

ANGUS COUNCIL
LOCAL HOUSING STRATEGY COMMUNICATION AND CONSULTATION

1.0 Introduction.

The purpose of this paper is to highlight our key principles and the objectives of our consultation, what we have done so far, and how we intend to continue this and who has been involved. By consulting as widely as possible, both within the Council and outwith, we hope we have produced a document which is owned both corporately and by the wider community.

1.1 Active consultation and involvement is a key theme of both the Angus Community Planning Partnership and the Council's Corporate Strategy. The commitment to consult follows two of the three principles of the Community Plan – Active Citizenship and Social Inclusion. The Local Housing Strategy communication and consultation process has been developed to follow this commitment. Working in partnership with stakeholders embraces the principles of the Community Plan and this will be important to the effectiveness and validity of the Local Housing Strategy.

1.2 Consultation is ever-present in the Local Housing Strategy process. We are committed to offering consultation and involvement opportunities that allow the people of Angus to become involved as little or as much as they wish. This includes developing the content of the Local Housing Strategy, and carrying out options contained within the Strategy. Involvement is also intended to ensure that key stakeholders in the delivery of the Strategy will buy-in to the process. Making development of the Local Housing Strategy an open and inclusive process will add value to the completed Strategy.

2.0 Principles/Approach.

Some stakeholders will only want to be kept informed about the Local Housing Strategy and will only wish to be updated at certain stages during the development of the Strategy. Others will wish to become involved in the decision-making process used to develop and set the objectives of the Local Housing Strategy. Therefore it is important that a broad variety of methods are used to offer effective consultation allowing individuals and groups to choose the ones that best fit their requirements.

2.1 Angus Council's key principles for the process of developing and delivery of the Local Housing Strategy are:

- To create a culture of mutual trust, respect and partnership with stakeholders.
- To enable a process of joint agenda setting involving stakeholders from the outset.

- To ensure flexible working relationships between Angus Council and all stakeholders.
- To provide equal opportunities to participate to all stakeholders, recognizing the importance of consultation with people with special needs, or those from hard to reach groups.

2.2 Key Areas for Participation and Consultation.

Angus Council will undertake to involve stakeholders on all aspects of the Local Housing Strategy, including:

- Assessing the current housing system.
- Identification and appraisal of options.
- The draft Local Housing Strategy.
- Reviewing the Local Housing Strategy and Implementation Plan.
- Continuing involvement and participation to deliver the options identified.

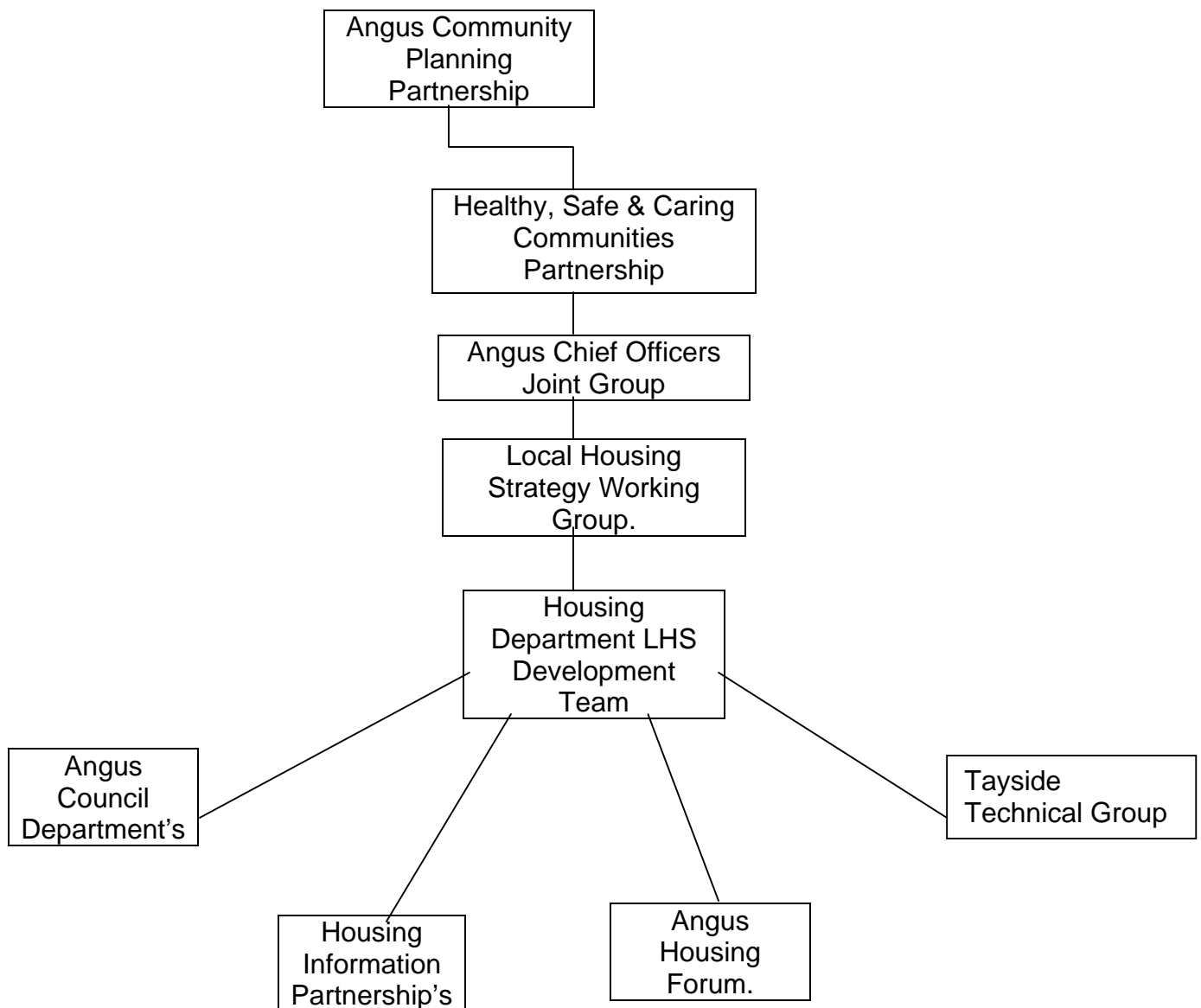
2.3 LHS Working Group

A working group was established during 2002 and includes staff from the Chief Executive's, Housing, Planning & Transport and Social Work & Health Liaison Department's. This group has steered the development of the Local Housing Strategy. Part of the remit of the group has been to ensure proper, fitting consultation takes place at every stage of the development process, and that this continues during the implementation of the Strategy. The working group feeds into the Angus Community Planning Partnership via the Healthy, Safe & Caring Communities Partnership. The diagram below illustrates the relationship between the various groups.

