

Housing and Technical Resources

improve

Resource Plan

Performance Report 2019-20

Quarter 2 : April 2019 - September 2019

(This represents the cumulative position to September 2019)

How to use this performance report

This performance report is intended to be both informative and easy to use. The guide below is designed to help you get the most out of the report and to answer the most common questions you might have.

Council Plan objective

Resource Plan objective

Resource Plan action & associated measures.

Progress update against measure.

Measure Status – are we on course to achieve?
The “traffic light” codes are:

Green Achieved, or due to achieve with no issues

Amber There may be problems or minor slippage

Red Not on course, major slippage anticipated

Measures which are to be reported later or which are “for information only” are not colour coded

Develop a sustainable Council and communities

Provide services and infrastructure which help local communities to become more sustainable

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	This Year		Last 3 Years		
				Target	To Date	2009/10	2010/11	2011/12
	Council target achieved for waste tonnage per household (target is lower than 1.3 tonnes)	This figure is for quarter one (quarter two figure is not yet available, so will be reported in quarter three).	Green	1.3	0.3	1.3	1.2	1.2
	Council target achieved for municipal waste collected during 2012/13 that was recycled or composted (40% or above)	This figure is for quarter one (quarter two figure not yet available, so will be reported in quarter three).	Green	40.0%	44.1%	40.1%	38.2%	40.5%
Introduce new waste management services to reduce waste and increase recycling	Project for treatment facilities progressed by March 2013	A report is to be presented to the Executive Committee in December 2012 identifying options for a long term solution.	Amber	---	---	---	---	---
Manage flooding priorities and deliver prioritised flood protection schemes	Prioritised flood protection projects delivered by March 2013 in line with available capital / revenue funding	Larch Grove, Hamilton - brief issued to consultant for ground investigation to inform design of works. Site investigation - boreholes complete, further investigation of existing culvert underway to locate buried manhole. Detailed design to be prepared when site investigations complete. Bellfield Road, Coalburn - culvert lining works completed 30 August 2012	Green	---	---	---	---	---
	Preparation of prioritised 5 year programme of flood protection / management projects by March 2013	Currently analysing previous flood events, completed improvement works and known problem areas to allow a 5 year programme to be prepared.	Green	---	---	---	---	---
	Options for aligning the management of flooding priorities reviewed across Community and Enterprise Resources by December 2012	Meeting held between Community and Enterprise Resources staff to discuss integrating response to flooding procedures and other opportunities. Follow up meeting to be scheduled for November.	Green	---	---	---	---	---

Statistics for the current year. The **Target** shows what we want to achieve by the end of the year. The **To Date** column shows how much we have achieved so far.

Statistics for last 3 years, showing how we are doing over time.

Summary - number of measures green, amber and red under each Council Plan objective/theme

Council Objective / Theme	Green	Amber	Red	To be reported later / Contextual	Total
Improve later life	4	1	1	3	9
Protect vulnerable children, young people and adults	4				4
Deliver better health and social care outcomes for all	1				1
Improve the availability, quality and access of housing	12	3		7	22
<i>Improve the road network, influence improvements in public transport and encourage active travel</i>					
Work with communities and partners to promote high quality, thriving and sustainable communities	11			3	14
<i>Support the local economy by providing the right conditions for inclusive growth</i>					
Support our communities by tackling disadvantage and deprivation and supporting aspiration	4			3	7
<i>Improve achievement, raise educational attainment and support lifelong learning</i>					
Ensure schools and other places of learning are inspirational	2				2
<i>Encourage participation in physical and cultural activities</i>					
Delivering the plan and achieving best value	23			7	30
Total	61	4	1	23	89

