

## Strategic Objectives and Priorities

The following pages present an action plan of activities associated with the issued identified above. The action plan is structured around the same strategic objectives as the first LHS. Although some of the terminology has been updated the objectives remain the same. This approach has been agreed by the multi agency Housing Strategy Group.

| Objective                                                                                                                                     |                                                                                        | Key Milestones                                             | Partners                      | Time scale           |
|-----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|------------------------------------------------------------|-------------------------------|----------------------|
| <b>Theme: Access to housing (including increasing the supply of affordable housing)</b>                                                       |                                                                                        |                                                            |                               |                      |
| <b>Strategic Objective 1:</b><br><b>To widen and facilitate access to housing in Moray by making the housing system work more effectively</b> |                                                                                        |                                                            |                               |                      |
| Outcome: We make accurate information and advice on housing options available to all                                                          |                                                                                        |                                                            |                               |                      |
| a                                                                                                                                             | Update Housing Options Guide on an annual basis                                        | Improve information on housing options for disabled people | Housing Needs                 | Aug 2010             |
| b                                                                                                                                             | Develop a Common Housing Register                                                      | Software complete                                          | Housing Needs                 | Jun 2010             |
|                                                                                                                                               |                                                                                        | Launch of live CHR                                         | Housing Needs                 | Sep 2010             |
| c                                                                                                                                             | Review the 3 <sup>rd</sup> years operation of the pilot Rural Housing Enabler project. | Committee Report                                           | Housing and LHS Investment Gp | Dec 2010             |
| <b>Strategic Objective 2:</b><br><b>Prevent and Alleviate Homelessness</b>                                                                    |                                                                                        |                                                            |                               |                      |
| Outcome: "Homeless people will be provided with appropriate accommodation" Single Outcome Agreement                                           |                                                                                        |                                                            |                               |                      |
| a                                                                                                                                             | Implement the Homelessness Inspection Improvement Plan                                 | Monitoring reports                                         | Housing Service               | Jun 2010<br>Dec 2010 |
|                                                                                                                                               |                                                                                        | Submission of plan progress to SHR                         | Housing Service               | March 2011           |
| b                                                                                                                                             | Implement the Homelessness Strategy                                                    | Committee decision on publication                          | Homelessness Strategy Group   | April 2010           |

| Objective                                                                                                                                          |                                                                                                                   | Key Milestones                                           | Partners                      | Time scale                       |
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|                                                                                                                                                    |                                                                                                                   | Review of Actions                                        | Homelessness Strategy Group   | April 2011<br>April 2012         |
| c                                                                                                                                                  | Implement the Temporary Accommodation Strategy                                                                    | Review progress and revised targets approved for 2010/11 | Homelessness Strategy Group   | April 2010<br>April 2011         |
|                                                                                                                                                    |                                                                                                                   | Monitoring reports                                       | Homelessness Strategy Group   | June 2010<br>Dec 2010            |
| <b>Strategic Objective 3:<br/>Maximise the investment in and the provision of affordable housing to meet the housing need requirement in Moray</b> |                                                                                                                   |                                                          |                               |                                  |
| Outcome: “More people in Moray will have access to affordable housing” Single Outcome Agreement                                                    |                                                                                                                   |                                                          |                               |                                  |
| a                                                                                                                                                  | Develop a SHIP annually, informed by an updated affordable housing target via Housing Need and Demand Assessment. | Published SHIP                                           | Housing Market Partnership    | Nov 2010<br>Nov 2011<br>Nov 2012 |
| b                                                                                                                                                  | Continue to develop proposals for Council new build Phase 3                                                       | Submission of bid to Scottish Government                 | Housing Service               | 30 Apr 2010                      |
|                                                                                                                                                    |                                                                                                                   | Outcome of bid                                           | Housing Service               | Mid Jul 2010                     |
| c                                                                                                                                                  | Pursue Pressured Area Status for Speyside and Cairngorms National Park.                                           | Decision from Scottish Government expected               | Housing                       | May 2010                         |
| d                                                                                                                                                  | Consider the case for an extension to Moray’s Pressured Area Status designations                                  | Report to Committee                                      | Housing                       | Oct 2010                         |
| e                                                                                                                                                  | Investigate alternative methodologies for delivery of affordable housing by developers.                           | Include in SHIP 2011                                     | LHS Investment Gp             | Nov 2011                         |
| f                                                                                                                                                  | Research the extent to which LCHO developments meet housing need                                                  | Reflect in SHIP 2011                                     | Housing and LHS Investment Gp | Nov 2011                         |

