increases in the general cost of living.

We also recognise that the economic downturn has had a considerable effect on the ability of housebuilders and developers to attract their own private funding to start developments. This is particularly the case in terms of flatted developments and larger development opportunities. This is an issue for Glasgow, as the urban nature of many development sites are suited to flatted developments. In addition to this, Glasgow also has a considerable number of larger development sites such as the Transformational Regeneration Areas, New Neighbourhood Initiatives and the Clyde Waterfront.

In 2009/10, private sector housing site starts in Glasgow were lower than any year in the past 20 years. Private sector housing completions were also lower than they have been since 1994/95. As a result of the economic factors mentioned above, any improvement in private sector starts and completions, when the market begins to pick up, is likely to be very gradual. Current market conditions have seen the pace in developments *half*, typically to around 25-30 sales per year on any particular site. This will have a considerable impact on the pace of progress of large scale regeneration projects such as the TRA's and the New Neighbourhood Initiatives. The Glasgow Housing market is therefore not fully functioning to meet needs due to restrictions in accessing finance.

### Affordable Housing

Affordable housing can broadly be defined as housing which is provided for people who cannot or do not wish to purchase or rent through the open market.

The term **affordable housing** includes the following housing options:

**Social Rented Housing** – Housing let by a Housing Association or other Registered Social Landlord, usually with a Scottish Secure Tenancy Agreement.

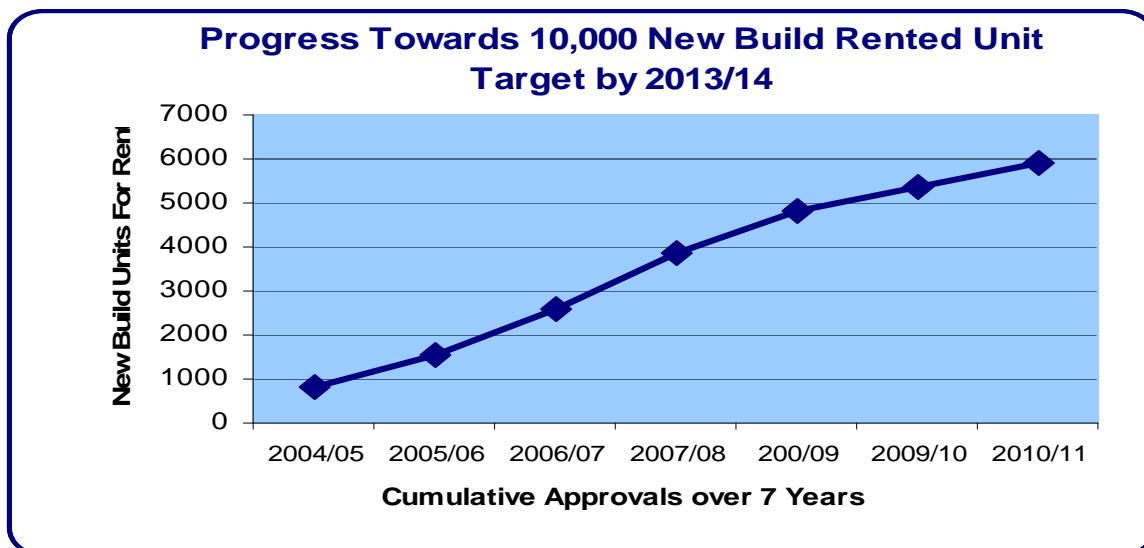
**Intermediate Housing** – Housing that is sold or let at a price above social renting but below a market price or rent. Intermediate housing covers a number of different housing options, such as :

- **Shared Equity** – Where the person occupying the house owns a share of the property, generally by holding a mortgage on that share. They do not pay rent on the remaining share in the property but usually have an option to purchase the remaining share at a later date. Shared equity schemes can be provided by RSL's or via Private Sector Developers
- **Shared Ownership** – Where the person occupying the house owns a share of the property, generally by holding a mortgage on that share and paying rent for the remaining share in the property.
- **Mid Market Rent** – Where a property is let at a rent which is higher than social housing but lower than private sector rent levels.
- **Rent to Mortgage** – Where a property is let initially to a tenant with the aim that the tenant will then be able to purchase the property after a period of time.

## **Increasing the supply of good quality social housing and introducing more affordable housing to meet the city's housing needs**

Since Stock Transfer in 2003, Glasgow has benefited from significant investment in the social rented sector through **Community Based Housing Associations (CBHA)** and **GHA's New Build Programme**. At stock transfer 10,000 new homes were promised to tenants via the Community Based Housing Association (CBHA) Programme and 3,000 new homes were promised via Glasgow Housing Association's (GHA) Programme. (Further details on the progress of the CBHA Programme are available from the Council's latest Development Funding Performance Review at <http://www.glasgow.gov.uk/NR/rdonlyres/718BA435-383A-40EB-B7C4-C9A7C93CD114/0/DevelopmentFundingPerformanceReview201011FINAL.pdf>

Since 2003 and the Transfer of the Management of Development Funding (TMDF) to the council, over two thirds of the 10,000 new homes promised have been delivered via the CBHA Programme managed by the council. In addition to this, 42% of GHA's new build reprovisioning programme is now complete.



**NOTE:** Chart illustrates progress in terms of Community Based Housing Association targets only, progress on GHA's New Build Programme is detailed in the above paragraph.

This investment has provided a platform for the future and is an important element of the physical renewal in the city's housing neighbourhoods and the general built environment. However, we still have some way to go in terms of delivering the remainder of the 13,000 new homes promised at stock transfer. The new Housing Association Grant (HAG) funding regime introduced in early 2011 will make fulfilling these stock transfer promises more of a challenge.

The reduction in HAG subsidy level and the new competitive nature of bids for funding will undoubtedly reduce the capacity of some RSLs to develop new housing and may force some restructuring within the sector. The new funding arrangements will also have an impact on where new housing is developed, with economic considerations having a strong influence on which sites are developable in the city. However, we will continue to strive to deliver the remaining homes in the areas where they are most needed, despite the current squeeze on public spending.

The renewal process within the social housing sector since stock transfer has been allied with a contraction in the total numbers of social housing stock, mainly as a result of GHA's programme of demolition of poor quality stock. Demolishing this poor quality stock was a vital part of the regeneration process and was a planned strategy as part of the stock transfer agreement to improve the quality of housing in the social sector. However, the housing market in Glasgow has changed considerably since 2003.

New Social and Intermediate Housing is not only required to meet housing demand, but also has an important role in the delivery of major mixed tenure regeneration projects, such as the TRA's. In the current economic climate, early phases of social and intermediate housing are vital in order to kick start the development process, attract private sector partners, retain core communities and provide a step onto the housing ladder for local people in areas where previously one did not exist. We will work with our partners to both develop and implement new intermediate tenure products and to fulfil the promises of 13,000 new homes made at stock transfer.

Finally, delivering new social and intermediate housing also has an important role in providing wider regeneration benefits which will help create sustainable communities. Housing led regeneration is not just about providing individual homes. Our regeneration projects must encompass improving the quality of the local environment and building communities which are sustainable in the long term. To do this, we must help Glasgow's people to gain access to employment and training as part of the regeneration process.

## **Housing Need and Demand Assessment**

The Glasgow and Clyde Valley (GCV) Housing Market Partnership was established in 2009 to develop the GCV Housing Needs and Demand Assessment (HNDA) to assist the 8 local authorities within the area to quantify housing needs and demand levels across the GCV area and at local authority level. This assessment informs the GCV Strategic Development Plan, the City Plan, and the LHS. The assessment is based on a model which calculates potential housing need and demand based on various inputs and assumptions including the composition of the population in the city, the affordability of housing, and how and where people will choose to live. To inform longer term planning, the HNDA also looks forward at what the housing demand may be from the city's people in the future.

The results from the HNDA 2011 identify a continued demand for private housing and a significant shortfall of social housing in the city. In previous Social Housing Demand Studies (20004/2007) carried out in Glasgow, a surplus of social rented stock had been identified. However, a more recent change in households' housing needs is understandable given the likely impact of the current economic climate on household's ability to afford to access and to maintain different kinds of housing, particularly owner occupation. Additional work has been undertaken to look at housing needs based on more recent information including the needs of homeless households and population trends. This work estimates a range of need for social rented housing. At 2011, the range is from the city having a surplus of 500 social rented units to having a shortfall/ need of 1445 units. By 2016, the range deceases to a potential surplus of 170 social rented units to a shortfall/ need of 1109 units. Further information is available in the Housing Issues Report.

## **Housing Supply Targets**

Glasgow's Strategic Housing Investment Plan 2011/12- 2015/16 (SHIP)

(<http://www.glasgow.gov.uk/en/Business/Housing/HousingStrategy/Investment/ship2010.htm>) sets out the social rented housing targets we want to achieve up to 2016 in the social rented sector and intermediate housing sector. Our targets in the SHIP are: -

- Deliver the stock transfer target of 10,000 new build Housing Association homes by 2014
- To substantially complete GHA's new build re-provisioning programme
- To deliver a total housing supply target of 7,660 units of which 1,400 would be intermediate affordable housing
- To deliver the targets for wheelchair and larger family housing in the new build programme

Our target for private sector housing is 10,496 based on the 2009 Land Audit.

These targets will be challenging to deliver in the current climate with uncertainty as to future resource levels, but we will work with partners to deliver the targets.

## **Increasing the supply of good quality housing for owner occupation**

Currently only 48% of the population in Glasgow own their own home and this remains considerably lower than the Scottish average of just over 60%. Many people in Glasgow and across Scotland still aspire to become home owners but the current economic climate is making this far more difficult for many households.

The council has a strong record of promoting home ownership through its citywide Area Renewal Programmes in the late 1980's and throughout the 1990's. Following on from this, since stock transfer and the transfer of development funding, the Council has continued to promote home ownership initiatives and to date has supported over 1300 new homes, both by funding shared ownership/shared equity via RSL's and also by assisting Private Developers establish home ownership markets via GRO and PSR Grants.

Glasgow's Housing Strategy 2011/12 – 2015/16 maintains the commitment to help people secure sustainable home ownership, if that is their preference. However, the economic downturn and resulting mortgage defaults/reposessions means that there must also be a new focus on helping current home owners remain home owners.

Our Housing Strategy will therefore focus on how the Council and its partners can work towards promoting the more effective functioning of the Glasgow 'Housing Ladder'.

The City Council will continue to explore ways to improve accessibility for first time buyers with lenders and private developers e.g. the Local Authority Mortgage Scheme (LAMS), Glasgow Credit Union & Cruden's UPS Initiative and other similar initiatives which will assist people to get their foot on to the housing ladder in Glasgow.

We must be also be able to generate housing options for people who are able to and choose to secure housing through the open market.

### **Unique Property Solutions Initiative**

First time buyers in the Govan area are benefiting from a new £2.1million support initiative developed in order to address the major financial challenges which are preventing many potential buyers from securing a traditional mortgage.

The initiative has been developed in partnership with Cruden Homes, Glasgow Credit Union, the Co-Operative Bank and NHS Credit Union. The UPS initiative provides a financial model of bespoke mortgage products and services which offer first time buyers up to 20 per cent deposit funding loans and mortgages of up to 95 per cent, following a full affordability qualification assessment.

The partnership initiative supports the Scottish Government's policy on housing which has identified the need to adopt a fresh approach to fund affordable housing in Scotland, and help would-be buyers overcome major financial obstacles such as raising large deposits, poor credit history and low incomes.

The initiative involves both Credit Unions working with individuals to encourage regular saving and build bespoke re-payment plans, so that in 6-12 months they can be considered for a mortgage.

The project also adds to the Council's efforts to halt the physical and economic decline of central Govan. It is anticipated this project and other complimentary housing investment will attract further inward investment and employment to the area, while new homes will encourage people to return to the town, breathing new life into the community.

It is hoped the UPS model or similar initiatives may be replicated across other regeneration projects in Glasgow.

## **Increasing the supply of good quality family housing across all tenures**

During the housing market boom in the early to mid 2000's, the surge in new private building focused almost entirely on flatted developments for single people and couples. This emphasis was supported by the demographic trends at the time and was also driven by the private investor market at the time.

Since the Credit Crunch and subsequent economic downturn, the demographic position in Glasgow has changed. The number of families with children is expected to rise by around 4,000 in the decade to 2018. The city needs to be in a position to meet the housing needs of these additional family households or risk losing this portion of the population to the surrounding local authority areas. We will therefore continue to promote increasing the city's supply of family housing.

Completion of the New Neighbourhoods (NNIs) at Drumchapel, Garthamlock and Oatlands must remain key housing priorities for the city. However, we recognise that all three of the NNI's currently on site have suffered in terms of the pace of development as result of the downturn. The City Council will however continue to support our private sector partners to deliver these projects.

Completion of the first phase of development at the Commonwealth Games Village and delivery of the three demonstration TRA's at Maryhill, Laurieston & Gallowgate will also contribute to significantly increasing the amount of family housing available in the city.

These projects will not only contribute to increasing the number of family homes but also increase the opportunities for people to access home ownership, intermediate housing and new quality social housing, thus supporting all housing sectors.

## **Transformational Regeneration Areas**

The eight Transformational Regeneration Areas (TRAs) are critical to the regeneration of the city. Due to the sheer scale of the programme, the TRA Programme is considered to be of national importance. A Partnership Board (known as the **TRA Shadow Board**) consisting of the **City Council, Glasgow Housing Association** and **the Scottish Government** has been established for the TRA Programme.

The Board will initially oversee delivery in three Demonstration Areas in **Maryhill, Laurieston & Gallowgate**, but also provide strategic planning for the other five areas.

**Local Delivery Groups** led by the City Council have also been established in the three Demonstration Areas to drive forward delivery at a local level. Over the past 18 months, early progress has been made in all three Demonstration Projects.