2.4 Consultation Bodies

The main tool of consultation has been the Housing Forum. The Housing Forum has around 100 members (see Appendix 5.2) who come from varied and differing backgrounds, including community councils, private developers, voluntary groups, the police, health professionals and individuals with a special interest in housing. The broad range of members ensures that most interests are represented.

In addition, the consultation process involved a sub-set of the Housing Forum, the Angus Housing Information Partnership, plus an officer level Tayside Technical Group drawn from Communities Scotland and the Tayside Local authorities, both of which provided essential information for the development of the Local Housing Strategy.



2.5 Hard to reach groups.

Inclusiveness is one of the core values of the Local Housing Strategy, and one of the challenges of its development has been to ensure the involvement of hard to reach groups as a top priority for the Consultation Strategy. Hard to reach groups identified for involvement in the Local Housing Strategy process include:

- ❖ Black & Minority Ethnic groups.
- ❖ Gypsies / Travellers.
- ❖ Young people.
- ❖ Older People.

- ❖ People with physical disabilities.
- ❖ People with learning difficulties.
- ❖ People with mental health problems.

To ensure that these groups are represented at every stage of the Local Housing Strategy process, and that their involvement adds value to the process, the following actions were undertaken:

- Research into the housing needs and aspirations of Black & Minority Ethnic groups in Angus, including identification of methods of engaging with these groups.
- Research into the housing needs and aspirations of Gypsies/Travellers in Angus, including identification of methods of engaging with these groups.
- Contact was made with a variety of representative agencies for hard to reach groups or bodies working with them in Angus, including Angus & Dundee Disable Persons Housing Service, Angus Access Panel, Age Concern Angus and No 1 for Youth.

2.6 Methods of Consultation & Involvement

The following is a list of the methods, events and approaches we used in ensuring a wide range of consultation and involvement.

- Housing Information Partnership e-distribution network
- Special workshop days to reach a broad range of stakeholders
- Written consultative drafts.
- Progress reports.
- Articles in tenant's newsletters.
- Housing Forum.
- Internet based consultation.
- Questionnaires.
- Feedback forms.
- Focus Groups.
- Option appraisal exercises.
- Tayside Technical Group

Most of these methods and means will be applicable to the implementation of the Local Housing Strategy and its regular evaluation.

3.0 Programme.

3.1 Structure & Process

A wide range of agencies and bodies across Angus, and across public, private and voluntary sectors, were approached with a view to explaining the nature of the Local Housing Strategy and inviting interest in joining the Angus Housing Information Partnership and the Housing Forum. Great

efforts were made to ensure that hard to reach groups were approached and pressed for their involvement.

3.2 Defining the problem.

The first meeting of the Housing Forum took place at Angus College Conference Centre in Arbroath on the 27th of June 2003. The day focused on the investigation of the housing system in Angus, and the barriers which stop it working effectively. Workshops were held to consider current housing provision, the physical environment, healthy and caring communities, and the population and economy.

From those attending on the day, we were able to identify the main issues for housing in Angus, and from these develop the main aims and objectives of the Local Housing Strategy. To ensure that the aims and objectives developed are appropriate we corresponded with all members of the Housing Forum, both those who attended the meeting and those who did not. The feedback received was used to modify the aims and objectives as necessary.

3.3 Themes, Aims and Objectives

Once agreed its members, the outcomes from the first Housing Forum were the subject of a Working Group meeting facilitated by consultants to help develop a clear set of aims and objectives. The result was a set of six aims based on the themes:

- Sustainable Communities
- Quality
- Special Needs
- Affordability
- Homelessness
- Supply & Demand

And for each aims, between 4 and 6 objectives were drafted. The package of themes, aims and objectives was the subject of further consultation.

3.4 Identifying possible solutions.

The second meeting of the Housing Forum was held at Hospitalfield House, Arbroath, on the 25th of September 2003. The purpose of the day was to develop options to deliver the aims and objectives of the Local Housing Strategy, and ultimately tackle the problems identified with the housing system in Angus. The day was split into six workshops based on the aims noted above and objectives agreed with the Housing Forum.

The workshops were focused on generating the options, and none were discounted on the day. Those attending the day were allocated workshops

to attend in the morning, but were allowed to choose which workshop to attend in the afternoon. This approach was adopted to ensure a broad range of knowledge and experience was present in each group. All options generated were recorded on Post-It notes and posted against each objective.

The day was intended to generate a sense of ownership of the Local Housing Strategy process amongst those attending. The day also included brief information sessions on topics including training in the construction industry and sustainable architecture, to help stimulate debate and the production of ideas. To ensure we had an accurate understanding of the options generated, a list of all the options was circulated to the members of the Forum for any further suggestions or amendments.

The day also provided an opportunity to start to appraise the options generated into three categories of plus, minus and interesting.

3.5 Option appraisal.

Building on the interactive appraisal session at the end of the options day, the option appraisal process used had three separate components:

- Input from the Local Housing Strategy working group.
- Feedback from stakeholders including the Housing Forum, Community Planning Partners and other Council departments.
- Focus groups of those likely to be involved with the implementation of specific options, for example private developers, private landlords, housing associations, and voluntary organisations representing hard to reach groups.

Each group involved in the process was asked to consider the viability of each option in terms of the contribution it would make to achieving the aims and objectives of the Local Housing Strategy. They were also asked to consider how the options would fit with their plans or strategies, any equal opportunities implications, and any possible legal constraints. The results of the appraisal process are recorded at the end of this document.

3.6 Drafting.

The drafting process has been designed to bring together the problems of the housing system in Angus identified at the start of the process with the options developed to address them. To ensure that the options developed will adequately address the problems identified, the draft Local Housing Strategy has been circulated for comment to the following bodies:

- The members of the Local Housing Strategy working group.
- Housing Associations operating in Angus.

- Angus Council's Environmental Health & Consumer Protection, Finance, Planning & Transport and Social Work & Health Liaison Department's.
- Private developers in Angus.
- Voluntary organisations representing hard to reach groups including Angus Access Panel, Angus Care & Repair, Angus Citizens Advice Bureau, Age Concern Angus and the Scottish Association for Mental Health.

Meetings were held with a number of these groups to discuss the draft Local Housing Strategy in detail and collect their comments and suggestions to be fed into the development of the finalised Strategy document.

4.0 Future Consultation

The Strategy will not work or do what it sets out to do without the co-operation and involvement of stakeholders. The inclusive approach taken in the development of the Local Housing Strategy will also apply to the implementation, monitoring and evaluation of the Strategy and its projects.

4.1 Implementation

Project management arrangements for the implementation of specific options developed will include arrangements to involve relevant stakeholders and ensure they are offered the opportunity to buy-in to the process. This will be at two levels, a regular working or project group with key agencies from Council departments and from agencies outwith the Council, developing the project, and a Housing Forum stakeholder group with a wider membership including tenants or customer representatives as appropriate meeting less frequently to oversee the process and provide feedback.