| Objective                                                                                                                                                       |                                                                                                           | Key Milestones                                                                      | Partners                                      | Time scale |
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| <b>Strategic Objective 4:</b><br><b>To guarantee equality of access to housing opportunities in Moray with respect to age, gender, ethnicity and disability</b> |                                                                                                           |                                                                                     |                                               |            |
| Outcome: "Inequalities in Moray will be addressed" Single Outcome Agreement                                                                                     |                                                                                                           |                                                                                     |                                               |            |
| a                                                                                                                                                               | Implement the Community Services Committee agreed approach to provision for Gypsies/ Travellers in Moray. | Agree to progress development of sites                                              | Community Services Committee                  | April 2010 |
| b                                                                                                                                                               | Implement the Equality Impact Assessment Action Plans                                                     | Annual Review                                                                       | Housing Service                               | Mar 2011   |
| c                                                                                                                                                               | Ensure adequate provision of specialist housing to meet assessed need                                     | Complete HNDA                                                                       | Housing Market Partnership, LHS Investment Gp | Oct 2010   |
|                                                                                                                                                                 |                                                                                                           | Reflect HNDA findings in SHIP                                                       |                                               | Nov 2010   |
| d                                                                                                                                                               | Continue to fund disabled adaptations in all tenures                                                      | HRA Disabled adaptations budget agreed                                              | Housing Service                               | Feb 2011   |
|                                                                                                                                                                 |                                                                                                           | PSHG Disabled adaptations budget agreed                                             | Housing Service                               | Feb 2011   |
| e                                                                                                                                                               | Work with partners to ensure efficiency in the provision of disabled adaptations in all tenures           | Phased implementation of review of disabled adaptation provision to Council housing | Housing Service                               | Apr 2010   |
|                                                                                                                                                                 |                                                                                                           | Review of disabled adaptation provision to private sector households                | Housing Service                               | Jun 2010   |

| Objective                                                                                                                                                                                                                                     |                                                                                                                                                | Key Milestones                             | Partners                       | Time scale                       |
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| <b>Theme: Improving Housing Quality and addressing fuel poverty</b>                                                                                                                                                                           |                                                                                                                                                |                                            |                                |                                  |
| <b>Strategic Objective 5:</b><br><b>To improve and maintain the quality of existing housing in Moray, including energy efficiency to HECA requirements</b>                                                                                    |                                                                                                                                                |                                            |                                |                                  |
| Outcome: We maximise opportunities for households to live in good quality, energy efficient homes                                                                                                                                             |                                                                                                                                                |                                            |                                |                                  |
| a                                                                                                                                                                                                                                             | Implement the Council Housing Asset Management Strategy                                                                                        | Review of strategy                         | Housing Service                | Jun 2011<br>Jun 2012<br>Jun 2013 |
| b                                                                                                                                                                                                                                             | Continue to provide a Care and Repair service                                                                                                  | Review service                             | Housing Service                | Dec 2010                         |
| c                                                                                                                                                                                                                                             | Implement BTS action plan.                                                                                                                     | Assess progress                            | Housing & Environmental Health | Sep 2010                         |
| <b>Strategic Objective 6:</b><br><b>To seek to improve the quality of new build housing in Moray across all tenures and to encourage housing that is built to Housing for Varying Needs standards and environmentally friendly principles</b> |                                                                                                                                                |                                            |                                |                                  |
| Outcome: We live in well-designed, sustainable places where we are able to access the amenities and services we need. National Outcome 10                                                                                                     |                                                                                                                                                |                                            |                                |                                  |
| a                                                                                                                                                                                                                                             | Work with RSLs, the Scottish Government and developers to produce flexibly designed housing, easily adapted for households with varying needs. | Reflect in SHIP                            | Housing Strategy Group         | Nov 2010<br>Nov 2011<br>Nov 2012 |
| b                                                                                                                                                                                                                                             | Contribute to the promotion of telecare                                                                                                        | Agree Telecare Strategy                    | Telehealthcare Strategy Group  | June 2010                        |
|                                                                                                                                                                                                                                               |                                                                                                                                                | Develop new social housing design protocol | Telehealthcare Strategy Group  | March 2011                       |

