SOUTH LANARKSHIRE COUNCIL

Report

Report to:	**Housing and Technical Resources Committee**
Date of Meeting:	**17 June 2009**
Report by:	**Executive Director (Housing and Technical Resources)**

Subject:	**Housing and Technical Resource Plan**

1. Purpose of Report

1.1. The purpose of the report is to:-

♦ request approval for the Housing and Technical Resources' Resource Plan 2009/2010

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

(1) that the key achievements made by the Resource during 2008/2009 are noted, as detailed in appendix 3 to the Resource Plan 2009/2010;

(2) that the Resource Plan 2009/2010 be referred to the Executive Committee for approval;

(3) that a 6 monthly interim progress report be provided to a future meeting of the Committee.

3. Background

3.1. The Resource Plan for 2009/2010 has been prepared based on an agreed corporate structure and style. The Plan is a key element of the Council's performance management arrangements. It provides details of the national and local context within which the Resource operates. It also identifies achievements for the previous year, reflects new improvement themes as appropriate, and establishes objectives and priorities for the new year.

3.2. The timespan for Connect was established as being from 2007 until 2011. However, in order to ensure it remains current, and reflects the Council's commitment to addressing changes which may arise at local and national levels, it was appropriate to carry out a 2009 Mid Term Review.

3.3. The 2009 Mid-Term Review process introduced a Corporate Improvement Plan and associated improvement themes, and was also used to reconsider priorities for the period 2009-2012. **In addition the term of the Council Plan has been extended by 1 year to reflect the anticipated new dates for the local government elections in 2012.** The improvement actions from the recent Audit of Best Value and Community Planning in South Lanarkshire have been included in the Corporate Improvement Plan. The Improvement themes also reflect the next phase of the Best Value process, known as Best Value 2.

3.4.   As a result, the Resource Plan 2009/2010 now embodies the vision, priorities, objectives and improvement themes of the Council Plan 'Connect', based on the 2009 Mid Term Review.

3.5.   Performance Management is a keystone of Best Value, and ensures that the Council can demonstrate sound governance arrangements. The Resource Plan is one part of the Council's framework for planning and budgeting, and demonstrates how this leads to effective front line service delivery.

3.6.   As part of this framework the Resource Plan reflects the aspirations of the Council Plan, the Community Plan and Single Outcome Agreement, as well as being complemented by the details of individual Service and Business Plans. Ultimately, these details are included in the key work objectives of individual officers. This demonstrates the 'Golden Thread' of performance management which ensures a clear understanding of the Council's vision, priorities, objectives and improvement themes at all levels.

3.7.   The new format for performance reporting has been established for a full year and is used for Executive Directors' reports to the Chief Executive, Resource Management Teams, and to Resource Committees. The focus has been on reporting progress on Council Plan actions, statutory performance indicators, other key performance measures, and high level Resource priorities.

3.8.   In preparing the Plan, account has also been taken of the need to ensure a robust response to Risk Management and Control. The risks associated with the activities of the Resource have been identified and evaluated. Those risks which require mitigation are noted in the Resource Risk Control Plan.

4.   Resource Plan Detail, Monitoring and Reporting
4.1.   The full Resource Plan is attached, and is now structured around the following headings:-
    ♦ Introduction
    ♦ National Context
    ♦ Local Context
    ♦ Service Overview/Service Performance, Major Achievements 2008/2009
    ♦ Resource Objectives/Actions 2009/2010
    ♦ Capital and Revenue Resources 2009/2010

The Resource Plan is also supplemented by two appendices:-
    ♦ Achievements/Progress from 2008/2009 Plan
    ♦ Organisational Structure

4.2.   As part of the performance management arrangements, the Committee will also receive a mid year update of progress on the actions identified in the 2009/2010 Resource Plan.

5.   Progress – 2008/2009
5.1.   Overall, of the 90 measures outlined in our 2008/2009 Resource Plan, we have achieved 44 (50%), and 46 (51%) measures have not been achieved. These measures include those which are quantitative (such as % of applications completed) and those which are project-based (such as review of policies). Of the 46 measures which have not been achieved, 44 (96%) have not been completed in

this year of the Resource Plan, but are on course to achieve over the longer timescale of Connect (the remaining two measures will be revised this year, taking into account new policy developments). Progress on all actions for **2008/2009** is noted in Appendix 2 of the 2009/2010 Plan.