Improve later life**Improve services for older people**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Increase supply of housing suitable for older people	Existing amenity properties and mainstream properties upgraded and converted to amenity per agreed programme (RP)	Programme ongoing.	Green	---	---	---	---	---
	Number of new build affordable properties suitable for the needs of older people (RP)	The programme continues as agreed with new build affordable properties suitable for the needs of older people 18 units scheduled for completion in Quarter 3.	Green	---	---	---	---	---
Continue to ensure the provision/ installation (or funding) of equipment, adaptations and other services	Number of adaptations completed in Council homes	This measure is demand led.	Contextual	-----	416	1,126	976	979
	Number of approvals given for adaptations in private homes	On target to achieve predicted outturn.	Green	900	458	576	507	552
	No of households currently waiting for adaptations to their home	Target achieved, no outstanding applicants.	Green	0	0	0	0	0
	% of approved applications for adaptations completed in year (SSHC)	All adaptations were approved, this measure is demand led.	Contextual	-----	100.00%	99.14%	100.00%	93.00%
	Average time (working days) to complete applications (SSHC)	Slight increase in average days.	Amber	28.00 days	32.00 days	26.28 days	27.00 days	29.73 days
	% of standard adaptations to council houses within agreed appointment times	Review of performance carried out and action plan implemented to address drop in performance.	Red	97.0%	83.0%	99.1%	96.4%	93.0%
Ensure that Sheltered housing services are compliant with Care Inspectorate Inspection standards	Develop and implement improvement plan to take forward any actions from Care Inspectorate annual assessment (RP)	All actions completed, await current year inspection	Report Later	---	---	---	---	---

Protect vulnerable children, young people and adults**Contribute to the Council's objective to protect vulnerable children, young people and adults**

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Contribute to effective joint working in protecting children and adults at risk of harm	Annual review and report on operation of Adult and Child Protection procedures	Annual report presented as per schedule. Resource is working to support coordination of the priorities for the forthcoming Children Services Inspection which will take place in quarter 3.	Green	---	---	---	---	---
Ensure effective housing service contribution to Partnership approach to GIRFEC	Continue to deliver appropriate services for homeless children (RP)	Actions progressing including Health Need Assessment complete, working group established to develop and implement actions to minimise impact of Homelessness on children linked to RRTP.	Green	---	---	---	---	---
Ensure our services are tailored to the needs of people who are experiencing domestic abuse and young people who have been looked after	Review services to ensure they are appropriately reflected of people experiencing Domestic abuse	Review on-going and will be completed by end December 2019. Action plan will be developed to progress recommendations.	Green	---	---	---	---	---
	Continue to work with partners to support young people moved from Care to living in their own home on a permanent basis	Throughcare protocol refreshed, Housing continue to be represented on all corporate parenting and GIRFEC groups/boards and involved in CI inspection of children's services currently underway	Green	---	---	---	---	---

Deliver better health and social care outcomes for all**Deliver better health and social care outcomes for all**

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Ensure effective contribution to health and social care outcomes contained within the Strategic Commissioning Plan	Implement Housing actions detailed in the Strategic Commissioning plan to help achieve priority outcomes for health and social care (RP)	Housing and Technical Resources continue to contribute to the aims and objectives of the Strategic Commissioning Plan 2019-22.	Green	---	---	---	---	---