| Objective                                                                                                                      |                                                                                                                               | Key Milestones                               | Partners                               | Time scale                       |
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| <b>Strategic Objective 7:</b><br><b>To help create and sustain neighbourhoods that are safe, socially mixed and supportive</b> |                                                                                                                               |                                              |                                        |                                  |
| Outcome: "Inequalities in Moray will be addressed" Single Outcome Agreement                                                    |                                                                                                                               |                                              |                                        |                                  |
| a                                                                                                                              | Promote tenure diversification through the AHIP.                                                                              | Committee report on AHIP funding             | Housing Service,<br>RSLs, Env Services | Jun 2010<br>Jun 2011<br>Jun 2012 |
| b                                                                                                                              | Promote good quality, safe, sustainable street design layouts in compliance with the Council's Urban Design Guide.            | Committee report on AHIP funding             | Housing Service,<br>RSLs, Env Services | Ongoing                          |
| <b>Strategic Objective 8:</b><br><b>To eradicate fuel poverty as far as reasonably practical by 2016</b>                       |                                                                                                                               |                                              |                                        |                                  |
| Outcome: "Inequalities in Moray will be addressed" Single Outcome Agreement                                                    |                                                                                                                               |                                              |                                        |                                  |
| a                                                                                                                              | Continue with measures under the HECA Strategy and Asset Management Strategy.                                                 | Asset Management Strategy monitoring report  | Housing Service                        | Jun 2010<br>Jun 2011<br>Jun 2012 |
| b                                                                                                                              | Use Moray's Fuel Poverty Indicator to identify target areas for publicity measures, mailings etc.                             | Review MEEAP 2010/11                         | Housing Service                        | May 2011                         |
| c                                                                                                                              | Monitor the value for money of MEEAP                                                                                          | Develop SLA with SCARF for delivery of MEEAP | T Housing Service, SCARF               | Apr 2010                         |
|                                                                                                                                |                                                                                                                               | Review MEEAP 2010/11                         | Housing Service, MEEAP                 | May 2011                         |
| d                                                                                                                              | Continue to deliver energy awareness training to staff across all agencies likely to be in contact with those in fuel poverty | Review MEEAP 2010/11                         | Housing Service, MEEAP                 | May 2011                         |

| Objective                                                                                                                                                                                                     |                                                                                                                                       | Key Milestones                                 | Partners                      | Time scale                       |
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| e                                                                                                                                                                                                             | Promote the use of renewable energy installations and take up of grants across all tenures.                                           | Reflect in SHIP                                | Investment Sub Group          | Nov 2010<br>Nov 2011<br>Nov 2012 |
|                                                                                                                                                                                                               |                                                                                                                                       | Review MEEAP/EST activity 2010/11              | Housing Service, MEEAP, EST   | May 2011                         |
| f                                                                                                                                                                                                             | Review the effectiveness of installation of renewable energy from a tenant's perspective.                                             | Committee report                               | Housing Service               | 2012                             |
| <b>Theme: Housing Support and Community Care</b>                                                                                                                                                              |                                                                                                                                       |                                                |                               |                                  |
| <b>Strategic Objective 9:</b><br><b>To meet requirements for special needs housing within communities for those not wishing or able to remain in their own home but who wish to remain in their community</b> |                                                                                                                                       |                                                |                               |                                  |
| Outcome: To maximise opportunity for households to remain in their own community if they wish                                                                                                                 |                                                                                                                                       |                                                |                               |                                  |
| a                                                                                                                                                                                                             | Accurately identify demand for special needs housing through a robust and credible Housing Need and Demand Assessment by autumn 2010. | Complete HNDA                                  | Housing Market Partnership    | Oct 2010                         |
|                                                                                                                                                                                                               |                                                                                                                                       | Reflect in SHIP                                | Housing Strategy Group        | Nov 2010<br>Nov 2011<br>Nov 2012 |
| b                                                                                                                                                                                                             | Implement the Housing Support Review                                                                                                  | Action as per Committee decision               | Moray Council                 | Apr 2010                         |
| c                                                                                                                                                                                                             | Contribute to the promotion of telecare                                                                                               | Agree Telecare Strategy                        | Telehealthcare Strategy Group | Jun 2010                         |
|                                                                                                                                                                                                               |                                                                                                                                       | Agree Telecare Communication and Training Plan | Telehealthcare Strategy Group | Mar 2011                         |