5.2. Highlights of the year to date are noted below:-
   ♦ 78% of our houses re-let within 4 weeks (target 77%)
   ♦ 49.5% of vacancies in our own housing stock let to homeless households (target 50%)
   ♦ 96.4% repairs completed on time (target 97%)
   ♦ 94% tenant satisfaction with the repairs service (target 90%)
   ♦ Completion of the fifth full year of the Home Happening (HH) programme, with a further 3598 kitchens and bathrooms renewed and 98.2% of tenants satisfied with the HH *service* (target 95%) and 99.5% satisfied with the HH *product* (target 95%).
   ♦ Appointment to the post of Private Sector Co-ordinator to oversee development of our Private Sector Housing Strategy and our new Scheme of Assistance
   ♦ Completion of 392 new affordable homes[1] (343 or 88% of which are for rent) in regeneration and other areas (against our target of 225 units in the year)
   ♦ 2616 adaptations for disabled people provided within Council, housing association and privately owned homes, meeting all demand for this service (target no waiting lists for aids and adaptations)
   ♦ 2200 grants awarded to private home owners (target 1339)
   ♦ Completion of 7 primary schools in the first phase of the modernisation programme (although below the target of 10 completions in the year, now bringing the total completed to 31)
   ♦ Agreement by the Corporate Management Team that all new council buildings (with a value of £2m or more) be BREEAM-assessed to improve their environmental performance.

5.3. Areas for improvement – some of the measures that we have not achieved are noted below, together with the reason why, and the management action now being taken, if required.

Council Objective: Improve the quality, access and availability of housing **Resource Objective:** Provide quality social housing management, maintenance and homelessness services			
Action	**Measure**	**Progress**	**Management action, responsibility, deadline**
Finalise and implement revised Housing Allocation Policy and Common Housing Register	Revised house allocation policy and Common Housing Register implemented from October 2008.	Implementation of Allocation Policy and Common Housing Register scheduled June 2009; detailed implementation plan covering both in place.	Policy implementation now proceeding well, according to revised timescale of June 2009 Head of Area Services.

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[1] 392 new affordable homes includes 72 rehab units at West Whitlawburn

Council Objective: Improve the quality, access and availability of housing Resource Objective: Provide quality social housing management, maintenance and homelessness services			
Action	**Measure**	**Progress**	**Management action, responsibility, deadline**
Implement the Multi Agency Public Protection Arrangements (MAPPA)	Procedures in place covering high risk offenders; staff training and awareness completed by March 2009	First draft of MAPPA procedures in place; final draft due for completion September 2009; staff training will be carried out by the end of March 2010	Minor slippage; action as previous column Head of Area Services

Council Value: Accountable, efficient and effective Resource Objective: Manage land and property assets efficiently			
Action	**Measure**	**Progress**	**Management action, responsibility, deadline**
Complete Phase I of the Primary Schools Estate and progress Phase II	Completion of 10 primary schools by March 2009 Target costs and timescales met	Completion of 7 new schools All within budget, 5 within timescales	Several delays due to planning issues i.e. planning applications being reviewed by Sport Scotland (Scottish Government). Head of Property Services Services

Council Value: Accountable, efficient and effective			
Action	**Measure**	**Progress**	**Management action, responsibility, deadline**
Achieve target surplus across Property Services	Surplus of £4.9million in 2008-09	Surplus of £4.62million achieved	Minor shortfall against target due to salary costs incurred in implementation of Terms and Conditions review. Head of Property Services Services