Improve the availability, quality and access of housing**Improve the quality, access and availability of housing**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Increase the number of new affordable homes	Total new/additional affordable homes delivered per SHIP/SLP (RP)	On programme to achieve target.	Green	---	---	---	---	---
	Work with key partners to ensure the delivery of targeted number of new affordable housing	Continue to progress on basis of Strategic Housing Investment Plan approved at Committee 22 August 2018.	Green	---	---	---	---	---
Improve access to settled accommodation for homeless households	% of lets to Urgent housing (UH) need households	Work progressing to ensure target is achieved by year end.	Green	52.6%	51.6%	47.7%	48.6%	49.2%
	Implementation of the Rapid Rehousing Transition Plan from April 2019	R RTP actions progressing and will be subject to review at end March 2020.	Green	---	---	---	---	---
Ensure all homeless applicants receive a fast, efficient, responsive service that meets their needs	% of homeless and potentially homeless decision notifications issued within 28 days of date of initial presentation (RP)	Target achieved.	Green	98.0%	99.8%	99.4%	99.1%	99.4%
	Average length of time in temporary accommodation (SG) (RP)		Report Later	100 days	-----	113 days	106 days	108 days
	% of households requiring temporary accommodation to whom an offer was made (SG)		Report Later	100.0%	-----	97.0%	99.3%	99.4%
	% of temporary accommodation offers refused (SG) (RP)		Report Later	-----	-----	5.53%	7.74%	8.25%
Improve tenancy sustainment	% of new tenancies sustained for more than a year by source of let (SSHC)	Target achieved	Green	90.00%	92.10%	89.40%	90.20%	89.37%
Continue with the Council's Housing Options Service (Home Options)	Continue to deliver and further develop Housing Options with a focus on homeless prevention	The Integrated Home Options Service continues to be delivered. Prevention pathways are being further developed and tests being carried out to prevent homelessness following prison discharges.	Green	---	---	---	---	---
Continue to let houses efficiently, effectively and fairly	Average time taken to relet (SSHC) (RP)	Slippage against 2018/19 target. A range of measures are now in place to improve performance.	Amber	22 days	23 days	20 days	21 days	22 days
	% of rent due in the year that was lost due to voids (Operational void rent loss) (SSHC)	Slippage against 2018/19 target. A range of measures are now in place to improve performance.	Amber	0.45%	0.64%	0.44%	0.45%	0.46%
	% of total void rent loss (SSHC) (RP)	Slippage against 2018/19 target. A range of measures are now in place to improve performance.	Amber	1.10%	1.43%	1.07%	1.03%	1.08%
	% of tenancy offers refused during the year (SSHC) (RP)		Contextual	-----	32.4%	41.7%	39.9%	37.1%

Improve the availability, quality and access of housing**Improve the quality, access and availability of housing**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Continue to deliver an effective housing repairs and maintenance service	% of response repairs completed on time	Target achieved	Green	90.0%	95.0%	97.9%	98.3%	97.0%
	Ave length of time to complete emergency repair - hours (SSHC) - YTD	Target achieved	Green	24.00 hours	4.12 hours	4.20 hours	4.11 hours	3.65 hours
	Ave length of time to complete non emergency repair (SSHC) (LGBF) - YTD	Non emergency repairs are generally carried out by appointments made to suit the tenant. This will continue to be monitored together with overall satisfaction and repairs completed on time.	Contextual	-----	15.00 days	13.41 days	12.95 days	14.32 days
	% of reactive repairs completed first time right (SSHC)	Target achieved	Green	90.00%	99.00%	97.00%	97.00%	99.87%
	% of repairs appointments kept (SSHC)	Target achieved	Green	90.00%	94.00%	98.74%	97.00%	96.15%
	Average number of reactive repairs per occupied property (SSHC)	To be reported at year end.	Report Later	-----	-----	4	4	4
	No of times we did not, meet our obligation to complete the annual gas safety check by annual anniversary date	Target achieved.	Green	0	0	100	100	100
	% of tenant satisfaction with repairs or maintenance in year (SSHC)	Quarter 2 information not available until October 2019.	Report Later	-----	-----	91.0%	91.0%	92.0%

Work with communities and partners to promote high quality, thriving and sustainable communities**Collaborate with partners to promote safe and thriving communities**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Ensure continued implementation of the Local Housing Strategy (LHS) 2017-2022	Complete annual review and Monitor progress against LHS action plan	Second review of LHS 2017-22 currently being progressed. Outcomes will be presented to Executive Committee 4 December 2019.	Green	---	---	---	---	---