- In **Maryhill** a second phase of 125 new rented homes is now on site, which will soon be followed by a first phase of housing for sale in partnership with ISIS, the Private Sector Development Partner for Maryhill TRA.
- In **Laurieston**, the City Council; (on behalf of the TRA Partners) have appointed a Private Sector Development Partner to develop a high quality urban mixed tenure/mixed use development. Over 200 new homes for rent will be built over the next two years with a further 100 homes for sale being built in the second phase shortly thereafter. Further phases of private housing and commercial facilities will also be built out as part of the development agreement.
- In **Gallowgate**, GHA (on behalf of the TRA partners) have recently appointed a contractor to build a first phase of 62 rented homes, which will commence later this year. A Regeneration Delivery Framework for the remainder of the site has also recently been approved by the Local Delivery Group, which will provide a strategy to facilitate delivery of the remainder of the site for the private sector, taking cognizance of the changed economic climate.

In addition to this, work is ongoing to oversee the transition of the **TRA Shadow Board** into a formal legal entity in the form of a **Special Purpose Vehicle** (SPV). The **SPV** reflects a new approach to comprehensive regeneration that will recycle resources across the eight TRAs.

A **Five Year Business Plan**, covering the TRA Programme has also been approved, which will be monitored and progressed by the TRA Shadow Board during the course of this LHS period.

## The 2014 Commonwealth Games Village

One of our key regeneration priorities is the development of the Commonwealth Games Village, which is currently progressing well and on schedule.

The Games Village is being developed to the highest build and sustainability/energy efficiency standards with 'placemaking' being the focus of good quality design. As such, the Village will become an exemplar for regeneration in the years to come.

By 2014, the Village will comprise of over 700 new homes including 400 'Affordable' homes (300 for social rent and 100 intermediate tenures) and 300 for sale on the open market.

The overall housing mix will include 30 fully wheelchair compliant homes, plus 43 homes which will be fully wheelchair adaptable. All homes will also meet Housing for Varying Needs (HfVN) standards.

The Village will provide a range of house types but will be predominantly family orientated. The housing mix will range from flats, terraced and semi detached houses through to detached townhouses and villas.



### New Neighbourhood Initiatives

As part of the first **City Plan**, the Council identified a need to increase the quality and number of family homes in the city in order to curb population loss to surrounding areas.

The Council introduced four key strategic development areas in the city known as **New Neighbourhood Initiatives**, where new quality mixed tenure family housing would be promoted and developed. These are projects are situated in :

- **Garthamlock**
- **Oatlands**
- **Drumchapel**
- **Ruchill Keppoch**



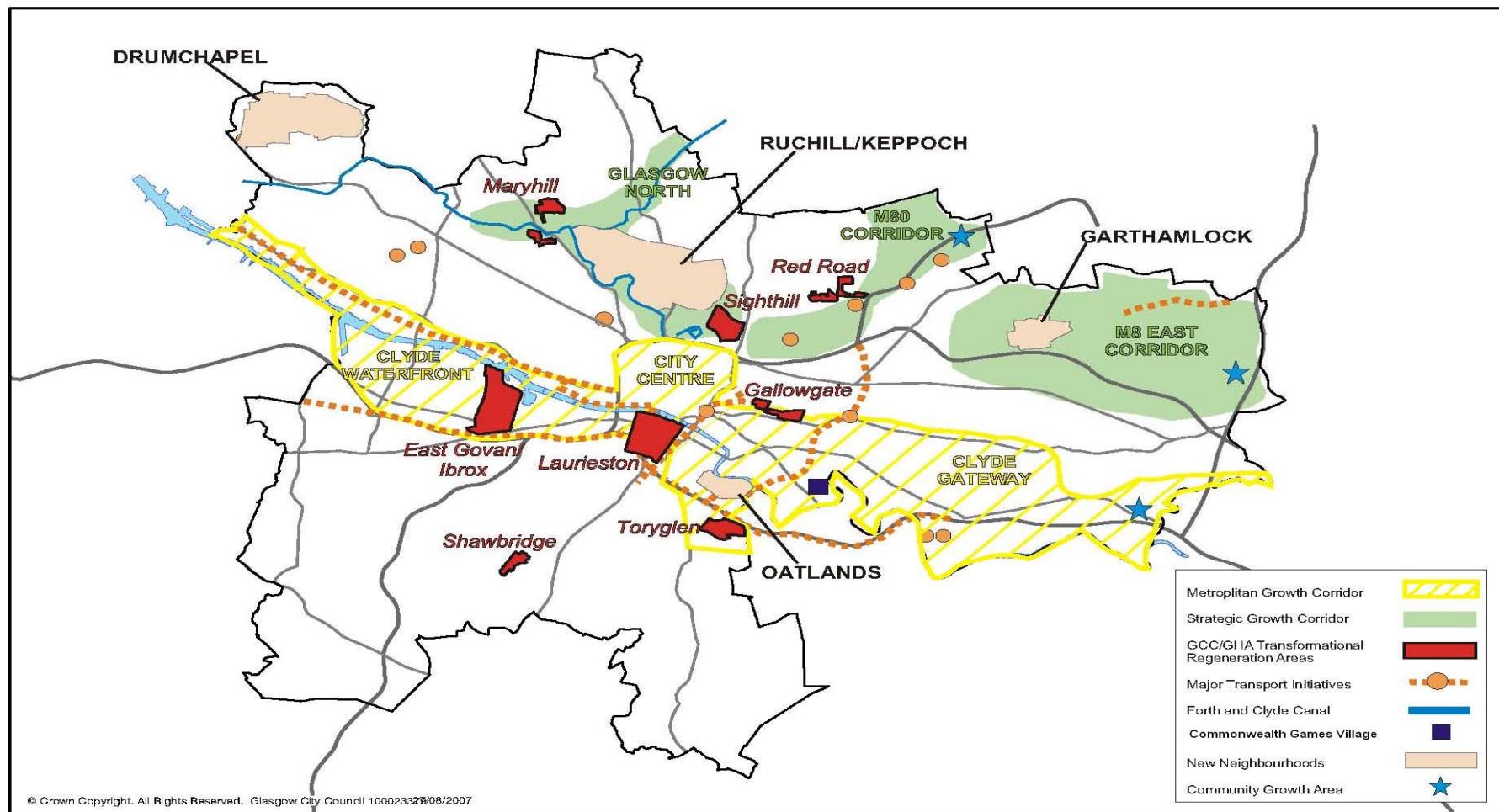
**Garthamlock, Oatlands and Drumchapel** New Neighbourhoods Initiatives are all on site and making progress, despite the effect of the economic downturn and reduced mortgage availability on the pace of development.

Both Oatlands and Garthamock NNI's have been the recipients of several national industry awards in terms of their regeneration efforts and quality of housing being developed. Progress will continue on both these projects over the period of this LHS, with both projects making a significant contribution to the provision of quality family housing in the city.

Drumchapel New Neighbourhood Initiative is also currently on site, though has been slower to progress for a number of reasons, most notably the effects of the downturn. Likewise, timing of proposed release of the main Cowlairs site at Ruchill/Keppoch NNI was also allied with the property crash and therefore progress at this point has been halted.

During the period of this LHS the Council and it's Property Company ALEO, City Property, will continue to support Drumchapel NNI, but will require to re assess the strategy for Ruchill/Keppoch given the new economic climate.

## Transformational Regeneration Areas & New Neighbourhoods within City Plan Context



## **Increasing the supply of new accessible housing to meet particular needs and create mixed communities**

It is important that the city's new housing stock meets the needs of our people now and in the future. We will continue our policy of developing new housing to meet social care housing needs in two ways:

- Ensuring the mainstream housing stock becomes more accessible so it can meet particular needs and sustain the older population.
- Investing in specifically designed projects for client groups.

### **Ensuring the mainstream housing stock becomes more accessible so it can meet particular needs and sustain the older population**

Over the lifetime of the last LHS, we significantly increased investment in social care provision. We are keen to ensure that new additions to the stock provide accessible housing for households in the future and therefore the new City Plan 2 Policy (RES 4) requires all developments of 20 flats/ houses or more to have 10% of dwelling as readily adaptable and applies to all tenures.

We are in the process of developing new targets for wheelchair and larger family housing in the Housing Association development programme, so that a range of accessible and larger family housing is available to households across the City.

### **Investing in specifically designed projects for client groups**

In order to identify priorities for social housing investment to meet particular needs (through the Housing Association development programme), the Council has carried out an annual exercise looking at housing requirements 5 years ahead called the Social Care Housing Investment Priorities (SCHIP). Social Care and particular needs groups covered in the SCHIP include physical disability and sensory impairment, learning disability, mental health, addictions, young people, older people and homeless (homelessness is covered in a separate section).

We believe that the most sustainable way of delivering housing solutions for social care groups is by supporting people in their own home. This is reinforced by the policy context of 'personalisation' and the current financial climate context, where there will be no new revenue or support funding available over the lifetime of the LHS and traditional capital investment for new particular needs housing developments is reducing.

Therefore, the focus of social care housing investment will be on reprovisioning of existing services which are assessed as continuing to meet a need, but for which the existing building or service structure are no longer fit for purpose, or to support the development of community based services through the personalisation agenda. Key social care housing investment priorities over the next 5 years include:-

- Provision of new housing, including specially designed accommodation to meet more complex needs for people with learning disabilities including, young people in transition, individuals moving from hospital who will require core and cluster accommodation, and young adults needing mainstream flats with support.
- Replacement of existing projects for people with mental health problems which do not meet SCSWIS requirements, and improvement of access to new build single person tenancies for people leaving residential or supported accommodation.
- Provision of new housing for wheelchair users to meet needs of clients across all care groups, and for people living in the community not known to social work services, through the Housing Association programme targets and the City Plan 2 policy on accessible housing (RES 4)
- Continue to monitor where existing provision of sheltered housing and/ or extra care housing is no longer effectively meeting needs or demands.
- The main housing investment priority for Children and Families is provision of a range of new residential children's units with capital funding from Glasgow Council, but built as part of larger new build developments to ensure integration with the broader community.
- The Addictions Commissioning Strategy identifies a small number of projects where updated accommodation is required to ensure that SCSWIS standards can be met. Also there are some gaps

in service provision for people who have multiple complex needs and who cross a range of care groups. Addictions Teams in SWS will continue to work with housing and service providers to identify capital and revenue resources and maximize opportunities to secure integrated community based solutions to accommodation provision.

- Continuing to develop and improve accommodation based services for homeless households, including replacement of existing services which do not meet SCSWIS standards. Glasgow Council is funding the construction of a new assessment centre for women, and a range of other support services have been developed or reconfigured to support closure of Inglefield Street Hostel in 2012. A working group has been established to take forward the reprovisioning requirements for homeless need currently met by Hope House in the Merchant City which is due to close in 2014.

### **Community Benefits Clauses**

Finally, regeneration is about much more than providing new buildings. We recognise that the construction industry plays a vital part in the social and economic regeneration of the city. Community Benefits Clauses are now an integral part of most construction contracts in the affordable/regeneration sector in Glasgow. Both the City Council and Glasgow Housing Association now have community benefits clauses integrated into all its construction contracts.

Examples where these clauses are currently being delivered include the three Demonstration TRA's in Maryhill, Laurieston and Gallowgate and the Commonwealth Games Village. Through the stock transfer, GHA's £1 billion investment has brought significant regeneration gains, beyond better quality housing, through employment and training opportunities. The Community Based Housing Association new build programme has also revitalized many parts of the city and offered affordable owner occupation allied to other training/employment opportunities.

The Council now has a dedicated team based within Development & Regeneration Services which promotes, monitors and evaluates performance on Community Benefits, ensuring that we realise these wider benefits for the city. It is important over the course of this Housing Strategy that these wider regeneration outcomes are consolidated and built upon as a crucial part of the continued delivery of new housing.

### **THEME ONE / PART ONE KEY ACTIONS DURING THIS LHS PERIOD**

1. Complete the CBHA new build programme promised to tenants at stock transfer.
2. Work in partnership with GHA to assist in the delivery of the GHA new build programme promised to tenants at stock transfer.
3. Work in partnership to develop and implement other new intermediate tenure housing products to assist with regeneration outcomes and affordable housing options.
4. Work in partnership to develop & support further Initiatives to assist people to access home ownership and to increase the availability of good quality home ownership
5. Deliver the first phase of 700 new quality family homes at the 2014 Commonwealth Games Village
6. Make progress on the delivery of new family homes at the three pilot TRA Projects in Maryhill Locks, Laurieston & Gallowgate.
7. Monitor & Support the continued delivery of the New Neighbourhood Initiatives at Garthamlock, Oatlands & Drumchapel.
8. Review and implement new wheelchair and larger family housing targets for new RSL development.
9. Housing, Health and Social Work to continue to work jointly to ensure current social care housing projects are fit for purpose, and if not, to reprovision for existing and future needs.



**THEME 1**  
**REGENERATION**

**PART 2**  
**IMPROVING**  
**EXISTING**  
**HOUSING &**  
**NEIGHBOURHOOD**  
**QUALITY**

## **PART TWO: IMPROVING EXISTING HOUSING & NEIGHBOURHOOD QUALITY**

Since the previous Glasgow LHS, many of the deficiencies in state of repair and facilities in the city's social housing stock have been, or are currently being, effectively addressed through the GHA improvement programme and through other RSLs' programmes to achieve the Scottish Housing Quality Standard (SHQS). Although 65% of the housing stock in the city still fails to achieve the SHQS, based on the 2007/09 Scottish House Condition Survey, the proportion of failures in the RSL sector at 61% is lower than that in the private sector. This now means that most of the unsatisfactory conditions, which are not programmed for improvement, are now largely in older private tenemental housing.

The GHA's improvement and demolition programmes and RSLs' Standard Delivery Plans, together with new build, are the key programmes to secure the raising of the social housing stock to the SHQS by 2015. Completing delivery of these programmes is a very high priority.

The ability to lever in funding from a variety of sources is becoming a key issue in delivering improved housing in the city, and assisting RSLs to achieve the SHQS. The Green Deal, being established through the Energy Bill, is likely to be the principal vehicle for this after 2012.

### **Increasing the Proportion of Housing Which Meets the SHQS**

#### **Older Private Housing**

The Council's Survey of Older Private Housing and analysis of administrative records for the Consultative Draft Older Private Housing Strategy (August 2007) showed that there are widespread condition problems relating to common parts, particularly roofs and closes, throughout this older stock. Some of the worst conditions are concentrated in particular areas such as Govanhill, East Pollokshields, Ibrox/Kinning Park, and the inner East End. There are also areas of concern in the West End, although because property values are higher and generally incomes are higher, owners are more able to support improvements. Across the city, an estimated 7,650 houses were Below Tolerable Standard (BTS), with about 2,650 of these failing on more than one item.

