



Housing and Technical Resources

Housing and Technical Resource Plan 2020-21

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Section One – Introduction

I am pleased to introduce our Resource Plan for 2020-21 which sets out our objectives and priorities for the coming year. This is the main annual business planning document for the Resource and all of its employees. It reflects the council's key priorities as set out in the Council Plan 'Connect' and provides an overview of the Resource's main areas of activity.

This plan demonstrates our clear commitment to deliver on the priorities set out in 'Connect' and the vision, "to improve the quality of life of everyone in South Lanarkshire".

There are two services within Housing and Technical Resources which help to ensure that the council operates successfully in an increasingly complex and challenging environment, and although diverse, each service is essential to the running of the council and the delivery of its vision, values and priorities.

Housing Services is the fourth largest social landlord in Scotland and is responsible for providing a wide range of front-line services. We manage over 24,900 homes and provide a comprehensive range of services to the wider community to help prevent and alleviate homelessness. The service provides housing support to households and helps to achieve independent living and improved levels of tenancy sustainment, and also supports Syrian refugee households settle in our communities. The service also manages over 60 Sheltered Housing complexes.

Property Services are responsible for managing the council's portfolio of properties and land and is split between three services, Building Services, Assets and Estates and Consultancy Services. These services have many responsibilities including working with all the Resources to develop, design, procure and, where appropriate, deliver property construction programmes and maintenance works, including the out of hours repairs service and properties for sale and lease. The Service carries out electrical testing and gas safety checks, ensuring that all homes that require a gas safety certificate have one, and also carries out repair works to other Council properties.

This Resource Plan has been prepared in the context of the COVID-19 pandemic and the measures the council has taken to minimise its spread and support communities. The long-term impact on the council and its services, including the financial impact, will not be fully understood for some time. However, all Resources have prepared Recovery Plans which will be developed in parallel with the Resource Plans.

Daniel Lowe
Executive Director
Housing and Technical Resources

Section Two – Key areas of focus for the year ahead

2.0. Overview

The Resource has identified the main challenges, risks and new developments which will have significant impact on the delivery of services in the coming year. These are outlined briefly below.

2.1. COVID-19 - Response and Recovery

Housing and Technical Resources will continue to prioritise ensuring services are delivered to address continuing and emerging challenges presented by COVID 19. Our priority will continue to be placed upon ensuring effective delivery of critical services, taking full account of the continuing or emerging issues which are faced by customers, staff and the service stemming from COVID 19.

2.2. Service Resumption and Reinvention

Housing and Technical Resources have detailed plans to move on a managed basis to resume services that have been withdrawn or reduced/impacted in light of the COVID 19 restrictions. It is important to recognise that these plans are informed by and dependent on guidance issued by the Scottish Government. As such in developing these plans consideration requires to be given to staff and their wellbeing and to the appropriate use of assets and finances.

The Recovery Plan in place will remain under constant review and be amended as a result of changing guidance as well as other factors including competing council priorities for resources (facilities/services/transport/PPE etc.) and also the financial constraints that may arise.

A number of the service and working arrangements which have been put in place to deliver services in the context of the public health crisis have proved to be both efficient and effective.

These range in scale and significance, from revision of service access and methods of service delivery, to more effective use of on-line tools for communication, all of which will be considered for permanent implementation.

2.3. Service Response to Brexit

The potential impacts of Brexit continue to be a source of great uncertainty. In relation to Housing and Technical Resources, potential consequences include rising demand on Housing Services, the costs for building materials, supplies and services and possible skills shortages across the construction sector. The Resource will continue to monitor the potential impact of the withdrawal process on service delivery as the year progresses.

2.4. Financial Considerations

In order to continue to maintain, invest and meet legislative requirements for council housing and services, maximising rental income and minimising tenant arrears will continue to be a priority for the Resource. However, we recognise that the current situation will be having a significant impact to the financial capacity or security of many. It is therefore our intention to continue to provide advice and assistance where necessary to support our tenants and customers through these difficult times.