4.2 Monitoring and evaluation

The Local Housing Strategy will be subject to a process of continual review and this monitoring component will check that the actions agreed in the Strategy are being implemented. Monitoring will be managed by a monitoring group under the auspices of community planning, gathering information and carrying out basic analysis on a quarterly or annual basis, with partner organisations involved in the delivery of the Strategy being invited to participate.

The evaluation component will be carried out annually and will involve the assessment of whether or not progress is being made towards achieving the objectives of the Local Housing Strategy. The full Housing Forum will spend a day carrying out the first evaluation to review the Monitoring & Evaluation systems put in place as well as the Strategy itself. Subsequent

annual evaluations could be a Housing Forum event but could also be a scaled down version involving an appropriate range of stakeholders, through an evaluation workshop. It is envisaged that tenants and residents will have a key role to play in the evaluation process, the former through their annual tenant's conference.

5.0 Conclusion.

Angus Council is committed to ensuring that every resident in Angus has a chance to contribute to the Local housing Strategy. This brief outline of the methods and mechanisms the Council has used and will be using to engage with and monitor consultation with residents and other stakeholder groups is evidence of this. Any information gathered during the Local Housing Strategy process will be shared using various means, including media releases, briefing notes and tenants newsletters.

On the basis of the Council's six overarching strategic aims, as defined in the Local Housing Strategy, a series of focus groups were organised to look at options developed and evaluate their relevance for informing the preparation of, and possible incorporation into, the Local Housing Strategy.

Initial appraisal of the options took place during the workshop day held at Hospitalfield House in Arbroath and was attended by members of the housing forum. However, because of time constraints only an initial appraisal of the options was completed. Therefore further, more detailed, appraisal was required. This was conducted over a period of time, in small focus groups. The groups were arranged by function, for example, private developers met as group, Housing Associations met as another group and social work sections met as another group. The groups all had the same remit - to discuss the all the options that directly or indirectly affect them and measure them against the evaluation criteria.

EVALUATION CRITERIA

During the focus groups the following criteria were used to evaluate each of the selected options

- Resources – both in terms of money available and organisational resources
- **Acceptability** – to politicians, the public, and other stakeholders?
- Legal capacity – can the option be delivered legally or can the option rely on legislation to ensure its implementation
- **Strategic fit** – how does the option relate to wider plans and strategies?
- Effectiveness – in terms of the number of people in Angus that will directly or indirectly benefit from the option
- **Impact** – what benefits will the option produce, both directly and indirectly? How many people in Angus will the option help?

Supply and Demand: to ensure a balance between housing supply and demand across all areas.

Ref	Option	Financial		Partner Approval Y/N/?	Legal Capacity Y/N/?	Links to other Plans	Potential Effectiveness/ Impact	Priority
		Res Check Y/N	Org Y/N/?					
1. To stimulate demand in areas that are less popular or have investment needs, we will endeavour to:								
1	Develop low demand strategy that makes unpopular areas an attractive choice for people through a menu of options including redesign and conversion, redevelopment, intensive estate management, letting incentives, selective sale of stock and private sector intervention.	Y	Y	Y	Y	Housing Improvement Taskforce: Modernising Scotland's Social Housing. Empty Homes Strategy	E: H No: H	H
2	Carry out research into the housing aspirations of local people, the reasons for refusing an area, involving communities in planning and developing regeneration proposals and directing investment.	Y	Y	Y	Y	Community Plan Cairngorm Housing Strategy	E: H No: H	H

3	Develop new housing products to access new customers and expand the economic mix in less popular areas, for example key workers.	Y	Y	Y	Y	Angus Rural Strategy Empty Homes Strategy	E: M No: L	M
4	Provide specialist intervention and housing support services to help people with chaotic lifestyles or anti-social behaviour to manage their homes and tenancies across all tenures: (3) including intense behaviour management and support in a temporary supported accommodation unit for persistent anti-social behaviour.	?	?	Q	Y	Community Safety Action Plan	E: H No: L	L
5	Introduce community wardens across Angus targeted at crime and anti-social behaviour hot spots, (?) to improve image in low demand areas as part of community safety strategies.	Y	Y	Y	Y	Community Safety Action Plan	E: H No: H	H
6	Where the low demand strategy identifies a long term problem with housing design, develop a programme of conversion or demolition and replacement with 150 affordable family houses in those areas	?	Y	Y	Y		E: H No: L-M	M
7	Develop 'wider role' projects to improve community confidence and social inclusion.	Y	Y	Y	Y	Social Inclusion Strategy	E: H No: L-M	H
8	Resolve local infrastructure issues, for example, car parking by developing a programme of environmental improvements with the communities affected.	?	Y	Y	Y		E: M No: M	M
9	Develop ground maintenance and factoring services to improve the management of open spaces and gardens.	?	Y	Y	Y?	Local Agenda 21	E: H No: M	H
2. To ensure the appropriate release of land and existing building to meet demand for housing, we will endeavour to:								
10	Through a building industry liaison group, encourage joint ventures and voluntary agreements, and negotiate with developers a wider range or choice of housing type and tenure.	Y	?	Y	Y	Local Plan	E: H No: M	?M

11	To ensure better co-ordination between public sector landowners in the development of surplus land, especially land belonging to Angus Council, Health, Central Government Departments, etc	Y	?	Y	Y?	Local Plan	E: ? No: L	M
12	Develop an affordable housing policy for Angus, defining affordable, tenure and desired outcomes for each target area, to increase provision of affordable housing, for rent or purchase.	Y	Y	Y	Y	Local Plan Scottish Planning Policy 3	E: H No: L	H
3. To develop an understanding of each Housing Market Area and burgh by 2009, we will endeavour to:								
13	Commission follow up research to the Housing Needs Assessment to analyse local or settlement housing needs at a sub-housing market area level.	?	Y	Y	Y	Local Plan	E: H No: M	H
14	Use action research to find out what rural sustainability needs, including a test of housing and support need, to develop settlement level local housing strategies	Y	Y	Y	Y	Local Plan Active Citizenship Strategy Tayside Rural Strategy	E: H No: M	H
15	Carry out housing impact assessments on major economic and infrastructure changes, for example, the dualing of the A92 or major employers inward investing or closing.	-	Y	Y	Y	Angus Local Plan	E: ? No: H	M?
4. To rectify the mismatch between housing type or tenure and housing demand, we will endeavour to:								
6	Where the low demand strategy identifies a long term problem with housing design, develop a programme of conversion or demolition and replacement with 150 affordable family houses in those areas.	?	Y	Y	Y		E: H No: L-M	M
12	Review the affordable housing policy for Angus in the context of the local Housing Needs Assessment findings: to increase provision of affordable adapted housing, for rent or purchase.	Y	Y	Y	Y	Local Plan Scottish Planning Policy 3 Supporting People Strategy Community Care Plan	E: H No: L	H
16	Promote the development of 330 affordable homes for mainstream rent and 90 affordable homes for low cost home ownership in South Angus	?	Y	Q	Y	LocalPlan	E: H No: M	H
17	Promote the development of 150 affordable homes for people with special needs, across Angus.	?	Y	Q	Y	Local Plan Community Plan Supporting People Strategy Community Care Plan	E: H No: M	H