The Council and its partners are developing a strategy for Govanhill, combining action on housing conditions with regulation of private landlords and other aspects of neighbourhood management.

#### **Below Tolerable Standard Strategy**

As part of Scottish Government guidance new Local Housing Strategies must incorporate a strategy on Below Tolerable Standard (BTS) housing. The City Council approved a Scheme of Assistance in 2009 as required by the Housing (Scotland) Act 2006. It sets out the circumstances in which Glasgow City Council will prioritise particular types of information, advice, practical support and financial assistance to private house owners relating to works carried out to private houses.

BTS housing tends to be concentrated in certain parts of the City, mainly focused in pre-1919 tenements (see separate Housing Issues report).

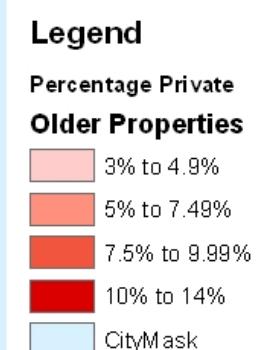
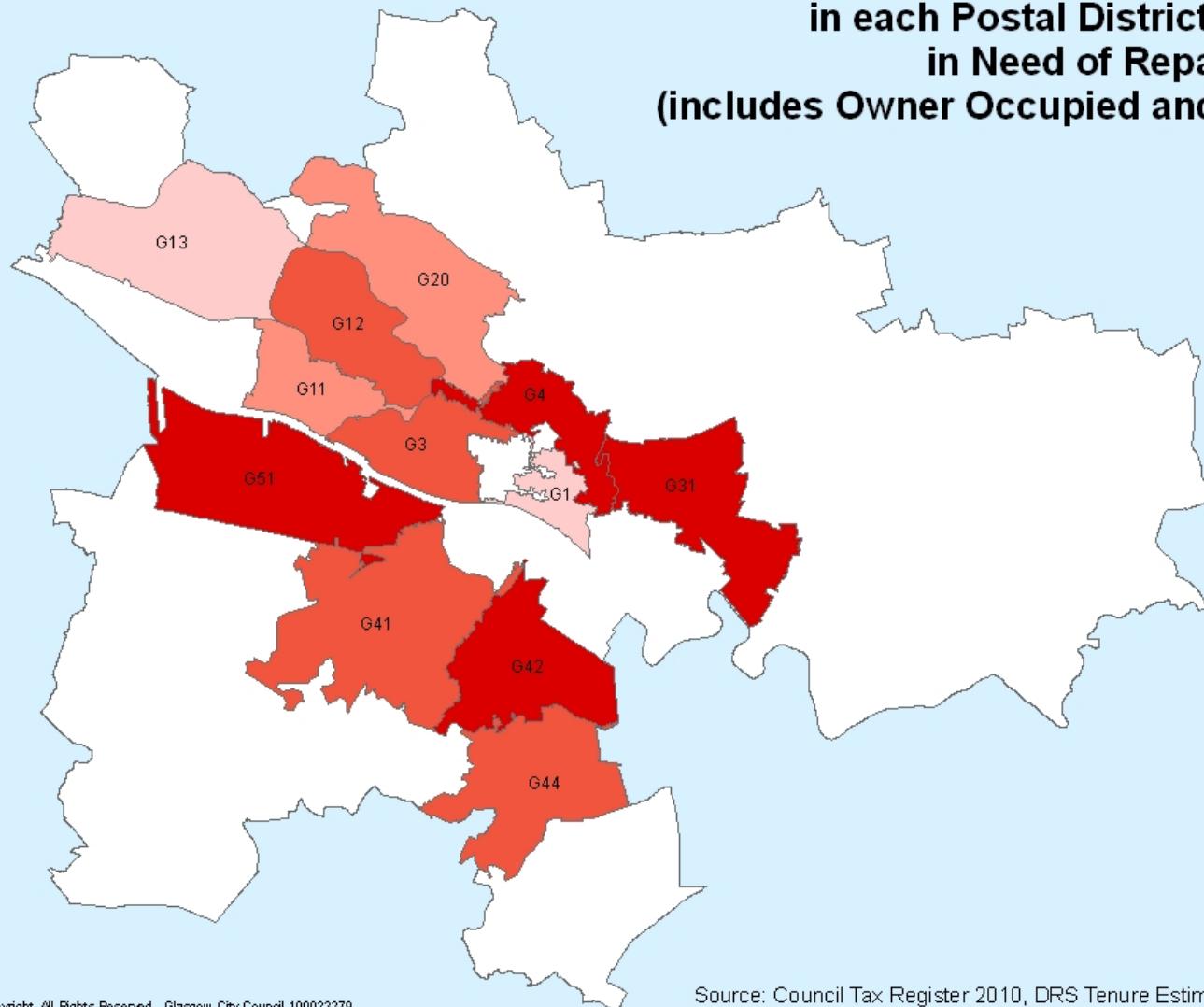
Our strategic objectives for dealing with older private housing are: -

- To eradicate Below Tolerable Standard housing
- To raise the standard of management and maintenance in tenements to a level which will prevent houses from falling below the Tolerable Standard through disrepair, and in particular to ensure that closes that have received public investment subsequently maintain good standards
- To remove the inequality in housing conditions in terms of Below Tolerable Standard conditions and overcrowding which currently affect black and minority ethnic, and migrant communities in private housing

The Scheme of Assistance states how we intend tackling the problem of BTS housing through provision of (in priority): -

- Information and Advice
- Practical Assistance
- Financial Assistance

## Percentage of Older Private Properties in each Postal District that are in Need of Repair (includes Owner Occupied and Private Rented)



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Source: Council Tax Register 2010, DRS Tenure Estimates 2010 and Administrative Records

**Development and Regeneration Services**

229 George Street Glasgow G1 1QU

Properties in Disrepair

Date: 17/06/2011	Scale: 1:100,000
Prepared By: brown&4	Ref:

Financial assistance to owners is framed by the Housing (Scotland) Act 2006 and grant is only mandatory for disabled adaptations. Thereafter, the priority, where grant is available, will be tackling instances of BTS/serious disrepair.

In addition to the above, the following are the key priorities for Older Private Housing:

- To engage with the communities involved to devise effective local strategies for the main areas with high concentrations of disrepair in the older private housing stock, in order to improve housing and environmental conditions and to ensure continuing private investment in these areas
- To link action on housing repair and improvement effectively with action on private landlord regulation, HMO licensing and antisocial behaviour in order to ensure that management issues are addressed along with physical conditions
- To provide a comprehensive and effective service for older people and people with disabilities to enable them to remain in their own homes, where suitable, in good conditions and with necessary adaptations, and otherwise to facilitate a move to appropriate accommodation
- To promote higher standards of energy efficiency throughout the older private housing stock
- To address health issues effectively, in particular lead in water
- To link action on housing repair and improvement effectively with policies on conservation and heritage in order to preserve and enhance the city's historic neighbourhoods
- To assist in raising private housing to the SHQS, as far as possible within available resources.

The Priority Works for Assistance are:

- Essential adaptations for people with disabilities
- BTS properties, properties at risk of becoming BTS and those with other serious disrepair. Within this, works to common parts and to buildings containing common parts will be given priority over works to single family dwellings.
- Energy efficiency

When Council grant is made available for works, a condition will be to improve the energy efficiency of the property to contribute to carbon reduction targets for the city and to reduce fuel poverty. The Council may issue a Work Notice requiring roof insulation to be installed where it is lacking.

The Priority Areas for assistance are:

- Declared Housing Renewal Areas
- Other Priority Areas as identified from time to time by the Council

### **Housing Renewal Areas**

The Council has established a policy for the declaration of Housing Renewal Areas (HRA) as below. HRAs would be declared taking account of the costs and benefits involved in the HRA process. The Council will deliver assistance in partnership with other agencies including housing associations, Glasgow Community Safety Services, Energy Saving Scotland Advice Centre, Glasgow Heritage Trust, Glasgow Care and Repair, Glasgow Credit Union, Landlord Accreditation Scotland, and property Factors, including private companies and RSLs.

However, tackling these problems is a complicated and difficult process. Policies and programmes for older private housing need to recognise heritage issues, as there is a strong overlap between areas with poor private housing conditions and areas with Conservation Area or listed building status. In addition to this, poor ground conditions, often associated with former mining activities, are also an important issue.

### **The Council's Policy for the Declaration of HRA's**

#### **1. Basis for designation**

The designated area must have a significant number of properties that are substandard or in serious disrepair. In identifying particular areas of the city for the potential designation of an HRA, the Council will take into consideration the number of properties where the property owners have failed to participate in voluntary schemes, the number of works notices that may be required and the expressed views of local communities.

Prior to the designation of an HRA the Council must be satisfied that it has exhausted all other means of improving the area to a satisfactory standard, particularly through the encouragement of property owners to participate on a voluntary basis in improvement and/ or repair schemes.

## **2. Size of the HRA**

In determining an area for designation, consideration will have to be given to the shape of the urban fabric in the locality of the proposed area, and what would constitute an effective area. It is anticipated that HRAs in Glasgow are most likely to be focused on areas of pre1919 properties, most of which have been built on a grid pattern. It is therefore proposed that a single HRA should not be focused on more than one grid block and must take into account the physical stability of the block by ensuring that all connected properties are included. In determining the minimum size the determining factor would be that the proposed HRA would generally include all physically connected properties to ensure the future structural integrity of the works.

## **3. Scope of the work**

Though the works are likely to focus on dealing with serious disrepair the scope of the overall works may be of a much broader nature and may also include the following: improvement works, works to improve the energy efficiency of the housing stock, selective demolition, environmental improvements, streetscape and improvements to the overall physical appearance of the area.

## **4. Consultation**

In the first instance the council will consult with all property owners in the proposed area. Prior to designating an HRA the Council will set out the precise nature of the work to be undertaken, the estimated costs, the timescale for delivery, how the scheme of assistance will apply and any arrangement for the payment of compensation under the provisions of the Housing (Scotland) Act 1987. The Council will consult with all appropriate statutory organisations, the local community, local RSL's and local interest groups. If the issues involved in the area go beyond disrepair and include, for example, serious social/ economic issues the Council will liaise with the appropriate agencies to seek their views on a resolution to these problems.

## **5. Finance and Resources**

Designation and implementation of an HRA is likely to be a lengthy period. Dependent on size this could easily extend beyond five years. Based on earlier experience in delivering Housing Action Areas, unit costs can also be expected to be very high. Prior to designating an HRA, the Council must ensure that it has the guaranteed resources in place to deliver the complete scheme within the proposed timescale. An HRA cannot be designated if the required resources are not guaranteed within the required period for delivery.

## Improving Energy Efficiency & Reducing Fuel Poverty

The UK and Scottish low and zero carbon targets as detailed in the Climate Change (Scotland) Act 2009 create an imperative to develop much more effective programmes to improve the energy efficiency of the existing housing stock. This is a major challenge in terms of technical innovation, financing and programme organisation, particularly in the private sector, where pre-1919 property can be difficult to raise to high thermal standards.

### Fuel Poverty Partnership

Glasgow's Fuel Poverty Partnership was launched in February 2007 and includes key statutory and voluntary organisations across the city, together with Council Services and the utilities. It aims to improve communication and joint action. Glasgow's Fuel Poverty Action Plan features a number of key actions:

- Identify who the fuel poor are and where they live
- Raise awareness of fuel poverty and the services available to assist in achieving affordable warmth
- Maximise the installation of energy efficiency measures within all housing tenures, incorporating innovative solutions where appropriate
- Help householders to choose the cheapest fuel supply arrangements, best suited to their personal circumstances
- Ensure that all residents receive their full entitlement to support from the benefits system, and have access to impartial advice on achieving affordable warmth

The introduction of the UK wide Community Energy Savings Programme has provided a number of RSL's with opportunities to draw in substantial amounts of additional funds from the energy utilities to improve the thermal efficiency of their housing stock, particularly hard to treat properties, and to replace obsolete heating systems, and the provisions contained in the current Energy Bill for Green Deal and the Energy Company Obligations will provide further opportunities when this is enacted.

The Scottish Government's Universal Home Insulation Scheme is proving to be a useful tool in dealing with pre-1919 tenements, where mixed tenure and common ownership issues have often created difficulties in carrying out improvement works.

The Scottish Government has now published proposals under section 64 of the Climate Change (Scotland) Act 2009 to regulate energy efficiency in housing. It describes why regulation needs to be considered; and some of the complex issues that need to be resolved before a workable approach can be developed. It presents their current position on some of these issues and our plans for further work.

In the social rented sector, achieving the current SHQS will not by itself deliver the emission reductions required, as its energy efficiency standard is relatively low. The Scottish Government is currently examining how this standard can be improved to match the ambitions of the Climate Change Act.

As part of this LHS, the City Council will establish a target profile for the energy efficiency of the city's housing stock to help drive the improvement required to match the CO<sub>2</sub> and energy savings required by the Climate Change Act.

Glasgow's Fuel Poverty Strategy (2005) adopted the UK and Scottish target of eliminating Fuel Poverty, as far as reasonably practicable, by 2016. At present around 33% of households in Glasgow and Scotland are in Fuel Poverty, equating to around 95,000 households in Glasgow, with around 20% of this group in extreme Fuel Poverty. Recent increases in energy costs by the major utilities will have increased these figures. Therefore, meeting the 2016 target in Glasgow is a major challenge.

## G-HEAT

The Council launched its fuel poverty advice team – G-HEAT - which was been established in partnership with the SFHA, GWoSFHA, & GAIN in March 2010.

The team is managed by the Wise Group. It is co-located with the Energy Savings Scotland Advice Centre in order to maximise linkages. The Council is participating in the Scottish Government's Home Insulation Scheme and its more recent Universal Home Insulation scheme targeted at private and mixed tenure housing in five areas of the city. It has been very successful in promoting the UK Government's

## IBM Smarter Cities Challenge

The City Council was successful in a bid earlier in 2011 to the IBM Smarter Cities Challenge.

In May/June a team of senior Managers from IBM spent some time with the City Council giving the benefit of their expertise to some of the challenges we face in addressing sustainability, climate change and fuel poverty.