Work with communities and partners to promote high quality, thriving and sustainable communities**Collaborate with partners to promote safe and thriving communities**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Continue to effectively deliver and promote Anti Social Behaviour (ASB) services including diversionary activities	% of ASB cases resolved in the year (SSHC)	Work progressing to ensure target is achieved by year end.	Green	88.00%	79.20%	85.40%	86.50%	88.15%
Monitor and report progress against Community Safety priorities including relevant parts of the SLCP	Routine reporting against Community Plan Community Safety priorities to the Safer South Lanarkshire Board	A Community Safety Partnership Performance Measures report covering the period 2018/19 was presented to Safer South Lanarkshire Board on 16 September 2019. Performance information in relation to the work of the Community Safety Partnership has also been reported for inclusion in the Community Plan Annual report.	Green	---	---	---	---	---
Ensure effective involvement with tenants and other customer groups	Annual review of the Customer Involvement Strategy action plan	Annual review of Customer Involvement Strategy currently taking place and will be presented to Housing and Technical Resources Committee on 13 November 2019.	Green	---	---	---	---	---
	Continue to implement a programme of Tenant Scrutiny	Tenant scrutiny programme continues in line with tenant agreed activities. Projects completed in Quarter 2 include scrutiny of Housing Services' Refusal of offer process and analysis of the way services collect customer contact information. Programme for remaining Quarters being agreed with Customer Scrutiny Group.	Green	---	---	---	---	---
Maximise the energy efficiency of all operational properties in support of the Carbon Management Plan.	% reduction in energy consumption across the energy portfolio	To be reported at year end.	Report Later	---	---	---	---	---
	% of operational buildings that are suitable for current use	To be reported at year end.	Report Later	---	---	---	---	---
	% of internal floor area of operational buildings in satisfactory conditions	To be reported at year end.	Report Later	---	---	---	---	---

Work with communities and partners to promote high quality, thriving and sustainable communities**Collaborate with partners to promote safe and thriving communities**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Deliver at least a 10% reduction in vehicle emissions by March 2021 in accordance with the Corporate Carbon Reduction target	Continue to reduce vehicle emissions in 2019-2020 against the baseline of 2014-15 (ADM)	New vehicle replacement programme is well underway which should continue to reduce the vehicle emissions.	Green	---	---	---	---	---
	Engage with Community and Enterprise Resource's Fleet Services to agree service specific vehicle emissions reduction strategies in line with service delivery requirements	Ongoing regular with Fleet Services management meetings being attended	Green	---	---	---	---	---
Ensure effective contribution to meeting the Council's Sustainable Development and Climate Change strategy	Ensure sustainable development principles and climate change duties are incorporated in new or revised policies, plans, strategies and projects and initiatives, where appropriate (ADM)	Principles continue to be incorporated and screening for Strategic Environmental Assessments continue to take place for all new or revised strategy and policies.	Green	---	---	---	---	---
Continue to maintain /improve customer satisfaction levels for key service areas	Monitor, report and publish the outcome of satisfaction surveys across all key service areas	The 2019/20 programme continues as per the agreed programme. All results, are analysed and if required, improvement actions are identified and progressed	Green	---	---	---	---	---
Contribute to reducing the Council reliance of avoidable single-use plastic items	Contribute to the development and implementation of the council's single-use plastic action plan by prioritising items in use across the Resource. Progress will be reported to the Sustainable Development Member Officer Working Group in June and October 2019 (ADM)	Continue to support as required.	Green	---	---	---	---	---
Work with Gypsy/Traveller sites to develop and implement a programme of site improvements	Site plan developed and being implemented	Consultation ongoing with residents in both sites and site plans being developed in line with residents priorities.	Green	---	---	---	---	---

Support our communities by tackling disadvantage and deprivation and supporting aspiration