2.5. Preventing and Alleviating Homelessness

The forthcoming year will be a pivotal year for Homelessness in South Lanarkshire and the Resource will continue to ensure that services are developed and delivered to meet requirements. We will work closely with our partners to address the priorities identified in the Rapid Re-housing Transition Plan. We will continue with our approach in delivering our Housing Options service with a focus on homeless prevention to support and assist people who are homeless or at risk of becoming so and to ensure access to settled accommodation for homeless households.

2.6. Continuing to improve the supply and availability of housing

The Resource will continue with its plan to increase the supply of affordable housing. As well as increasing the supply of affordable Council Housing through new build programme and open market purchases, the Resource will also continue to meet housing needs by letting houses efficiently, effectively and fairly.

2.7. Health and Social Care

Continue to contribute to the planning and delivery of services provided through the Health and Social Care partnership and ensure effective alignment in relation to strategic planning for housing and homelessness.

2.8. Development of Integrated Housing and Property Management System

The development and implementation of the new integrated housing and property management system will remain a key development for the Resource during 2020/21. This will progress in tandem with ensuring effective operation of existing systems to meet statutory and regulatory requirements and further digitisation of services that will enhance our interactions with customers.

2.9. Health and Safety

Health and Safety legislation and regulations will remain a key area for the Resource to maximise efforts to reduce accidents, and comply with all current and emerging health and safety legislation for Council buildings and Housing, developing and promoting a safe environment for employees and customers.

2.10. Asset Management

The Resource will continue to manage the property and commercial portfolio of the Council, ensuring it continues to meet requirements in terms of scale, location, condition, suitability and corporate image. Corporate Standards will be reviewed to ensure they are kept in a good condition, well maintained, well used and energy and cost efficient.

In relation to Council Housing, a key priority will be to ensure provision of well maintained, appropriate quality housing which meets the need of existing and future tenants. The approved 2020/21 Capital Programme reflects the level of investment required to continue to maintain the Scottish Housing Quality Standard and to achieve the Energy Efficiency Standard for Social Housing (EESH).

Section Three – Resource objectives/outcomes

3.1. Resource Objectives

Housing and Technical Resources has established the following Resource objectives to support the delivery of Connect priorities in 2020-21.

Connect Priority	Resource Objectives
Ensure communities are safe, strong and sustainable	<ul style="list-style-type: none"> • Improve the availability, quality and access of housing • Work with communities and partners to promote high quality, thriving and sustainable communities • Ensure schools and other places of learning are inspirational
Promote sustainable and inclusive economic growth and tackle disadvantage	<ul style="list-style-type: none"> • Improve the quality of life in the most disadvantaged communities in South Lanarkshire
Get it right for children and young people	<ul style="list-style-type: none"> • Contribute to the council's objective to protect vulnerable children, young people and adults
Improve health, care and wellbeing	<ul style="list-style-type: none"> • Improve later life • Deliver better health and social care outcomes for all

3.2. Delivering the Plan and achieving Best Value

In working towards the four priorities, the council aims to continually improve and ensure effective and efficient use of resources, and our business will be conducted with integrity, transparency and will operate to the highest standards.

Housing and Technical Resources has established the following Resource objectives to support Delivering the Plan and achieving Best Value.

Delivering the Plan and achieving Best Value	Resource Objectives
	<ul style="list-style-type: none"> • Provide sound financial stewardship for the council • Deliver and communicate the Council Plan and ensure high standards of governance • Support local democracy, council committees, Integrated Joint Board, elected members and senior managers • Promote equality and the well-being of staff • Develop and implement effective financial strategies • Implement a digital and ICT strategy that meets business needs • Develop improvement activity and promote scrutiny • Improve the skills, flexibility and capacity of the workforce

Section Four – Measures and actions

4.0. Performance measures and action plan

This section of the Resource Plan is divided into two parts: part (a) sets out our main performance measures against our objectives; and part (b) describes the key actions we will take in the coming year to respond to the challenges ahead and improve services and outcomes.