18	Promote the development of appropriate affordable housing, where need is identified by communities through action research and sub-housing market analysis.	?	Y	Q	Y	Community Plan Active Citizenship Strategy		
5. To reduce the number of empty homes by 10% over the period of the strategy, we will endeavour to:								
19	Develop a pro-active and flexible approach to ensure listed or abandoned buildings do not fall into serious disrepair by a multi-agency approach to establishing future use.	Y?	Y	Y	Y		E: H No: L	H
20	Review policy on private sector grants in light of changing responsibilities and legislation in 2004: (?) to provide grants, advice and other assistance to owners to bring empty homes back into use.	Y	Y	Q	Y	Housing Improvement Taskforce: Stewardship and Responsibility	E: M No: M	M-H
21	Review the 2000 Empty Homes Initiative research and the current state of empty homes in Angus.	Y?	Y	Y	Y	Empty Homes Strategy	E: M? No: M	M
22	Promote the return of empty homes and other vacant properties into the market through initiatives like 'lead' tenancies, targeted private sector grants, GRO-Grant for rent.	Y	Y	Y	Y	Angus Rural Strategy Empty Homes Strategy	E: M No: L	M

Affordable Housing: To ensure sufficient affordable housing to support sustainable communities.

Ref	Option	Financial		Partner Approval Y/N/?	Legal Capacity Y/N/?	Links to other Plans	Potential Effectiveness/ Impact	Priority
		Res Check Y/N	Org Y/N/?					
1. To stimulate demand in areas that are less popular or have investment needs, we will endeavour to:								
10	Through a building industry liaison group, encourage joint ventures and voluntary agreements, to provide a wider range or choice of housing type and tenure.	Y	?	Y	Y	Local Plan	E: H No: M	?M
23	Commission research into and ongoing monitoring of affordability in areas where housing costs may be a problem, for example, South Angus.	Y	Y	Y	Y	Local Plan	E: H No: H	H
12	Develop an affordable housing policy for Angus, defining affordable, tenure and desired outcomes for each target area, (2) to increase investment for affordable housing.	Y	Y	Y	Y	Local Plan Scottish Planning Policy 3	E: H No: L	H
2. To promote different tenure options for households with particular or changing housing needs, we will endeavour to:								
24	Develop access options for those, like people with special needs, excluded from home ownership, eg. ownership options, shared ownership, mixed equity schemes,.	Y?	?	Y	Y?	Community Care Plan Social Inclusion Strategy	E: M No: L	L
25	Develop menu of intervention options to help owners in crisis, eg. "mortgage to rent" and "shared equity" schemes.	Y	?	Q	Y	Homelessness Strategy Housing Improvement Taskforce: Stewardship and Responsibility	E: M No: L	L
26	Offer capital grants to develop and support the Private Rented Sector in rural areas and allow landlords to offer properties at affordable rents.	Y	?	Y	Y	Angus Rural Strategy	E: M-H No: L	M
27	Introduce an interactive choice based lettings system across all Council stock: with access to accredited private and social sector landlords.	Y	Y?	Y	Y	Active Citizenship Strategy Social Inclusion Strategy Housing Improvement Taskforce: Modernising Scotland's Social Housing	E: H No: H	H
3. To develop mechanisms to improve choice of and access to affordable housing across all tenures by 2006, we will endeavour to:								
28	Work with black and minority ethnic communities, including Gypsy Travellers to remove any barriers to their accessing housing in Angus.	Y	Y	Y	Y	Race Equality Scheme Equal Opportunities Policy	E: M-H No: L	H

29	Improve services to Gypsy Travellers in the light of recent research, in the provision of transit sites, settled sites and access to housing.	Y	Y	Y	Y	Race Equality Scheme Equal Opportunities Policy	E: H No: L	H
12	Develop and implement an affordable housing policy for Angus, defining affordable, tenure and desired outcomes for each target area.	Y	Y	Y	Y	Local Plan Scottish Planning Policy 3	E: H No: L	H
14	Use action research to find out what rural sustainability needs, including a test of housing and support need, to develop settlement level local housing strategies	Y	Y	Y	Y	Local Plan Active Citizenship Strategy Tayside Rural Strategy	E: H No: M	H
30	Improve range of cash and other incentives to free up under-occupied council houses and other inefficiently used affordable housing.	Y	Y	Y	Y	Tenant Incentive Scheme	E: H No: L	M
27	Introduce an interactive choice based lettings system across all Council stock: access maximised through providing information and marketing on the internet and other new media.	Y	Y?	Y	Y	Active Citizenship Strategy Social Inclusion Strategy Housing Improvement Taskforce: Modernising Scotland's Social Housing	E: H No: H	H
31	Introduce a 'Common Housing Register' for all social housing.	?	Y	Y	Y	Common Housing Registers: The Scottish Executives Guidance for Regional and National Registered Social Landlords	E: H No: H	H
32	Introduce new products like mid-market furnished lets to reach new customers and respond to changing expectations and aspirations.	?	?	Y	Y		E: H No: L	M-L
22	Promote the return of empty homes and other vacant properties into the market through initiatives like 'lead' tenancies, targeted private sector grants, GRO-Grant for rent.	Y	Y	Y	Y	Angus Rural Strategy Empty Homes Strategy	E: M No: L	M
1	Develop and implement a strategy for eliminating low demand housing, with a palette of regeneration options including intensive management and maintenance, letting incentives, tenure and customer diversification, redesign or demolition and replacement: to bring back low demand housing to the market.	Y	Y	Y	Y	Housing Improvement Taskforce: Modernising Scotland's Social Housing. Empty Homes Strategy	E: H No: H	H

33	Support joint ventures and bulk procurement over a longer planning period to maximize affordable units for existing investment.	Y	Y	Y	Y		E: H No: L	H
16	Promote the development of 330 affordable homes for mainstream rent and 90 units of low cost home ownership in South Angus	Y	Y	Y	Y	Affordable Housing Policy	E: M No: L	M
4. To work with rural communities to address problems with local access to affordable housing, we will endeavour to:								
22	Promote the return of empty homes and other vacant properties into the market through initiatives like 'lead' tenancies, targeted private sector grants, GRO-Grant for rent.	Y	Y	Y	Y	Angus Rural Strategy Empty Homes Strategy	E: M No: L	M
14	Use action research to find out what community sustainability needs, including a test of housing and support need and development options; first pilots in the Sidlaws and North Arbroath: to develop rural settlement sustainability.	Y	Y	Y	Y	Local Plan Active Citizenship Strategy Tayside Rural Strategy	E: H No: M	H
34	Introduce Personal Housing Plans for people with support needs and restricted housing choice, co-ordinated by an multi-agency accommodation 'task force: to address rural needs.	Y	?	Y	Y	Homelessness Strategy	E: H No: L	M

Quality: To ensure a high standard of housing and related services across all tenures.

