

# **JOINT HOUSING POLICY AND DELIVERY GROUP**



**2017 REPORT**



**JOINT HOUSING POLICY  
AND DELIVERY GROUP**

**ANNUAL REPORT**

**JULY 2017**

**COVERING 1 APRIL 2016 TO 31 MARCH 2017**

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## WORKING TOGETHER

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Opinions set out in this report may not reflect the opinion of the Scottish Government. The views expressed are those of the individual author(s).

# Introduction

**T**he Joint Housing Policy and Delivery Group for Scotland (“JHPDG”) is the principal and most senior stakeholder group working with the Scottish Government on all matters relating to housing policy and delivery in Scotland. It brings together representatives from the housing sector, COSLA and the Scottish Government. JHPDG operates on an ethos of co-production and with an emphasis on delivery.

The JHPDG is committed to producing an annual progress report and this report covers the period 2016-17. Over this year, the JHPDG has operated as a plenary group supported by two subgroups, each with different membership. The report includes reflections from Tom Barclay, the co-chair with the Scottish Government of the plenary group, and from the chairs of the subgroups. The case studies that follow are illustrations of what can be achieved by the housing sector through co-production and a willingness to learn from each other.

The purpose of the JHPDG is:

- a) to advise the Scottish Government on housing policy, legislation and delivery;
- b) to assist the Scottish Government in setting the strategic direction for future housing policy; and
- c) to identify issues, obstacles and blockages to delivery of housing policy and to be positive and proactive in identifying solutions to them.

The plenary provides a forum where partners can hear each other’s achievements, observations and concerns. It is a forum where strategic links can be made between diverse areas of housing policy and delivery.

The JHPDG has met in plenary three times over 2016-17. On 22 June 2016, the group considered

the More Homes Scotland approach and the new Housing Infrastructure Fund. It also discussed risk and capital lending and the challenges that posed for affordable housing providers.

On 8 November 2016, the group focused on energy efficiency and fuel poverty with Kevin Stewart MSP, Minister for Housing and Local Government, meeting the group for the first time and inviting the group to engage with him at a practical level.

At the meeting on 7 February 2017, Angela Constance MSP, Cabinet Secretary for Communities, Social Security and Equalities heard from the group about the actions they considered necessary, and those they were taking, to deliver more homes in Scotland.

The two subgroups were established in May 2016 to deliver the 34 actions set out in the Joint Housing Delivery Plan, published in June 2015. The Home and Place Subgroup covered the housing supply related actions and was chaired by Nicola Barclay, Chief Executive of Homes for Scotland. The Housing Journey and Support Subgroup covered the housing quality and services related actions and was chaired by Tony Cain, Policy Manager of ALACHO.

The aim of the subgroups was to focus on the actions and free up the plenary group to think about the longer term aims and challenges facing housing in Scotland. The subgroups established priority work programmes to take forward the actions and each have met on several occasions throughout the year.

One of the challenges for the subgroups has been delivering on the actions in the 2015 Plan as the political and economic context changes. In 2017-18, the JHPDG will continue to evolve its approach to the Plan and the way the group is structured in order to make best use of all the innovation, imagination and ingenuity in the sector to tackle the most pressing issues.

*Scottish Government, June 2017*

CO-CHAIR OF THE PLENARY GROUP

# Lesley Fraser

In the two years since the publication of the *Joint Housing Delivery Plan for Scotland*, the housing landscape has changed. In particular, the housing sector has had to work through the wider uncertainty caused by the result of last year's Brexit referendum while maintaining quality and speeding up delivery across all sectors.

As the sector evolves, so does the Joint Housing Policy and Delivery Group, set up to ensure delivery of the 34 actions (see p 22) set out in the five-year Plan.

This year we realigned the group to allow for the creation of two theme-based subgroups, led by Nicola Barclay and Tony Cain. You can read their reports on pages 8 and 9. This freed the plenary group, co-chaired by Tom Barclay, to operate in a more strategic space and make the most of the extensive knowledge and experience of members. The group has benefitted from this change and I would like to take this opportunity to thank Tom, Nicola and Tony for all their hard work. I also really appreciate the time and effort contributed by plenary and subgroup members too.

While most of the actions set out in the Plan are long term, there have already been successes through our working together. For example, the establishment of the first national Scottish Housing Day (Action 26) was a highlight of 2016. Its positive reception drew popular attention to the importance of housing options in Scotland. A second Scottish Housing Day will take place this year on 21 September.

Our collaborative work on other actions continues. In this report we've collected nine examples of how group member are working together collaboratively across the breadth of actions set out in the plan.

These examples have been provided by Scottish Government colleagues, with input from stakeholders and partners. They should not be read as unblemished exemplars of

**“IN THIS REPORT WE’VE COLLECTED EIGHT EXAMPLES OF HOW GROUP MEMBER ARE WORKING TOGETHER COLLABORATIVELY ACROSS THE BREADTH OF ACTIONS SET OUT IN THE PLAN”**

co-production. Some can still be classified as works in progress – such as the partnership approach to improving Govanhill (see p 19), or the ongoing development of the new landlord registration system (see p 18). Others set out the lessons learned from single events, such as the Housebuilding Sector Skills Event (p 12).

But together they have been chosen as illustrative examples of the breadth of co-production work that is happening across organisations working towards particular actions. Many – for example the review of the Scottish Social Housing Charter – can point to tangible achievements, but it can be as instructive to learn how challenges were identified and tackled, and how lessons were learned from the things that didn't go to plan first time.

