Glasgow CITY COUNCIL

PEOPLE MAKE GLASGOW

GOVANHILL HOUSING ASSOCIATION

A Strategy for Govanhill Going Forward

2016/17-2020/21



1 Introduction

Govanhill is a unique, diverse area. The well documented issues and major areas of concern, highlighted over the last decade has impacted negatively on the local community. The aim of this strategy and the continuation of the project will address these issues and help enhance a sense of community spirit.

The strategy will also identify the challenges that remain to be overcome, how we can revitalise the area with a longer term funding commitment, clarify the role of the partners and implement solutions which will bring about real change and long lasting improvement.

The rate of change and actions carried out by partners working in the area to effect the strategy will be the subject of close scrutiny from various outside bodies and observers. However, the success of the strategy will ultimately be determined by this diverse community. Therefore, this strategy will look to deliver for the residents living in Govanhill.

Common problems such as poor housing conditions, poor landlord practice, lack of property management and environmental blight will be tackled through engagement with the residents; the people who matter the most.

Our proposal sets out in more detail a strategy which will create a safe environment with a strong, vibrant community which is cohesive, balanced and sustainable:

Cohesive, through good community relations, participation and involvement to ensure that the environment is effectively managed,

Balanced, in terms of tenure mix and household size with flexibility to allow individuals to remain in the community through access to housing which is appropriate to their needs,

Sustainable in terms of preservation of properties through internal and external improvements, with access to energy efficiency measures; living in attractive environment and tackling affordability issues.

2. Background

Glasgow City Council (GCC), Govanhill Housing Association (GHHA) and the Scottish Government are working in partnership to address issues of poor housing condition/property management in Govanhill**.** The significant growth in the private rented sector in the area has resulted in other problems such as overcrowding, insect infestations and environmental blight and these are currently being tackled through a number of investment and management interventions.

A proposal was submitted to the Scottish Government in 2013 entitled ‘Transforming South West Govanhill’. This highlighted the need to redress tenure imbalance, through significant financial investment to target the acquisition of private rented stock in the area, the need for a multi-agency approach and greater enforcement

powers for the local authority. In total a sum of £32m was sought over a 5 year plus period for acquisition and repairs plus a further £2.5m in revenue to take the strategy forward.

In late 2014 the Scottish Government agreed to provide funding for a two year Pilot Early Action Acquisition and Repair Programme affecting four blocks. A total funding package of £9.3m was committed to the pilot by the Scottish Government and Glasgow City Council over financial years 2015/16 and 2016/17. Due to the success of the pilot both organisations have since increased their level of funding which has enabled GHHA to accelerate the acquisition programme thus facilitating the improvement of many more flats in the area and improving property management standards.

The South West Govanhill Acquisition and Repairs Evaluation Report was submitted to the Scottish Government in September 2016.This highlighted the achievements and successes of the 2 year Acquisition and Repairs Pilot and concluded that in order to achieve sustained improvement for the area a longer term funding strategy of not less than 5 years would require to be agreed by the partners.

The report concluded:

- that there is a need for a continued focus on redressing tenure imbalance, through further acquisitions of private rented stock in the area in order to tackle effectively, property management and condition issues as well as addressing the problems of overcrowding and homelessness.
- both owners and tenants from private rented accommodation wished to remain in the area and enter into a tenancy arrangement with the Association.
- Glasgow City Council would agree to consider the use of all relevant legislative powers if a longer term programme was agreed
- a need to extend the current Enhanced Enforcement Area designation beyond the four blocks contained within the pilot.
- a continued need for a multi-agency partnership approach

The report also listed a total of 17 recommendations including a request for an additional £2.5m from the Scottish Government which has been approved. The remaining recommendations form the basis of this strategy.

For the purposes of the strategy a review of the objectives has been carried out resulting in the geographical area being extended to include 18 blocks which will now become our focus of attention (including the 4 blocks within the early action pilot).The strategy focuses on the challenges identified within this geographical area, and highlights a number of proposals/solutions which require to be taken forward and presses the need for a cohesive approach to be undertaken.

Interventions of one form or another have been ongoing in Govanhill for a number of years. Govanhill as a whole and the blocks of pre-1919 tenements which make up the area known as South West Govanhill remains a significant residential area which continues to attract a wide diversity of ethnic groups. For many migrant families to the UK, South West Govanhill has become another transitional place to live, and in

some cases a final place to settle. For those who have chosen to settle, the Council and its partners are committed to improving their quality of life and in facilitating a safe, vibrant, sustainable and cohesive neighbourhood.

3. Strategic Objectives

3.1 The strategic aims of the original pilot were as follows:

- Increase levels of social rented housing to achieve a sustainable tenure balance.
- Stabilise problematic groups of tenement blocks by addressing overcrowding and the internal and external condition of acquired properties.
- Meet housing need through the allocation of social rented tenancies of the acquired properties and by addressing homelessness.
- Provide support to new tenants/residents.
- Introduce a programme of preventative maintenance via promotion of the Association's factoring services and the introduction of Maintenance Orders and enforcement of Maintenance Plans.
- Reduce and eventually eliminate poor landlord practice through proactive intervention by the GCC Housing Intervention and Support Team (HIST).

3.2 These objectives have been reviewed and while they continue to remain valid the key outcomes have been updated :

- Further acquisitions are required to create a sustainable tenure balance and eliminate overcrowding by offering private sector tenants and owners the opportunity to live in an improved property which meets their housing needs, is better managed and is offered at an affordable rent.
- Address condition and management issues in order to stabilise problematic tenement blocks by tackling issues of common disrepair while implementing a programme of preventative maintenance through the promotion of factoring services and the introduction of maintenance plans.
- Bringing empty homes back into use which are blighting tenement properties and explore opportunities for addressing homelessness and creating bespoke tenancies.
- Provide support to tenants in terms of third party reporting and offer advice to residents on energy efficiency measures.
- Eliminate poor landlord practice through proactive intervention by the GCC Housing Private Sector Housing Teams and by taking enforcement action where appropriate including the effective targeting of badly run properties for acquisition.
- Registration of all landlords within the designated area to ensure full compliance with the relevant legislation and ensure all private rented properties meet both the tolerable and repairing standard.

- Address environmental blight through the proper disposal and management of refuse and successful programme of infestation treatments.
- Work closely with partnering organisations operating in the area and local residents to share information and ensure that all work programmes are effectively co-ordinated.

4. Challenges

In order to achieve our strategic objectives there remains a number of challenges to overcome:

4.1 Geographical Area

The early action pilot focussed on 4 blocks (76 closes).

For the purposes of this strategy the area it is proposed that the geographical area being looked at will extend to 18 blocks to include some larger family properties to meet the rehousing needs of larger families in the area. A number of smaller blocks also require to be looked at as there are problematic closes that if not tackled soon, will impact negatively on adjoining properties while at the same time creating problems for the wider community.

This wider area will require substantial additional resources in terms of finance and staffing resources to deliver an effective strategy.

4.2 Enhanced Enforcement Area

The Enhanced Enforcement Area, is the first of its kind in Scotland, giving the Council additional powers to tackle non-compliance under the landlord registration scheme. Resources were concentrated on 4 blocks during the period of the pilot to create maximum impact over the 2 years. The aim is to work with landlords who want to improve both management and physical conditions to improve the overall quality of the neighbourhood so that their tenants feel secure.

The designation of the Enhanced Enforcement Area is having a positive impact on the area and in the 4 blocks all landlords will be asked to produce the relevant certification to meet their legal requirements. Within the extended area there are currently 864 registered private rented properties. The figure is likely to fluctuate, initially increasing as there will be a number of unregistered landlords but decreasing over time as further properties are acquired. Significant effort will be required to ensure that all landlords are identified, registered and produce the necessary certification.

Within the original 4 blocks there are now 243 registered landlords and 274 registered properties. To date a total 153 landlords have been asked to submit the necessary documentation for their properties and 97 (63%) are presently engaging with officers from GCC's Private Landlord Registration Unit. Delays are being caused by submission of PVG (Protection of Vulnerable Groups) checks from

Disclosure Scotland which are taking on average 6/8 weeks. As an alternative landlords can request a Subject Access Report from Police Scotland which contains all of the information within the PVG check. This however, is not speeding up the process.

Landlords are required to produce all necessary certification to ensure compliance with the legislation and to improve property standards in the private rented sector. It is evident from the documentation submitted to date that landlords are complying simply as a result of the Council exercising its powers under the EEA. Many of the dates on the certificates post-date the actual requests to produce certification. From this it is safe to assume that a substantial number of private landlords would not have been able nor willing to produce these certificates if the Council did not have these powers. The ability to freely inspect private rented properties is also essential, if we are to improve property standards within this sector. Over 200 property inspections have now been carried out resulting in action being taken where unsatisfactory property standards have been found. A total of 21 properties have been found to have failed the Tolerable Standard (BTS) and a further 9 properties, have been referred to the Private Rented Housing Panel (now Housing and Property Chamber etc) for Repairing Standard failures.

This figure does not take into account the number of other properties where landlords have rectified smaller scale defects which have been brought to their attention. Whilst third party reporting and property inspections would be carried out where repair issues are highlighted, having the powers under the EEA has enabled the Council to take a proactive approach, allocating additional resources which will enable officers to target the inspection of all private rented properties within the designated area.

It is the aim of this strategy to extend the Enhanced Enforcement Area designation over the wider area and while this will present a challenge, it is critical to the success of our strategy for Govanhill. It will be supported by the Council in terms of resources to ensure that the private rented sector within the area has a high level of compliance in terms of landlord registration and improved property standards. Where landlords fail to comply and fail to meet their legal responsibilities they will become the subject of enforcement action.

A total of 6 landlords, with 11 properties in Govanhill have had their application for registration refused or revoked by the Licensing and Regulatory committee for not complying with the EEA requirements by failing to submit the required certification. In some cases the properties also failed to meet the required property standards.