The IBM has identified a number of key cornerstones for tackling fuel poverty in the city. These include: -

- People
- Place
- Process
- Policy
- New Economy, and
- Energy Literacy

The final report from IBM will be available in the near future.

This report will form the foundation of a re-vamped Fuel Poverty/Affordable Warmth Action Plan.

## Improving Neighbourhood Quality Across the City

In our previous LHS, improving neighbourhood quality was a strategic priority but, despite improvements in many parts of the city as a result of the various improvement and new build programmes over the period of the previous LHS, this still remains a major issue.

Glasgow has a lower proportion of residents (85%) rating their neighbourhood as a good place to live than the rest of Scotland (92%). Research has consistently suggested that inadequate heating and homelessness both adversely affect health, but the third most common factor affecting both mental and physical health is a poor quality environment. The economic downturn has undoubtedly contributed to this situation, with many development sites lying vacant, derelict or partially complete and other buildings lying empty or derelict in the commercial sector.

The economic recession and reduced levels of demand have led to an increase in the amount of land that is 'banked' for future development and of land which has been cleared for development or regeneration but where building will not take place until there is a stronger economic recovery. We currently have more vacant sites than the rest of Scotland put together. Whilst, many of these sites may be earmarked for future development, we recognise that this may take sometime. In the meantime, these sites are blighting the quality of many of our neighbourhoods.

### Stalled Spaces - Working Example

#### Community Garden, Westmoreland Street, Govanhill

This privately owned, vacant site, at Westmoreland St in Govanhill was having a blighting effect on the local community, being used for fly tipping and other anti social behaviour. Glasgow City Council's Land & Environmental Services assisted Glasgow Community Planning Limited (GCPL), Glasgow Housing Association and other partners to develop a solution for the site. Negotiations with the land owner established that over the medium term the site was planned for housing, but its temporary use was acceptable for a 3 – 5 year period.

After consulting with local residents, GCPL established that there was significant demand for a secure community garden with growing spaces and an improved place for waste disposal. The site, located closely to tenement blocks, was then agreed to be turned into a community garden with growing areas and improved refuse/recycling facilities for the locals.

Whilst, these 'Stalled Spaces' (old and new) have the potential to become problematic in many neighbourhoods, they also offer a range of temporary opportunities for local communities to utilise to improve neighbourhood quality. For example, temporary landscaping can be an innovative solution to deal with vacant, disused sites. As well as bringing obvious environmental improvements, this can often be allied with social and economic benefits to both the land owners and land users.

Glasgow City Council is committed to assisting communities, land owners and developers to gain maximum benefit from stalled spaces. In October 2008, the Council approved a strategy to promote the installation of temporary landscaping on vacant sites, Stalled Spaces. Glasgow's City Plan 2 also encourages the use of vacant and derelict land as temporary greenspace. To date, the Stalled Spaces Initiative has provided funding for a number of projects on both private and public sector derelict sites across the city.

In addition to addressing the issue of vacant and derelict land, we need to continue to develop the effectiveness of neighbourhood management with our partners such as GHA and the CBHA sector, as well as to invest in other aspects of neighbourhood quality, including open space, children's play facilities and the quality of housing design.

The Council will work with partners to deploy available budgets, including Grant to Improve the Physical and Social Environment (GIPSE), to maximum effect to deliver high quality environments in residential areas

The Council's approach to creating good quality sustainable neighbourhoods includes the following:

- Continuing to promote quality private housing development in disadvantaged areas in order both to assist in regenerating these areas and to help relieve the localised issues of affordability in the high price areas of the city.
- Continuing to develop New Supply Shared Equity (NSSE) and shared ownership, and to provide GRO grant to housebuilders for low cost home ownership where a need is demonstrated.
- Encouraging developers and RSLs to adopt a partnership approach in appropriate areas to create mixed tenure developments with a proportion of the stock available for rent.
- Continuing to monitor house prices and to review the availability of affordable housing in the city on a regular basis.

The Council works with other agencies through local Community Planning structures and Glasgow Community Safety Services to improve neighbourhood management in consultation with local communities.

New development must add value to the character of Glasgow and should not only recognise the city's history, but also help shape its future. Glasgow's Housing Strategy has an important function, encouraging developers in all of the housing sectors to both recognise this and work together to fulfil this important function.

The Scottish Government's Policy Statement 'Designing Places' sits 'Placemaking' at its heart. The statement seeks to raise standards and ensure that Scotland's rich tradition of establishing unique settlements continues to be reflected in the 21st Century and beyond.

This place making approach to new development is a vital component in Housing led regeneration and the re-use of land must show how new development ties back into and improves Glasgow's urban fabric. There is no urban blueprint which can be applied to every project, individual master planning is required in each and every case, however each project should be accessible, well connected, safe and well managed.

**THEME ONE / PART TWO**  
**KEY ACTIONS DURING THIS LHS PERIOD**

10. To complete the GHA 10-year improvement programmes and achieve the Scottish Housing Quality Standard for all social rented homes by 2015.
11. To work towards achieving the Scottish Government's targets contained in the Climate Change (Scotland) Act 2009 and Energy Efficiency Action Plan for reducing energy consumption and CO2 emissions in the housing sector.
12. To raise all dwellings to at least the Tolerable Standard, eliminate dampness and condensation, address disrepair and promote improvement initiatives to achieve the highest attainable quality standards across the existing housing stock.
13. To raise the standard of management and maintenance in tenements to a level which will prevent houses from falling below the Tolerable Standard through disrepair, and in particular to ensure that closes that have received public investment subsequently maintain good standards.
14. To work towards zero carbon standards and eradicate fuel poverty in existing housing through investment in energy efficiency, renewable energy and appropriate advice.
15. To achieve high levels of health, safety, security in and around the dwelling.
16. To link action on housing repair and improvement effectively with policies on conservation and heritage in order to preserve and enhance the city's historic neighbourhoods.
17. To ensure through partnership working and management of antisocial behaviour that neighbourhoods are attractive, clean and safe.
18. To create environments which are attractive and sustainable, providing opportunities for play and recreation, protecting natural habitats, and enabling walking or cycling access to services and facilities.
17. To revise and update the Fuel Poverty (Affordable Warmth) /Energy Efficiency Action Plan

## THEME 2

### ACCESS



## STRATEGIC THEME TWO

### Access: Improving access to appropriate housing for Glasgow's people

Improving access to suitable housing for all households will create a more effective housing system, will create more sustainable housing solutions, and will enable people to live more independently for longer in their own communities improving the well-being experienced in the city. This means that we have to work together to utilise the city's housing assets more effectively to meet a variety of changing housing needs.

#### Theme Two - Our Strategic Housing Outcomes By 2016:



### Introduction

The changing composition of Glasgow's population influences both the kinds of services that meet needs and the way that these services are delivered. Equality is a guiding principle of this strategy to ensure that Glasgow's housing system and services meet the diverse needs of existing and future residents of the city. The UK Equality Act 2010 asserts that all services should be planned and delivered with the aim of making sure that everyone can access the services that they need. This theme focuses on equality of access to housing and housing services to meet both general and particular needs.

Households sometimes find it difficult to find and access suitable affordable housing in their preferred neighbourhoods which meet their particular needs. In addition to the changing picture of affordable housing provision across the city, at different points in people's lives, personal, work and family situations will change and a different kind of housing solution might be needed. Sometimes, getting information on what options are available can seem difficult, the range of options can be numerous particularly given the diversity of Glasgow's housing system, the type of housing support and number of agencies can be overwhelming, and anybody can find themselves in a situation where they no longer have a permanent home and need support to find somewhere to live.

In the past, people's changing housing needs have been catered for through a combination of specially designed or adapted housing, specialist housing projects, and through floating support for people living in mainstream housing. Housing and care providers now deliver a wide range of services that promote independence, flexibility and choice, in an effort to prevent people needing more intensive and institutional forms of care. We are operating in a very different financial context for Glasgow's residents, service funders

and service providers, and so we must look at different ways of delivering services whilst promoting independence and achieving quality outcomes for individuals. We need to look at new models of housing provision, support and care to enable people to continue to live as independently as possible in their communities with their existing support networks, and make best use of our existing assets to cater for current and future needs.

### **Population, Homelessness and Health**

- Glasgow's over 65 population will see a small increase in the period 2008-18 but up to 2028, the over 65 population will grow by almost 20,000. It is estimated that there are almost 6,000 people who currently experience dementia in the city.
- There have been improvements in overall life expectancy, with falls in deaths from major disease such as heart disease and cancer, but the health of Glasgow's population remains poor with inequalities in health widening.
- Glasgow's ethnic minority population has increased from 41,900 (7.2%) in 2001 to 66,900 (11.4%) in 2008, and has become more diverse with asylum seekers and refugees, and A10 migrants from Europe.
- Glasgow has a higher physical disability rate than the Scottish average with 17% of people, almost 100,000 people, having a disability and many more having a long term limiting illness.
- Almost 20,000 people have a learning disability with around 2,000 of these people having a severe learning disability.
- Almost 7,000 people are likely to have Autism Spectrum Disorder (ASD) which is increasing with improved diagnosis.
- Glasgow has high levels of alcohol-related diagnosis and drug misuse.
- The number of homeless applications received in Glasgow remains at a high level. The annual number of households applying to be assessed as homeless by Glasgow Council has not changed significantly over the past five years, with 10,357 applications being received in 2010/11. The city has around 11% of the population of Scotland but receives 19% of total national homelessness applications.
- Around 10% of households have an unpaid carer.
- Although there has been good progress in building new level access family housing and more accessible housing, Glasgow is a city dominated by flats (70% of stock) both limiting accessibility for people with mobility problems and without enclosed gardens for children with Autism to safely play.

The complexity of needs experienced by Glasgow's households and the scale of the housing system, means that Housing, Social Work, Health and communities must work together to plan effectively for the range of housing needs in the city, and to achieve better outcomes for individuals.

The impact of changes in the Housing Benefit regime and larger welfare reform agenda are not yet fully understood but these changes will affect vulnerable households in the city, as well as how services are delivered.

**THEME 2**  
**ACCESS**  
**PART 1**  
**HOMELESSNESS**



## PART ONE: HOMELESSNESS

### Homelessness is prevented and if not prevented, is addressed quickly

Homelessness Services now face challenges as a result of the economic downturn and the consequences for public spending levels. Budget reductions in the public sector have been followed by national welfare reform policies and reductions in housing benefit subsidy levels. Households facing the prospect of homelessness are also impacted by these changes, and are likely to include those who will be in mortgage difficulty when interest rates increase.

#### Profile of Homelessness in Glasgow

- 10,357 households presented as homeless in 2010/2011.
- Action has been taken to reduce the rate of repeat applications, and there has been a year on year decrease from 1114 cases (12.9%) in 2006/07 to 356 cases (4.8%) in 2010/11. However, total applications have only reduced by 145 over the same period.
- A high proportion of applications (70%) come from single people, of which the majority (70%) are male. There has been a reduction in numbers of 16-17 year olds making applications, but an increase in applications from 18-25 year olds.
- In examining the reasons for application, the category 'Asked to Leave' shows the most significant increase.
- Applications from people who have previously lived with relatives or friends have continued to increase, to 49% of total applications.
- There has been a reduction in applications from people who were previously social renting to 11.5%, and an increase to 16% of those who owned or who privately rented.
- There has been an overall decline in the number of people who slept rough the night before reporting as homeless, from 642 (6%) in 2006/07, to 375 (3.6%) in 2010/11.
- The Council currently operates 1600 temporary furnished flats.

The pattern of services provided to assist homeless people in Glasgow has changed significantly over the last ten years. Large scale hostels for men which were operated by the Council have been closed. There is now a network of support services, providing a wide range of types of assistance, from floating support to residential rehabilitation, and a greater focus on prevention, through provision of advice and assistance, with casework services locality based.

The existing Homelessness Strategy for Glasgow comes to an end in 2012. Looking forward, the key strategic priorities are preventing homelessness, providing support, advice and assistance, meeting the target for abolition of priority need and improving access to permanent re-housing. Support to assist with longer term tenancy sustainment continues to be offered after settled accommodation has been found. Ensuring households receive support, and information and advice, which is of good quality is central to achieving multiple outcomes underneath the 'Access' theme.

Preventing homelessness is a strong focus for joint working across health, housing and voluntary sectors. The relationship between homelessness and risk of ill health has been well documented, and a range of mainstream and specialist services have been established to help ensure homeless households access appropriate care. Joint planning structures have been reviewed as a result of the establishment of Community Health Partnerships, and a revised Homelessness Planning and Implementation Group has been established to ensure broad participation service delivery, and continued service user involvement.

The length of time between a household presenting as homeless and finding a house is of key importance to achieving a good quality outcome for the household. Of the total number of assessment decisions in 2010/11, 43% were made in less than one week, but the average time taken to discharge duty has increased over the last five years, from 23 weeks (2006/07) to 29 weeks (2010/11). The Scottish Housing Regulator highlighted this as an area of improvement as it indicates that more people have to stay for longer in temporary accommodation.

Good progress has been made towards the target for Abolition of Priority Need in 2012, with an increase from 73% in 2006/07 to 92% in 2010/11. The Council is extending priority need based on age range. In September 2010 priority need status was extended to applicants assessed as homeless aged 45 and over, and from 1<sup>st</sup> January 2011 this was further extended to include applicants aged 40 and over. Any applicants in the system on this date were reassessed and this resulted in an additional 193 homeless households being given priority in 2010/11.

GHA and other Housing Associations (RSLs) are the main provider of housing for homeless households. The number of households with a recorded outcome of a Scottish Secure Tenancy increased from 2515

(06/07), to 3276 (2009/10). The most recent figures show a drop in allocations by 189 to 3087 secure tenancies (2010/11). Number of lets to homeless households (Section 5 lets) by RSLs are now jointly monitored by the Council, Housing Associations and representative organisations through the Homelessness Duty Protocol.

Finding a quality and appropriate housing outcome for homeless households is paramount in achieving sustainable housing situation for households. There is a continued need for an increase in social rented allocations, and alternative routes for providing settled accommodation are being investigated, particularly around the role the growing private rented sector can play.