The Joint Housing Policy and Delivery Group will continue to evolve in the coming year. But its value to the Scottish Government, Ministers and our housing partners remains consistent. I am excited about the year ahead.



**CO-CHAIR OF THE PLENARY GROUP****Tom Barclay****HEADLINES**

*What have been the major changes and developments for JHPDG in the year ending 31 March 2017?*

A significant change has been the shift in focus of the plenary to take a more strategic perspective, focussed on the medium to longer term. This was facilitated by the creation of the two subgroups focussed on delivering the actions in the Joint Housing Delivery Plan. This has meant we've been able to devote time to the bigger picture issues, as well as seek assurance that the actions in the Plan are being driven forward with stakeholders.

This higher level focus of the plenary, combined with delivery entrusted to the right groups of stakeholders is an approach I would like to see grow and evolve in 2017/18.

**LOOK AHEAD TO 2017/18**

*What do you hope / want the group to achieve in 2017/18?*

For the year ahead I would like to see the plenary group focus on a set of strategic themes and progress these through the 2017/18 meetings. Strategic themes such as:

*Capacity Building*

- 'Scotland's war for talent in the built environment' (and the related construction and house building industry); be a thought leader around establishing a multi-agency strategy in this space.
- Thought leadership on housing system sustainability: identifying the various parts of the jigsaw around envisioning and establishing long term sustainability in Scotland's housing system; pulling together the data and the knowledge

**“A SIGNIFICANT CHANGE HAS BEEN THE SHIFT IN FOCUS OF THE PLENARY TO TAKE A MORE STRATEGIC PERSPECTIVE”**

(using both primary and secondary sources); and making the most of the new *UK Collaborative Centre for Housing Evidence (CaCHE)* led by Prof Ken Gibb.

*Investing in Scotland*

- Creating a successful campaign for attracting inward and indigenous investment into Scotland's built environment and, specifically, its housing system across all tenures.

*Housing & the Poverty Gap*

- Engaging in a debate about housing and its contribution to the closing the poverty gap; establishing a framework through which we can measure the role and impact of housing investment in establishing healthier, wealthier and more sustainable places at community, housing market and housing system level.
- Scanning for global interventions of success in tackling poverty, where housing is a key driver for change; sharing global links and learning tools.



**CHAIR OF THE HOME AND PLACE SUBGROUP**

# Nicola Barclay

**HEADLINES**

*What have been the major changes and developments for JHPDG in the year ending 31 March 2017?*

In terms of new supply, the introduction of a wholesale review of the planning system is a significant change of context for the Subgroup. A significant number of actions in the Plan are linked to planning policy and delivery and this review means that many of the actions are no longer relevant, or have been superseded.

Since the Plan was published in 2015, the housing market has picked up and the challenges now are about speeding up delivery. The continued cuts in public sector finances are a real blocker as delivery partners have tried to grow and speed up production when the resources available to regulate or support growth have decreased.

**PROGRESS AND ACHIEVEMENTS**

*What has been achieved in the last year?*

The delegation of actions in the Plan to the subgroups has allowed these to be discussed in more detail and movement on the actions to be more clearly ‘owned’ by the relevant people. With housing such a broad church, there was an issue that the plenary sessions were trying to cover too much ground, and always would only be of interest to a relatively small number of attendees at any one time.

The subgroups have focussed on specific actions relating to their areas of interest, and have endeavoured to take ownership of these.



**PROBLEMS, CONCERNS AND BARRIERS**

*Where has progress been hard?*

A significant blockage can be local authority capacity and funding for the infrastructure required to support the level of development needed to solve the housing crisis.

A tension running through the Plan is the degree to which stakeholders have the levers to deliver on the actions. External bodies can make suggestions about how things should change but it is government that determines public expenditure priorities and has the power to amend legislation. This, combined with the wide variety of interests in the Subgroup, has sometimes made it hard to reach consensus on taking forward actions.

**LOOK AHEAD TO 2017/18**

*What do you want the group to achieve in 2017/18?*

To achieve great results, we need to consider how housing plays into the wider remit of the Scottish Government, and its aspirations for sustainable economic growth. The combination of the Enterprise and Skills review and the City Deals provides the ideal opportunity for us to change the nature of housing delivery by tapping into the investment coming forward through these programmes.

We all need to think more boldly and consider how we deliver the next wave of strategic growth which will take advantage of the way that regions will naturally form around the City Deals, and the ambition to grow the economy. The planning review needs to recognise this shift in emphasis to City Regions.

As we reach the end of many significant public sector infrastructure projects, we should focus freed-up construction capacity on housing delivery. Not only will it provide employment and growth opportunities, but it will fulfil a fundamental need that we know exists across the length and breadth of Scotland. Only by thinking strategically and nationally will we achieve our goals of eradicating the backlog of housing need and demand.



**CHAIR OF THE HOUSING JOURNEY AND SUPPORT SUBGROUP**

Tony Cain

**HEADLINES**

*What have been the major changes and developments for JHPDG in the year ending 31 March 2017?*

The policy context in Scotland has moved on in the two years or so since the Joint Housing Delivery Plan was agreed: welfare reform is gathering pace; the Scottish Government has made significant progress in developing its approach to energy efficiency and climate change; health and social care integration is now a reality; whilst fuel poverty, homelessness and rough sleeping remain stubbornly difficult to eliminate.