The designation of the Enhanced Enforcement Area (EEA) has resulted in significant interest from landlords and this has led to an increased level of engagement via the issue of newsletters and well attended landlord forums. A number of landlords have also received training in landlord accreditation. This level of engagement has prompted a number of previously unregistered landlords to register and provide the necessary certification. Without this high level of engagement it is likely that there would be high levels of non-compliance.

The designation of the extended area will require significant additional resources for the Council. For example the Council's landlord registration team will require to be strengthened to take on the increased workload including additional enforcement action which will result. The increased number of property inspections will also impact substantially on staff time.

There is no provision for obtaining an Electrical Inspection Condition Report (EICR) under EEA powers (legal provision was not commenced until late 2015) however this is being requested where electrical safety forms part of the tolerable standard inspection.

4.3 Tenure Mix/Acquisitions

In line with GCC's Acquisition strategy the objective is to tackle market failure and to restore balance within the private housing market through targeted acquisition and investment, whilst applying enhanced (landlord) registration area powers and other levers to control and eradicate poor landlord practice.

The focus will remain on creating a more sustainable tenure balance. The wider geographical area still contains a high preponderance of registered private landlords currently running at 47.5%, 920 of the 1934 tenement flats are private rented. This figure is likely to be higher when the properties are investigated. This includes the original 4 blocks where private landlords now account for 48% of the current ownership. The true figure at the start of the pilot when you include non-registered landlords / properties was around 58% so this has decreased substantially following the acquisition programme and will decrease further as these blocks will still continue to be targeted over the period of the strategy. The current tenure mix requires to be changed with a focus on a stronger social housing presence. Within the private rented sector there continues to be issues of poor property standards. GHHA will concentrate on acquiring from private landlords however, there will continue to be owner occupiers who want to sell, primarily due to affordability issues which could delay and in some cases thwart the attempts of both the Association and Council to improve the housing stock and promote ongoing maintenance. An acquisition programme over a wider area will give GHHA the opportunity to offer residents choice to remain as the Association's tenants. For those who are determined that they want to move from the area, GHHA will look to acquire. This will help avoid the alternative of these properties being acquired by private landlords.

A high volume of properties in the area continue to be sold at auction more often than not where the property has been repossessed by a mortgage lender or there is a sizeable repair debt on the property that the current owner is trying to leave behind.
Purchasers in the vast majority of cases buy "blind" not having obtained a Property Enquiry Certificate (PEC) to determine if there are repair debts on the property. The auction house works to the instruction of the seller who is not obliged to make known any outstanding debts which are on the property. This creates a problem for the new buyer when he/she realises what they have taken on. This can then impact negatively on our programme of works as if often results in the property being re-offered for sale thus causing delay to the factoring and repair process.

The acquisition of over 100 properties to date has been a major achievement for GHHA as this has been accomplished in a relatively short timescale within a restricted area and in challenging closes where the Association has required to weigh up risks against opportunities. Tough decisions have been taken and these have been supported throughout by a strong management committee who have met every challenge face on. Both GCC and GHHA acknowledge that there is still further work to be done in the 4 blocks and further acquisitions to be targeted, however, considerable progress has been made and with the backing of a longer term strategy GCC will be able to support the acquisition programme further by taking forward compulsory purchase orders where appropriate.

The aim of the acquisition strategy is to achieve a necessary balance in a tenement property that will enable repairs/maintenance to be carried out, improve property condition and management standards and stabilise problematic blocks. In the worst cases this may require GHHA to take on full 100% ownership. In most closes, GHHA having a presence may be sufficient to bring about change.

The Scottish Government's commitment to provide additional financial resources in 2016/17 in the sum of £3.5m will enable GHHA to acquire a further 42 flats which will help the Association achieve a majority ownership in a number of other closes This has also helped to accelerate the current acquisition programme which will in turn help to reduce timescales for bringing about the required tenure change and address property management issues within the four blocks. A total of 120 properties have now been acquired in the past 18 months. The original target was 80 within 2 years. Of those acquired 69 have been from private landlords (58%). The acquisition programme has been structured to prevent homelessness and assist in addressing homeless provision through Section 5 referrals to GHHA as part of the overall process.

Overcrowding still remains a challenge as in many cases, extended families or multiple families are living together in private rented properties which highlights the need for GHHA to continue to buy larger family units which unfortunately are at a premium in the area and come at a high cost. The greater number of larger family units required could impact on the acquisition budget and the ability to purchase more properties in desired closes.

The pattern of tenure and the fragmentation of ownership makes it difficult to obtain agreement between owners to actively invest in the repair, maintenance and improvement of the stock with the result that statutory intervention by the Council on health and safety grounds has become the norm.

4.4 Tackling poor Private Landlord practice

The growth in the private rented sector in Glasgow since 2008 has been rapid, particularly in inner city neighbourhoods, There are around 60,000 properties in the private rented sector in Glasgow (about 20% of all residential properties in the city) and in excess of 35,000 registered landlords. Most landlords own only one or two properties. For them this is not their main business or area of economic activity. Most landlords strive to provide a good service for their tenants.

It is estimated that private renting in Govanhill as a whole is around 35% of total stock. Across the 18 blocks, private renting increases to 46.50%. Some individual blocks will be even higher than this figure. Both figures are considerably higher than the Glasgow average for private rented sector stock which accounts for around 20% Glasgow's total housing stock.

Table 1 shows the latest (2015) estimates for the City, Govanhill and 18 blocks:

TABLE1

	Glasgow 2015	Govanhill	18 Blocks Tenement stock
Stock Estimates April 2015 (ALL TENURES)	297070	7867	1861
Estimated PRS Stock	59192	2768	864
PRS as % Housing Stock	19.93%	35.18%	46.5%

The private rented sector in Govanhill should be characterised by good quality homes, being managed professionally, where tenants feel secure. Where this is not happening, Glasgow City Council will take targeted enforcement to ensure that all landlords are fit for purpose.

In the strategic document 'A Place to Stay, A Place to Call Home' two of the aims identified were:

- To improve the quality of property management, condition and service
- To deliver for tenants and landlords, meeting the needs of the people living in the sector, consumers seeking accommodation and landlords committed to continuous improvement.

While most landlords let their properties in a responsible way, some continue to operate outside the law. Landlord registration, supported by other legislation, provide a means for local authorities to register persons who are fit and proper to act as landlords or agents, but also to take steps to deal with those who operate outside the law. A total of 39 new landlords have been registered under the Landlord Registration scheme since the pilot began.

For those landlords failing to comply with landlord registration enforcement action will be taken. This will be targeted at the worst landlords in the sector, whether that involves landlords with multiple properties or challenging the practices of individual landlords.

Where a landlord fails to register, rent penalty notices are immediately served. The introduction of Universal Credit (UC) will however impact on the effectiveness of

these notices as GCC will be unaware that a UC claim exists since there are barriers to checking this with the Department of Work and Pensions (DWP). The DWP will carry out registration checks against new claims and while the landlord may be registered at the time when the claim is made the registration could be subsequently revoked resulting in the payment continuing to be made despite a notice being in effect or alternatively the payment being stopped for a period greater than the duration of the notice preventing the tenant from paying rent which is legally due.

Private Rented Sector landlords must comply with the Repairing Standard in terms of protecting the health and safety of private rented sector tenants. However, returns and the monitoring of compliance are not carried out by any overseeing trade body or regulator. Compliance relies on individual tenants reporting a breach in the standard to the Housing and Property Chamber First Tier Tribunal for Scotland or the local authority.

4.5 Property Condition

One of the strategic priorities identified within the Council's Local Housing Strategy is to 'Manage, maintain and improve our existing housing stock'.

The built heritage, particularly our pre-1919 tenements, are an important cultural attribute for the city and a vital part of the city's housing stock. The condition of this stock in the area has been a source of major concern for a number of years. Glasgow City Council and Govanhill Housing Association(GHHA) have worked together to resolve persistent problems associated with overcrowding, deterioration of the building fabric, infestations and environmental blight through a series of investment and management interventions. In spite of this, the trend towards replacement of traditional owner occupation with private renting is undermining much of the good and positive work which has been done.

Property condition and maintenance, therefore, continues to be a challenge and it is essential that GHHA is able to target and acquire properties from landlords and owner/occupiers who are unable or are unwilling, due to affordability issues to participate in common repairs works. Glasgow City Council's Poverty Leadership Panel estimates that almost half of working-age Scots are living in poverty and are in households where someone works. GCC will also continue to use its wide range of legislative powers to support GHHA to effect common repairs.

By early February 2017, 93% (71 out of total of 76) of the closes in the 4 blocks will have a factor. This has increased from 38 at the start of the pilot. Meetings have been held with owners in the remaining closes, however, there is some resistance as owner/occupiers or landlords have failed to engage or failed to reach a majority agreement on appointing a factor. In such cases the Council will require to appoint a managing agent. The service of maintenance orders and establishing a maintenance plan is cumbersome and time consuming adding further to stretched resources.

There is a need to address common property repair in areas where there is mixed ownership where there are high proportions of privately rented properties and some

evidence of negative equity. GCC and GHHA agree there is a need to develop a Factoring Standard which will tackle maintenance in mixed tenure blocks. The Council will work with GHHA, residents and other property factors to establish funding mechanisms to bring common areas up to an acceptable standard and establish longer term maintenance and factoring arrangements to protect the investment and restore confidence in the market.

GHHA will require to procure and take forward major work programmes of internal improvements and external common repairs following on from the acquisition programme. This programme of repairs will be required each year as acquisitions continue and will extend beyond the period of this funding strategy. There are also concerns over the limitations on contractors may have an upward impact on tender costs during the programme. There is also practical and capacity issues around construction contractors suited to the kind of work.

There continues to be high number of properties that fall below the tolerable standard and others that fail to meet the repairing standard. To action these failures requires significant staff resources.

Some closes who have factors and need common repairs are unable to have these carried out as there are some owners/landlords who are not willing to pay. This results in the factors being unable to carry out works or in some cases to remain as a factor.