Council Value: Sustainable Development Resource Objective: Contribute to the implementation of the Council's Sustainable Development Strategy			
Action	**Measure**	**Progress**	**Management action, responsibility, deadline**
Develop measures to reduce energy consumption in council buildings	• Annual consumption of energy per square metre of buildings (MWhrs/m^2)	Not yet in a position to state baseline due to problem with Scottish Power billing system.	Funding agreed to implement new system to record and report on energy consumption. Now expected to be implemented by late summer 2009 and will allow baseline to be established. Head of Property Services
Assess the feasibility, practicality, environmental costs and benefits of retro-fitting grey/rain water capture in suitable existing buildings	• Feasibility report completed by September 2008 • Reduction in water consumption in council properties	Agreed not feasible to consider retrofitting to existing buildings. Action revised to refer to suitable *new* buildings.	Action under review Head of Property Services

6. Employee Implications
6.1. The improvement themes, objectives and priorities noted within the Resource Plan will inform the Service Action Plans and in turn the Performance Development and Review process for individual employees in 2009/2010.

7. Financial Implications
7.1. The improvement themes, objectives and priorities within the Resource Plan are reflected in the respective Resource Revenue and Capital budgets for 2009/2010 and, longer term, within the framework of the Council's approved Financial Strategy.

8. Other Implications
8.1. There are no other implications.

9. Equality Impact Assessment and Consultation Arrangements
9.1. Many of the actions detailed within the Resource Plan reflect ongoing strategies and policies which will be or have been the subject of consultation and equality impact assessment.

9.2. Briefings on the mid term review of Connect have taken place with the Community Planning Partnership, and South Lanarkshire Council's elected members.

Jim Hayton
Executive Director (Housing and Technical Resources)

27 May 2009

Link(s) to Council Objectives
♦ The Resource Plan has been structured upon the priorities, corporate improvement themes, objectives, and vision of the 2009 mid term review of the Council Plan 'Connect'.

Previous References
♦ Housing and Technical Resources – Resource Plan 2008/2009

List of Background Papers
♦ Housing and Technical Resources Committee - report on progress against the Resource Plan during the first nine months, from April 2008 to the end of December 2008 (17th February 2009).

Contact for Further Information
If you would like to inspect the background papers or want further information, please contact:-
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SOUTH LANARKSHIRE COUNCIL

Housing and Technical Resources
Executive Director **Jim Hayton**

Housing and Technical Resources

Resource Plan

2009/10

For more information or if you would like this information in a different format or language, please phone 01698 454902 or email Alison.More@southlanarkshire.gov.uk

Table of Contents

Section one - Introduction

As Executive Director, I am pleased to introduce the Housing and Technical Resources annual Resource Plan for 2009 - 2010. The Plan gives an overview of the Resource's main areas of activity, summarises our service achievements in 2008 - 2009, and details our plans for maintaining and improving services over the next year.

Our services

South Lanarkshire is a large authority, with a growing population, now estimated to be around 309,500, spread across a diverse area stretching from the populated urban areas of East Kilbride and Cambuslang in the north, to the rural villages of Elvanfoot and Abington in the south. It is also the fourth biggest landlord in Scotland, with just over 25,800 tenants (around one fifth of all households in South Lanarkshire) at March 2009. Providing services in such a large and varied area is a considerable challenge for the Resource, and delivering these services will require a budget of almost £230 million in 2009 - 2010.

The Resource comprises three main service areas - **Area Services**, **Property Services and Support Services** (see organisational chart, Appendix 1) - which together employ 2,058 people who are responsible for developing and delivering a whole range of services, including:

- The provision of **comprehensive Housing Management and Homelessness services**, delivered from eight decentralised Q&A and housing offices, and a centralised Customer Service Centre.

- The **construction and repair and maintenance of schools, offices, houses and other public buildings**.

- **Property advice, maintenance, design and improvement services**, all of which help to deliver new build construction and responsive maintenance services.

- The **collection and administration of funds** which pay for council services, including Council Tax for over 142,000 properties and rent for approximately 25,800 council houses.

- The provision of **Housing benefits, Welfare benefits, Money advice and other local information services**.

- The provision of **Anti-Social Behaviour investigation, Community warden and Mediation services**.

- Development of the **Local Housing Strategy, Strategic Housing Investment Plan, Homelessness Strategy** and other related plans to ensure an appropriate supply of good quality housing that meets the needs of residents.

This Resource Plan outlines how we will be developing and improving all of these services over the next year.