### **The Private Rented Sector's Role in Meeting Housing Needs**

The private rented sector (PRS) is growing in size with around 15% of all households in the city living in the sector. The PRS plays an important role in meeting the needs of an increasingly diverse range of households including students, young workers and new families who aspire to home ownership but cannot access mortgages, and new migrants to the city.

The sector plays a key role in providing a readily accessible housing solution and supports the local economy by offering housing options across the city. Issues around poor quality house condition and management in the PRS have been well documented and are being tackled through actions outlined in Theme 1.

A well-managed private rented sector which provides housing of good quality in areas where there are few other readily accessible affordable housing options can be used to enhance the outcome for some households who are homeless.

The Council will develop a service specification commissioned service which will procure and provide private rented sector accommodation suitable for certain homeless clients and will further enhance the Rent Deposit Scheme.

A Private Rented Housing Forum will be formed with appropriate representation to discuss issues in the private rented sector.

### **Housing Options/GAIN/Financial Inclusion**

Access to advice, information and support is essential for people, particularly vulnerable groups, to benefit effectively from these services. Glasgow Advice and Information Network (GAIN) offers website based housing advice and information relating to all tenures in Glasgow.

The website also provides links to other relevant information e.g. financial and benefits advice. However, information should not only be provided via the internet or through e-communication: printed, verbal or pictorial means of communication remain essential. Information needs to be provided at accessible locations and to be geared towards certain groups in particular circumstances e.g. the 'Welcome to Glasgow' pack for new migrants.

As part of a corporate approach GAIN is now managed within the Financial Inclusion Strategy.

The Scottish Government has also established a West of Scotland Housing Options 'hub' to develop 'housing options' approaches where people at risk of homelessness or on housing lists are given expert advice on the choices open to them, to enable their housing needs to be resolved.

Glasgow City Council, GHA, East Dunbartonshire, East Renfrewshire, North Lanarkshire, Renfrewshire, South Lanarkshire, Stirling and West Dunbartonshire Councils are members.

## **THEME TWO / PART ONE KEY ACTIONS DURING THIS LHS PERIOD**

### **Prevention**

1. Glasgow Council and GHA aim to finalise agreement on the basis for a joint pilot of a Housing Options approach, to offer personalised advice to anyone in housing need. This will increase the focus on early intervention and hopefully enable action to be taken to assist people to remain in their homes, or to find a more suitable option. The proposed pilot will deliver a one stop shop with robust information and advice services, co-located with GCC Casework and GHA Housing Management services. Other RSLs, Health providers and the voluntary sector will be involved in development of the pilot.
2. Research into Tenancy Sustainment and Homelessness Prevention Activity is to be investigated.

### **Access to Settled Accommodation**

3. Homelessness Services will continue to develop the dialogue with RSLs on access to accommodation in order to increase the annual number of allocations to people assessed as homeless, and to assist with the backlog of cases.
4. The use of private rented housing to provide a housing outcome for some homeless households will be developed.

### **Meeting the 2012 Target**

5. Homelessness Services will continue to implement the Council policy to incrementally extend eligibility for priority need assessment on an age basis, and from October 2012 all applicants who have been assessed as homeless will be deemed to have a priority need. The implications of this policy will continue to be monitored, including demand for temporary accommodation.

### **Continuous Improvement in Service Delivery**

6. Work will continue to implement the actions agreed as a result of the inspection of Homelessness Services by the Scottish Housing Regulator and to take forward the programme of reviews of commissioned services.

**THEME 2**  
**ACCESS**  
**PART 2**  
**HOUSING  
ACCESS &  
SUPPORT**



## PART TWO: HOUSING ACCESS & SUPPORT

### More people are living independently and receiving the support they require

Housing providers currently deliver a wide range of property based and housing support services that promote independence, flexibility and choice, and prevent people needing more intensive and institutional forms of care.

#### Supporting People in their own homes

The provision of support and care in the home environment has a key role to play in people being able to live independently. Housing support prevents independent living situations breaking down.

Social Work Services are developing a new Commissioning Strategy which will be finalised by the end of 2011 which will outline the key areas of social care priority and development over the coming years. Young people, people with mental health problems, addictions, or learning disabilities will need different housing solutions and different levels of support to live independently.

#### Reshaping Care for Older People

The Reshaping Care agenda is about shifting the balance of care with the development of more community based services. These services will be delivered to people in their own home, or in something already existing in the mainstream stock available in the city.

Through the Scottish Government's Change Fund initiative, the Council and NHS will develop innovative outcomes-focused services for older people in the City. The Change Fund is being used as a catalyst to reshape the balance of care towards more independent living. The work planned over the next few years will create a single unified system of health and social care for older people in Glasgow which optimises our current resources, improves connectivity, and delivers significant shift in the balance of care. Focus of activity will include increasing the number of older people receiving re-ablement services, increased application of assisted technology and increased support to carers.

We anticipate that this activity will make a substantial contribution to the developing One Glasgow approach; a "Total Place" approach to budget planning and financial challenges based on pooling resources, focussing on specific shared priorities, eliminating duplication, and creating efficiencies. In particular, the effectiveness of joint work will be key to delivering the One Glasgow priority to assist single older people to live in the community and minimise acute interventions and hospital admissions.

Housing support is central to assisting people to live independent lives. In 2010/11, the Council directed almost £45million towards the provision of housing support, with the most funding being utilised by clients that have experienced homelessness, have a learning disability, or are older. Personalisation of care, currently being rolled-out across adult social care services in Glasgow, means further shifting the balance of control in decision making towards the individual, by changing the way housing support is procured. Personalisation will accelerate developments already underway in the housing sector to give people more control and choice over their living environment and requires different relationships between people who use services, housing providers and those who have traditionally commissioned service. It is likely that more people will be provided with support in their own homes, and this may require additional adaptations to existing property.

#### Physical Adaptation of Housing to meet Householder Needs

Adapting properties for people with mobility problems and disabilities can mean that people are able stay in their own home for longer, maximize their independence, and prevent admission to hospital. The more common adaptations are alterations to bathrooms, stairs, and doorways. Many properties have been adapted to make them more accessible. Each year, around 2500 homes receives subsidy homes to be adapted. Due to the demographic profile of the city and the effort to support more people to live independently, there is likely to be a growing need for adaptations.

Sometimes, a property cannot be adapted or cannot be adapted at a reasonable cost at which point wider housing options should be considered either by the RSL or through the Council's Scheme of Assistance.

Funding sources for adaptations differ depending on what tenure a householder lives in and sometimes, who is the landlord. There are growing needs for less 'traditional' adaptations for people with autism. The Scottish Government is currently looking at the provision of adaptations in order to ensure funding is achieving efficiency as well as equality objectives.

We want to ensure these adapted houses, as well as accessible new build housing, are used to their full potential in the future. To achieve this, we need better information systems in place so that households can find the right housing option. The national housing register under development by Glasgow Centre for Inclusive Living is welcomed as a useful addition and the development of a city-wide Common Housing Register continues to be key to opening up the stock available across the 60+ Housing Associations active in the city.

### **Joint Commissioning for Older Peoples Services**

In the future, there will be more older people in the city, and with age, there will be a steady growth in the incidence of dementia. Older people will have different aspirations to people in the past so we want to provide a better housing choice for older people in the future. We know that providing housing support to older people has a relatively low cost and its main benefit is its contribution to improving quality of life and reducing admission to residential care. The role carers play in the future will be an important component of how we enable older people to live as independently as possible. We also need to make more effective use of alarms and use other technology (telecare) to give greater choice, control and peace of mind for the householder and their family.

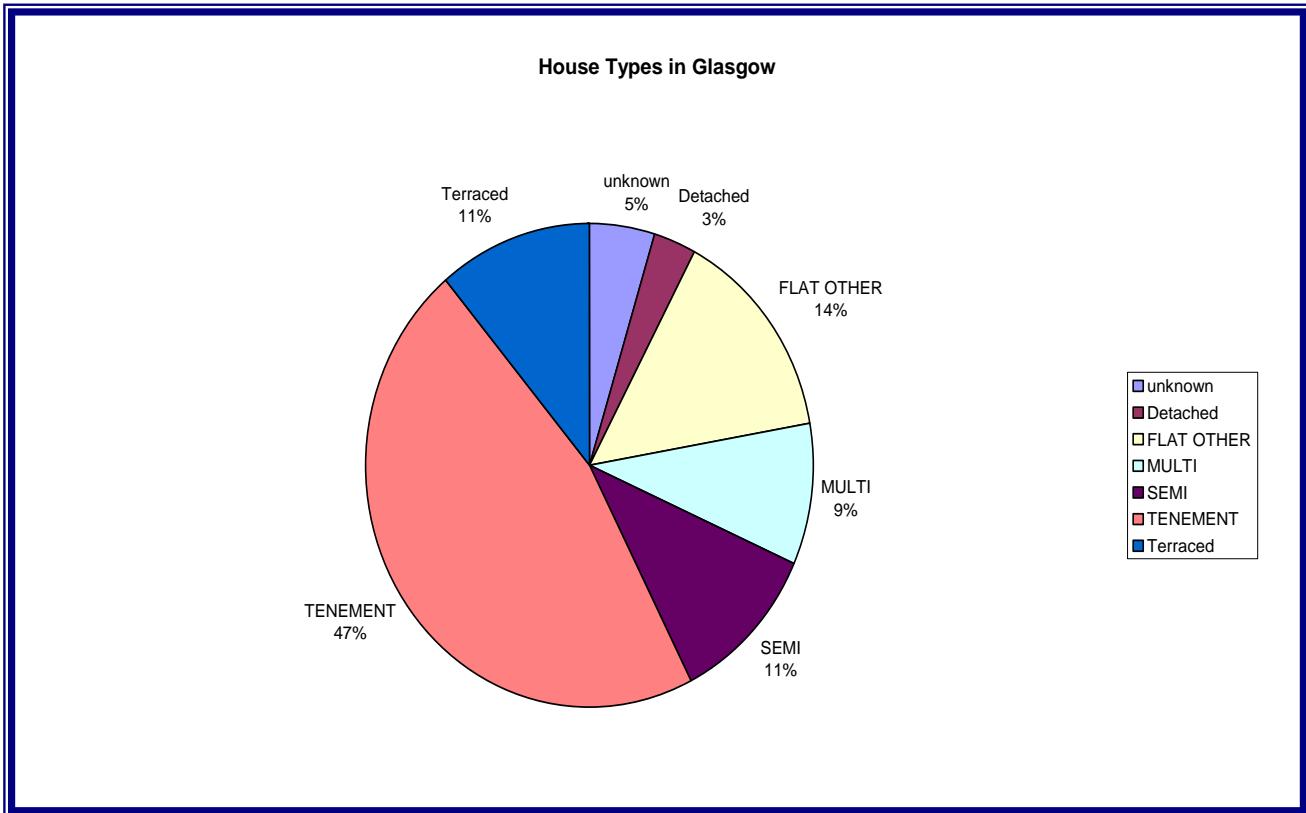
Most older people live in existing mainstream housing stock, and there are many more older owner occupiers than ever before in the city. We understand that maintaining properties can be challenging for older people. The role of services which support older owner occupiers to maintain their house and garden are likely to grow in importance, as will the housing information and advice on housing options for older people.

At present, around 6% of older people live in specialist (sheltered) housing. Generally, people feel that sheltered housing is a valuable resource, prevents admission to care and should be considered strategically as one of a range of services within overall service provision for older people. Residents in sheltered housing came to live there because their home became unsuitable in some way including too big to manage, too costly to maintain, poor health, difficulty with access/ stairs and feeling unsafe or lonely. If we improve opportunities to downsize, provide adaptations, and property related services in the homes of older people, along with reviewing the offering of existing sheltered housing, Glasgow will be better equipped to house the older population in the future.

### **We maximise the use of our existing housing stock and develop a city-wide Common Housing Register**

Most of the city's housing stock will remain for many years to come. With a changing population with different housing needs, we need to utilise our existing housing better and improve the way we plan for future change.

70% of Glasgow's housing stock is made up of flats which can create access problems for people who cannot manage stairs, and for families who require larger houses. However, of this 70% there are many ground floor flats and 30% of these properties are houses.



### Managing Information Better

Glasgow's housing system is diverse with over 60 Housing Associations (Registered Social Landlords-RSLs), many large and small private landlords, and owner occupiers.

In order to give quality information and advice on what housing options are available, there has to be better information about the housing stock in the city. A Common Housing Register for the city which involves all RSLs will ensure that the best match of a person to a house can be made, which is likely to result in more sustainable housing solutions for residents. We will develop a Housing Options approach for the city with our partners.

### Responding to Emerging Housing Needs

Housing need levels change over time and sometimes new specialist housing needs emerge. We have to understand these so it is important that we listen to our communities and stakeholders, so that emerging needs can be recognised in the day to day policy and practice of housing providers and strategic housing planners. Recent emerging areas have been the housing needs of people with Autism Spectrum Disorder (ASD) and the priority to housing and support for the armed forces. The development of the CHR will enable us to better quantify new and changing needs, and to plan better for the future.

### Managing the Housing Stock

We need to manage the housing stock more effectively and we need to make it easier for people to move to appropriate housing.

Partners such as Cube Housing Association and Glasgow Housing Association have introduced Choice Based Letting (CBL) to improve accessibility to their housing, and reduce the amount of time properties are not occupied.

The council, whilst no longer owning stock, will work with the city's RSLs to encourage initiatives to address incidences of

### Common Housing Register (CHR)

The Glasgow CHR will enable people to apply for affordable rented housing by completing just one application form for all the RSLs in the city. Each RSL will select prospective tenants from the register based on their own allocation policies.

The CHR North West Glasgow Pathfinder will be on stream in 2012. These initiatives use web-based technologies for accessibility. The CHR is an example of a new way of partnership working with 10 Housing Associations and the City Council.

The roll-out of the CHR citywide will provide a number of benefits and opportunities to individual households, housing providers and the City Council through:

- o Delivery of improved customer service
- o Better use of housing stock leading to fewer voids and longer tenancy sustainment
- o More reliable assessment of housing needs to aid investment planning
- o More effective rehousing of homeless applicants, and
- o Adequate equalities monitoring

under occupation. The aim is being to release family sized housing and to reduce the number of large households who are waiting for re-housing in the city.