Around 60 closes are not currently factored. 74% of the properties are presently factored. This includes properties where factoring services are about to be withdrawn due to non-payment issues relating to factoring and common repair charges and others where factoring services are due to commence imminently. The aim will be to have factors or managing agents appointed for all 233 properties by the end of the strategy. GHHA currently factor 51 closes within the 18 blocks.

Health and safety issues such as balustrade repairs have been carried out in 6 closes and iron bars have been removed from windows from 7 flats to date. This will continue to be an area of focus although procuring small contracts of this nature can be time consuming.

The Scottish House Conditions Survey 2012-2014 estimates that approximately 5% of Glasgow's Pre 1945 properties are below the tolerable standard with the majority of these being in the private sector. The key challenges for this ageing housing stock all of which apply to Govanhill include;

- the substantial repair and improvement needs of pre 1919 buildings
- issues around shared responsibility for repairs and maintenance of communal parts in tenements
- impact of private rented sector in areas with poor housing condition
- introducing policies/strategies geared towards property maintenance
- need for block insurance in common properties (cannot rely on individuals)

- poorest property condition associated in many cases with negative equity and affordability issues.

4.6 Property Management Standards

Another strategic priority identified within the Council's Local Housing Strategy is to: 'Raise management standards in the private rented sector'.

At present neither private landlords nor individual property owners are obliged to meet the prescribed standards of management, maintenance and energy efficiency standards which apply to the social rented sector. Nor is there a prescribed energy efficiency benchmark, although every property which is being offered for sale on the housing market must have a Home Report which includes an energy rating for the property.

Where GHHA has been able to gain the majority ownership in closes this has enabled them to take on the factoring of the property. This has also been the situation where they may not have the majority but have the majority agreement from owners/landlords. The issue remains where there is no majority agreement in place and this can ultimately impact on the condition of the property.

It has been our experience so far that there are many large and extended families living together in the area. There have been some issues and concerns as there is only a limited amount of larger properties in GHHA stock. House sizes will be taken into consideration for future acquisitions.

4.7 Environmental Issues

LES has staff active within Govanhill and participate in multi-agency working within the locale. The primary LES services are Cleansing, Environmental Health and Pest Control.

4.7.1 Street Cleansing

Within the Govanhill neighbourhood there is one mechanical sweeping machine (part of the week), one response team and three patrol beat operatives. Street cleansing is carried out on a daily basis, across a 4 on/4 off shift pattern, on a scheduled street by street basis. Each location requiring street cleansing is categorised into zones according to the frequency of sweeping required to manage litter removal effectively. The use of manual street sweepers by sweeping/de-littering the pavements, building lines, channels and emptying of litterbins, and over the course of each week mechanical sweepers, which provide a deeper clean, on average clear a further 1.75 tonnes.

The volume of refuse generated by bulk requests and kerbside collections is unpredictable and problematic to manage, often due to the variance between the scale and number of items described and those actually presented for collection. This is further compounded by related complaints by other members of the public who call to report 'fly tipping' unaware that bulk items have been left at a designated

location by residents through arrangement with the Customer Care Centre. However, a substantial amount of bulk is presented on the street without prior notification and this opportunistic fly tipping presents a considerable burden to the service. Street sweepers also face a number of challenges such as residents not using litterbins at all, using litterbins for domestic waste, school children dropping litter going to/from school and local shopkeepers not taking responsibility for the frontage of their businesses. On average there are over 90 bags of street litter filled each day.

4.7.2 Domestic Refuse Collection

Within the Govanhill neighbourhood this service is carried out by two refuse collection crews involved in uplifting domestic refuse from every household in the area. Operations are organised between tenements/flatted refuse collection and the wheeled bin uplift service.

One of the main problems impacting on the quality of this service relates to operatives gaining access to the tenement properties because of the door entry systems at each property. Residents require to allow operatives to enter the close to access the bin area and this can be difficult. Properties which are not factored or are poorly managed often have waste/bulk items inappropriately deposited inside the close area or blocking access to the bin area.

LES do not supply a backcourt cleaning service to these private backcourts and at present only those managed by GHHA are cleaned regularly. Another key issue relates to the bin type. A number of the backcourts within Govanhill still have the old galvanised steel “ash” bins although the numbers have reduced significantly in the past couple of years. These bins are not as robust as the larger wheeled bins with residents often not disposing of waste appropriately. There is a clear requirement to replace all steel bins with wheeled bins to complete the current initiative being managed by DRS. These issues generate regular complaints and return visits are undertaken at each location placing considerable burden on the service until the refuse is collected. Another issue is access difficulties caused by parked vehicles at corners and narrow road entrances which restrict access to the refuse collection vehicles.

LES Cleansing service 8,900 households per week, equating to an annual uplift of around 4,600 tonnes per year.

- Bulk Uplift – This operation is organised through a combination of: 1) Kerbside collections – bulk items are presented at the front of tenement properties on a designated week day by Housing Association staff or agents on their behalf. 2) Booking Service – this service is arranged via our Customer Care Centre – members of the public request for items to be uplifted within a targeted date of 14 working days.
- Commercial Refuse Collection – A service is provided to a range of shops, businesses, retail outlets and private customers throughout the Govanhill neighbourhood. Frequency of collection is based upon the volume generated and requirements of each individual commercial outlet. This service resulted

in a collection of 546 tonnes of waste last year from the Govanhill neighbourhood.

- Environmental Health Activity – Due to the high turnover of tenancies and level of overcrowding in properties it continues to be difficult to engage with each resident in Govanhill on a personal level to encourage behavioural changes with regard to waste disposal. There is very little opportunity for proactive monitoring of the area. Consequently, Environmental Health is frequently called upon to deal with problems which may have been in existence for a significant period.

The number of Notices served within the Govanhill neighbourhood is approximately 27% of the total enforcement action taken for the entire City. There are 56 neighbourhoods within the City. The disproportionately high percentage for Govanhill alone reflects the volume of enforcement work which is undertaken.

The service of Notices on all owners in a close is often regarded as being unfair by many of the landlords and owners who own properties or live there as they feel that they are being punished for actions of others

A 'pull through service' for the collection of refuse has been introduced on a limited basis. While this has clearly been a success, consideration requires to be given on how this can be rolled out across the wider area.

Despite the improvements which have been put in place during the pilot, refuse remains an area of concern. Funding needs to be secured and extended for some of the services that have been operating in the 4 blocks and further backcourt improvement works will be required in the extended area.

4.8 Pest Control

Pest control remains a major challenge and concern for residents in the area. 27% of respondents participating in the IBP Strategy Research survey confirmed that their home had suffered from problems of infestation or pests.

In July 2008, the City Council began offering a free reactive service for treatments of bed bugs and cockroaches. Govanhill is the only area in the city that receives such a service. From July 2008 to date, in excess of 5000 bed bug and cockroach complaints have been received, consisting of over 3,500 unique jobs in over 1,500 properties. Govanhill accounts for over 95% of bed bug and cockroach complaints in the City. In June 2015, a pro-active programme of works began, alongside the reactive service. The aim was to carry out bed bug and cockroach inspections in all flats within a close(s) at the same time and treat and provide support services to all flats within the block so that a comprehensive approach could be taken until an infestation was controlled and the building free of infestation. Mitie was appointed in March 2016. Their brief has been to commence work on a programme of pro-active block treatments. It is hoped that the added flexibility of a contractor and the additional resource will mean that pro-active treatment will control and eradicate cockroach and bedbug infestations in blocks in Govanhill. There are 13 main blocks in Govanhill which can be treated in this manner. Work has re-commenced on the

pro-active programme of treatment works. The initial focus was on the four blocks which also have had the highest historical infestations noted.

The application of pro-active block treatments is very labour intensive and, despite the additional resources this remains a challenge. There are also difficulties in accessing all properties in a block which causes delay and the need for re-visits and enforcement action thus impacting on the effectiveness of earlier treatments if repeat visits are necessary. Support activities are also required such as washing facilities and working with landlords to access their properties.

The transient nature of the population, the high turnover of tenants, the scavenging of furniture and lack of understanding among a minority of residents is helping to extend the spread of cockroaches and bed bug infestations in the area.

4.9 Resident Engagement

The Govanhill Operational Hub was set up on 6 April 2010 and is an example of public service delivery, characterised by the co-location of several key public services including Land and Environmental Services (LES). The Hub is operated and managed by Development and Regeneration Services (DRS). This service delivery relies on strong partnership working to deliver a multi-disciplinary, collaborative approach to complex and multiple needs. The Hub has operational meetings twice a week.

In March 2011, a multi-disciplinary enforcement team was established with the remit of liaison with the Govanhill Hub. The team consists of an Environmental Health Officer (seconded from LES), a Community Relations officer, a Private Landlord Registration officer and two Interpreters (Slovak/Czech and Romanian).

Resident engagement continues to be a critical part of the programme. We have been successful with levels of engagement but it is recognised that there continues to be pockets of tenants, owners and landlords who have not engaged with the team and they are possibly the critical ones we need for majority agreement. Language barriers are also an issue. Translators are important in the effectiveness of the programme.

The transient nature of the population with tenants frequently on the move can also make it difficult to engage effectively.

The Govanhill Hub remains an important focal point for the community and provides a range of vital services. This requires to be resourced and requires a longer term funding commitment from partners.

4.10 Resources and Use of Powers

In developing and implementing an Enforcement Action Plan for South West Govanhill, success will depend on additional resources as well as the application and use of legal powers.

The following challenges will require to be met:

- Sufficient additional resources required for effective enforcement.
- Encouraging owners to take full responsibility for the housing conditions and surrounding environment.
- Identifying sufficient resources to address repair and improvement problems in the stock. Stock is pre 1919 and repair costs can be expensive and beyond owners' ability to pay.
- Raising the quality and standards in housing conditions.
- Developing funding packages to support owners' to meet these responsibilities.
- Raising standards of service provision from landlords, letting agents and property managers.
- Improving the energy efficiency in the Pre 1919 stock.
- Overcrowding.
- Having a robust monitoring framework to measure success.
- Establishing a governance structure to ensure effective and accountable delivery.