Delivering results

Our ability to deliver improvement is reflected in our achievements. In particular, I would like to highlight the following achievements during 2008 - 2009:

- Completion of Year 5 of our Housing Investment Plan, which means that, amongst other work, almost 17,700 kitchens and bathrooms have now been replaced since 2004 (around 68% of the housing stock).
- Further progress in improving housing and neighbourhoods in our regeneration areas, with the completion of 392 new affordable homes (88% of which are for rent) across regeneration areas and other areas in South Lanarkshire.
- Provision of 2,616 adaptations for disabled people within Council, housing association and privately owned homes, meeting all demand for this service.
- Completion of 7 new primary schools under the schools modernisation programme, bringing the total number of new schools to 31.

Following the five awards received last year, I am pleased to record that our efforts were again recognised, with the following awards and commendations this year:

- Our Q&A Service attained the new Customer Excellence Achievement Award[2]
- Along with other Council Resources, we retained our Investors in People accreditation
- We have been nominated for a Good Communication Award for our use of new technology to improve the Community Warden Service and deal with anti-social behaviour.
- We won an APSE Best Scottish Building and Housing Accolade and were also finalists in two other Scottish APSE categories: Best Building and Housing Team and Best Partnership Working in Building and Housing. In the wider national APSE awards, we achieved finalist status in these same three categories.
- Our apprentices received widespread recognition last year, with one of our craft apprentices winning the APSE Scotland Building and Housing Seminar Apprentice of the Year Award, and two others achieving finalist and runner-up status in the APSE National Conference Apprentice of the Year Awards and the James Birnie Excellence Awards.
- In last year's South Lanarkshire Council Employee Awards, one of our apprentices won the Scottish Lanarkshire Council Employee of the Year 2008. A number of other employees and service teams won Customer Service Awards and our Lanark Q&A office won the Chief Executive's Award for Innovation.

None of these achievements would be possible without the commitment and efforts of our staff, and I would like to thank everyone for their contributions to these service improvements.

What next?

As always, there is more to be done and new challenges to face, and the Resource Plan outlines how we will be developing and improving our services over the next year.

Our priorities for the year include:

- Progressing housing redevelopment and wider neighbourhood improvements in Cathkin, Cairns (Cambuslang) and Fernhill (Rutherglen).
- Completing a further eight new primary schools.
- Implementing the sixth year of the Housing Investment Programme, with a budget of £35.5 million, to help ensure our council housing meets modern standards.
- Achieving further improvements in performance and service delivery across our wide range of housing, property and revenue collection services.

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[2] The Customer Excellence Achievement Award replaces the former Charter Mark accreditation.

Our planned activity reflects changes required to take account of new government policy and legislation as well as changes we ourselves consider necessary to improve service standards and service efficiency. These external and internal challenges are set out in sections 2, 3 and 4. A new Council Plan, covering the period 2007 - 2011, was developed in 2007, with a mid term review of the Plan in 2009. Our Resource Plan is closely aligned with the values, objectives, improvement themes and actions of this reviewed Council Plan. Our Resource Plan objectives are set out in section 3, and our actions for the year ahead detailed in section 5.

The Resource Plan can only a give an overview of the enormous range of activity carried out in Housing and Technical Resources. It is complemented by the three main service plans and a number of local service plans which further detail the work plans for individual functions and/or geographic management areas. These are, in turn, linked to team and individual work-plans and PDRs.

We hope you find this and the more detailed local plans informative and interesting. As always, we welcome comments on any aspect of our plan (see contact details on back page) and look forward to your continued support and commitment to achieving our strategic objectives through successful implementation of our action plans.

Jim Hayton
Executive Director (Housing and Technical Resources)

Resource Plan 2009-10
Section two – National context

Most organisations operate in a continually changing environment. Housing and Technical Resources is no exception, facing changes at both national and local level. The challenge is to respond effectively to these changes. Nationally, much of our work is influenced by legislation and other government policy, as well as by changes in the wider economy and society. This section focuses on these influences, indicating the nature of the changes and how the Resource is likely to be affected. Local issues are then considered in section 3.