It's this picture that has led to the need to take stock, review progress and map the significant changes that should perhaps now be captured in the Joint Housing Delivery Plan. The Housing Journey and Support Subgroup has taken on this part of its remit in the spirit of co-production that gave rise to the Plan. Much of the Plan is on track, remains relevant and has the support of the housing sector as a whole.

**PROGRESS AND ACHIEVEMENTS**

*What has been achieved in the last year?*

The first Scottish Housing Day in 2016 was a success, with enthusiastic participation across the sector. Planning for a repeat on 21 September 2017 is well underway.

Since its first meeting in August 2016 the Housing Journey and Support Subgroup has met seven times and completed a full review of progress with the current plan. A more focused review of areas for development will be completed over the summer.

A range of measures to improve management and maintenance in the private rented sector will come into effect over the next six months including the new First Tier Tribunal and enhanced

security of tenure for tenants. Consultation on options to improve energy efficiency across the sector is also underway. Consultation on options to improve energy efficiency across the sector is also underway.

**PROBLEMS, CONCERNS AND BARRIERS**

*Where has progress been hard?*

Slower progress has been made in some areas: the effectiveness of adaptations services remains inconsistent; improvements in joint working with health and social care less are widespread than we would have hoped; and, whilst our understanding of the needs of the most vulnerable homeless households is now more widely shared, we have yet to see significant improvements in outcomes for this group.

Community mental health services remain an area of significant concern.

Welfare reform and in particular the sanctions regime, problems in the operation of Universal Credit and the extension of the Local Housing Allowance maxima to social housing and supported housing in particular represent a real threat.

**LOOK AHEAD TO 2017/18**

*What do you want the group to achieve in 2017/18?*

The great strength of the JHPDG and the Plan is the breadth of participation and the focus on joint action.

The work currently underway through the subgroups will provide a better understanding of the areas we need to focus on to deliver the outcomes in the Plan and the way we need to evolve to achieve this.

Our 2017 Scottish Housing Day on 21 September will provide a great opportunity to show case our achievements and to engage local communities in the improvement process.





**working together**



# GROWING THE BUILD-TO-RENT MARKET IN SCOTLAND

## ACTION 32

**T**he built-to-rent market offers an opportunity to increase the availability of high quality, professionally managed private rented homes at scale – backed by institutional investment. The Scottish Government worked with Homes for Scotland and an industry-led working party to create the conditions to expand this market by attracting increased investment.

*What specific challenges did you face?*

There were two challenges: Getting the right support to develop the build-to-rent market. This included understanding where the market was (with limited data available) and what would help to do this. Getting the balance right between policy to improve the private rented sector by modernising its regulation, and creating the overall conditions to attract new investment in build-to-rent to expand the sector.

*Who did you need to work with?*

The Scottish Government supported Homes for Scotland to appoint a PRS champion to lead work to develop the build-to-rent in Scotland. This included a working party comprising the Scottish Government and experts from industry, trade associations,

managing agents, financiers and local authorities.

*How did you work together to find the solution?*

We worked collaboratively, with lots of engagement and exploration of the issues, explaining the policy aims and where investors were coming from. This resulted in the development of a Rental Income Guarantee Scheme (RIGS), a specific ask of the industry as the best utilisation of a government guarantee. And maximising the overall offer from government to support conditions to attract investment, including through supportive guidance on planning

and taking account of build-to-rent in modernising the sector's regulation.

*What worked really well?*

The collaboration and space to really set out and explore issues, and develop mutual understanding by group members to inform policy development.

*One thing you would do differently?*

There was a lot of change going on. In an ideal world everything else would stay the same, while we worked to achieve the outcomes we were all looking for – but in reality we had to manage this change as well.

BUILD TO RENT COULD DELIVER AROUND NEW 4,000 HOMES ACROSS SCOTLAND IN THE NEXT FEW YEARS.



**“WE WORKED COLLABORATIVELY, WITH LOTS OF ENGAGEMENT AND EXPLORATION OF THE ISSUES, EXPLAINING THE POLICY AIMS AND WHERE INVESTORS WERE COMING FROM”**

# HOUSEBUILDING SECTOR SKILLS EVENT

ACTION 12

27,000

THAT'S THE NUMBER OF PEOPLE  
DIRECTLY EMPLOYED IN BUILDING  
NEW HOUSES IN SCOTLAND.

**T**he housebuilding sector is concerned about maintaining and attracting new skills, given an ageing workforce, potential Brexit influences and competition for new entrants from other sectors. The Scottish Government worked with Homes for Scotland to offer an event to explore the extent of the challenge and work with skills bodies to identify what action might help tackle this.

*What challenges did you face?*

The sector relies on skills across professional, technical, administrative and trade backgrounds and we want a balance of these entering the market to meet the needs of the industry. Ensuring these varied interests were fairly represented and managing different organisational and sub-sector pressures towards agreed priorities for action was the major obstacle, as the will was there across organisations to tackle this issue.

*Who did you need to work with?*

Homes for Scotland, professional bodies, education providers, skills bodies and representatives of individual local authorities and builders were all involved in the day.