Dedicated teams within GCC and GHHA have been critical to the delivery of the outcomes within the pilot to date. Retention of these teams is essential for the development and success of a future programme.

The Govanhill Hub continues to provide a valuable role in the implementation and delivery of services in the area. These vital services require to be resourced and require a longer term commitment from partners.

5. Proposals / Solutions

5.1 Geographical Area - Extending the EEA Designation

It is proposed that the geographical area of the programme be widened within South West Govanhill to cover a total of 18 blocks. **Appendix 1.** The area is bounded by Calder Street to the north, Victoria Road to the west, Dixon Avenue to the south and Cathcart Road to the east including the close at 41/43 Bankhall Street. The blocks are spread out over a wide area covering 249 closes, 1934 flats plus 44 main door properties in Dixon Avenue giving a total of 1978 homes. The main door properties have primarily been included as there will be a need to target some larger properties for acquisition to meet the rehousing needs of larger families in the area. A number of smaller blocks have been included which have problematic closes that if not tackled soon, will impact negatively on adjoining properties while at the same time creating problems for the wider community. It is envisaged that by extending the area this will help further reduce the need for resident displacement outwith Govanhill.

Following the success of the pilot, the aim now, would be to extend the designation of the Enhanced Enforcement Area to cover all these blocks. However, it is

envisaged that this would be designated on a phased basis as shown in **Appendix 2.** We propose to seek to designate the area in three phases; these phases are colour coded on the plan. Ideally we would wish a degree of flexibility within the programme to bring forward the designation of some blocks or particular closes if further issues are identified.

Phase1, coloured in green include properties with the greatest concentration of landlords and highest number of properties, outwith the pilot area (shaded orange).This consists of 2 full blocks, 5 part blocks. A total of 77 closes with addresses ranging from 8/90 Westmoreland Street,161 Allison Street and 9/19 Dixon Avenue which is 71% privately rented. This block continues to be an area of concern for Police Scotland. The block ranging from 523-577 Cathcart Rd/ 41-43 Bankhall Street has a high concentration of private landlords at 60% and has property management issues. The blocks at 1-47 Annette Street /2–42 Garturk Street/233-255 Allison Street/232-266 Allison Street and 198/214 Calder Street are 45% private lets. Repair issues have been identified in a number of these closes. The final blocks ranging from 7/43 Garturk Street/ 224 Calder Street/265-289 Allison Street/272-296 Allison Street and 40/54 Daisy Street have a high percentage of private lets and a number of property issues.

The blocks contained within the phase 2 have a similar percentage of private lets (between 40-45%) and contain a range of varying issues. The final phase contains the housing units in Dixon Avenue which are non-tenement stock. It would be our intention to inspect all relevant properties in the extended area over the period of the strategy.

It would be our intention to make a formal submission to the Scottish Government regarding the designation of the extended EEA, following approval of this strategy.

It is proposed that with EEA status over the wider area the following approaches will be taken:

- Where landlords are due to renew their registration or a new application is received, they will be contacted and asked to produce all of the necessary documentation (Gas safety certificates, EPC, Building Insurance, copy of tenancy agreement etc).The property will then be inspected to ensure there are smoke and fire detectors fitted and that the property meets the repairing standard. The landlord will also be required to undergo a PVG check.
- Over the course of the strategy all existing applications will be due for renewal, however, proactive inspections will be carried out where GCC has cause for concern about any registered landlord within the area and all documentation will be requested, as above, in such cases.

Landlords who fail to provide the information requested within an agreed timescale will have their application submitted to the Licensing and Regulatory committee for consideration of their fit and proper status. It is envisaged that over the term of the extended area there could be a significant number of landlords/ properties which will be the subject of further action. This will require a co-ordinated approach and further resources as there are likely to be more cases reported to committee.

Landlords will also be notified where their properties do not meet the required standards and they will be given time to carry out the necessary repairs before further action is taken. If the property does not meet the Tolerable Standard (BTS) then a closing order will be issued. Tenants will be notified in such cases and offered assistance with rehousing if necessary. They will be directed to GHHA who will carry out a housing options assessment in order to deliver the best outcome for the tenants. Where a breach of the Repairing Standard is identified then the property and landlord will be reported to the Housing and Property Chamber First- tier Tribunal for Scotland.

The designation of the Enhanced Enforcement Area over the extended area is critical to the success of our future strategy. While the criteria required in order to seek the additional powers the EEA provides, is restrictive, GCC is confident that that it will be able to present the sufficient information, much of which is contained in this document, to justify a wider designation.

DRS will continue to work closely with the Scottish Government in terms of legislation affecting the private rented sector. This is a major component of our Housing Strategy.

5.2 Property Acquisitions

Glasgow City Council's strategic acquisition programme provides funding to assist associations to purchase privately owned properties in mixed tenure blocks and will be targeted at:-

- flatted dwellings without common repair or maintenance plans
- properties without effective management
- properties which are long term empty
- properties with absentee landlords not paying their share of repair/maintenance costs

Case Study 1

At the outset of the early action pilot, two closes were identified as having major property maintenance issues and were problematic in terms of ownership. All flats in both closes were private letting concerns and both had been the subject of major repairs work carried out by the Council. Maintenance orders were served on both properties and GHHA were appointed as the Council's managing agent to maintain the properties. In one of the properties, 5 out of the 8 owners refused to pay their maintenance shares. The landlords were targeted for further action and this has led to the Association now acquiring 4 of the flats with the sale of 5th flat currently being negotiated. This will give GHHA majority ownership in the building.

The other property followed a similar pattern. However, matters have continued to deteriorate in this close to the extent that 2 of the landlords have had their registration revoked and a further landlord is having his fit and proper status reviewed by committee. A total of 3 properties have now been closed. This has resulted in one landlord selling his flat to the Association and the remainder are subject to further actions by GCC. The owners will be given one last opportunity to

sell to GHHA failing which GCC will proceed down the compulsory purchase route.

GHHA has a significant role to play in driving up standards in the private sector, particularly in relation to mixed tenure blocks or where the Association provides a factoring service to owners. A continued programme of property acquisitions enables the Association to:-

- tackle the problems associated with fragmented ownership within specific blocks,
- to consolidate ownership and aim to gain a majority where the Association has existing or potential interest,
- to gain a foothold in these properties in order to undertake factoring services and/or put in place maintenance plans for the properties,
- safeguard current and previous investment in the properties.

It is envisaged that the acquisition of a further 350 units (in addition to 120 units already acquired) could reduce the number of private lets to around 30% of the total housing stock in the proposed area which is a manageable level.

Acquisition levels will be reviewed as this requires to be of a sufficient scale to effect the necessary tenure change within the area to achieve a sustainable neighbourhood in the longer term. Greater flexibility will ensure that the programme can respond dynamically to housing need for example, GHHA will continue to acquire larger properties out-with the designated blocks to address overcrowding or family size. Extending the target area to include the larger housing units on Dixon Avenue will facilitate this.

The average cost of acquisition and repair is £85k per flat. In some cases where the condition of the property is extremely poor the cost of internal repair/improvements will increase this figure.

GHHA will look to acquire within the extended area, and will initially target those properties where there is cause for concern. Having an agreed longer term strategy will enable both, targeted acquisitions and opportunities to purchase through natural market turnover. Acquiring majority ownership in a property will be a major consideration, as will the protection of previous investment, and targeting problematic landlords or owners with affordability issues who are unable or unwilling to participate in common repairs/maintenance of their building. GHHA will accommodate owner occupiers and private tenants who wish to remain as tenants of the Association all of whom will benefit from secure tenancies. They will also be rehoused or remain in situ in a house which meets their needs. This will avoid the need for displacement and help stabilise the community with the aim of improving residents' wellbeing. All tenants of GHHA can take comfort in the knowledge that their accommodation will be of a high standard. This will also help tenants with affordability issues as the Association rents are lower than market rents which are helping to address poverty levels.

Case Study 2

At the meeting of the Licensing and Regulatory Committee in November 2016, 6 landlords with 11 properties had their application for landlord registration refused/revoked. Committee decided that all 6 failed the fit and proper test. GCC immediately took follow up action to ensure that the properties would not continue to be let. GHHA has now acquired 4 of the properties and GCC is currently sequestrating 3 others, one of which has been closed due to the condition of the property. One other has also been closed with a view to the Association acquiring all 4 properties. Negotiations are currently being pursued with the other landlords over the future of their properties.

To tackle the issue of individuals buying 'blind' at auction it is proposed that that GCC and GHHA will agree a press release to raise awareness and highlight the risk of buying without carrying out checks beforehand. In the longer term this is something that the Government may need to legislate on as it appears somewhat underhand that sellers/auctioneers can sell properties at auction without making information available.

Where, previously, a landlord has either failed to engage or refused an offer to buy their property and it is considered strategically important to acquire same then this will be revisited. For example, where the landlord is refusing to participate or pay for common repair works, bring his property up to the required standard or is refusing to support the appointment of a factor.

The Council will support the Association's acquisition programme with a range of actions and by use of its legislative powers including consideration of the landlord's fit and proper status and sequestration where appropriate.

If an owner's refusal to sell is having a detrimental impact on the building or wider area then the Council will consider compulsory purchase. Before going down this route, the Council will require to demonstrate that it has tried to voluntarily acquire these specific flats from owners. It would then require to publish a statement of reasons confirming;

- justification for making a compulsory purchase order.
- where properties are sub-standard, the Council must demonstrate that it has done everything reasonable (such as serving statutory notices) to bring the property up to an acceptable standard
- a housing needs and demand assessment has been carried out / local housing strategies are being complied with.