Ref	Option	Financial		Partner Approval Y/N/?	Legal Capacity Y/N/?	Links to other Plans	Potential Effectiveness/ Impact	Priority
		Res Check Y/N	Org Y/N/?					
1. To ensure that all social housing meets the Scottish Housing Standard by 2013, we will endeavour to:								
35	Develop a Business Plan and stock option appraisal on a combination of measures to finance the improvement of Council stock to the Scottish Social Housing Standard (SSHS).	Y	Y	Y	Y	Scottish Housing Quality Standard	E: H No: H	H
36	Work with housing associations and other providers to help them develop comprehensive improvement programmes to deliver the SSHS in Angus	Y	Y	Y	Y	Scottish Housing Quality Standard	E: H No: H	M
37	Complete modernisation programme for Council stock, upgrading insulation, glazing, ventilation and heating systems.	Y	Y	Y	Y	Housing Department Service Plan Scottish Housing Quality Standard	E: H No: H	H
2. To cut Below Tolerable Standard housing to less than 1% of stock and achieve a 10% annual increase in the number of private sector properties that meet the local standard by 2009 we will endeavour to:								
38	Develop a local cross tenure housing standard based on the SHQS and use it to improve private housing across all tenures, especially in rural areas.	Y	Y	Y	Y	Scottish Housing Quality Standard	E: M No: H	L-M
39	Develop a Private Landlord accreditation scheme across Angus, with minimum standards of repair and housing management quality: (2) including housing quality advice and support services and access to grants.	Y	Y	Y	Y	Housing Improvement Taskforce: Stewardship and Responsibility Scottish Housing Quality Standard	E: H No: H	H
40	Review local authority enforcement options and policy in light of expected legislative changes in 2004: (2) for more pro-active improvement of private rented sector standards.	Y	Y	Q	Y	Housing Improvement Taskforce: Stewardship and Responsibility	E: M No: M	M-H
41	Promote and support the development of a single seller's survey and seller's pack for housing market sales: to improve information on standards.	N	N	Y?	?	Housing Improvement Taskforce: Stewardship and Responsibility	E: M-H No: H	L

42	Promote the rights of private tenants through advice and information and the promotion of accredited landlords.	Y	Y	Y	Y	Housing Improvement Taskforce: Stewardship and Responsibility	E: M No: M	M
43	Develop non-grant funding for low-income households in the private sector.	N	N	Y	?	Housing Improvement Taskforce: Stewardship and Responsibility	E: M-H No: H	M
3. To ensure that social housing is an attractive choice for an increasing proportion of people, we will endeavour to:								
44	Introduce Angus Council tenant incentive or "reward" scheme for meeting tenancy conditions, with a restatement of rights and responsibilities.	?	?	Q	Y	Active Citizenship Strategy	E: H No: H	M-H
27	Introduce an interactive choice based lettings system across all Council stock and develop as a service for other accredited providers: to make access more customer friendly.	Y	Y?	Y	Y	Active Citizenship Strategy Social Inclusion Strategy Housing Improvement Taskforce: Modernising Scotland's Social Housing	E: H No: H	H
31	Introduce a 'Common Housing Register' for all social housing across Angus	?	Y	Y	Y	Common Housing Registers: The Scottish Executives Guidance for Regional and National Registered Social Landlords	E: H No: H	H
45	Re-design, re-brand and market 'social' housing to improve its image, raise its profile and ensure this is an attractive tenure for the future, in co-operation with the voluntary sector.	Y	Y	Y	Y	Housing Improvement Taskforce: Modernising Scotland's Social Housing	E: ? No: H	H-M
1	Develop and implement a strategy for eliminating low demand housing, with a palette of options including intensive management and maintenance, letting incentives, tenure and customer diversification, redesign or demolition and replacement: to improve the service image.	Y	Y	Y	Y	Housing Improvement Taskforce: Modernising Scotland's Social Housing. Empty Homes Strategy	E: H No: H	H
4	Provide specialist intervention and housing support services to help people with chaotic lifestyles or anti-social behaviour to manage their homes and tenancies across all tenures.	?	?	Q	Y	Community Safety Action Plan	E: H No: L	L
4. To achieve an average "National Home Energy Rating" of 5 across all tenures by 2009, we will endeavour to:								

46	Provide easily accessed and well advertised quality information about grants and provisions for different client groups, e.g. elderly	Y	Y?	Y	Y	Home Energy Conservation Act Strategy Fuel Poverty Strategy Scottish Housing Quality Standard	E: H No: M	H
47	Target rural areas, especially tied housing for advice and grant services, for example warm deal and central heating initiative	Y	Y	Y	Y	Home Energy Conservation Act Strategy Fuel Poverty Strategy Scottish Housing Quality Standard	E: H No: L-M	H
48	Commission rolling programme of targeted house condition surveys concentrating on energy efficiency	?	Y	Y	Y	Home Energy Conservation Act Strategy Fuel Poverty Strategy Scottish Housing Quality Standard	E: H No: L-M	H
20	Review policy on private sector grants in light of changing responsibilities and expected legislation changes in 2004: (1) to target energy efficiency in the home, eg. the replacement of older, inefficient heating systems.	Y	Y	Q	Y	Housing Improvement Taskforce: Stewardship and Responsibility	E: M No: M	M-H
49	Develop proposals for local renewable or efficient power and the expansion of heat with rent and group heating to target areas and communities: (2) to reduce the cost of heating and waste.	?	?	Q	Y	Home Energy Conservation Act Strategy	E: H No: L	L
37	Complete modernisation programme for Council stock, upgrading insulation, glazing, ventilation and heating systems	Y	Y	Y	Y	Housing Department Service Plan Scottish Housing Quality Standard	E: H No: H	H
5. To ensure people are satisfied with the quality of their neighbourhood, we will endeavour to:								
5	Introduce community wardens across Angus targeted at crime and anti-social behaviour hot spots, (1) to achieve environmental improvements.	Y	Y	Y	Y	Community Safety Action Plan	E: H No: H	H
50	Engage residents in multi-agency development of community safety and environmental improvements in their areas like 'Neighbourhood Watch' or grant-aided open space improvements.	Y	Y?	Y	Y	Community Safety Action Plan Tayside Policing Plan Active Citizenship Strategy	E: M No: H	H