In the last year, changes in government policy on housing have stemmed mainly from the Discussion Paper, *Firm Foundations*, published by the Scottish Government in October 2007. While there has been some adaptation of the proposals in the light of the subsequent 'credit crunch', the essential goal of increasing housing supply remains, with particular emphasis on ensuring an adequate supply of affordable housing. One significant policy change is to enable councils once again to build housing for rent, provided they have the resources to supplement the modest government subsidy made available for the programme. In a further strand of policy, discussion is ongoing on proposals to streamline procurement of affordable housing through the creation of regional lead housing association developers. In April this year, the Scottish Government launched a consultation paper on its new Housing Bill, confirming its legislative intentions in relation to these issues and a number of others, including modifications to the regulatory system, further changes to the right to buy policy and the possible use of the private rented sector to meet the needs of homeless households.

As new policy proposals take shape, our work continues to be influenced by an existing policy framework, key elements of which are summarised below.

Key legislative and policy influences

- **Housing Acts**
  Significant aspects of the Resource's activity continue to be driven by the 2001 and 2006 Housing (Scotland) Acts which affect our strategic planning function. A key requirement is to develop and update our Local Housing Strategy (LHS) and related documents including the Strategic Housing Investment Plan (SHIP), Homelessness Strategy, Private Sector Housing Strategy and Tenant Participation Strategy. Revisions to policy guidance in 2008 require us to work more closely with Planning colleagues, and with seven other authorities at the regional scale, to assess housing needs and demands and associated land requirements. Our work also continues to be strongly influenced by the Homelessness (Scotland) Act 2003, which requires us to be in a position to offer all homeless households permanent accommodation by 2012. We are taking steps towards achieving this target which include gradually increasing the proportion of lets to homeless households and expanding our stock of temporary accommodation.

- **Community Safety**
  The Anti Social Behaviour (Scotland) Act 2004 requires all councils to have an Anti-Social Behaviour Strategy. We are developing our second strategy for approval during 2009 and it will continue to set the framework for our work with partners to tackle anti-social behaviour. The strategy sits within the wider framework of a Community Safety Strategy which we will also be developing in 2009. Both of these strategies will take account of the recommendations of the government's review of the national anti-social behaviour strategy published in March 2009.

  We are also required by the 2004 Act to maintain a register of private landlords. This is intended to assist in removing disreputable landlords from the housing market thus protecting tenants, their neighbours and the wider community from the impact of anti-social behaviour and mismanaged property.

- **The Local Government in Scotland Act 2003**
  This Act affects our work in a number of ways. It made Best Value (see below) a statutory duty, underlining the need for councils to ensure services are delivered efficiently and effectively, and extended the definition of Best Value to include 'sustainable development'. A further section of the Act creates opportunities for local authorities to trade with other councils, public bodies and private sector organisations, thus providing our Property Services division with scope to develop new markets for its design and contracting services.

- **Health and Safety**
  The Resource requires to comply with a range of health and safety regulations, including the Control of Asbestos Regulations 2006 and the Construction (Design and Management) Regulations 2007 (CDM 2007), as well as the Health and Safety Act 1974 itself and related regulations.

- **The Adult Support and Protection (Scotland) Act 2007**
  This Act places new powers and duties on the Council in protecting adults at risk of harm. A key priority in the forthcoming year will be to make sure all our frontline staff are aware of their responsibilities and the procedures to be followed to report any concerns regarding vulnerable people.

- **Equalities legislation**
  The UK government has published a new Single Equality Bill to simplify and strengthen equalities legislation. The Bill, which becomes law in April 2010, brings together the three existing public sector duties relating to gender, race and disability, under a single Equality Duty and extends these duties to include gender reassignment, age, sexual orientation and religion or belief. In response to this, South Lanarkshire Council will seek to develop a single equality scheme in 2009/10 to ensure we continue to meet our statutory duties. The Council's commitment to equality is reflected in the Housing and Technical Resources Equality and Diversity Action Plan 2009/10. The plan sets out the actions we will take to ensure we continue to deliver our services fairly, lawfully and to meet the needs of the community, and places high priority on service provision and access to services.