4.a. How we will measure our performance

Resource Objective:	Improve the availability, quality and access of housing			
Measure	Baseline	Annual target	Links	Service
1. % of lets to Urgent housing (UH) need households	51.4%	50.0%	C4.1	Housing
2. % of homeless and potentially homeless decision notifications issued within 28 days of date of initial presentation	99.8%	98.0%	C4.1	Housing
3. Average length of time in temporary accommodation	102 days	120 days	SG	Housing
4. % of households requiring temporary accommodation to whom an offer was made	100%	100%	SG	Housing
5. % of temporary accommodation offers refused	6.24%	12%	SG	Housing
6. % of new tenancies sustained for more than a year by source of let	90.1%	88%	C4.1 SSHC	Housing
7. Number of times we did not meet our obligation to provide suitable accommodation.	0	0	SG	Housing
8. Average time taken to re-let	22 days	26 days	SSHC	Housing
9. % of rent due in the year that was lost due to voids (Operational void rent loss)	0.49%	0.56%	SSHC	Housing
10. % of total void rent loss	1.35%	1.42%	SSHC	Housing
11. % of tenancy offers refused during the year	30.8%	N/A	SSHC	Housing
12. % of response repairs completed on time	96%	90%	C4.3 SSHC	Property
13. Average length of time to complete emergency repair	3 hours 44 minutes	12 hours	SSHC	Property
14. Average length of time to complete non-emergency repair	14.19 days	28 days	SSHC LGBF	Property
15. % of reactive repairs completed first time right	99%	90%	SSHC	Property
16. % of repairs appointment kept	94%	90-%	SSHC	Property
17. Number of times we did not, meet our obligation to complete the annual gas safety check by annual anniversary date	0	All appliances to have received their annual service by 31/3/20	SSHC	Property
18. % of tenant satisfaction with repairs or maintenance in year	93%	90%	SSHC	Property

Resource Objective:	Work with communities and partners to promote high quality, thriving and sustainable communities			
Measure	Baseline	Annual target	Links	Service
19. % of Anti-Social Behaviour cases resolved in the year	98%	90%	SSHC	Housing
20. % of council stock meeting the SHQS	93.2%	93.2%	SSHC	Property
21. % of council dwellings that are Energy Efficiency Standard for Social Housing (ESSH)	93.4%	93.4%	C4.4/8.5	Property
Resource Objective:	Improve later life			
Measure	Baseline	Annual target	Links	Service
22. Number of adaptations completed in Council homes	824	100%	C1.1	Property
23. Number of households currently waiting for adaptations to their home	0	0	C1.1	Property
24. % of approved applications for adaptations completed in year	100%	100%	C1.1 SSHC	Property
25. Average time (working days) to complete applications	24.84 days	28.00 days	SSHC	Property
26. % of standard adaptations to council houses within agreed appointment times	85.6%	90.0%	C1.1	Property
Resource Objective:	Delivering the Plan and achieving best value			
Measure	Baseline	Annual target	Links	Service
27. % of Stage 1 complaints responded to in full	97.44%	N/A	SSHC	Housing/Property
28. Average time in working days for a full response at Stage 1	4 days	5 days	SSHC	Housing/Property
29. % of Stage 2 complaints responded to in full	96.77%	N/A	SSHC	Housing/Property
30. Average time in working days for a full response at Stage 2	17 days	20 days	SSHC	Housing/Property
31. Rent collected as a % of rent due in the year	99.7%	96.4%	SSHC	Housing
32. Gross rent arrears (current and former tenants) as a % of rent due for the year	7.05%	10.3%	LGBF SSHC	Housing
33. Factoring collection rate	78.10%	80.0%	C6.9	Property

4.b. What actions we will take in 2020-21

Resource Objective: Improve the availability, quality and access of housing			
Action	Measure	Links	Service
1. Increase the number of new affordable homes	Total new/additional affordable homes delivered per SHIP/ SLP.	C4.6	Housing/Property
2. Improve access to settled accommodation for homeless households	Rapid Rehousing Transition Plan (Y2) implemented.	C4.1	Housing