4	Provide specialist intervention and housing support services to help people with chaotic lifestyles or anti-social behaviour to manage their homes and tenancies across all tenures.	?	?	Q	Y	Homelessness Strategy Community Safety Action Plan	E: H No: L	L
51	Help provide initiatives, facilities and premises for community activity and social infrastructure, for example: newsletters, advice, events, childcare, carer support and other social projects.	?	Y	Y	Y	Tenant Participation Strategy Active Citizenship Strategy Lifelong Learning Strategy Consultation and Involvement Strategy Social Inclusion Strategy	E: M No: M	M

Homelessness: To prevent homelessness and reduce its impact

Ref	Option	Financial		Partner Approval Y/N/?	Legal Capacity Y/N/?	Links to other Plans	Potential Effectiveness/ Impact	Priority
		Res Check Y/N	Org Y/N/?					
1. To develop and implement good quality assessment and support mechanisms for homeless and other vulnerable households in housing need, we will endeavour to:								
52	Implement a unified system for assessing and recording housing need and sharing information between agencies: for homelessness.	Y	N	Y	Y	Homelessness Strategy Community Care Plan E' Government Strategy and Action Plan	E: ? No: H	H
53	Investigate and prioritise floating housing support services for vulnerable tenancies, for example youth and people with mental health problems.	Y	Y	Y	Y	Community Care Plan Supporting People Strategy Homelessness Strategy	E: H No: L-M	H
54	Make direct access and temporary accommodation more widely available, especially in pressured areas	Y	Y	Y	Y	Supporting People Strategy Homelessness Strategy	E: H No: L	H
2. To develop an understanding of homeless needs and trends in all Housing Market Areas by 2005, we will endeavour to:								
55	Implement resettlement and housing support assessment across Angus	Y	Y	Y	Y	Supporting People Strategy Homelessness Strategy	E: H No: L	H
56	Carry out research into rough sleeping, causes of youth homelessness, an evaluation of support and accommodation needs and include homelessness in community appraisals and other broader housing needs research.	Y	Y	Y	Y	Health & Homelessness Plan Supporting People Strategy Homelessness Strategy	E: H No: L	H
14	Use action research to find out what rural sustainability needs, including a test of housing and support need, to develop settlement level local housing strategies: including homelessness.	Y	Y	Y	Y	Local Plan Active Citizenship Strategy Tayside Rural Strategy Homelessness Strategy	E: H No: M	H
3. To improve access to appropriate permanent accommodation and support for homeless and other vulnerable households over the plan period, we will endeavour to:								
34	Introduce Personal Housing Plans for people with restricted housing choice and a need for support, co-ordinated by an accommodation 'task force' from all relevant agencies: to combat youth homelessness and assist tenancy sustainability	Y	?	Y	Y	Homelessness Strategy	E: H No: L	M

57	Establish a Rent Guarantee and Deposit Scheme.	Y	Y	Y	Y	Homelessness Strategy	E: H No: L	H
58	Review existing nominations agreements to improve the effectiveness number of RSL lets to assessed homeless people.	Y	Y	Y	Y	Homelessness Strategy	E: H No: L	H
27	Introduce an interactive choice based lettings system across all Council stock, with wide range of access for homeless households.	Y	Y?	Y	Y	Active Citizenship Strategy Social Inclusion Strategy Housing Improvement Taskforce: Modernising Scotland's Social Housing	E: H No: H	H
4. To reduce tenancy breakdown (as a cause of homelessness) by 50% by 2008, we will endeavour to:								
59	Provide lifestyle & tenancy training and support via college courses schools and community information points: as after care service for resettlement and sustaining tenancies in any vulnerable group.	?	?	Q	Y	Health & Homelessness Plan Homelessness Plan Social Inclusion Strategy Lifelong Learning Strategy	E: H No: L	L
4	Provide specialist intervention and housing support services to help people with chaotic lifestyles or anti-social behaviour to manage their homes and tenancies across all tenures.	?	?	Q	Y	Community Safety Action Plan	E: H No: L	L

Special Needs: To ensure that suitable housing and support is available to meet individual needs.

Ref	Option	Financial		Partner Approval Y/N/?	Legal Capacity Y/N/?	Links to other Plans	Potential Effectiveness/ Impact	Priority
		Res Check Y/N	Org Y/N/?					
1. To ensure that all social housing meets the Scottish Housing Standard by 2013, we will endeavour to:								
52	Implement a unified system for assessing and recording housing need and sharing information between agencies: across all client groups.	Y	N	Y	Y	Homelessness Strategy Health & Homelessness Plan Supporting People Strategy Community Care Plan E' Government Strategy and Action Plan	E: ? No: H	H
27	Introduce an interactive choice based lettings system across all Council stock and develop service for other accredited providers: (3) to improve access for people with special needs.	Y	Y?	Y	Y	Active Citizenship Strategy Social Inclusion Strategy Housing Improvement Taskforce: Modernising Scotland's Social Housing	E: H No: H	H
60	Survey and grade social and rented housing stock for adaptability or ease of access and use by people with a disability	Y	Y	Y	Y	Community Care Plan	E: H No: H	H
41	Promote and support the development of a single seller's survey and seller's pack for housing market sales, (2) with an adaptation and access rating.	N	N	Y?	?	Housing Improvement Taskforce: Stewardship and Responsibility	E: M-H No: H	L
61	Develop a database of property adaptations or future adaptability: (1) to improve and co-ordinate survey information across all tenures.	Y	Y?	Y	Y	Community Care Plan	E: H No: H	H
62	Commission research into housing needs and aspirations of disabled people and others with special needs and involve special needs groups and carers in planning and service development.	Y?	Y	Y	Y	Community Care Plan	E: H No: M	M
2. To ensure a 10% annual increase in the proportion of housing adapted for particular needs, we will endeavour to:								
63	Give high priority to disabilities and varying needs when directing new social housing investment.	Y	Y	Y	Y	Community Care Plan	E: H No: L	H
64	Develop a range of flexible approaches to funding for special needs housing and support, and bespoke solutions for individuals through Ownership Options and Community Care Trusts	Y	Y	Y	Y	Community Care Plan	E: H No: L	H