The Council also has to demonstrate a reasonable prospect of securing the funding and acquisition over a reasonable timescale – in this case, a statutory period of 3 years

5.3 Complementary Management Programme

A successful acquisition strategy cannot be delivered in isolation of other key interventions in the area and is dependent on parallel management and investment interventions being enacted. It is broadly recognised that many private landlords are unaware of their responsibilities and would welcome support and assistance from a reliable agent/organisation to manage their property.

Private Rented Sector research carried out by Arneil Johnston for GCC highlighted that there was support for the creation of a social housing sector led management service for private landlords (A social lettings agency). GCC has also linked this to research carried out by Anna Evans consultancy on behalf of Shelter on social lettings agencies and mid-market rent and has met WESLO Housing who currently provide such a service.

A Social Lettings Agency Model is currently being established by GCC in partnership with a number of RSLs across the city. This would enable a RSL to manage a private rented property on behalf of a landlord in order to address property and tenancy management issues and could prove effective in driving up property management and condition standards in the private rented sector.

Once the model has been fully established GHHA has agreed to take forward a pilot on a phased basis within the second/third year of the strategy. This would be subject to review within a 12/18 month period to determine its success/effectiveness. It is envisaged that the model will take the following form:

- Property will be let via a subsidiary organisation
- The subsidiary organisation will enter into a lease/management agreement with landlords and tenants
- The Social Lettings Agency will be linked to a dedicated Housing Options Officer based within the Association who will assess individual/household requirements
- The service will be accredited with Landlord Accreditation Scotland and be a member of Scottish Association of Landlords
- The service will adhere to the Letting Agent Code of Practice and meet the new Letting Agent Regulations
- An affordable rental charge will be agreed between the landlord and the Social Lettings Agency. It is anticipated that the service will be accessed primarily from existing PRS tenants living within the Govanhill area that are currently residing in poor standard accommodation i.e. properties that do not currently meet the tolerable/repairing standard or where their former landlords have had their registration refused/revoked
- The service will be publicised and advertised to local landlords/tenants within the Govanhill area
- A management fee will be charged to the landlord to cover the management of the property
- All properties will meet statutory private rented sector property requirements
- Properties will be inspected at the outset and annual tenancy inspections will be carried out to ensure the property is maintained to the standard of the tenancy agreement

- Landlord will be responsible for bringing the property up to the required standard and for the cost of ongoing maintenance/repairs
- The service will link to GHHA's local Welfare Rights Service to provide budgeting and financial management assistance and other services as required
- There will also be close links with DRS Govanhill Team, Private Landlord Registration Unit and GCC Housing Benefits
- GHHA will be also promote own factoring service if the close is not factored and provide common building insurance

The Scottish Government private sector strategy 'A place to stay, a place to call home 2013' sets out a vision for 'A private rented sector that provides good quality homes and high management standards'. A number of strategic challenges identified in the report reflect the issues which are evident in Govanhill:

- to improve the quality of property management, condition and service;
- tackling the minority of landlords and tenants who act unlawfully or antisocially, and have a disproportionate impact on vulnerable communities and the reputation of the sector overall;
- creating a regulatory framework that works for both tenants and landlords - one that is effective, proportionate and sets standards to ensure quality but is also affordable and does not constrain growth.

5.4 Complementary Current and Planned investment

GCC and GHHA have been working closely together to develop a "Place" Strategy – **Appendix 3** to complement the "People" and "Economy" Strategies for the area being undertaken by other members of the Govanhill Regeneration Group (this group has replaced the Govanhill Partnership).

Development of specific sites within the wider Project Area are likely to have beneficial effects in the Core area as this will reduce pressure on existing stock and allow for opportunities to meet specific housing needs through new build and conversion of properties without losing too much geographical focus. A number of new build developments have been approved:

1. GHHA - 201 Victoria Road - 42 Units for Social Rent - On site
2. GHHA - Inglefield Street - 55 Units for Social Rent
3. GHHA – Batson Street / Hollybrook Street – 40 Units for Social Rent
4. Link HA – Bus Depot Site – 75 Units for Mid-Market Rent
5. GHHA - 134 Inglefield Street – 24 Units for Social Rent
6. GHHA - 159-161 Butterbiggins Road – 24 Units for Social Rent
7. GHA - 19 Inglefield Street – 46 Units for Rent
8. GHA - 67 Batson Street - 48 Units for Rent.

All of these projects should achieve a site start by early 2019 and be completed by the end of the time period covering this strategy and when complete will provide around 350 new houses for rent in the wider Govanhill area. Arrangements will be put in place with these partnering RSLs that where appropriate housing need can

only be met through new build provision then a number of units will be earmarked for re-provisioning. However, it is envisaged that that the vast majority of rehousing cases will be met through the acquisition programme and GHHA's local lettings initiative. Tenants' housing needs will be assessed by GHHA's Housing Options officer who will co-ordinate matters to ensure the best outcome for all tenants.

5.5 Property Condition

The Glasgow Factoring Commission was tasked with producing recommendations to improve private sector property management in the city. The remit included the identification of property management issues and problems through taking evidence from a variety of stakeholders including home owners and property factors. The objective was to identify good practice but also to identify issues which have been preventing the effective delivery of sustainable repair and maintenance of flatted properties in the city.

Key actions from the factoring commission relevant to Govanhill include:

- supporting the development of the information and advice website (the new Scotland-wide information and advice website, (Under One Roof, was launched in September 2016).
- assisting with the co-ordination of Glasgow-wide co-operation between the key players in the property market, including the designation of enforcement areas and property acquisition to facilitate consolidation of ownership and therefore effective factoring arrangements
- developing improved information on properties without a factor
- pulling together information on "at risk" properties
- initiating discussion with the Scottish Government on the role it could play in fostering greater owner responsibility,
- reviewing the inter-relationship between different pieces of private housing legislation
- measuring the impact of the increased share of private rented sector housing on long term value and condition

Our aim is that by the end of this project all properties within the extended area are factored or have a managing agent appointed. A number of repair projects can now be taken forward as a result. It would now be our aim to extend this approach across the area.

The Council is currently developing joint proposals with a number of RSLs including GHHA to establish a factoring standard which can be adopted all over the city which will encourage RSLs to pro-actively offer factoring services in properties where they have no ownership or a minority interest. This will set out a standard maintenance plan, promote common building insurance and sinking funds , look at factoring fees, written statement of services and best practice in dealing with complaints. Factors who adhere to this new standard will be supported and prioritised for financial

assistance from the Council. Govanhill will be the flagship area for rolling this out. The aim is to have this agreed by all partnering RSLs by April 2017.

The increase in GHHA ownership and factoring has proved to be an effective vehicle for progressing common repair and maintenance issues and will ensure that maintenance plans will now be put in place for many of the tenement buildings. Where factoring services are in place, surveys of the properties are being carried out to establish the scope of common repair works which may be required. A programme of planned maintenance will then be put in place. Where health and safety issues in common parts are not addressed in non- factored properties then statutory action will continue to be taken to remove potential risk to residents staying in the buildings. Similarly where an isolated building is in a serious state of disrepair then owners will continue to be offered financial assistance to carry out necessary common repairs failing which statutory action will be taken. Financial mechanisms are now in place for the Association to secure the agreement of private owners, to take on the factoring of their property, to carry out smaller-scale essential repairs or produce maintenance plans which will bring them up to a satisfactory standard.

A new repairs programme is due to commence with work specifications having been drawn up or are being progressed. Projects will be tailored to meet current and future housing standards including improved energy efficiency measures.

Programme of scheduled works;

1. Ground consolidation works 37/47 Annette Street 232/266 Allison Street, 30/42 Garturk Street and 55/65 Dixon Avenue. This is the last block in the area which needs grouted and the statutory repairs contract will start on site late January / early February 2017.
2. 231 Langside Road – Major common repairs – to be progressed on a statutory basis
3. 37 Annette Street / 232 Allison St. –these tenements are joined by property title. 37 Annette Street is currently vacated due to its poor condition. Both buildings require major common repairs likely to be progressed on a statutory basis.
4. 39 and 41 Annette Street - major common repairs
5. 234 Allison Street, 299 Allison Street, and 24 Dixon Avenue- voluntary schemes of common repairs- GHHA/owners.

Case Study 3

The property at 37 Annette Street required to be vacated by GCC Planning and Building Standards Services due to its structural condition. A structural engineer's report was commissioned by the Council and a Desk top study revealed the possibility of shallow mine workings within the 17 close block which the property forms part. Further site investigation works were carried out by GCC's Geo-technical engineers confirming the presence of mine workings. The engineer recommended
that the ground should be grouted before repair works are instructed. GCC has now procured a ground consolidation contract affecting 116 flats. These owners

will be responsible for a share of the costs. GCC has now put the funding in place to facilitate a site start late January 2017. Owners will also receive the benefit of grant assistance. On completion of the grouting works a programme of tenement repairs will be taken forward in the properties highlighted in 3, 4 and 5 above.

GHHA is currently proposing to carry out common repair schemes and internal repairs at 16 Annette Street and 19 Garturk Street in late 2017. The Association is currently embarking on a major repairs programme which will bring over 80 individual properties up to the Scottish Housing Quality Standard. Many more will benefit from improved living conditions and stay in well insulated affordable homes for rent.

An action within Glasgow's housing strategy is to encourage and enable joint initiatives with RSLs, private owners and property factors in specific blocks to address breakdown of management and maintenance and raise standards through a range of measures including multi agency funding and GCC's Statement of Assistance.

The Council will continue to encourage owners to carry out works and take responsibility for maintaining their properties on a voluntary basis. Financial assistance will be provided for owners who are willing to do so.