**“THE EVENT WAS STRONGLY PARTICIPATIVE; A CLEAR COMMITMENT TO HEAR AND RECOGNISE ALL VOICES AND TO TRY TO FOCUS ON IDENTIFYING POTENTIAL SOLUTIONS AS WELL AS OBSTACLES WERE AGREED BY ALL PARTICIPANTS”**

*How did you work together to find the solution?*

Scottish Government officials worked with Homes for Scotland to design and deliver the event under a joint banner to encourage participation and interest from appropriate bodies. While no immediate solutions were found on the day, those present helped to identify the further expertise to bring into the process so any solutions developed covered the needs, and made use of support, from across the sector. Officials and Homes for Scotland are working together to gather evidence on the scale of the challenge and to put together an action plan, building on the work done at the event.

*What worked really well?*

The nature of the event was strongly participative; a clear commitment to hear and recognise all voices and to try to focus on identifying potential solutions as well as obstacles were agreed by all participants, who were stewarded through the day by a skilled and experienced facilitator.

*One thing you would do differently?*

While interest was strong, commitment to action and agreement on priorities was more difficult to achieve because of lack of definitive evidence. A more robust understanding of the scale of the issue and contributing factors would have helped greater progress towards an agreed action plan.

# HIGHLAND HOUSING HUB

## ACTION 4

THE CHALLENGE IS TO APPROVE 500-600 HOMES A YEAR ACROSS 40 TO 50 PROJECTS IN AN AREA BIGGER THAN BELGIUM.

# 600

**T**he Hub was set up as a response to the challenge of the increased housing target in Scotland and the complex geography and programme delivery required in Highland Council area. The task was for all partners to meet every week for an entire day on a task-focused, open basis to deliver a shared outcome for Highland. The budget doubled and much effort is required to access sites and projects to meet the agreed Housing Strategy and Strategic Housing Investment Plan

### *What challenges did you face?*

The approach was agreed between the Scottish Government and Highland Council housing officers. The challenge was to bring all delivery partners in, as well as the essential parts of the Highland Council including roads and planning colleagues and developers. A challenge was to prevent it becoming a 'reporting back organisation' and being left to focus on housing delivery and actions, often unseen until projects are actually approved on the system. The challenge is to approve 500-600 housing units per year, with between 40 and 50 individual schemes to achieve this in an area bigger than Belgium.

*Who did you need to work with?* Scottish Government and local authority housing colleagues,

delivery partners for Highland, including local and national housing associations, private developers, Scottish Water, consultants, The Highland Housing Alliance and the Highland Small Communities Housing Trust.

### *How did you work together to find the solution?*

Some practical components had to come together including finding a room for the hub at the council premises, internet access, organising the initial establishment, chairing the day and ensuring the right people came. In June 2016, when it became clear the workload became too great, we appointed a hub coordinator for an initial 18-month period. Anne MacDougall's arrival in January 2017 has made a real difference.

### *What worked really well?*

The regular weekly task forced

ethos works well as individuals have to come back each week having followed up actions. The hub has gained confidence and openness. People are beginning to know each other very well and have developed trust in each other. The team responded quickly to the challenge of major economic expansion in Fort William through having the right people well connected to each other. The Hub has become well known in development circles, helping to raise awareness of housing development issues in the Highlands.

### *One thing you would do differently?*

There is still work to be done on managing the day each week so best use is made of the time partners engage. There are plans to break up into smaller groups for part of the day. We also need to look at the future timetabling so that partners such as NHS are brought in effectively.



# EMPTY HOMES PARTNERSHIP

## ACTION 18

**T**he partnership was set up to tackle the problem of long-term empty homes, which can be a blight on communities and are a wasted resource when people across Scotland need homes. It has been running since 2010.

*What challenges did you face?*

Identifying long-term empty homes has long been a challenge and trying to persuade owners to bring them into use without direct financial incentives can be difficult if the owner lacks capital. We also rely on council tax records to identify property ownership and status; not all councils were able to separately identify second and long-term empty homes, for example.

*Who did you need to work with?*

The partnership now works with agencies and local authorities across Scotland. The Scottish Government developed and continues to deliver the work of the partnership and local empty homes officers with Shelter Scotland, who share our interest in making best use of housing stock in Scotland.

*How did you work together to find the solution?*

The pilot was developed to encourage the development and take-up of dedicated empty homes officers – either as standalone posts or as part of a set of responsibilities

for other posts. There are now officers in place in over half of Scotland's local authorities, with shared services models being encouraged to support councils who may not be able to support a full-time officer to realise some of the benefits of an active officer.

## **“IDENTIFYING LONG-TERM EMPTY HOMES HAS LONG BEEN A CHALLENGE”**

*What worked really well?*

As well as establishing a number of officers, creating a strong network and peer support in addition to a central support and advice service has been key to delivery and sharing of best practice across the network of officers.

*One thing you would do differently?*

Funding was doubled in 2014 for a second three-year programme. This allowed the scaling up of support and a rapid expansion of the number of homes being brought back into use. However it is not clear if this would have been viable without the earlier establishment of the network and the principles through partnership support and work with the benefitting authorities.

**T**he homeowners contacted me in my role as a home improvement officer for the Care and Repair Scheme and not initially as part of the Empty Homes Project. Moray Council has a limited budget to help homeowners over the age of 60 and on a low income to help maintain their home.

The property had been badly damaged after a chimney fire and although the owners had insurance, the insurers had initially refused to pay out. By the time the owners found me, they had been awarded a payout through the ombudsman, but it was substantially lacking and the owner was struggling to afford the extensive repairs required.

Initially, after the fire, the owners had spent six months living with their son while they tried to claim from the insurance company. By this time, they had realised that the insurers were not going to pay out and worried they were imposing on their son, so they moved back into the damp, cold, fire-damaged property and set up accommodation in a self-contained back bedroom which was the only room in the house that undamaged by the fire. They lived in these conditions for another 18 months while they continued to battle their insurance company.