Stemming from legislation and government policy are a number of further requirements that influence our services. These include:

- **External regulation and inspection**
  A range of services delivered by the Resource are subject to inspection by central government agencies. Amongst these are The Scottish Housing Regulator's inspection of our housing management, property management and homelessness functions and the Care Commission's inspections of our sheltered and supported accommodation. These require us to ensure that our various policies, procedures and publications are up-to-date and comply with a comprehensive set of standards. Inspections by both agencies are anticipated in 2009. Following a 'mock' housing inspection in 2008, we are addressing a number of areas where the potential for service improvement was identified.

- **Best Value**
  The Resource must also comply with the expectations of the broader council-wide Best Value framework overseen by Audit Scotland. Introduced in 1997 and made a legal duty in 2003, the Best Value regime requires councils to seek continuous improvement in the delivery of services, ensuring that services are high quality but efficiently provided and giving value for money. Audit Scotland is developing a revised approach to Best Value ('BV2'). This will continue to focus on council efficiency and performance but in line with the Concordat between the Scottish Government and COSLA the approach will be more streamlined and risk-based. The Council received a positive assessment under its Best Value Audit in 2008, confirming that it is well run and performs at a high level in many service areas. As always, there is scope for improvement and we will need to ensure our

services continue to provide VFM and meet the requirements of BV2. Running in parallel to Best Value are various initiatives aimed at encouraging new ways of delivering services. Many of these are promoted through the Improvement Service, a partnership between COSLA, SOLACE and The Scottish Government. A current focus is on the scope for securing efficiency gains through shared services – within councils, between councils and with other partners. To this end, a number of workstreams are being taken forward at a corporate level during 2009, following the National Diagnostics exercise which was conducted with all councils in 2008. This will focus on service access, asset use and management structures.

- **The Scottish Housing Quality Standard (SHQS)**
  The SHQS is a five-point quality standard, introduced by the Scottish Government in 2004, and which all social landlords are required to meet by 2015. Our 'Standard Delivery Plan', approved by Communities Scotland in 2006, shows how the standard can be met through our housing investment programme. We are making good progress, as evidenced by our progress reports in 2007 and 2008, but there is still some way to go to ensure homes meet higher standards in energy efficiency as well as in basic amenities and services. This demands careful management of our business plan to ensure availability of sufficient resources to meet the required standards. A downturn in house and land sales in the current economic climate means we will need to borrow to maintain recent investment levels. We are also commissioning a sample survey of our housing stock in 2009 to provide a check on progress and help consolidate our housing stock database.

Changes in the economy and society

Like all organisations, the Resource is also affected by wider economic, socio-demographic and environmental trends:

- **The economic and fiscal environment**
  The last year has witnessed major and unanticipated changes in global and national economies. The current economic recession and 'credit crunch' stemmed from risky lending in worldwide property markets which has had major knock-on effects on the financial system. This in turn has affected economic activity and jobs, access to finance, local housing markets and government spending. The UK and Scottish housing markets have been adversely affected with falling house prices and a steep fall in house sales, badly affecting the house-building industry. Although falling prices mean housing has become more affordable, loss of employment and credit restrictions make home ownership harder to access and there are signs that applications for social housing have risen.

  The Scottish Government has responded by accelerating capital spending programmes including the affordable housing programme, and by providing more support for mortgage rescue and shared equity schemes and the new council house building programme.

  While there can be no certainty over when 'normality' will return to housing markets, there is a growing consensus that this will not be before 2010. From that point, it is also anticipated that following the current boost to public spending there will be a period of major restraint, with anticipated real cuts in Scottish local government spending following the 2009 budget and beyond. At the same time, the development of Single Outcome Agreements, which link overall local council funding to an agreed set of policy and service outcomes, continues. There will be continued expectations to develop and improve local services within tightly controlled budgets, bringing further challenging decision making for Councils.

- **Demographic change**
  Our services must be responsive to changing demographic trends. In the UK, as in much of Europe, a key trend is the rising elderly population. We need to ensure that there is adequate accommodation and a range of appropriate and accessible services to meet the needs of older people. As indicated in the next section, the development of services for older people remains a Council priority.