GCC will work closely with its partner GHHA to tackle problematic private sector housing in poor condition and in a state of disrepair by making full use of its statutory powers to carry out enforcement action if it is deemed necessary. This range of powers will include:

- Works Notices - Section 30, Housing (Scotland) Act 2006
- Missing Shares - Section 50, Housing (Scotland) Act 2006
- Maintenance Orders - Section 42, Housing (Scotland) Act 2006
- Housing Renewal Areas - Section 1, Housing (Scotland) Act 2006

The Below Tolerable Housing standard (BTS) is a condemnatory standard**.** A house that falls below this standard is not considered acceptable as living accommodation in any tenure. A key element of the Council's BTS strategy is to take action to address properties which currently fall below the tolerable standard or are in danger of becoming BTS. Where a property is found to be below the tolerable standard, owners would be tasked with bringing their property up to the required standard. If this is not carried out, in line with GCC's BTS Strategy, the Council can serve a closing or demolition order on the property.

- Closing Orders - Section 114, Housing (Scotland) Act 1987
- Demolition Orders – Section 115, Housing (Scotland) Act 1987

Glasgow City Council has identified advice and information as being a key means of mitigating fuel poverty, and reducing its impact on vulnerable households. In March 2010, the Council established a fuel poverty advice team, branded as G-Heat, in partnership with the Scottish Federation of Housing Associations. The Council manages the Home Energy Efficiency Programme for Scotland: Area Based Scheme

(HEEPS: ABS) on behalf of the Scottish Government; works with local delivery partners (RSLs) targeting fuel-poor areas and providing energy efficiency measures to owner occupied and mixed tenure blocks while delivering emission savings and helping reduce fuel poverty. The types of measures being delivered through this programme in Pre 1919 tenement stock include external wall insulation, internal wall insulation and loft insulation. The application of energy efficiency measures in tenement properties in Govanhill will be pursued at every opportunity as these are recognised as being an important element of the management, maintenance and improvement of properties in Glasgow.

Where there is an issue with an empty property the Council's Empty Homes Officer will immediately try and track down the absentee owner as the property will often have an adverse effect on the wider community. Where it is an empty flat in a tenement close this can also have a detrimental impact on property condition and can often be the source of complaint for neighbours who are unable to carry out common repairs. Whilst the Council's aim is to bring empty properties back into use through positive discourse with owners to bring the property back into use or sell to the Association, there will always occasions where this is not possible. For instance, an absentee owner who cannot be traced. In these circumstances and where all voluntary help and encouragement has been ineffective, the Council will consider the use of compulsory purchase powers.

GCC fully supports the stance of the Empty Homes Partnership who are advocating for the introduction of Compulsory Sales Orders which was one of the recommendations put forward by the Land Reform Review Group but not legislated for under the new Land Reform (Scotland) Act 2016.

5.6 Tackling poor Private Landlord Practice

Landlord registration is a key element of the enforcement regime and to ensure that only those landlords that it judges to be fit and proper are allowed on the register. GCC will use its discretionary powers to tackle poor physical and management standards in the private rented sector. Within the context of the Scottish Regulators' Strategic Code of Practice and the Private Housing Sector legislative framework, there is an expectation that enforcement action around the registration of landlords should be transparent, accountable, proportionate, and consistent and targeted only where necessary. Therefore, the focus is on those landlords that represent the highest risk of not complying with their duties as a landlord.

The Private Landlord Registration Unit forms part of an integrated housing service in Glasgow which includes HMO Licensing and the private sector property condition team. This provides an effective approach to dealing with poor property condition and property standards in the private rented sector and an effective sharing of information. This also enables a co-ordinated approach to enforcement where landlords do not comply with current legislation. In Govanhill there is an added dimension in that the service works closely with Environmental Health and the Community Relations officer who investigate all public health and anti-social behaviour complaints in Govanhill. This joined up approach is crucial to address poor private landlord practice.

GCC will utilise all legislative powers available to them to tackle poor landlord practice and will continue to be proactive in terms of property inspections and third party reporting to the Housing and Property Chamber First Tier Tribunal for Scotland. Any landlord who fails to submit the appropriate certification under the EEA, fails to address Tolerable or Repairing Standards issues which have been highlighted, will have their fit and proper status reviewed by the Licensing and Regulatory committee.

The legislative framework governing the management of the PRS will be further strengthened by 2018 through the introduction of a new private rented sector tenancy, the transfer of certain regulatory functions from the Private Rented Housing Panel (PRHP) to the Housing and Property Chamber of the First Tier Tribunal and the regulation of letting agents.

Strategic outcomes in relation to its role in regulating the private rented sector include raising internal and external physical standards of properties let out privately and improving the quality of life for tenants.

GCC will take action to raise standards through:

- the licensing of Houses in Multiple Occupation
- considerations under the Landlord Registration scheme
- use of the Scheme of Assistance to assist PRS landlords and tenants to tackle common disrepair and meet housing need by way of financial assistance and in energy efficiency projects where certain criteria is met
- joint working, including sharing of best practice and the application of information sharing protocols with a number of agencies, including the Scottish Government and Police Scotland, on an area basis to comprehensively address overcrowding, anti- social behaviour, poor landlord practice and criminality

For Govanhill success will be measured by specific locally determined and agreed targets in relation to measures of compliance and improvement. These include:

- the proportion of landlords deemed to be fit and proper and deemed suitable for registration or re-registration and referrals to the Licensing and Regulatory Committee for refusal or revocation of registration and breaches of HMO regulations
- identification of unregistered properties subsequently included in the Register,
- the number of properties acquired and converted to social rented tenancies where there are very high concentrations of poorly managed PRS properties,
- engagement with landlords through landlord forums and the subsequent number of landlords who are accredited

- the numbers of rent penalty notices issued and subsequent prosecutions for letting a property without being registered (this also includes Rent Suspension Orders for HMOs)
- the proportion of closes factored by a *bona fide* organisation,
- reductions in anti-social behaviour

The Council has established a Govanhill Enforcement Co-ordination Group consisting of officers from DRS Housing and Regeneration Services Private Sector Property Condition and Private Landlord Registration teams, Police Scotland and Trading Standards. This has enabled the sharing of information and joint working which has facilitated the taking forward of two major prosecutions against landlords who have had their registration refused/revoked but continue to operate as landlords/let properties in the area. In one case over 20 charges have been brought against the landlord while in the other 6 charges are currently under consideration by the Procurator fiscal's office.

The Council also forms part of an operations team with the Police Scotland's Serious and Organised Crime Squad (Proceeds from Crime) and Trading Standards to tackle the more serious criminals who are operating as landlords. Joint inspections / investigations have been undertaken. In terms of information sharing protocols, GCC shares information with Police Scotland on a case by case basis and this works well.

Landlord Accreditation will be pursued. There are now a total of 27 landlords in Govanhill accredited following their attendance at the landlord forums. GCC will continue to work with Landlord Accreditation Scotland (LAS) to make training courses available to landlords in the area and will insist, prior to registration, that landlords are accredited where officers have concerns about an individual's ability to act as a landlord. GCC will also continue to hold regular forum meetings with landlords/letting agents and are looking to take this a step further by exploring a selective a licensing scheme, in Govanhill which would be linked to accreditation.

Quarterly newsletters will continue to be issued to landlords who let out stock in the area to keep them updated on poor practice and any other information they require to be made aware of. GCC will insist that landlords improve their practice where we evidence shortcomings, through accreditation. Enforcement action would only be taken where intervention proved ineffective.

BEST PRACTICE: To date, 7 landlords operating in Govanhill (11 properties) have been referred to the Licensing and Regulatory Committee for consideration of their fit and proper status. A review group determines what applications merit further scrutiny and should be submitted to Committee. Where appropriate (criminal offences), Committee has now agreed to allow Police Scotland to present evidence, in person. This also includes the sharing of information where appropriate. The sharing of intelligence/information with Police Scotland and Trading Standards is has having an impact. GCC also has established a group consisting of Legal Services/ Debt Recovery /Private Sector Private Landlord Registration and Property Condition teams which again targets problematic landlords, coming up with unique ways to take action. GCC endorses the need to work with the Police and other outside agencies to tackle wider issues.

An action from Glasgow's Housing Strategy is to 'Engage with the Scottish Government to strengthen local authority enforcement powers and lobby for the powers to become standard for landlord registration'.

GCC wish to see the current legislation strengthened and the Leader of the Council has recently met with the Housing Minister to raise this and a number of other related issues. A meeting has now been set up for early in January 2017 between officials to take these forward including:

EEA powers should be standard and this should also include the provision of electrical safety certificates;

Need for Procurator Fiscal's Office to allocate resources and greater importance to both HMO and Landlord Registration offences and carry out a review of the level of evidence required to take forward a prosecution.

Landlord Registration Fees linked to enhanced compliance

Where a landlord continues to let a property which requires to be licensed and/or registered a local authority can take legal/enforcement action against that landlord and letting agent through the courts. We propose that local authorities should have a discretionary power to take control of or prohibit the use of properties giving cause for concern. The property would revert to the landlord once the local authority is satisfied the property meets relevant standards or no longer meets the criteria for registration. This would help to prevent the risk of homelessness and may be a more effective tool in some cases than simply refusing or revoking an application outright.

The profile of private landlords and letting agents operating in the area also impacts on the management problems being experienced in the community. The new legislation on the regulation of letting agencies is welcomed.

5.7 Environmental and Pest Control Issues

A social survey was undertaken in South West Govanhill by IBP Strategy and Research in 2015. This enabled a comparison to be carried out to the results from a similar survey carried out in 2011.

Levels of Dissatisfaction with Common Areas

% very or fairly dissatisfied.

Don't know / not applicable excluded from base.

Aspect of common areas	2011	2015
Back court	47%	36%
Bin stores	44%	28%

Common central area	49%	27%
Front gardens	38%	24%
The suitability of bin arrangements (for example, where the various bins go)	NA	24%
The close	33%	21%
Suitability for someone with a disability (if relevant)	NA	19%
Common pathways	24%	15%
Door entry	12%	15%
Back gardens	51%	13%

With the exception of door entry systems, levels of dissatisfaction with these aspects of common areas have all improved since 2011. Most notably, this is in relation to back gardens from 51% very or quite dissatisfied in 2011 to 13% in 2015.