# FINDHORN VILLAGE, MORAY

LENGTH OF TIME EMPTY: 3 YEARS

**1,700** THE EMPTY HOMES PARTNERSHIP HAS BROUGHT MORE THAN 1,700 LONG-TERM EMPTY HOMES BACK INTO USE SINCE 2010.

Finally, after two years, the insurers, with involvement from the ombudsman, agreed to pay the rent for a suitable nearby flat to house the couple who were finally able to move out of the fire-damaged building. They did not however, agree to cover all the repair works and by now the couple were exhausted but still did not have all the funds necessary to

cover the reinstatement works.

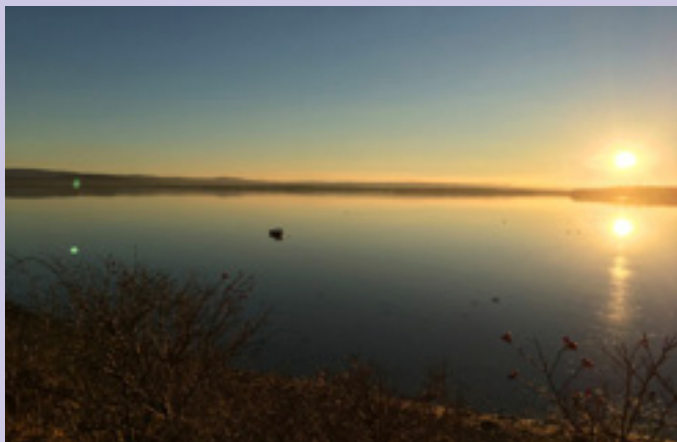
This is when they called me and asked about repair grants.

An application for grant assistance was made and the owners met the qualifying criteria for assistance for the works that the insurance did not cover. Repair grants do not cover the full amount of the works, but it was enough to give the owners the

final and much-needed cash to get the works completed. The owner did not know how they would have finished the project or how long the property would have sat empty without this final push.

As a result, the property was fully upgraded at the start of January 2017 and is now back to being the family home.

*Trudi Lawrie, Moray Council*



# REVIEWING THE SCOTTISH SOCIAL HOUSING CHARTER

## ALL ACTIONS



THE SCOTTISH SOCIAL HOUSING CHARTER COVERS 610,000 TENANTS.

**W**e reviewed the Scottish Social Housing Charter to determine whether it had meant better outcomes for tenants and other stakeholders, the impact it was making on improving services standards, and whether it needed to be amended.

### *What challenges did you face?*

The biggest was to make sure we heard as many views as possible. We developed different ways to tackle this: a formal consultation, a series of 12 inclusive consultation ‘roadshows’ across Scotland, an “Involving All” consultation focussing on harder-to-reach groups and evidence from the Scottish Housing Regulator based on their annual assessment of landlord performance against the charter.

### *Who did you need to work with?*

We consulted, discussed and worked with stakeholders including individual tenants, tenant and resident organisations, local authority and RSL landlords, ALACHO, CIH, GWSF, SFHA, SHN, HouseMark, the Scottish Housing Regulator, TPAS and TIS.

### *How did you work together to find the solution?*

We followed the approach we used to develop the first charter:

ensuring those who deliver and receive policies and services are best placed to help design them. We used co-production to ensure tenants and others who receive services, and landlords responsible for delivering the charter outcomes and standards, were fully involved in its revision. We took roadshows to stakeholders through events across the country co-hosted with landlords and tenants. Landlords gave us venues for free – and sometimes even a lunch! Landlord staff and tenants also helped by giving presentations on why the charter was important to them and what it has achieved, helping with registration and writing up feedback.

### *What worked really well?*

We brought professionals, tenants



and service users together to jointly review the charter and apply their experience and knowledge to ensure it was fit for purpose, achievable and, for some,





**39%**  
REDUCTION

SINCE THE 2010 INTRODUCTION OF THE HOUSING OPTIONS APPROACH, THE NUMBER OF HOMELESS APPLICATIONS HAS REDUCED BY 39%.

working together

# HOUSING OPTIONS IN SCOTLAND

ACTION 29



aspirational. We used our excellent working relationships with landlords and tenant organisations to co-host, promote and deliver the events. Over 1,000 attended the road shows and 'Involving All' events with a good mix of by tenants, staff, councillors and RSL board members attending. The events helped build a consensus that the charter was working as intended to raise standards in social housing, and that changes should be limited to fine-tuning. This also resulted in very positive scrutiny of the revised charter by the Local Government and Communities committee and the revised charter secured approval by the Parliament.

**W**e want to build on and seek continual improvement of the housing options approach for those at risk of homelessness.

*What specific challenges did you face?*

There is a specific issue around the interface of rights under the homelessness legislation and the more person-centred approach of housing options. This is explored in the Housing Options Guidance published in 2016. Issues with changes to the benefit system by the UK Government mean that options are more difficult to provide, particularly for under-35-year-olds.

*Who did you need to work with?*

As homelessness is a local authority statutory function, local authorities are key to this approach. Partnerships with registered social landlords and the third sector are critical to ensure wide support for people who are potentially threatened with homelessness.