Tackle disadvantage and deprivation

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Continue to monitor the changes arising from the implementation of the Welfare reform Act 2012 including Universal credit	Continue to implement service action plan on welfare reform	Welfare reform changes continue to be monitored and reported to relevant groups. Report to be presented to H&TR Committee on 13 November 2019. H&TR continue to monitor the national pilot scheme 'moving onto UC' and implementation dates for roll out across the UK.	Green	---	---	---	---	---
	Support financial security and maximise income for customers	Ongoing support provided to tenants and homeless service users.	Green	---	---	---	---	---
Continue to improve energy efficiency of housing stock to help address fuel poverty.	% of Council stock meeting the SHQS (% of dwellings meeting SHQS) (LGBF)	To be reported at year end.	Report Later	-----	-----	92.0%	92.1%	92.5%
	% of council dwellings that are Energy Efficiency Standard for Social Housing (EESH) (LGBF)	To be reported at year end.	Report Later	-----	-----	86.10%	89.40%	91.10%
	Assist/support households to access schemes available to help address fuel poverty issues	To be reported at year end.	Report Later	---	---	---	---	---
Continue with physical regeneration work in priority areas	Continue the implementation of the master plan for regeneration in East Whitlawburn	Masterplan finalised and implementation progressing. Developer partner appointed. Project Management team established. Planning permission granted August 2019.. Significant progress on site clearance.	Green	---	---	---	---	---
	Continue to develop and implement Sustainable Housing Plans in identified rural areas	Housing Plans continue to remain in place for each of the rural villages with regular updates to local communities.	Green	---	---	---	---	---

Ensure schools and other places of learning are inspirational**Ensure schools and other places of learning are inspirational**

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Project Management of Schools Projects and General Services Projects	General Services Programme - Target spend achieved	Spend to Q2 £21,878,479.40. Annual target £80,569,630.00, on target to achieve.	Green	---	---	---	---	---
	Primary Schools Modernisation Programme - Completion of Primary School Programme - Support for Early Years Programme - Growth and Capacities Programme	131 Primary Schools/ Nurseries complete to date.	Green	---	---	---	---	---

Delivering the plan and achieving best value**Delivering the plan and achieving best value**

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Develop and implement equality performance measures and publish results in accordance with Public Sector Equalities Duties (PSED)	Provide annual report to Equal Opportunities Forum on uptake of service, based on agreed equality outcomes	Annual update report scheduled for 30 October 2019.	Green	---	---	---	---	---
	Number of equality impact assessments undertaken for all relevant new and reviewed policies and procedures	9 EQIAs completed YTD for Housing Services:- 7 x Local Letting Initiatives Housing Repairs Policy Customer Involvement Strategy 2018-22	Green	---	---	---	---	---
Ensure that high standards of governance are being exercised	% of risk control actions completed by due date (ADM)	No risk control actions due in 2019/20.	Green	100.0%	100.0%	83.0%	100.0%	100.0%
	% of audit actions completed by due date (ADM)	As at the end of Quarter 2, 3 out of 3 (100%) of audit actions due were complete. The target of 90% has been achieved.	Green	90.0%	100.0%	100.0%	100.0%	90.0%
	Complete Resource Governance Self Assessment by due date and develop actions to address non-compliant areas (ADM)	Governance Statement and Q4 report presented to the Risk and Audit Scrutiny Forum June 2019. Resource actions from self-assessment exercise continue to be implemented. Next self-assessment to be undertaken in December / January 2020.	Green	---	---	---	---	---
Continue to effectively manage customer	% of Stage 1 complaints responded to in full (SSHC)		Contextual	-----	88.00%	98.18%	95.75%	98.00%