Managing the housing stock better is not just about the social rented stock in the city. Although only a small proportion, there are 660 private sector properties which have been empty for more than six months or longer. We recognise that long term empty homes are a wasted resource and can blight neighbourhoods. Empty homes are located across the city, are mainly in older stock such as pre 1919 tenements which are in a poor quality urban environment, and more recently can be found in new build housing in and around the city centre. We need to monitor this situation and bring as many of these properties back into use as possible.

## **THEME TWO / PART TWO KEY ACTIONS DURING THIS LHS PERIOD**

Improving engagement at local level between Social Work, Health and housing providers, building on the work of the Statement of Best Practice and revisiting existing networks (e.g. Local Housing Forums, Essential Connection Forums) to ensure we have the networks in place to deliver joined up planning and services.

7. SWS Commissioning Strategy is developed for Glasgow which recognises the contribution of low level preventative housing support measures and the move towards personalisation of individual budgets.
8. Evaluation of existing services to support older owner occupiers and the development of appropriate services
9. Encourage initiatives by RSLs to address under-occupation of the socially rented housing stock
10. Consider the potential impact of changes to the system of levying Council Tax on empty homes
11. We will deliver the CHR North West Glasgow Pathfinder by 2012 with roll-out citywide following review and evaluation of the Pathfinder
12. As an important aspect of changing the balance of care, sheltered housing provision will be considered in the wider strategic picture for housing with support options for older people as part of the Change Fund strategic planning. In the current economic climate, we have to consider what model(s) of sheltered housing are best for the future, and what changes to current provision could be made to deliver an appropriate service.
13. Review how adaptations are delivered in the city based on the outcome of the review of the national Adaptations Working Group
14. We will develop the Housing Options approach to housing services with our partners

**THEME 3**  
**DELIVERY**



## STRATEGIC THEME THREE

### Delivery: Maximising Resources, Improving Partnership Working and Effective Monitoring

Delivering our Strategic Outcomes for this LHS, within a framework of very limited resources is a major challenge for us. Under this theme we will outline how we can maximise our resources by improved partnership working within an effective monitoring framework.

#### Theme 3 Our Strategic Housing Outcomes By 2016



We believe that our outcomes can be achieved by:

- Maximising the use of all our assets. We consider our assets to be property, finance and people
  - And
- Working in partnership in a smarter, more collaborative way to deliver for Glasgow's communities and people.

## **Introduction**

As we have already outlined, the city's population has stabilised and is projected to increase and the number of households will grow, but perhaps at a slower rate. In addition to this, Glasgow's people and households are much more diverse than a decade ago. Inevitably this means that people's housing needs and aspirations are becoming more varied.

For certain groups in our community these needs will become more complex, requiring housing providers to work effectively with health, social care services and voluntary agencies, for example, as the proportion of older people living in Glasgow increases.

However, allied to this, financial resources are now much more constrained and likely to be so for some time, which will challenge us to find new ways to deliver services effectively. Our Housing Strategy recognises these challenges and is intent on meeting them.

Together with our partners we must respond accordingly by adapting to the changed context, developing new ways of working and using the opportunities offered by new technologies. As we have described in the previous sections, there has been progress since 2003 but we must consolidate and build on this progress.

### **Promoting positive partnerships and co-ordinating statutory and voluntary agencies across all housing and housing related areas**

Although the Council no longer owns any social housing stock, the council plays an important role strategy, policy, funding, regulation and support services. Delivery of Glasgow's Housing Strategy depends on our partner agencies, including the GHA, other RSLs, statutory agencies for health, transport, policing, environment and water, voluntary agencies and the private sector, as well as special purpose bodies such as the Clyde Gateway Urban Regeneration Company.

Partnership working at city and local level is not new to us, co-ordination of strategic housing and related services in the city already takes place at citywide level particularly through :

- The Glasgow Community Planning Partnership
- The Citywide Housing Investment Forum
- LHS Stakeholder Working Group
- Other forums, such as those relating to the Local Housing Allowance and HMOs.

At local level co-ordination is through the Local Housing Forums and local Community Planning structures.

Partnerships which ensure our strategy is delivered such as the development agreement with the City Legacy Consortium at the Commonwealth Games Village and the TRA (Shadow) Partnership Board (See Theme One) illustrate the innovative approaches that need to be adopted to secure the investment to build and improve the housing offered to Glasgow's people and to drive regeneration forward.

As discussed in Theme Two, improving access to housing, health and social care services for vulnerable households, including households experiencing homelessness or at risk of becoming homeless, provides a strong focus for joint working across health, housing, social care and voluntary sectors. In the context of severe cuts in public spending, current welfare reform policies and an ageing population, there will be greater pressure on existing housing and housing support, health and social care services.

Joint planning and service delivery structures are under review following the establishment of Community Health Partnerships. It is vitally important that we ensure that partnership working arrangements across sectors are robust and effective, so that better use is made of resources to deliver better outcomes for service users.

The City Council will also work with other local authorities on housing and related issues of common interest such as meeting the accommodation needs of gypsies/travellers.

The Energy companies can also be an important partner and source of investment in energy efficiency to meet the climate change agenda, which we have already touched upon. The City Council is leading a partnership, Sustainable Glasgow, aimed at delivering sustainable solutions for the city within the Climate Change/Sustainability agenda.

# sustainable glasgow



In Glasgow, sustainability has to deliver more than just environmental targets. It must deliver economic growth and help tackle social issues such as fuel poverty.

Sustainable Glasgow is a unique partnership between the council, other major public sector bodies, higher education and industry.

To demonstrate the importance that the City Council attaches to this initiative, the Partnership Board is chaired by the leader of the Council. Other members include: -

- University of Strathclyde
- Clyde Gateway
- Strathclyde Partnership for Transport
- Glasgow Housing Association
- Scottish Enterprise
- Greater Glasgow and Clyde Health Board
- IBM
- BT
- Scottish Power
- Scottish and Southern Energy
- Scottish Water
- City of Glasgow College

The partnership has enabled development of a new understanding of the city, its resources, infrastructure and the pattern of energy demand.

Further Information is available at: [www.sustainableglasgow.org.uk](http://www.sustainableglasgow.org.uk)

## Our Engagement Network

A new, open and transparent partnership approach was introduced in 2003. This has developed over the years and we now have a network that operates at citywide and local levels with links to communities we serve. We need to ensure that the network remains relevant and at all levels we are engaged on the right issues.

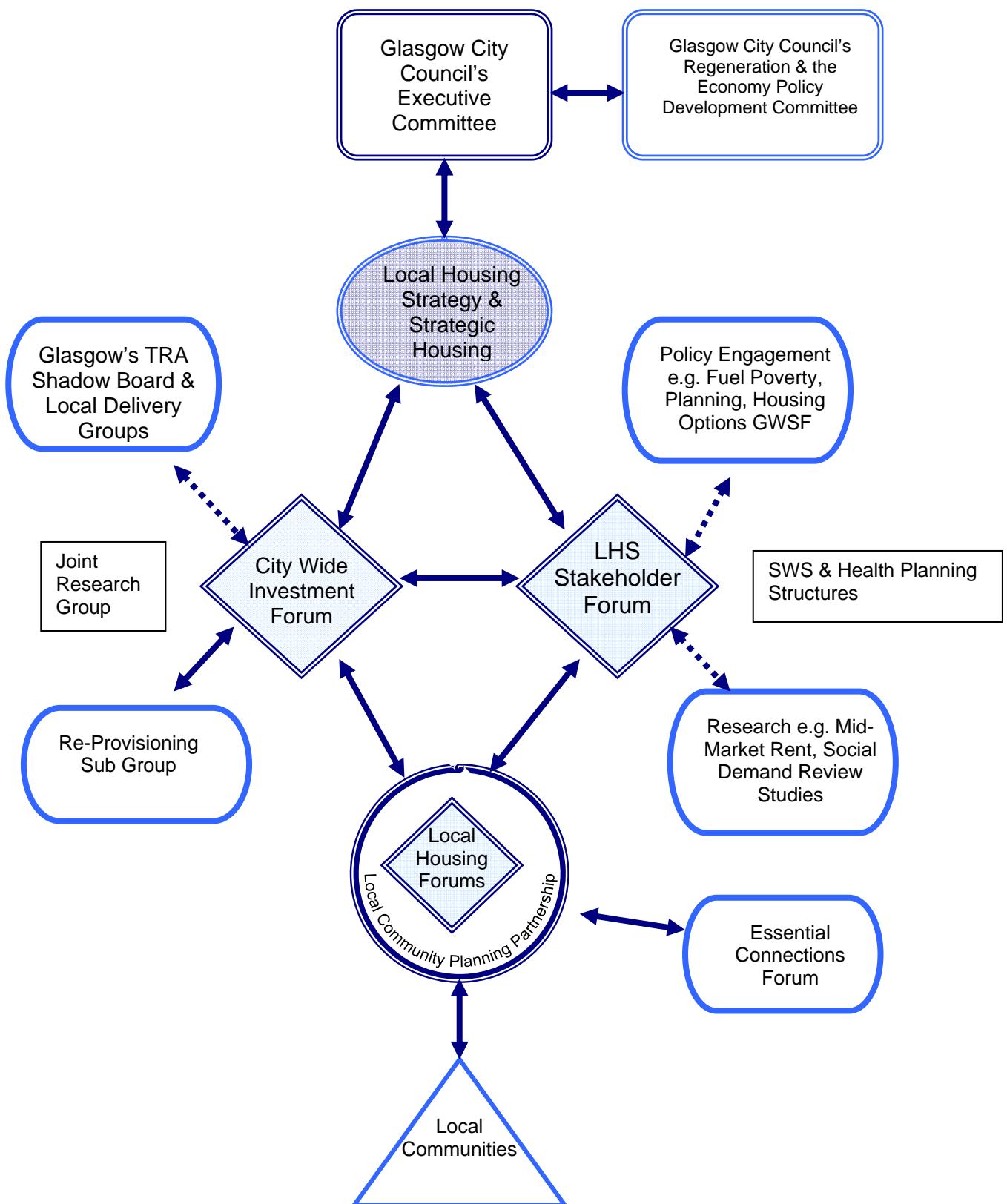
In the Social Housing Sector Local Housing Forums' Area Development Frameworks will be reviewed, revised and updated following the approval of Glasgow's Housing Strategy by the City Council.

With the growth in the Private Rented Sector and its important role in Glasgow's Housing system we also need effective mechanisms to engage with the sector. As our accompanying Housing Issues paper (link to web) illustrates the Sector is not homogenous but has a range of landlords of different sizes, but mainly small landlords with property portfolios of one or handful of units.

There are problems with certain areas of the city with concentrations of private landlords (see above) but generally the sector provides a good well managed choice for people living or moving to Glasgow.

During this LHS, a Forum will be established with Private Landlord representatives to explore jointly the problems and potential solutions being encountered by tenants and communities.

## Glasgow's Local Housing Strategy Engagement Framework



## **Delivering, with our partners and stakeholders, new housing and improved housing services more efficiently and effectively within tight financial constraints**

### **Affordable Housing**

The Strategic Housing Investment Plan (SHIP) forms part of our Local Housing Strategy and sets out the council's affordable housing investment plans over a five year period. The SHIP is however, updated annually. The latest SHIP, approved by the City Council in November 2010, covers the period from 2011/12 to 2015/16. It can be found at: -

<http://www.glasgow.gov.uk/en/Business/Housing/HousingStrategy/Investment/ship2010.htm>.

The current SHIP uses Resource Planning Assumptions based on the agreement between the Council and the then Scottish Executive about the level of resources for the 10 year period to 2013/14 as a consequence of the stock transfer.

The SHIP also looks at different scenarios (reflecting the poor public expenditure outlook) whereby resources are cut by 20%, 30% etc. For example, a reduction of 20% constituted an extension of a five year Development Funding Programme into a sixth year to complete. The SHIP also identified other resources, including private finance that could supplement CBHA Development Funding or GHA's New Build Funding.

The position changed following the submission of the SHIP to Scottish Government in November 2010. The Government announced a Development Funding allocation for the city of £68.1m in 11/12 equivalent to a reduction of 20% on the 10/11 allocation. Unallocated funds in this year's programme are being distributed under the same rules applying through the Innovation and Investment Fund in other parts of the country i.e. by competition based on value for money.

The priorities and outcomes described in the SHIP, reflected in the LHS, have been affected by the equivalent of a year's loss of Development Funding to the city. The broad effect of this cut is that the City Council will not be able to meet the Stock Transfer Agreement targets identified above.

The impact of the competitive approach is that our targets for large family and wheelchair housing will suffer as they draw on greater grant subsidy where a substantive goal of the competitive approach is to reduce per unit subsidy.

### **Existing Private Housing**

Private Sector Housing Grant (PSHG) provides important support to owners in the repair, maintenance and improvement of their properties, also providing services to older people through Care and Repair. PSHG has been about £10m per annum since 2003. Grants to owners in GHA's improvement programme have been administered by the Council over the same period (again about £10m per annum).

### **Glasgow Care and Repair**

PSHG funds 'Glasgow Care & Repair' to assist home owners aged 60 or over and people with disabilities, with no adult family living with them, in organising repairs to the fabric of their property.

This assistance generally comprises identifying defects, obtaining quotations for the work involved and liaising with the contractor and client throughout the course of the work. Care & Repair can also assist owners with a disability to adapt their homes.

The Handyperson Service provides practical help with small repairs and tasks around the home that owners may find difficult to do. Southside Housing Association administers this service on behalf of the City Council.

### **New Build Private Housing**

Over the period of the last LHS, there was significant growth in new build private housing. Much of this growth focused on riverside and city centre flatted developments. There were over 18,000 new build private dwelling completions from 2003 to 2010/11, representing multi billion pound investment in the city. However, due to the credit crunch, it is highly unlikely that the city will ever see such growth within the period of the next LHS. This investment gives the city a sound basis to consolidate and build on over the next five years. However, not all our needs have been addressed as the Themes 1 & 2 of the LHS illustrate.

In an era of severe prolonged public expenditure restraint and when both private and household finance is constrained, the City Council and its partners must continue to be innovative in our approach.