12	Develop an affordable housing policy for Angus, defining affordable, tenure and desired outcomes for each target area, (1) to increase provision of affordable adapted housing, for rent or purchase.	Y	Y	Y	Y	Local Plan Scottish Planning Policy 3	E: H No: L	H
65	Promote higher standards of barrier free design and adaptability in all new private sector and social housing to increase lifetime homes.	?	Y	Y	Y		E: M No: L	M-L
66	Develop programme of retrospective adaptations to improve accessibility and create lifetime homes in existing stock to increase choice.	?	Y	Q	Y	Community Care Plan	E: H No: L	H
67	Improve fast track reactive adaptations using a design pattern book, a schedule of rates and arrangements with approved reactive contractors.	Y	Y	Y	Y	Community Care Plan Delayed discharge Protocol	E: H No: L	H
3. To contribute to reduction in average delayed discharge waiting times in Angus over the plan period, we will endeavour to:								
34	Introduce Personal Housing Plans for people with support needs and restricted housing choice, co-ordinated by an multi-agency accommodation 'task force': to accelerate assessment and provision for people stuck in hospital.	Y	?	Y	Y	Homelessness Strategy	E: H No: L	M
68	Further develop Care & Repair's "Safe as Houses" handyperson service to target security, health and safety checks and minor works for vulnerable households (3) to reduce bed-blocking for those living in the private sector.	Y	Y	Y	Y	Community Safety Action Plan	E: M No: M	M
61	Develop a database of property adaptations or future adaptability: (2) to increase choice for people being discharged into the community	Y	Y?	Y	Y	Community Care Plan	E: H No: H	H
27	Introduce an interactive choice based lettings system across all Council stock: (4) reducing delays for special needs and supported housing	Y	Y?	Y	Y	Active Citizenship Strategy Social Inclusion Strategy Housing Improvement Taskforce: Modernising Scotland's Social Housing	E: H No: H	H
69	Develop marketing systems for the better re-use of adapted property across all tenures	Y	Y	Y	Y	Community Care Plan	E: H No: L	M

70	Review and extend occupational therapy provision to speed up assessment and minor adaptations	Y	Y	Y	Y	Delayed Discharge Protocol	E: H No: L	M
64	Develop a range of flexible approaches to funding for special needs housing and support, and bespoke solutions for individuals through Ownership Options and Community Care Trusts.	Y	Y	Y	Y	Community Care Plan	E: H No: L	H
4. To ensure that all those in need of support in their homes within the plan period will receive it, we will endeavour to:								
71	Develop 44 units of "pipeline" supported housing, revenue funded by Supporting People.	?	?	Y	Y	Supporting People Strategy Community Care Plan	E: H No: L-M	H
4	Provide specialist intervention and housing support services to help vulnerable people with chaotic lifestyles to manage their homes and tenancies across all tenures.	?	?	Q	Y	Community Safety Action Plan Supporting People Strategy	E: H No: L	L
72	Increase the number of vulnerable people receiving short term preventative and rehabilitative services.	?	Y	Y	Y	Supporting People Strategy Community Care Plan	E: H No: M-H	H
5. To reduce the number of people being referred into institutional care, by 10% over the plan period, by providing housing based alternatives, we will endeavour to:								
63	Give high priority to disabilities and varying needs when directing new social housing investment.	Y	Y	Y	Y	Community Care Plan	E: H No: L	H
73	Provide a more flexible range of sheltered housing options, in design and support packages, eg. larger units, "step down" and a high dependency service alternative to residential care.	?	Y	Y	Y	Community Care Plan	E: H No: L	H
74	Develop dispersed model of sheltered and supported housing with flexible care, for a range of needs in rural areas.	?	?	Q	Y	Community Care Plan	E: H No: L	M
75	Expand the use of smart technology for managing high risk and dependent tenants and owners.	Y	Y	Y	Y	Community Care Plan	E: H No: M	H
6. To develop supported accommodation for people with specialist needs, who would otherwise have to seek it outside Angus, we will endeavour to:								
76	Research current specialist accommodation sourced outside Angus and future need to identify options for developing local Angus or Tayside services.	Y	Y	Y	Y	Community Care Plan	E: H No: L	H

77	Agree a brief and the building and service design for outstanding specialist services	Y	Y	Y	Y	Community Care Plan	E: H No: L	H
78	Develop Angus or Tayside based supported accommodation for very specialist needs where gaps are identified.	?	?	Y	Y	Community Care Plan	E: H No: L	M

Sustainable Communities: to encourage and support sustainable communities

Ref	Option	Resources		Partner Approval Y/N/?	Legal Capacity Y/N/?	Links to other Plans	Potential Effectiveness/ Impact	Priority
		Financial Y/N/?	Org Y/N/?					
1. To maximise the contribution that housing investment makes to the local economy, we will endeavour to:								
79	Promote apprenticeship schemes and use of the Tayside Local Labour Initiative as conditions in the procurement of housing construction contracts and projects.	Y	Y	Y	Y?	Economic Development Strategy Community Learning Strategy Community Plan	E: H No: M	H
15	Carry out housing impact assessments on major economic and infrastructure changes, for example, the dualing of the A92 or major employers inward investing or closing.	-	Y	Y	Y	Angus Local Plan	E: ? No: H	M?
80	Use housing projects to lever in other investment and support economic development, ie. through the development of community and tenant businesses, LETS schemes, etc in target areas like North Arbroath.	Y	Y	Y	Y	Community Plan. CED Plan.	E: H No: M	H
81	Use Partnering and other forms of co-operative procurement to help develop the local construction industry and obtain added value in commissioning work	Y	Y?	Y?	?		E: ? No: ?	L
82	Promote the use of locally sourced materials and services in sustainable development.	?	Y	Y	Y	Local Agenda 21	E: h No: H	H
83	Support the establishment of a Credit Union for tenants	Y	?	Y	Y	Active Citizenship Strategy Community Plan	E: M No: H	H
2. To enhance how secure people feel in their neighbourhoods, we will endeavour to:								
50	Engage residents groups to lead multi-agency development of community safety in their areas and encourage neighbourhood watch schemes.	Y	Y?	Y	Y	Community Safety Action Plan Tayside Policing Plan Active Citizenship Strategy	E: M No: H	H
84	Review existing housing areas against "Secure by Design" criteria and initiate programme of remedial works to design out crime.	?	Y	?	Y	Road Safety Action Plan Community Safety Action Plan	E: M? No: L-M	L-M

5	Introduce Community Wardens targeted at crime and anti-social behaviour hot spots: to reduce fear of crime and support the police.	Y	Y	Y	Y	Community Safety Action Plan	E: H No: H	H
85	Introduce pro-active dispute management services, for example, professional witness and mediation, available to all tenures: (1) to reduce anti-social behaviour.	?	?	Y?	Y	Community Safety Action Plan Homelessness Strategy	E: H No: L	M-H
44	Introduce tenant incentive or "reward" scheme for meeting tenancy conditions, with a restatement of rights and responsibilities.	?	?	Q	Y	Active Citizenship Strategy	E: H No: H	M-H
86	Provide opportunities for recreation and active citizenship for young people of all ages at local and settlement level.	Y	Y	Y	Y	Youth Justice Strategy Active Citizenship Strategy	E: H No: M-H	H
68	Further develop Care & Repair's "Safe as Houses" handyman service to target security, health and safety checks and minor works for vulnerable households (1) to reduce crime in housing.	Y	Y	Y	Y	Community Safety Action Plan	E: H No: H	H
3. To promote safety & healthy living in the home, we will endeavour to:								
39	Develop a Private Landlord accreditation scheme across Angus, with minimum standards of repair and housing management quality: to improve health and safety in dwellings.	Y	Y	Y	Y	Housing Improvement Taskforce: Stewardship and Responsibility Scottish Housing Quality Standard	E: H No: H	H
20	Review policy on private sector grants in light of changing responsibilities and anticipated changes in legislation in 2004: (1) to target safety and health in the home.	Y	Y	Q	Y	Housing Improvement Taskforce: Stewardship and Responsibility	E: M No: M	M-H
68	Further develop Care & Repair's "Safe as Houses" handyman service to target security, health and safety checks and minor works for vulnerable households to reduce accidents and ill health in housing.	Y	Y	Y	Y	Community Safety Action Plan	E: M No: M	M
58	Provide lifestyle training and support, through college courses and community information points: highlighting health issues for properties and people to promote healthy living/eating	Y?	Y?	Y	Y	Health Improvement Plan Health & Homelessness Plan	E: M? No: L+	H