*How did you work together to find the solution?*

Housing options hubs meet regularly to share practice and experiences to overcome challenges and ensure best practice. Representatives of the hubs

meet quarterly to share practice more widely across Scotland. These meetings enable the hubs to share what they have been working on and encourages joint working between the hubs. The development of the training toolkit is a key example of work across all 32 local authorities to develop a shared resource which will train staff and assist to encourage consistency in the delivery of housing options.

*What worked really well?*

The national event of the Homelessness Prevention and Strategy Group was well received and enabled further means of sharing practice with wider stakeholders such as third sector, health and academia.

**“ISSUES WITH CHANGES TO THE BENEFIT SYSTEM BY THE UK GOVERNMENT MEAN THAT OPTIONS ARE MORE DIFFICULT TO PROVIDE, PARTICULARLY FOR UNDER-35-YEAR-OLDS”**

# DEVELOPING THE NEW LANDLORD REGISTRATION SYSTEM

ACTION 31

# 28,000

THE NEW SYSTEM HAS ATTRACTED OVER 28,000 APPLICATIONS, GENERATING £1.8M IN FEES, WHICH LOCAL AUTHORITIES USE TO HELP COVER THE COST OF ADMINISTRATING THE REGIME.

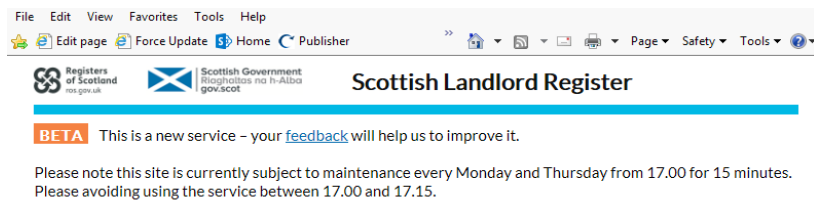
**T**he Scottish Government collaborated with Registers of Scotland (RoS) to develop a new landlord registration system. From the outset we sought to improve the user experience for the 250,000 registered landlords, make it more consistent and make the regime easier to administer for each of the 32 local authorities. We wanted to reduce our costs too.

## *What challenges did you face?*

Local authorities have statutory responsibility for landlord registration. Since its introduction in 2006, each local authority has developed its own approach and procedures. So it was difficult to create a system that meets the expectations of all 32 authorities. To ensure the system could function from the start, it had to be pared back to deliver legislative requirements. Landlord registration teams have found the limited functionality frustrating, so we have continued to support them while RoS have made enhanced features available incrementally.

## *Who did you need to work with?*

This project started in early 2016. We have worked with business analysts, developers, content writers, user experts, lawyers and policy specialists from RoS. A project board oversaw the



## Scottish Landlord Register

This is the official register of landlords of private rental properties in Scotland.

collaboration, focussing on risk management and project delivery. We established an Implementation Advisory Group (IAG) with six landlord registration officers, who helped define the technical detail, assisted with the decision-making and championed the system to other local authorities and to landlords using the system. We also engaged with the Scottish Association of Landlords to feed in landlords' views on the system design.

## *How did you work together to find the solution?*

From the outset, the Scottish Government and RoS teams met regularly with IAG, whose members brought experience of applying the legislation in different parts of the country and managed varying numbers of landlords. IAG involvement ranged from fortnightly meetings (ongoing) and after system launch, fortnightly 'early life' support calls. Each IAG representative liaises with, and supports a number of neighbouring local

authority landlord registration teams. Regular email contact enabled discussion about technical proposals and swift decision-making.

## *What worked really well?*

Collaborating with landlord registration officers from the outset. Their expertise was invaluable and IAG members played a crucial role in championing the system to other local authorities. The process has informed government policy development and enabled us to promote a consistent approach across Scotland. Landlords' experience is much improved.

## *One thing you would do differently?*

The pressure to get the new system launched by the end of January 2017 meant we had to resolve conflicting views and demands of 32 local authorities while the system was being built. Ideally we'd agreed on preferred functionality before moving ahead with the development.

# IMPROVING GOVANHILL: A PARTNERSHIP APPROACH

## ACTION 31

# 75%

OF PRIVATE RENTED PROPERTIES MET THE REPAIRING STANDARD IN MARCH 2017 - UP FROM 9% WHEN MINISTERS GRANTED THE LOCAL AUTHORITY THE ADDITIONAL POWERS IN 2015.

**T**he Scottish Government, Glasgow City Council (GCC) and Govanhill Housing Association, (GHHA) are working together to address issues in South West Govanhill:

- acquiring properties in the private rented sector (PRS) to address tenure imbalance;
- implementing a multi-agency approach to improve property condition and environmental standards; and
- using enhanced powers within the enhanced enforcement area (EEA) to tackle rogue landlords.

### *What challenges did you face?*

Govanhill is a unique and culturally diverse area. Significant growth and poor standards in the private rented sector has resulted in problems such as overcrowding, insect infestation, deteriorating property condition and environmental blight. These issues placed significant demands on council services and had a negative impact on the wider community. As a social landlord that delivers a range of wider role activities in the area, GHHA has acted as a community anchor and supported the council to drive change. The aim is to create a safe environment with a strong, vibrant community that is cohesive, balanced and sustainable.