## **Working together with our partners in a smarter way, maximising financial innovation and the opportunities offered by new technologies**

The Engagement Network (outlined above) provides mechanisms for partners to explore and develop new ways of securing investment for the benefit of Glasgow's people (not only in housing but also employment and training). Elsewhere, we have also highlighted the potential of Special Purpose Vehicles (SPVs) and climate change resources to address investment needs. Glen Oaks Housing Association has taken the opportunity to secure funding through bond finance. But the feedback is that other HAs are finding finance difficult or more expensive to secure

Community Energy Savings Programme (CESP) has been a very useful source of much needed investment for Housing Association partners. Facilitated by the City Council and funded by energy utilities, Housing Associations are bringing system built stock up to the energy efficiency level for SHQS thereby ensuring compliance with the Standard.

Substantial resources (£12m) have been confirmed with more in the pipeline from CESP. CESP will be superseded by the Green Deal/Energy Company Obligations and will be a vital source of investment to address the Climate Change agenda in future years. We discuss the partnership mechanism established to enable the city to take advantage of this opportunity, Sustainable Glasgow (see above).

Other possibilities that might be feasible include the use of guarantee as exemplified in the National Housing Trust Initiative and Local Authority Mortgage Scheme. The Scotland Bill currently before the UK Parliament will increase the Scottish Government's borrowing powers which may aid investment in the housing sector over future years. Given the housing challenges still to be addressed it is important the City Council, with its partners, makes the case for Glasgow to the Scottish Government.

In advancing regeneration in the City, Glasgow City Council has been exploring new models of funding and delivery using lower levels of grant subsidy. These have included:-

- Glasgow's Special Purpose Vehicle for the Transformational Regeneration Areas to bring together the resources of key partners and bring about the best regeneration outcomes for the areas.
- A Volume Procurement Initiative with initial findings suggesting this could save up to 14% on traditional procurement methods.
- The Public Private Partnership in delivering the Commonwealth Games Village.
- Exploring development of affordable homes available for mid market rent and rent to mortgage
- Exploring the benefits of new construction methods such as off site manufacturing and energy efficient technologies i.e.The Glasgow House
- Making more efficient use of HAG funding – low cost home ownership and mid market rent products to improve leverage rates for HAG.
- Exploring the potential for investment in partnership through Green Deal

## THE GLASGOW HOUSE

The Glasgow House is a unique partnership between the council's Arms Length Construction Company (City Building), Glasgow Housing Association (GHA) and PRP Architects. It was formed to deliver the first energy-efficient, highly insulated prototype house in Glasgow. GHA developed the design of the houses in partnership with PRP Architects and City Building were responsible for constructing the four prototype properties on the site of its Construction Skills Academy in Laurieston in the Gorbals. Two different construction methods were used to determine the optimum combination of design and materials.

The Glasgow House prototype incorporates high levels of insulation and air tightness, efficient heating systems, solar gain through the use of sun rooms and solar thermal panels. Due to its proximity to its Construction Skills Academy, local City Building apprentices were able to make a contribution to the project, while housing and community groups were invited to tour the buildings at various stages. Royal Strathclyde Blindcraft Industries (RSBi), one of Europe's largest supported employment facilities, manufactured timber kits and furniture.



During the period of this LHS, the Council will investigate opportunities for replicating the Glasgow House concept and other energy efficient construction methods for new homes across the city

For further information on The Glasgow House, visit [www.citybuildingglasgow.co.uk](http://www.citybuildingglasgow.co.uk) or [www.gha.org.uk](http://www.gha.org.uk)

### Improving standards of service in the social rented sector within the framework of the Social Housing Charter

The Social Rented Sector landscape has changed significantly since 2003. Glasgow Housing Association's Second Stage Transfer (SST) Programme was completed in June 2011. This programme has resulted in GHA now owning around 50% of the city's social rented stock. The other 50% is now owned by the 67 other Registered Social Landlords. This presents an opportunity for partners to build on the principle of community control and empowerment to deliver services differently and more effectively.

The **Social Housing Charter** will set out national objectives and standards for social landlords and it is important that these standards can be applied to local circumstances. We will support partners to achieve these standards, further developing customer oriented approaches to service delivery, including beyond housing only issues.

The Change agenda, personalisation of care and the thrust of the Christie Commission to move service delivery from reactive to preventative or pro-active approaches means that partners should actively consider developing and implementing new ways to further their service delivery to customers through joint working. We highlight in Strategic Theme 2 above some examples where this can provide improved service for customers.

The Welfare Reform proposals present significant challenges for all partners, will require careful consideration of the implications and re-design of services and service delivery. As an example, the Welfare

Reform Bill currently before the United Kingdom Parliament proposes some radical changes to the administration of Housing Benefit which may have important consequences for housing providers and tenants. The Bill proposes the introduction of a single benefit payment to recipients called Universal Credit. Universal Credit will subsume Housing Benefit. Housing Benefit will no longer be administered by local authorities as a result but by central government. Therefore the current working relationship between landlords, tenants and the City Council will end. Whilst changes in administrative arrangements will impact on Council Services directly it will also indirectly affect landlords as they will now need to liaise with central government on rent issues related to Universal Credit recipients. The City Council will monitor with partners the impact of these proposals on services and service delivery if they become law.

The UK Government is also currently consulting on proposals for changing the way Housing Benefit assists those living in supported housing within the social and voluntary sector. Once more, any changes implemented here may require partners to reconfigure or re-design services.

### **Securing substantial improvement in the quality of management of the private rented sector**

As we have already outlined, the Private Rented Sector (PRS) plays an important role in our city's housing system. The sector has expanded significantly over the last decade and now provides an important role in accommodating a range of households. This growth has increased the importance of the Council's regulatory and enforcement powers in terms of private landlord registration and licensing of homes in multiple occupation (HMOs).

The Scottish Government has passed legislation that strengthens these functions to enable local authorities to tackle management issues where standards have fallen to unacceptable levels and are affecting the wider community. The management issues that will be addressed vary greatly across different parts of the city.

We will work with other relevant stakeholders and partners corporately e.g. as in Govanhill to tackle management problems and have also re-organised our service to enable multi-disciplinary Council teams to work in a more co-ordinated way. In addition the City Council has recruited a multi-disciplinary team (through Scottish Government funding) to tackle areas where there are severe management and property conditions problems with high concentrations of private landlords.

We support the voluntary Landlord Accreditation scheme and have found the Tenants' Deposit Scheme to be useful. Further legislation will lead to Property Managers' Register which may help owners in dispute with their 'factors'.

The full funding for repair works to common parts of properties can only be achieved if all parties agree and collaborate. The sector is complex in terms of the number of different parties that can be involved in this work such as owner occupiers, property managers and private landlords. Not all properties have property managers (or factors) and engaging with individual owners to institute repair and improvement work can take time and resources.

There is a real need for interested parties to address the obstacles to improving management and conditions in this sector. For this reason the City Council will establish Private Sector Housing Forums in pressured areas to address local issues in a pro-active and co-ordinated way through the development and implementation of an Action Plan.

## **THEME THREE**

### **KEY ACTIONS DURING THIS LHS PERIOD**

1. To work with Housing Association partners to reflect the national standards contained within the Social Housing Standard to local circumstances in order to deliver effective quality services for tenants
2. To develop new ways of working to discuss/progress issues in the private rented sector
3. To develop the Housing Options approach to housing services with our partners
4. To carry out a joint review of partnership working arrangements across housing, health and social care services
5. To explore and develop mechanisms for unlocking other investment sources with the private and voluntary sectors
6. To carry out research with our partners to identify new housing products/services, new resources and better ways of delivering services

## **MONITORING AND EVALUATION**

The Engagement Framework outlined in Theme 3 provides the Monitoring and Evaluation structure for our Strategy.

Based on the Outcomes and Action Plan (including the Key Actions identified under Themes 1-3) an Annual Monitoring Report will be submitted after the end of each financial year to the City Council's Executive Committee and referred to the Regeneration and the Economy Policy Development Committee. This will occur as close to the financial year end as is practicable. The first relevant financial year will be 2011/2012

This report will be fed through the Engagement Network for information and discussion of relevant issues that arise, beginning with the LHS Stakeholder Forum.

An interim Evaluation Report on the LHS will be submitted at or near to the mid-point of the Strategy which will incorporate Monitoring and Evaluation for the relevant year but also a mid-term review based on an agreed Evaluation Framework.

This Evaluation Framework will be the basis of the final evaluation that will be carried out in the final year.

All partners and key stakeholders will be involved in and contribute to the various reports identified above. We will incorporate monitoring activity into current ongoing liaison arrangements with key partners such as GHA and the other RSLs.

The Appendix (below) sets out our Strategic Outcomes and Key Actions outlined within each Theme. In finalising our Strategy we will identify Indicators, targets and timescales.

In terms of investment, targets are described throughout the main strategy document, with further detail provided in the current SHIP (2011 – 2016). The SHIP will be reviewed annually and is subject to the outcome from the Scottish Government Spending Review.

## Glasgow City Council Housing Strategy Critical Success Factors/Key Outcomes

### Theme One: Regeneration: Increasing the supply and improving the quality of housing available to Glasgow's people

Glasgow's Housing Strategy Key Outcomes	Relevant Indicators	Data Frequency/Type/Source	Baseline (Date)	Targets	Timescales
We will have increased the supply of good quality affordable housing for owner occupation					
<b>Key Actions and commitment by local partners for this outcome</b>	<ul style="list-style-type: none"> <li>Work in partnership to develop &amp; support further Initiatives to assist people to access home ownership.</li> <li>Work in partnership with GHA to assist in the delivery of the GHA new build programme promised to tenants at stock transfer.</li> <li>Deliver the 304 new quality family homes for owner occupation at the 2014 Commonwealth Games Village</li> <li>Make progress on the delivery of new family homes for private sale at the three pilot TRA Projects in Maryhill Locks, Laurieston &amp; Gallowgate.</li> <li>Monitor &amp; Support the continued delivery of the New Neighbourhood Initiatives at Garthamlock, Oatlands &amp; Drumchapel.</li> <li>Develop a revised strategy for development of the Cowlairs site as part of the Ruchill/Keppoch New Neighbourhood Initiative</li> </ul>				

Glasgow's Housing Strategy Key Outcomes	Relevant Indicators	Data Frequency/Type/Source	Baseline (Date)	Targets	Timescales
We will have increased the supply of good quality social and intermediate housing.					
<b>Key Actions and commitment by local partners for this outcome</b>	<ul style="list-style-type: none"> <li>Work in partnership to develop and implement other new intermediate tenure housing products to assist with regeneration outcomes and affordable housing options.</li> <li>Complete the CBHA new build programme promised to tenants at stock transfer.</li> <li>Work in partnership with GHA to assist in the delivery of the GHA new build programme promised to tenants at stock transfer.</li> <li>Make progress on the delivery of new affordable homes at the three pilot TRA Projects in Maryhill Locks, Laurieston &amp; Gallowgate.</li> <li>Deliver the 400 new quality 'affordable' family homes at the 2014 Commonwealth Games Village</li> </ul>				

Glasgow's Housing Strategy Key Outcomes	Relevant Indicators	Data Frequency/Type/Source	Baseline (Date)	Targets	Timescales
We will have increased the supply of new and converted accessible housing and housing for particular needs.					
<b>Key Actions and commitment by local partners for this outcome</b>	<ul style="list-style-type: none"> <li>Review and implement new wheelchair and larger family housing targets for new RSL development.</li> <li>Housing, Health and Social Work agencies to continue to work jointly to ensure current social care housing projects are fit for purpose, and if not, to provide for existing and future needs.</li> </ul>				
Glasgow's Housing Strategy Key Outcomes	Relevant Indicators	Data Frequency/Type/Source	Baseline (Date)	Targets	Timescales
We will have increased the proportion of the City's housing across all tenures which meets the current SHQS.					
<b>Key Actions and commitment by local partners for this outcome</b>	<ul style="list-style-type: none"> <li>Work with the GHA &amp; RSLs to support their investment and planned maintenance programmes</li> <li>Promote the S 72 statement of assistance for home owners.</li> <li>Work through the Govanhill Initiative to improve the housing stock in this area.</li> <li>We will issue "works notices" where appropriate to improve and maintain the condition of properties in the private sector and follow them up with maintenance orders.</li> <li>Where appropriate we will declare Housing Renewal Areas to deal with significant issues of BTS properties.</li> </ul>				

Glasgow's Housing Strategy Key Outcomes	Relevant Indicators	Data Frequency/Type/Source	Baseline (Date)	Targets	Timescales
We will have increased the Energy Efficiency of the City's housing across all tenures and taken steps to mitigate the impact of increasing energy costs on the level of Fuel Poverty in the City.					
<b>Key Actions and commitment by local partners for this outcome</b>	<ul style="list-style-type: none"> <li>Working in partnership with the energy utilities and RSL's to deliver investment in the housing stock through the utilities programmes – Carbon Emissions Reduction Targets (CERT) &amp; the Community Energy Savings Programme (CESP) up to end 2012.</li> <li>Beyond 2012 introduction of Green Deal and the Energy Company Obligations flowing from the Energy Bill 2011.</li> <li>Promotion of Council Tax rebate scheme for energy efficiency improvements.</li> <li>Targeting of the Scottish Government's Universal Home Insulation Scheme at private sector pre1919 properties.</li> <li>Promotion of various other Scottish Government funded schemes such as boiler scrappage and the Energy Assistance Package</li> <li>Promoting advice information and advocacy on energy related issues to vulnerable households via the Glasgow Home Energy Advice Team (G.HEAT)</li> <li>Working with Historic Scotland to develop and promote low cost systems for internal wall insulation in pre1919 properties</li> <li>Working with the Energy Savings Scotland Advice Centre to promote general energy advice.</li> </ul>				

Glasgow's Housing Strategy Key Outcomes	Relevant Indicators	Data Frequency/Type/Source	Baseline (Date)	Targets	Timescales
We will have improved Neighbourhood Quality across the City.					
<b>Key Actions and commitment by local partners for this outcome</b>	<ul style="list-style-type: none"> <li>. We will work with partners in the RSL sector to improve neighbourhood management in mixed tenure estates</li> <li>We will work with Glasgow Community &amp; Safety Services and landlord registration to improve management in the private rented sector.</li> <li>Where appropriate we will promote temporary landscaping on "stalled sites" or on vacant and derelict land.</li> <li>We will seek opportunities to create environments which are attractive and sustainable, providing opportunities for play and recreation, protecting natural habitats, and enabling walking or cycling access to services and facilities.</li> </ul>				