These results were encouraging and since then further improvements have been made. A bulk 'pull through' service from the back courts, initiated in February 2016 is currently in operation within the 4 blocks and other problematic closes where refuse collection had been identified as an issue. This work is being co-ordinated by GHHA. The bulk waste is brought to the front of the properties by a private contractor two mornings per week and uplifted by LES Cleansing in the afternoon from the kerbside. Great Gardens then provide a general tidy up of the back courts.

Since the introduction of the service this has proved successful. It is proposed that this initiative will be extended beyond the end of the pilot to the wider area identified and this will initially be funded by GCC until such times as the Association takes ownership in a close or introduces factoring services. At that time the Association will simply include these closes within its own services that it currently provides in its own housing stock in the area. Alternatively where GHHA has no ownership the cost of the service will be recovered through factoring charges which will represent a minimum cost to owners due to the volume of closes covered by existing contracts.

1000 new wheelie bins have recently been delivered in the area which will address many of the existing issues. A further commitment will be given by GCC to replace all existing metal bins, or where there is simply a shortfall in provision, provide wheelie bins or larger communal bins if more appropriate in all tenement properties in the extended area.

New leaflets on the appropriate disposal of refuse and recycling are now in print (these have been translated into 5 languages) and will be circulated to all properties and community facilities within the area. Educational visits will continue with new posters with pictures being delivered to residents. Alternative ways will continue to

be explored on how we can engage with the community to educate residents on refuse disposal.

Rapid Response Teams are an additional resource for Govanhill and they react to a wide range of challenges that are not part of everyday scheduled cleansing operations. This includes; uplifting fly tipped materials, ad hoc clean-up of private land, needles and sharps uplift (from public realm areas), blood spillages (from public realm areas) and removal of animal carcasses. Each operation undertaken by these teams is categorised and allocated a specific response time ranging from 4 hours to 5 days. This resource lifted over 500 tonnes of fly tipped materials from Govanhill in 2015.Corporate funding has been given to assist with this additional resource at cost of £75,000 per annum.

Govanhill continues to have its own dedicated Environmental Health Officer based at the Govanhill Hub dealing with a variety of issues such as inappropriate disposal of waste; defective drainage; housing repair issues. The officer regularly carries out 'door knocking' exercises and letter drops as a means of education to encourage behavioural change. This involves visiting with interpreters and ensuring residents are aware of correct methods of waste disposal. Enforcement Notices are served as a last resort – where informal action is considered to be unsuitable or unlikely to be effective. The officer focuses almost exclusively on matters reported by the public and relevant agencies. There has been a reduction in the amount of Notices served within the 4-blocks which are part of the early action pilot. This is largely reflective of recent attempts to work more proactively by engaging with residents and owners / landlords/letting agents. Thereby trying to resolve inappropriate waste disposal issues on a more informal basis. The change of approach is as a result of perceptions that persistent enforcement action is not sufficiently effective. There has been a marked improvement in some of the worst tenements within the 4-block pilot area which may be as a consequence of the increased efforts of all partners involved in trying to persuade residents to take responsibility for the condition of backcourts and to dispose of waste correctly. This is exemplified by work undertaken by Govanhill Housing Association's dedicated South West Govanhill team and Great Gardens where residents are engaged in clean-ups of backcourts and de-littering of front gardens.

Pest Control issues are tackled through proactive and reactive services funded by Glasgow City Council and the area has a dedicated Pest Control team. The more flats acquired by GHHA is also making it easier to access properties and effect a permanent solution. All works are co-ordinated by the Govanhill multi-agency Hub. LES will monitor the efficiency of the pro-active approach to bedbug and cockroach infestation over time. The volume of complaints, coupled with the recognised complexity in treating these type of insects, requires an approach bespoke to Govanhill and the structure of these works will require time to develop. Providing a team of operatives with suitable training, skills and experience in treating cockroach and bedbug infestations is making a difference.

The City Council has provided additional funding for this work. A sum of £175,000 is now earmarked for pest control treatments.

GHHA through their Community Development Trust subsidiary Great Gardens, is currently looking at a programme of front garden improvements. This will create community benefits and employment opportunities for trainees.

5.8 Property Management/Standards

Following the success of the first 'Day of Action' where GCC and GHHA officers accompanied Scottish Fire and Rescue on 30 home visits(5 closes) which led to smoke detectors being installed in 14 properties, further closes will now be targeted. A number of repairing standard issues were referred to the Housing and Property Chamber via third party reporting. Leaflets on fire safety were also left with residents in each of the closes

Much of the private rented sector is well managed and maintained and continues to meet the housing needs. There are high levels of tenant satisfaction in parts of the sector. However, where there are issues it is impractical for some tenants to take direct action against landlords without recourse to the law. Therefore, there is an expectation that the Council will be able to take enforcement action should a case be referred directly by the tenant or indirectly by an elected member. The main routes of redress for tenants revolve around breaches of the law as it currently stands:

- Breach of the tenancy agreement e.g. illegal or forced eviction
- Failure to place deposit with an accredited Rent Deposit Scheme
- Breach of the Repairing Standard and repairs not being carried out
- Discrimination on the basis of age, disability, gender, sexual orientation/identity, race or religion,
- Harassment
- Anti-social behaviour of other tenants and nearby residents

GCC will increase awareness amongst private tenants of the rights of redress available to them including signposting to Shelter Scotland who have a one stop shop offering advice and Govanhill Law Centre which is located in the area and offers free advice.

The Council will continue to take a strong stance on 'rogue landlords' by closing sub tolerable properties, reporting repairing standard failures to the Housing and Property Chamber First- tier Tribunal For Scotland, referring non-compliant landlords to the Licensing and Regulatory Committee and prosecuting landlords who continue to operate when they are not registered. The aim is to send a clear message that exploitation of tenants and having a clear disregard of their legal responsibilities will not be tolerated.

5.9 Resident Engagement

The Govanhill Regeneration Group is considering how we can best engage with stakeholders and partners. A community engagement plan and a communications strategy are being developed which will examine all of the services being provided in

the area and how they relate to each other. The aim is to have this agreed within the first 3 months of the period covering our strategy.

The Community Engagement Plan is presently being developed the purpose of which is:

- To empower Govanhill residents and create a platform for participation.
- To identify what is working well and build on it.
- To identify gaps in current community engagement provision.

This will be supported and complemented by a communications strategy which will act as a reference to enable the partners to;

- help us achieve our overall objectives
- engage effectively with all stakeholders
- highlight our successes through the media
- ensure that people understand what we do
- change behaviour and perceptions where necessary

The Council has a legacy of community empowerment, placing the community at the heart of the planning and delivery of services. Community engagement and empowerment is at the core of everything we do in Govanhill. The council will continue this approach where the local communities will be central to determining priorities and decision making. The council's Executive Committee agreed at its meeting on 2nd February 2017 that the Glasgow Community Planning Partnership publishes a Local Outcome Improvement Plan and associated Locality Plan by October 2017, for Govanhill, as this area is already the subject of extensive multi agency partnership work and is identified as an area requiring particular attention on a range of indicators.

The report also recognises that housing associations in the city are already committed to and very experienced in engaging and supporting communities and working with partners to deliver the best outcomes for their area. This includes:-

- providing training, volunteering and skills building opportunities
- consulting and working with people in the community about new housing developments or environmental projects in their area developing and managing local communities facilities

Govanhill Development Trust has now taken out a lease on a shop unit on Allison Street, in the middle of the 4 blocks. This will be used as a drop in centre for people who have issues to report. This will continue to foster and support the trust with the community which has been built up to date. It is important that barriers are broken down and people in the community are encouraged to bring forward their concerns. Officers will continue to work with established community groups such as Space to ensure that local people are being listened to. The partners will expand partnership working with third sector agencies in the area. GHHA staff have also carried out 142 visits where they have engaged with residents which have resulted in back court clean ups being organised. These visits have had a positive impact on the community and will continue throughout the duration of the project.

Working closely with community groups such as 'Space' which has 330 Roma families attending, has enabled officers to gain the trust of migrant tenants who have identified housing needs, property management and condition issues. GCC has been able to link with environmental services, homelessness services and Police Scotland to pass on residents' concerns.

In addition, there are currently eight ESOL Access sessions running at Govanhill Neighbourhood Centre of varying attainment stages with a clear pathway in place for learners to progress into Further Education; Mary Rocks, Community Services Officer – key link officer. Family ESOL classes have also been piloted through partnership arrangements between Glasgow Life, Govanhill Community Development Trust and 'Daisychain' a local voluntary organisation. This project has ensured that there is provision is in place for local people at the furthest end of the literacy spectrum who are often unable to attend ESOL classes due to childcare issues.

Govanhill Hub continues to house key partners which provide a valuable resource and important role in the delivery of services in the area and has progressed countless enquiries where there is strong evidence of improved information sharing, joint planning and collaborative working. The Hub also houses translators as part of their team working in Govanhill as this is necessary for engagement with the local community whose first language is not English. This is complemented by GHHA subsidiaries and other third sector organisations. The Council has given an ongoing commitment to fund this valuable service.

KEY MESSAGES FROM THE SOCIAL SURVEY

There has been a slight increase in the proportion of private tenanted homes and a decline in the proportion of people that have lived in their property for less than two years.

Incomes have declined and unemployment has increased slightly; people are slightly more likely to say that they are keeping up financially but it is a constant struggle or are that they are having serious financial problems.

A significant minority say that their home has suffered from problems of infestation or pests.

There has been a general improvement in people's perception of the inside of their homes and the extent to which homes have appropriate facilities.

There is less dissatisfaction with aspects of common areas, particularly in relation to back gardens.

Overall, there has been a slight decline in the proportion of people that consider their

home to be unsuitable.

There are mixed trends in relation to neighbourhood issues with some facilities (e.g. facilities for young and old people and children's play facilities) being perceived more positively and a range of neighbourhood problems being regarded as less serious than previously but certain issues (such as rubbish and loitering) are slightly more likely to be a concern than they were in 2011.