3. Continue with the Council's Housing Option Service (Home Options)	Continue to deliver and further develop Housing Options with a focus on homeless prevention	C4.1	Housing
Resource Objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
4. Ensure continued implementation of the Local Housing Strategy	Complete annual review and monitor progress against LHS action plan	C4.8	Housing
5. 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	C8.1	Housing
6. Ensure effective involvement with tenants and other customer groups	Annual review of the Customer Involvement Strategy action plan	C4.10/ C6.4	Housing
	Continue to implement a programme of Tenant Scrutiny	C4.10/ C6.4	Housing
7. Continue to maintain / improve customer satisfaction levels of key service areas	Monitor, report and publish the outcome of satisfaction surveys across all key service areas	SSHC	Housing/ Property
8. Continue to understand and monitor the financial security and capacity of our customers	To provide advice and guidance to support our customers.	C8.3	Housing
9. Work with Gypsy/Traveller sites to develop and implement a programme of site improvement	Planned investment delivered and in accordance with plan	C4.10/ C6.4	Housing
	Continued implementation of the fire safety action plan		
10. Continue to improve energy efficiency stock to help address fuel poverty	Assist / support households to access schemes available to help address fuel poverty issues	C4.4 / C8.5	Property
11. Continue with physical regeneration work in priority areas	Continue the implementation of the Masterplan for regeneration in East Whitlawburn.	C6.9/ C4.7	Housing/ Property
	Continue to develop and implement Sustainable Housing Plans in identified rural areas	C6.9/ C4.7	Housing/ Property
Resource Objective: Ensure schools and other places of learning are inspirational			
12. Project Management of Schools Projects and General Services Projects	General Services Programme – target spend achieved	C10.1	Property
	Primary Schools Modernisation Programme - Support for Early Years Programme. - Growth and Capacities Programme.	C10.1	Property
Resource Objective: Contribute to the council's objective to protect vulnerable children, young people and adults			
Action	Measure	Links	Service
13. 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	C2.1	Housing/ Property
	Continue to deliver appropriate services for homeless children	C2.4	Housing
	Review services to ensure they are appropriately reflected of people experiencing Domestic abuse	C2.4	Housing

	Continue to work with partners to support young people moved from Care to living in their own home on a permanent basis	C2.4	Housing
Resource Objective: Improve later life			
Action	Measure	Links	Service
14. Increase supply of housing suitable for older people	Existing amenity properties and mainstream properties upgraded and converted to amenity standard per agreed programme	C1.1	Housing/Property
	Number of new build affordable properties suitable for the needs of older people	C1.1	Housing/Property
15. 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	C1.1	Housing
Resource Objective: Deliver better health and social care outcomes for all			
Action	Measure	Links	Service
16.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	C1.4	Housing
Resource Objective: Delivering the plan and achieving best value			
17.Implement effective best value management arrangements to ensure continuous improvement and efficient and effective service delivery	2020-2021 Quality Assurance Programme developed and implemented		Housing/Property
18.Ensure effective management of all Resource budgets and Business Plans	Overall budgetary target achieved by March 2021		Housing/Property
	Delivery of targeted agreed efficiency savings		Housing/Property
19.Progress the council's Digital Strategy within the Resource	Continue implementation of a replacement Housing and Property Management System		Housing/Property

Section Five – Resourcing the Plan

5.0. Introduction

In this section we consider the resources needed to implement our plan, including funding and staffing.

5.1. Revenue Budget 2020-21

The Resource has a Net Revenue Budget of £13.994 million for 2020-21. The table below allocates this budget across the services:

NET Budget by Service	2020-21	
Detail	£ million	%
Housing Services	8.543	61.0
Property Services	5.451	39.0
Total	13.994	100.0

5.2. Capital Budget 2020-21

The following capital budget of £97.303 million is allocated to the Resource for 2020-21:

Capital Programme 2020-21	
Project	£ million
Housing Revenue Account (HRA) Capital (new projects)	97.303
Total	97.303

5.3. Resource Employees

Housing and Technical Resources has 1,389 employees as at May 2020. We support these employees to deliver their duties through a range of policies including personal appraisal and a robust training framework.

The number of employees (per headcount) by service is as follows:

Service	Number of employees
Housing Services	430
Property Services	959
Total	1,389

5.4. Organisational structure