## Theme Two: Access: Improving access to appropriate housing for Glasgow's people

Glasgow's Housing Strategy Key Outcomes	Relevant Indicators	Data Frequency/Type/Source	Baseline (Date)	Targets	Timescales
We maximise the use of our existing housing stock and develop a city-wide Common Housing Register					
<b>Key Actions and commitment by local partners for this outcome</b>	<ul style="list-style-type: none"> <li>• We will deliver the CHR North West Glasgow Pathfinder by 2012 with roll-out citywide following review and evaluation of the Pathfinder</li> <li>• Encourage initiatives by RSLs to address under-occupation of the socially rented housing stock</li> <li>• Consider the potential impact of changes to the system of levying Council Tax on empty homes</li> <li>• Review how adaptations are delivered in the city based on the outcome of the review of the national Adaptations Working Group</li> <li>• We will develop the Housing Options approach to housing services with our partners</li> </ul>				

Glasgow's Housing Strategy Key Outcomes	Relevant Indicators	Data Frequency/Type/Source	Baseline (Date)	Targets	Timescales
More people are living independently and receiving the support they require					
<b>Key Actions and commitment by local partners for this outcome</b>	<ul style="list-style-type: none"> <li>• Improving engagement at local level between Social Work, Health and housing providers, building on the work of the Statement of Best Practice and revisiting existing networks (eg. Local Housing Forums, Essential Connection Forums) to ensure we have the networks in place to deliver joined up planning and services.</li> <li>• SWS Commissioning Strategy is developed for Glasgow which recognises the contribution of low level preventative housing support measures and the move towards personalisation of individual budgets.</li> <li>• Evaluation of existing services to support older owner occupiers and the development of appropriate services</li> <li>• As an important aspect of changing the balance of care, sheltered housing provision will be considered in the wider strategic picture for housing with support options for older people as part of the Change Fund strategic planning. In the current economic climate, we have to consider what model(s) of sheltered housing are best for the future, and what changes to current provision could be made to deliver an appropriate service.</li> </ul>				

Glasgow's Housing Strategy Key Outcomes	Relevant Indicators	Data Frequency/Type/Source	Baseline (Date)	Targets	Timescales
Homelessness is prevented and if not prevented, is addressed quickly					
<b>Key Actions and commitment by local partners for this outcome</b>	<ul style="list-style-type: none"> <li>Glasgow Council and GHA aim to finalise agreement on the basis for a joint pilot of a Housing Options approach, to offer personalised advice to anyone in housing need. This will increase the focus on early intervention and hopefully enable action to be taken to assist people to remain in their homes, or to find a more suitable option. The proposed pilot will deliver a one stop shop with robust information and advice services, co-located with GCC Casework and GHA Housing Management services. Other RSLs, Health providers and the voluntary sector will be involved in development of the pilot.</li> <li>Research into Tenancy Sustainment and Homelessness Prevention Activity is to be investigated.</li> <li>Homelessness Services will continue to develop the dialogue with RSLs on access to accommodation in order to increase the annual number of allocations to people assessed as homeless, and to assist with the backlog of cases.</li> <li>The use of private rented housing to provide a housing outcome for some homeless households will be developed.</li> <li>Homelessness Services will continue to implement the Council policy to incrementally extend eligibility for priority need assessment on an age basis, and from October 2012 all applicants who have been assessed as homeless will be deemed to have a priority need. The implications of this policy will continue to be monitored, including demand for temporary accommodation.</li> <li>Work will continue to implement the actions agreed as a result of the inspection of Homelessness Services by the Scottish Housing Regulator and to take forward the programme of reviews of commissioned services.</li> </ul>				

### Theme Three: Delivery: Maximising Resources, Improving Partnership Working and Effective Monitoring

Glasgow's Housing Strategy Key Outcomes	Relevant Indicators	Data Frequency/Type/Source	Baseline (Date)	Targets	Timescales
We will have delivered, with our partners and stakeholders, housing and housing services more efficiently and effectively within tight financial constraints, working together in a smarter way and maximising the opportunities offered by new technologies.					
<b>Key Actions and commitment by local partners for this outcome</b>	<ul style="list-style-type: none"> <li>To work with Housing Association partners to reflect the national standards contained within the Social Housing Standard to local circumstances in order to deliver effective quality services for tenants</li> <li>To develop a forum with appropriate representation to discuss/progress issues in the private rented sector</li> <li>To develop the Housing Options approach to housing services with our partners</li> <li>To explore and develop mechanisms for unlocking other investment sources with the private and voluntary sectors</li> <li>To carry out research with our partners to identify new housing products/services, new resources and better ways of delivering services</li> </ul>				

Glasgow's Housing Strategy Key Outcomes	Relevant Indicators	Data Frequency/Type/Source	Baseline (Date)	Targets	Timescales
We will have promoted positive partnerships and co-ordination among statutory and voluntary agencies across a range of housing and housing related areas					
<b>Key Actions and commitment by local partners for this outcome</b>	<ul style="list-style-type: none"> <li>To work with Housing Association partners to reflect the national standards contained within the Social Housing Standard to local circumstances in order to deliver effective quality services for tenants</li> <li>To develop a forum with appropriate representation to discuss/progress issues in the private rented sector</li> <li>To develop the Housing Options approach to housing services with our partners</li> <li>To carry out research with our partners to identify new housing products/services, new resources and better ways of delivering services</li> </ul>				

Glasgow's Housing Strategy Key Outcomes	Relevant Indicators	Data Frequency/Type/Source	Baseline (Date)	Targets	Timescales
We will have improved standards of service in the social rented sector within the framework of the Social Housing Charter					
<b>Key Actions and commitment by local partners for this outcome</b>	<ul style="list-style-type: none"> <li>To work with Housing Association partners to reflect the national standards contained within the Social Housing Standard to local circumstances in order to deliver effective quality services for tenants</li> <li>To develop the Housing Options approach to housing services with our partners</li> </ul>				

Glasgow's Housing Strategy Key Outcomes	Relevant Indicators	Data Frequency/Type/Source	Baseline (Date)	Targets	Timescales
We will have secured a substantial improvement in the quality of management of the private rented sector					
<b>Key Actions and commitment by local partners for this outcome</b>	<ul style="list-style-type: none"> <li>To develop a forum with appropriate representation to discuss/progress issues in the private rented sector</li> </ul>				

# GLOSSARY

Term	Acronym	Short Description
Affordable Housing		Affordable housing can broadly be defined as housing which is provided for people who cannot or do not wish to purchase or rent through the open market.
Asylum Seeker	AS	This term refers to someone who is waiting for his or her application to be recognised as a refugee to be considered by the Government.
Below Tolerable Standard	BTS	This term refers to property that is in a serious state of disrepair or lacks certain essential amenities.
Black Minority Ethnic	BME	People of African, Asian or Caribbean heritage or descent, encompassing other migrant communities who may be discriminated against because of their race, ethnicity or colour
Choice Based Lettings	CBL	Choice-Based Lettings (CBL) is a way that some Housing Associations let their affordable rented properties. Whilst there maybe variations in application across different associations, the common feature of CBL is that registered applicants bid for available properties rather than waiting to be offered one. Currently Cube and Trust Housing Associations offer CBL with GHA also piloting their scheme in the west of the city.
Common Housing Register	CHR	A Common Housing Register is a single housing waiting list for all Registered Social Landlords (RSLs) operating in a defined area, eg local authority. There are 3 distinct features that constitute a CHR:- a. a single application form for all applicants seeking housing in the social rented sector; b. a single database of all these applicants; and c. a shared housing information and advice resource.
Development Funding	DF	This funding is made available to the Council by the Scottish Government annually. The funding enables the Council to subsidise new or improved housing by Registered Social Landlords (RSLs) or low cost home ownership projects. The funding can cover other projects such as environmental improvements too. To attract funding projects must meet Local Housing Strategy priorities.
Fuel Poverty	FP	Fuel Poverty is defined in Section 95 of the Housing (Scotland) Act 2001 as being a household living in a home which cannot be kept warm at a "reasonable cost".
Glasgow & Clyde Valley Structure Plan	GCVSP	The Glasgow and the Clyde Valley Joint Structure Plan 2000 sets out a 20-year strategy for the Glasgow city region, covering eight local authority areas and more than one third of Scotland's population. It has a focus on sustainable development and metropolitan regeneration. It defines the location of development priorities and provides the framework for the more detailed local and master planning of individual local authorities. It also seeks to provide a focus for the investment resources of both public and private sectors, and to build delivery partnerships to achieve the strategic objectives. In line with the National Planning Framework, a new Glasgow and the Clyde Valley Strategic Development Plan is currently being prepared.

Glasgow City Council	GCC	The Council has statutory responsibilities for Housing Strategy in the City. The Council is made up of 79 Councillors.
Glasgow's City Plan 2 & 3	CP2 & CP3	The City Plan forms part of the City's development plan and sets out both a strategic and a local framework for current and future development projects and delivery programmes. The City Plan 2 was adopted by the City Council in December 2009 and preparation for City Plan 3 has commenced.
Glasgow Housing Association	GHA	A housing association registered with the Scottish Housing Regulator, established to take ownership of all GCC housing stock. The Stock Transfer of over 80,000 properties took place in March 2003.
Housing Associations	HA's	Housing organisations registered with the Scottish Housing Regulator who own housing stock for social renting. In Scotland many Housing Associations are described as Community Based Housing Associations, ie they are run by committees of tenants.
Housing Association Grant	HAG	Housing Association Grant is available to Registered Social Landlords to acquire land or builds and to build, convert or improve housing for social rent or low cost home ownership. It is provided by the Council from the Development Funding received from the Scottish Government.
House in Multiple Occupation	HMO	A property, originally built or designed for one household that now contains more than one household. This includes self-contained conversion flats (but not purpose-built flats), as well as bedsits etc. with shared facilities
Housing Need and Demand Assessment	HNDA	Joint work was undertaken with the Glasgow and the Clyde Valley Strategic Development Planning Authority and the other Clyde Valley local authorities on a Housing Need and Demand Assessment and was completed in June 2011. This will inform both the Local Housing Strategy and the Main Issues reports of the Strategic and Local Development Plans. There is a particular focus on increasing affordable housing supply.
Housing Options Guide	HOG	The Glasgow's Housing Options Guide has information on all aspects of housing in Glasgow. It is available on the Glasgow City Council's website at <a href="http://www.glasgow.gov.uk/en/Residents/YourHome/HousingOptions/">http://www.glasgow.gov.uk/en/Residents/YourHome/HousingOptions/</a>
Local Housing Forum	LHF	Ten Local Housing Forums have been established across the City to facilitate local engagement between housing providers and other stakeholders in relation to strategic housing planning and other associated community matters.
Local Housing Organisation	LHO	Housing organisations run by committees of Glasgow Housing Association tenants and registered as management only Housing Associations with the Scottish Housing Regulator. These Housing Associations provide day to day housing services as a local level under contract for Glasgow Housing Association.
Local Housing Strategy	LHS	Under the Housing (Scotland) Act 2001 all Local Authorities have to provide a housing strategy for their area. The strategy sets out the housing issues and priorities for the area and provides a strategic framework for future investment and management.
Low Cost Home Ownership	LHCO	There are a range of mechanisms aimed at helping people onto the property ladder. These mechanisms are generally aimed at people who are in work and who are eligible for a mortgage, but the value of the maximum mortgage they could obtain would not cover the cost of a property on the open market. Options include Shared Ownership, New Supply

		Shared Equity (NSSE) and Mid-Market Rent.
New Supply Shared Equity	NSSE	Glasgow City Council operates the New Supply Shared Equity scheme within the Glasgow area, on behalf of the Scottish Government. The New Supply Shared Equity Scheme aims to help people on low incomes who wish to own their home but who cannot afford to pay the full price for a house. It is part of a range of assistance from the Scottish Government under its Low-cost Initiative for First Time Buyers, LIFT. This scheme is provided through Registered Social Landlords.
Mid- Market Rent	MMR	MMR is a form of affordable housing. It allows tenants to pay rent levels below the normal market rent level in the area, although rents are higher than what a tenant would normally expect to pay in social housing. MMR renting can particularly help households who are struggling to afford private renting or home ownership, but are unlikely to be given priority on a social housing waiting list.
Refugee		This term describes a person who has been forced to leave their country because it is not safe for them to stay and has been granted rights to remain in another country as a result.
Private Sector Housing	PSH	Housing not controlled by bodies such as local authorities, voluntary organisations or Registered Social Landlords.
Registered Social Landlords	RSLs	This term refers to independent housing organisations registered with the Scottish Housing Regulator. RSLs primary purpose is to provide social rented housing. Housing Associations, housing Co-operatives and Local Housing Organisations all come under the term RSL.
Scottish Housing Quality Standard	SHQS	The Scottish Housing Quality Standard (SHQS) was introduced by the Scottish Government in February 2004. Its primary purpose is to provide an authoritative guide to the standards of improvement which should be attained in social housing, where it must be fully achieved by 2015. It is a comprehensive standard covering state of repair, modern facilities, health, safety and security in addition to the Tolerable Standard.
The Scottish Housing Regulator	SHR	The Scottish Housing Regulator is an executive agency of the Scottish Government and their role is to regulate Registered Social Landlords and the landlord and homelessness services of local authorities within Scotland.
Second Stage Transfer	SST	This term refers to the onward transfer of the ownership of Glasgow Housing associations housing stock to Local Housing Organisations, subject to tenant's support through a ballot and to certain financial and other criteria being met.
Social Housing		A general term for rented and shared ownership housing not provided for profit, e.g. by Registered Social Landlords etc
Strategic Housing Investment Plan	SHIP	A plan that Local Authorities need to submit annually to the Scottish Government which describes how resources will be used over a medium term towards delivering the aims and objectives of the Local Housing Strategy.
Transformational Regeneration Areas	TRAs	Glasgow City Council, Glasgow Housing Association and Scottish Government have identified 8 Transformational Regeneration Areas across the city that require major restructuring in order to create sustainable mixed tenure communities. These areas are:- East Govan/Ibrox; Gallowgate; Laurieston; Maryhill; North Toryglen; Red Road; Sighthill and Shawbridge.