*Who did you need to work with?*

The Scottish Government needed to work with Glasgow City Council and GHHA. A range of services are co-located in GHHA offices (City Property, GCC Social Work, Community Planning, Cleansing, Environmental Health, Private Landlord Registration, Development & Regeneration Services, Community Safety Glasgow, Govanhill Law Centre, Greater Glasgow Health Board, Police Scotland and the Scottish Fire and Rescue Service) facilitating local, multi-agency responses to the issues in the community. The partners have agreed a strategy for Govanhill, *Going Forward 2016/17-2020-21*, and committed to £40m investment over four years. GHHA will acquire a further 350 private properties. The council will seek Ministers' approval to extend the enhanced enforcement area to a wider area of Govanhill.

### *How did you work together to find the solution?*

Action has been on-going since 2010 to tackle the persistent problems associated with the significant growth of the private rented sector. A property acquisition and repairs project was piloted and evaluated. Scottish Government officials worked closely with council and housing association officers

to identify key outcomes for the project. Crucial to this was targeting funding for acquisition and repairs and staff resources within the streets designated as an enhanced enforcement area where the council used its enhanced powers to target enforcement. The council has also successfully encouraged take up of landlord accreditation to raise standards of management and properties.

### *What worked really well?*

Regular contact between council and Scottish Government officials has enabled us to agree a strategic, multi-agency approach with delivery supported by the co-location of services. Visiting the area and seeing the issues first-hand is crucial and helped to develop a good relationship with council officials. Sharing successful enforcement practice to encourage use of existing powers in a targeted way.

### *One thing you would do differently?*

The measures taken have had an impact in the area. Engaging earlier with the council to encourage a bold, targeted approach to the use of existing landlord registration enforcement powers could have achieved much of what has been done within the enhanced enforcement area without the need for primary legislation.

# REGENERATION OF PENNYWELL

## ACTION 5

**T**he Scottish Government has an ambitious target to deliver 50,000 affordable homes by 2021. This can only be achieved through the aggregate impact of many projects across Scotland. The regeneration of Pennywell in Edinburgh is one such project, expected to contribute 350 high quality affordable homes with a strong sense of community and place.

### *What challenges did you face?*

An early challenge for the City of Edinburgh Council was to consult on a masterplan for the area and ensure the local community was involved at a time when almost 600 households had been rehoused to allow the demolition of poor quality housing. Now the challenge is to make sure that homes are completed on time and to budget. For the three years 2018/19 to 2020/21, Scottish Government funding for housing across Edinburgh will be a minimum of £124.5 million and every penny is needed to help deliver the target.

### *Who did you need to work with?*

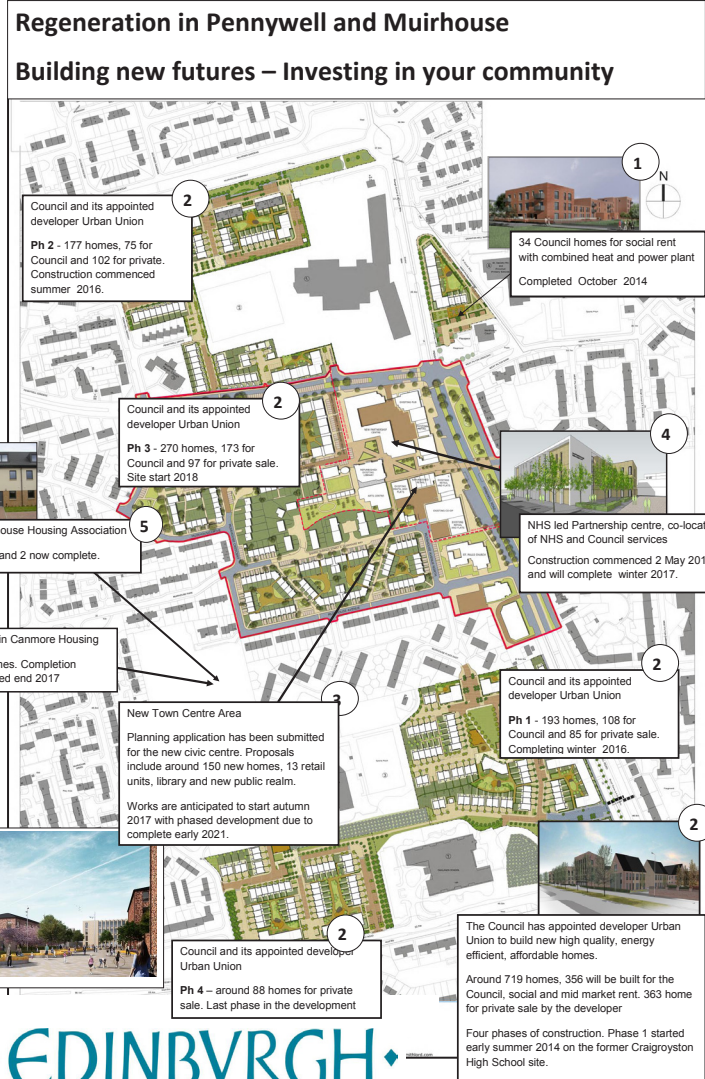
The Scottish Government and the council have worked closely, as happens across Scotland, not least through regular liaison between housing officials in both organisations. The Scottish



*Above: Existing housing in Pennywell*



*Above: New housing in Pennywell*



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Government is providing at least £8 million of grant for social rented housing. The council worked with design consultants and the community to design the project to reflect local aspirations and meet council objectives on housing quality and placemaking. The council selected a private sector development partner, Urban Union, with the capacity and expertise to deliver mixed tenure regeneration.