| Objective                                                                                                                                                                                                                                                 |                                                                         | Key Milestones                                 | Partners                          | Time scale |
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| <b>Strategic Objective 10:</b><br><b>Maximise the choice of housing, support and care combinations for all special needs groups and in particular to enable all those wishing to stay at home to do so with the appropriate support where practicable</b> |                                                                         |                                                |                                   |            |
| Outcome: To maximise opportunity for households to remain in their own home if they wish                                                                                                                                                                  |                                                                         |                                                |                                   |            |
| a                                                                                                                                                                                                                                                         | Implement the findings of the review of sheltered housing.              | Complete the review                            | Moray Council                     | June 2010  |
|                                                                                                                                                                                                                                                           |                                                                         | Annual review of implementation of action plan | Moray Council, RSLs               | June 2011  |
| b                                                                                                                                                                                                                                                         | Contribute to the promotion of telecare                                 | Agree Telecare Strategy                        | Telehealthcare Strategy Group     | Jun 2010   |
|                                                                                                                                                                                                                                                           |                                                                         | Agree Telecare Communication and Training Plan | Telehealthcare Strategy Group     | Mar 2011   |
| <b>Theme: Sustainable Communities and Social Inclusion</b>                                                                                                                                                                                                |                                                                         |                                                |                                   |            |
| <b>Strategic Objective 11:</b><br><b>To support and encourage wider role activities which contribute to social inclusion and community regeneration</b>                                                                                                   |                                                                         |                                                |                                   |            |
| Outcome: We are better educated, more skilled and more successful, renowned for our research and innovation. National Outcome 3                                                                                                                           |                                                                         |                                                |                                   |            |
| a                                                                                                                                                                                                                                                         | Strategically plan wider role activities.                               | Liaison meeting with Scottish Government       | Housing Strategy Group            | May 2012   |
| b                                                                                                                                                                                                                                                         | Encourage employment opportunities as part of the wider role programme. | Liaison meeting with Scottish Government       | Housing Strategy Group            | May 2012   |
| c                                                                                                                                                                                                                                                         | Promote income maximisation and financial inclusion                     | Review of Moray Financial Inclusion Network    | Moray Financial Inclusion Network | May 2011   |
| d                                                                                                                                                                                                                                                         | Contribute to the implementation of the Social Inclusion Strategy       | Review of Social Inclusion Strategy            | Housing Strategy Group            | 2011       |

| Objective                                                                                                                                              |                                                                           | Key Milestones                          | Partners                            | Time scale |
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| <b>Strategic Objective 12:</b><br><b>To provide maximum opportunities for tenant participation and empowerment throughout the social rented sector</b> |                                                                           |                                         |                                     |            |
| Outcome: Social housing tenants in Moray are satisfied with the services provided by their landlord                                                    |                                                                           |                                         |                                     |            |
| a                                                                                                                                                      | Implement, monitor and review the tenant participation strategy annually. | Review of Tenant Participation Strategy | Tenant Participation Strategy Group | Apr 2010   |
|                                                                                                                                                        |                                                                           | Revise actions                          | Tenant Participation Strategy Group | Apr 2010   |
| b                                                                                                                                                      | Implement the Customer Feedback Policy                                    | Review of actions                       | Housing Service                     | May 2013   |