A significantly greater proportion of residents plan to move from Govanhill. Mostly they wish to relocate to somewhere else in Glasgow.

There are some indications that owners have a greater propensity to invest in their property than previously and a significant minority have a desire to sell their property.

A higher proportion of tenants than previously have a formal Tenancy Agreement. However, rents continue to take up a high proportion of household incomes (38% on average). A significant minority would prefer that the ownership of their property was transferred.

While the social survey in April 2015 highlighted more favourable results than the earlier survey in 2011 the one main concern was that a significantly greater proportion of residents planned to move from Govanhill and locate to somewhere else in Glasgow. It is proposed that a further social survey will be carried out prior to the end of the period of this strategy. Now that the acquisition programme is starting to make a positive impact on the area and more owners and existing private tenants are wishing to remain as tenants of the Association, along with the many other improvements in the area, the level of general satisfaction should increase.

The IBP Report is attached at **Appendix 4**

5.10 Resources

It is important that both the partnering organisations have clear responsibilities and there is not a duplication of effort.

GCC Responsibilities:

1. Develop property and ownership data base for all 18 blocks (circa 1900 individual properties) via title searches and Private Landlord Registration Unit database and map out owner occupied, PRS and RSL stock by close and block, regularly updating the information where properties are sold or become vacant or likely to be put on the market.
2. Establish data base of property factors and tenements without a factor.
3. Hold owners meetings for properties that are not factored or where repair works are required.
4. Work with owners to repair/maintain their properties where the is no GHHA involvement

5. Carry out checks of all registered landlords and gather information on those who are not registered.
6. Inspect all private rented properties within the designated EEA to ensure that they meet both the Repairing and Tolerable Standards.
7. Request appropriate certification from private landlords and take enforcement action against those who fail to comply.
8. Work closely with GHHA project team and offer assistance in terms of acquisitions where there may be debt or other legal issues to resolve.
9. Carry out property inspections where public health nuisances are reported (Environmental Health Officer). Organise the removal of refuse and take action where appropriate.
10. Act on behalf of PRS tenants where there is a suspected breach of the Repairing Standard through referrals to the Housing and Property Chamber (Third Party reporting).
11. Undertake legal interventions in terms of existing powers
12. Provide language support and engage with residents/tenants.
13. Arrange for proactive and reactive infestation treatments.
14. Arrangement for refuse arrangements

GHHA Responsibilities:

1. Identify properties for acquisition and liaise with sellers.
2. Arrange for inspection of property by DV or other valuer and agree purchase price.
3. Estimate cost of internal repairs to bring property up to SHQS/ letting standard
4. Liaise with solicitor over conveyancing of property
5. Engage with owner/occupiers or tenants on future housing requirements.
6. Carry out housing options appraisal.
7. Organise drawdown of acquisition budget from GCC
8. Arrange for internal repairs to be carried out and inspect works
9. Carry out final property check (electrics and gas safety certificates before adding to letting pool or holding for homelessness referral).
10. Take on factoring of property where majority ownership is achieved.
11. Attend owners meeting with GCC team where the Association is offering its services as a factor.
12. Arrange external common repairs work.

The roles which are currently being performed are working well, however, there is a clear need to strengthen some areas of operation.

It is proposed that the programme is extended and a funding commitment is entered into by the Scottish Government and its partners for a further period of five years commencing from the current financial year 2016/17. In order to achieve real change in the area it is estimated that a budget in excess of £40 million of capital investment will be required over the next 4 years. Scottish Government is being asked to commit to £20m of this cost over the period which would facilitate the acquisition and repair of 240 housing units within the wider area. This will include a 5% management fee for GHHA to cover the Association's costs in managing the programme. Funding allocated by the Council over the same period would enable the acquisition and

repair of a further 110 units, with the ownership of all units transferring to the Housing Association. A full breakdown is attached **Appendix 5.**

Significant funding will also be provided by Glasgow City Council (GCC) over the period to more than equal that of the Scottish Government. Capital investment will be earmarked by GCC for Govanhill from the Transfer the Management of Development Funding (TMDF) and Private Sector Housing Grant (PSHG) budgets to accelerate the progress of the acquisition and repairs programme including the large scale common fabric repair of pre 1919 tenement properties and small scale preventative maintenance to bring the properties up to a factoring standard. In addition, significant additional resources are being invested by GCC from Land and Environmental Services and Education Services and a number of the Council's Arms Length Organisations (ALEOs).

Govanhill Housing Association (GHHA) will also invest significant resources including a contribution towards the cost of internal and external fabric repairs plus a commitment to fund additional staffing posts.

This initiative will be complemented by an action plan of management interventions which need to be more systematically delivered by the partners including an investment in new build, conversion and energy efficiency measures which will be funded through a combination of existing and challenge fund budgets (TMDF – Housing Association Grant) and Home Energy Efficiency Programme in Scotland (HEEPS) in partnership with the Association.

GHHA is also proposing to submit a separate bid for ESF funding for 2 Community Development Officer Posts both of whom will able to converse in Romanian/Slovakian.

5.11 Delivering the Vision and Measuring Success

It is proposed that Key Performance Indicators (KPI) and targets will be introduced over each of the 4 years of the strategy and these will measure a range of issues including acquisitions, properties improved and brought up to the required standard/brought back into use, number of landlords accredited, properties inspected, tenants with housing needs met, pest control treatments successfully carried out, environmental issues being progressed etc.

It is also proposed that a further social survey will be carried out in 2019 to highlight any areas of concern which residents and stakeholders may still feel require to be addressed. This will also include a full audit of measurable services in the area such as bin provision, back court improvements etc.

The Govanhill Regeneration Group will also be monitoring the progress of its Place, People and the Economy programmes. As part of the' place' strategy there is an undertaking to carry out an audit of all council buildings in the area to determine if they are being fully utilised for the benefit of the community. The work being carried out by this group will complement our proposals.

The progress of the proposals outlined in this strategy will be closely monitored and the community will be included in the monitoring process. Their input is essential and their concerns must be addressed. It is further proposed that the partners meet at the end of each financial year to evaluate the level of progress to date.

6. Conclusion

The aim of this strategy is to revitalise Govanhill. To effect real change and long lasting improvement which will create a safe environment with a strong, vibrant community which is cohesive, balanced and sustainable.

This will be achieved by building on the success of the early action Acquisition and Repairs Pilot which concluded that sustained improvement can be achieved. Further acquisitions are required, to eliminate overcrowding, stabilise the community and improve residents' wellbeing. New tenants of the Association will be given secure tenancies in an improved property that meets their needs at a lower than market rent that will also help address poverty levels

It is proposed over a four year period to acquire around a further 350 private properties at an average acquisition and repair cost of around £85,000 per property. The majority of flats acquired will be from private landlords with a focus on those landlords who are not deemed to be fit and proper to let property and target those properties giving cause for concern. Compulsory purchase powers will be used where necessary. This will also enable the partners to address property condition and management issues in order to stabilise problematic tenement blocks and bring empty homes back into use which are causing blight. All properties within the extended area will be factored or have a managing agent appointed by the end of the project and the aim is to have a factoring standard in place by April 2017.

The strategy extends far beyond an acquisition/ repair programme as this cannot be delivered in isolation of other key interventions. There is a need to raise management standards in the private rented sector. This is in part being achieved through powers available under the EEA and it is proposed to seek a phased designation covering all 18 blocks. Landlord accreditation is equally important and training courses will be available and targeted at those landlords where concerns have been expressed and to help eliminate poor landlord practice.

However, it is recognised that many private landlords would welcome support and assistance from a reliable agent/organisation to manage their property. Therefore, a Social Lettings Agency Model would enable the Association to manage a private rented property on behalf of a landlord. This would help address property and tenancy management issues and could prove effective in driving up property management and condition standards in the private rented sector. A pilot will be taken forward within the second/third year of the strategy and reviewed prior to the end of the project.

Complementary investment will result in around 350 new houses being built for rent in the wider Govanhill area. Arrangements will be put in place with these partnering

RSLs that where appropriate housing need can only be met through new build provision then some units will be earmarked for re-provisioning. This level of investment demonstrates a strong commitment to the area and an endorsement of the proposals put forward in this strategy.

The partners recognise that for Govanhill to be sustainable in the long term it must be viewed as an attractive and desirable place to live. Environmental blight is being tackled through the proper disposal and management of refuse and successful programme of infestation treatments. The bulk 'pull through' service which is currently in operation within the 4 blocks has proved highly successful and will be extended to all 18 blocks. The Council continues to allocate additional resources through our Rapid Response team and dedicated Pest Control team. These interventions are making a difference.In addition Great Gardens is playing an important role in improving and maintaining front and back gardens in the area.

The results from the social survey carried out in 2015 are encouraging as the levels of dissatisfaction with common areas have all improved since 2011 and since then further improvements have been made.

The key to achieving our 'vision' will ultimately be judged on how we engage with the residents and stakeholders. A Community Engagement Plan is presently being developed through the Govanhill Regeneration Group and this will be supported and complemented by a communications strategy which must ensure that everyone is aware of what we are trying to achieve. We must engage effectively with all stakeholders and all partners must be clear on their roles and responsibilities. Successes require to be highlighted in order to change behaviours and perceptions.

It is proposed that Key Performance Indicators (KPI) and targets will be introduced over each of the 4 years of the strategy to measure our success. These will be supplemented by the carrying out of a further social survey in 2019 and an audit of the measurable services. The work carried out through the Govanhill Regeneration Group will complement this work. The community will also be included in the monitoring process as their input is essential. It is further proposed that the partners meet at the end of each financial year to evaluate the level of progress to date.

The partners are being asked to commit to a joint funding package in excess of £40m over the next 4 years, £20m of which is being requested from the Scottish Government. This is a significant level of investment which not only demonstrates our commitment to the area but also gives a clear message to the community that we firmly believe that we can deliver the vision of real change and long lasting improvement which will revitalise Govanhill.



PEOPLE MAKE GLASGOW

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