Delivering the plan and achieving best value

Delivering the plan and achieving best value

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
complaints	Average time in working days for a full response at Stage 1	Target achieved	Green	5	4	4	4	4
	% of Stage 2 complaints responded to in full (SSHC)	14 stage 2 complaints responded to in full.	Contextual	-----	100.00%	92.31%	100.00%	96.00%
	Average time in working days for a full response at Stage 2	Target achieved	Green	20	16	17	16	15
Compliance with statutory response timescales for information in terms of EI(S)Rs and FOISA and for subject access requests under the DPA	96% of Freedom of Information (FOISA) request to be processed within the 20 working day period results should be considered in the context of the number of requests received (ADM)		Report Later	-----	-----	97.81%	100.00%	99.50%
	96% of Environmental Information (Scotland) Regulations EI(S)R requests to be processed within the 20 working day period unless extended to 40 working days in exceptional circumstances (ADM)		Report Later	-----	-----	81.81%	100.00%	100.00%
	90% of Data Protection Act (DPA) requests to be processed within 30 calendar days (ADM)		Report Later	-----	-----	94.44%	100.00%	92.90%
Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery.	2019/2020 Quality Assurance Programme developed and approved	The 2019/20 Quality Assurance programme continues on target . The results are reported on an on-going basis to the relevant Managers/teams.	Green	---	---	---	---	---
	Engage in self evaluation activity and take forward any improvement actions	Self evaluation actions identified continue to be implemented.	Green	---	---	---	---	---
	Use the results of benchmarking activity (including the Local Government Benchmarking Framework) to inform and improve service delivery	Improvement actions identified continue to be implemented.	Green	---	---	---	---	---
Develop management and publication of valid Corporate Land and Property information	Continue to prioritise the development and publication of data in line with Scottish Government guidance on INSPIRED	To be reported at year end.	Report Later	---	---	---	---	---
Maintain current high levels of income	Rent collected as a % of rent due in the year (SSHC) (RP)	Minor slippage against target, ongoing monitoring to improve.	Green	98.2%	97.1%	100.0%	99.3%	99.0%

Delivering the plan and achieving best value**Delivering the plan and achieving best value**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
collection and generation	Gross rent arrears (current and former tenants) as a % of rent due for the year (LGBF) (SSHC) (RP)	Target achieved.	Green	8.68%	6.61%	5.72%	6.30%	6.78%
	Factoring collection rate	Factoring collection rate as at quarter 2 is 51.9% (1.1% up on the same date last year).	Green	81.00%	51.90%	79.30%	80.10%	81.00%
Ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities	Labour turnover rate (ADM)	Target achieved.	Green	5.0%	1.2%	1.9%	2.4%	3.2%
	100% coverage of Personal Appraisals (PAs) of employees in scope (ADM)		Report Later	100.0%	-----	-----	94.3%	-----
Utilise the council workforce strategy toolkit to review and monitor Resource Workforce plans and continue the cyclical reporting framework (ADM)	Continue to review Resource workforce plans and monitor actions to respond to workforce changes and meet future needs (ADM)	PESTLE analysis progressed with service management teams and draft content for inclusion in the 2019-22 plan provided to Personnel Services August 2019.	Green	---	---	---	---	---
Continue the implementation of GDPR - General Data Protection Regulation	Implement the GDPR actions in relation to data protection laws as they relate to the Resource functions to ensure compliance	Action plan progressing to achieve compliance with GDPR.	Green	---	---	---	---	---
Ensure effective management of all Resource budgets and Business Plans	Financial reports to RMT and HTR committee on Resource financial position are produced within the agreed timescales and formats	Reports have been produced in accordance with established timetable.	Green	---	---	---	---	---
	Overall budgetary targets achieved by March 2020	Overall budgetary targets are expected to be achieved by year end.	Green	---	---	---	---	---
	Delivery of targeted agreed efficiency savings	Agreed efficiency savings are expected to be achieved by year end.	Green	---	---	---	---	---

Delivering the plan and achieving best value**Delivering the plan and achieving best value**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Commence/complete Efficiency/Service reviews within the Resource	Implement agreed actions following service reviews and report on outcomes to RMT - Factoring	Final report due to RMT with detailed action plan in November 2019.	Green	---	---	---	---	---
	Implement agreed actions following service reviews and report on outcomes to RMT - Property Services	Service reviews are ongoing and due to report in the first Quarter of 2020	Green	---	---	---	---	---
Progress the council's Digital Strategy within the Resource	Provide updates on digital transformation activities within the Resource (ADM)	Continuing to progress the implementation of the Integrated Housing and Property Management System which will facilitate digital transformation activity within the Resource through and post implementation.	Green	---	---	---	---	---
	Continue implementation of a replacement Housing and Property Management System	Work progressing in accordance with project plan.	Green	---	---	---	---	---