*How did you work together to find the solution?*

Several public bodies including the council, its various departments and 21st Century Homes, NHS Lothian and Scottish Government have worked together on the regeneration of Pennywell in collaboration with community groups and councillors. The careful management, collation and incorporation of stakeholder requirements was very important, but challenging. Knowing the right questions to ask, being engaging, enthusiastic, clear and concise in presentations and adopting a methodical and pragmatic approach, along with good listening skills and note-taking facilitated this collaboration. A Council project manager spends most of her time in the area, providing a continuing strong link between the council's locality team, Urban Union and the community.

*What worked really well?*

Early and frequent engagement with the community and other stakeholders has helped to maintain momentum, generate interest and disseminate important information. The Improving Muirhouse and Pennywell Group (IMP), which consists of community members, local councillors and other stakeholders has been invaluable in facilitating engagement. Co-producing the future with the community has also been the foundation of the approach taken to the New 'Civic Heart for Pennywell/Muirhouse' Project, developed in a partnership between the council, North Edinburgh Arts, Urban Union,

NHS Lothian, Muirhouse Housing Association and local schools. The project will create up to 25 new jobs and see up to 2,700 m<sup>2</sup> of vacant or derelict land remediated, de-risked or brought back into use.

*One thing you would do differently?*

The Pennywell regeneration project is on-going and, while there is strong support within the community for the regeneration, it will take years to complete. Key to the success so far has been early engagement with the community. We are seeking to learn lessons along the way, and to maintain the momentum and ensure the community are kept informed and involved throughout.

## JOINT HOUSING DELIVERY PLAN ACTION OUTCOMES

|                                 |    |  |
|---------------------------------|----|--|
| Investment, Supply and Planning | 1  | The sustainability of the Affordable Housing Supply Programme and continuing support for investment in affordable housing through spending reviews.  |
|                                 | 2  | Availability of good quality private finance options for housing associations and SMEs, resulting in increased housing supply.   |
|                                 | 3  | Increased options for people to own and fund their own homes and more opportunities for SMEs to undertake small scale house construction projects.   |
|                                 | 4  | Increase pace of housing supply through infrastructure investment which supports housing development.  |
|                                 | 5  | Clearer understanding of the range of effective mechanisms to fund infrastructure to enable development to move forward.   |
|                                 | 6  | Better and faster delivery of housing through speedier consents.   |
|                                 | 7  | More public support for housing development and buy in to long term visions for communities and places.  |
|                                 | 8  | Increase in housing supply by increased focus on deliverability of housing sites in Development Plans.   |
|                                 | 9  | Public and private sector agreement on a definition of effective land supply and more housing projects proceeding with better information.   |
|                                 | 10 | Recommendations covering use of CPOs and Land Assembly measures which can then be used to further facilitate housing development and regeneration.   |
|                                 | 11 | More homes delivered by SME builders.  |
|                                 | 12 | Sufficient resources within the housing development industry to deliver new homes and undertake regeneration projects.   |
|                                 | 13 | Better information about what measures are necessary to support the new build industry and target resources.   |
| Sustainability                  | 14 | More effective and measurable achievement of reductions in the effects of climate change and fuel poverty.   |
|                                 | 15 | A set of measurable actions which take account of the issues in rural and off grid areas, and which make it easier and more affordable to heat homes in these areas.   |
|                                 | 16 | Increase in awareness and demand for energy efficient homes and a long term continuing communications campaign.  |
| Place making                    | 17 | More projects proceeding with community support, leading to shorter planning consent achievement times and better places.  |
|                                 | 18 | More use of brownfield town centre sites for housing by private builders, with marketability and viability demonstrated.   |
|                                 | 19 | More diverse housing projects in town centres and a more diverse group of people living there, including families.   |
|                                 | 20 | More empty properties brought into effective use.  |
| Independent Living              | 21 | More people staying in their own home for longer, in comfort and safety, with savings for the NHS/local authorities.   |
|                                 | 22 | More older people moving to suitable long term accommodation which they can afford and which can support them well into old age. Release of family homes into housing supply - public and private sector.  |
|                                 | 23 | Savings to health and social care providers which can be demonstrated, and which result in the case for preventative spend within the 16/17 Scottish Government budget.  |
|                                 | 24 | A more collaborative and joint approach to services by professionals involved in health, social care and housing, resulting in better ways of working and more potential for efficiencies.   |
|                                 | 25 | Clear decisions about plans and resources by the health and social care partnerships which are fully informed about and take full opportunity of the significant contribution that housing will make to delivery of services.  |
| Housing Options                 | 26 | Raise public awareness of the complexity and importance of housing policy issues.  |
|                                 | 27 | More older and disabled people appropriately housed, with needs evidenced to inform housing planning assumptions and supply.   |
|                                 | 28 | A more person centred, cost effective adaptations process which combines joint working between all housing agencies, occupational therapists and health and support workers, resulting in more adaptations carried out which are appropriate and more people staying in their own homes. |
|                                 | 29 | Further effective reductions in Scotland's homelessness figures.   |
| Private Rented Sector           | 30 | More people choosing to rent in the private sector and staying for longer periods in good quality accommodation, where landlords have invested in long term relationships with their tenants.  |
|                                 | 31 | A high quality private rented sector managed by well -informed landlords operating to clear standards and guidelines.  |
|                                 | 32 | Increase supply of private rented sector homes.  |
|                                 | 33 | Identification of more opportunities to build and develop PRS stock, increase overall supply and improve information exchange.   |
|                                 | 34 | Improved stock condition through better and more cost effective building repairs done on an equitable basis between tenures.   |