40	In light of anticipated legislative change in 2004, review local authority enforcement powers and policy to improve private sector housing standards: targeting tenant safety.	Y	Y	Q	Y?	Housing Improvement Taskforce: Stewardship and Responsibility	E: H No: L	M
4. To reduce housing turnover to the Angus average in low demand areas across all tenures by 2013, we will endeavour to:								
4	Provide specialist intervention and housing support services to help people with chaotic lifestyles or anti-social behaviour to manage their homes and tenancies across all tenures.	?	?	Q	Y	Community Safety Action Plan	E: H No: L	L
5	Introduce community wardens across Angus targeted at crime and anti-social behaviour hot spots, to improve image in low demand areas.	Y	Y	Y	Y	Community Safety Action Plan	E: H No: H	H
44	Introduce tenant incentive or "reward" scheme for meeting tenancy conditions, with a restatement of rights and responsibilities.	?	?	Q	Y	Active Citizenship Strategy	E: H No: H	
87	Introduce rechargeable communal cleaning and maintenance services, for example, stair cleaning, in all shared Council properties.	Y	Y	Y	?	Housing Improvement Taskforce: Modernising Scotland's Social Housing	E: H No: H	H
88	Review the allocation of garden and common grounds to give residents defensible space and enforce responsibilities.	?	Y?	Q	?	Housing Improvement Taskforce: Modernising Scotland's Social Housing	E: M No: L	M
1	Develop and implement a strategy for eliminating low demand Council housing, with a palette of options including intensive management and maintenance, tenure and customer diversification, redesign or demolition and replacement: to improve resident satisfaction	Y	Y	Y	Y	Housing Improvement Taskforce: Modernising Scotland's Social Housing. Empty Homes Strategy	E: H No: H	H
86	Introduce pro-active dispute management services, for example, professional witness and mediation, available to all tenures to improve neighbour relationships.	?	?	Y?	Y	Homelessness Strategy Community Safety Section Action Plan	E: H No: H	H
89	Start environmental improvement campaign to tackle garden maintenance, uplifts of bulky items, and garden tidy schemes for the vulnerable.	?	Y?	Y	Y	Social Inclusion Strategy Local Agenda 21	E: H No: H	H

27	Introduce an interactive choice based lettings system across all Council stock and develop as a service for other accredited providers: (1) to reduce transfers and abandonments.	Y	Y?	Y	Y	Active Citizenship Strategy Social Inclusion Strategy Housing Improvement Taskforce: Modernising Scotland's Social Housing	E: H No: H	H
5. To increase community involvement in housing and in improving their housing environment, we will endeavour to:								
51	Help provide facilities and premises for community activity and social infrastructure, for example: newsletters, advice, events, childcare facilities and carer support.	?	Y	Y	Y	Tenant Participation Strategy Active Citizenship Strategy Lifelong Learning Strategy Consultation and Involvement Strategy Social Inclusion Strategy	E: M No: M	M
86	Provide opportunities for recreation and active citizenship for young people of all ages at local and settlement level.	Y?	Y	Y	Y		E: M No: M	M
90	Develop fora and other methods for the engagement of black and minority ethnic groups, including Gypsy Travellers, in service improvement.	Y	Y	Y	Y	Race Equality Scheme Equal Opportunities Statements Social Inclusion Strategy	E: H No: L	H
91	Use the local Community Planning Partnerships to develop community engagement and locality planning within the LHS in recognition of local differences.	Y	Y	Y	Y	Community Plan Cairngorm Housing Strategy	E: H No: H	H
14	Use action research to establish what communities require for continued sustainability, including a test of housing and support need and development options; first pilots in the Sidlaws and North Arbroath: for people to define their housing problems.	Y	Y	Y	Y	Local Plan Active Citizenship Strategy Tayside Rural Strategy	E: H No: M	H
92	Implement Angus Council's Tenant Participation Strategy	Y	Y	Y	Y	Housing Department Service Plan Active Citizenship Strategy Social Inclusion Strategy	E: H No: H	H
93	Offer capacity building, certificated training, career development and other incentives to tenants or community groups working with Housing.	?	Y	Y	Y	Tenant Participation Strategy Lifelong Learning Strategy Community Learning Strategy Homelessness Strategy	E: H No: L	M-H?

94	Consult and involve residents in decision making, through a range of local participation and service management options, for instance: neighbourhood fora, regeneration companies or Tenant Management Organisations – as appropriate.	Y	Y?	Y	Y	Active Citizenship Strategy Tenant Participation Strategy	E: M No: M	M
6. To reduce fuel poverty by 50% across all tenures during the Strategy period, we will endeavour to:								
95	Carry out research and surveys to identify the extent and pattern of fuel poverty in Angus	Y	Y	Y	Y	Home Energy Conservation Act Strategy Fuel Poverty Strategy Social Inclusion Strategy	E: H No: M	H
96	Develop phased and targeted, programme to address fuel poverty based on deprivation indicators and the disability index.	Y?	Y	Y	Y	Home Energy Conservation Act Strategy Fuel Poverty Strategy Social Inclusion Strategy	E: H No: M	H
20	Review policy on private sector grants in light of changing responsibilities and legislation in 2004: (1) to target energy efficiency and anti-condensation ventilation in vulnerable households.	Y?	Y	Y	Y	Housing Improvement Taskforce: Stewardship and Responsibility	E: ? No: L	H
97	Expand cross tenure energy advice service through the fuel poverty referral network.	?	Y	Q?Y?	Y	Home Energy Conservation Act Strategy Fuel Poverty Strategy Social Inclusion Strategy	E: H No: M	H
49	Develop proposals for local renewable or efficient power and the expansion of heat with rent and group heating to target areas and communities: (1) to reduce the cost of energy.	?	?	Q	Y	Home Energy Conservation Act Strategy	E: H No: L	L
59	Provide lifestyle training and support for tenants and potential customers, through college courses and community information points highlighting energy efficiency measures to combat fuel poverty.	?	?	Q	Y	Home Energy Conservation Act Strategy Fuel Poverty Strategy Social Inclusion Strategy Lifelong Learning Strategy	E: H No: L	L