- **Environmental change**
  Concerns about the impacts of climate change and measures to combat it are now firmly embedded in government policy. At the level of the Scottish Government, there is a commitment to sustainable economic growth. This underlines the importance of the economy in driving progress but at the same time recognises the need to pursue progress and develop the economy, housing and communities in a sustainable fashion. South Lanarkshire's commitment to sustainable development is reflected in its strategy approved in September 2007. This contains a number of actions for our Resource particularly in respect of reducing energy consumption – in our homes and other council properties, as well as in our daily work. As noted in the following section, sustainable development remains a council priority and will continue to drive some of the Resource's activity.

In addition to these external factors, the Resource's activities are also influenced by local issues and priorities. These are identified in the following section.

Section three – Local context

Resource level activity is driven not only by national policy but also by local plans, policies and initiatives. Key influences are the Community and Council Plans. Stemming from these are a number of specific Council and Partnership initiatives as well as cross-resource strategies in which the Resource plays a key role; these need to be central to our activity. The links between these plans and initiatives and our Resource are summarised in this section. A further influence on our activity is our performance in service delivery – this is picked up in section 4.

Community Plan

Local policy is reflected in the Community Plan and the new Council Plan, *Connect.* The Community Plan was launched in 2005 by the South Lanarkshire Community Planning Partnership. The plan is structured around 3 aims, to build: successful and inclusive communities, safe and healthy communities and working and learning communities. The Council works with its partners to deliver these aims and has developed its four year Council Plan to reflect them.

Connect – Mid Term Review

As noted in the introductory section, the Council Plan was revised and updated in 2007 to reflect the major current priorities of the Council. In turn, the Council Plan's structure provides the organising framework for Resource Plans - Council plan actions translate into Resource Plan objectives, creating a 'golden thread' between the higher and lower level plans.

Further to this, the Council has now undertaken a mid term review of the Council Plan (Connect 2007/11), reflecting new developments both internally and externally. These include:

- the recently published report on the Audit of Best Value and Community Planning
- the emerging guidance on the audit framework for Best Value 2
- the new Single Outcome Agreement developed jointly between the Council and Community Planning Partners
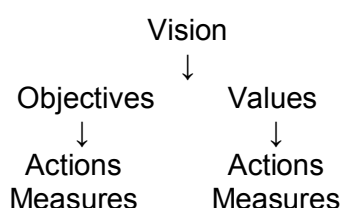- the Council's financial strategy from 2010 onwards

This recent review of Connect has involved the development of a Corporate Improvement Plan and a review of Connect priorities. In the following section, we explain these changes in more detail.
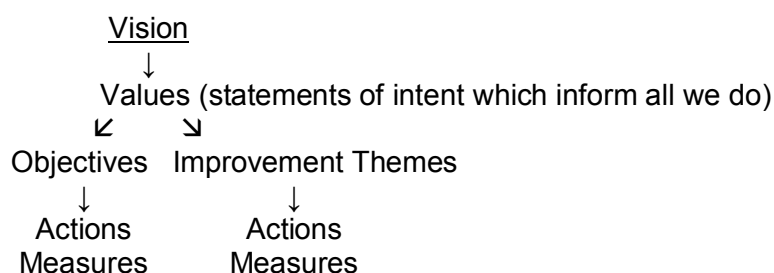
Corporate Improvement Plan

The Corporate Improvement Plan (CIP) sits within Connect and provides a single focus for the development and delivery of all corporate improvement activity within the Council. The CIP has been developed in response to the Audit of Best Value and Community Planning to ensure that corporate improvement activity is better prioritised and co-ordinated.

Connect now incorporates the CIP as shown below. The CIP has evolved from the actions and measures which previously sat under Connect values, and better reflects a more comprehensive range of corporate improvement activity using the corporate assessment criteria proposed as part of Best Value 2 as organisers (improvement themes).

Previously

```
                    Vision
                      ↓
        Objectives         Values
            ↓                 ↓
         Actions           Actions
         Measures          Measures
```

Now

Vision
↓
Values (statements of intent which inform all we do)
↙   ↘
Objectives   Improvement Themes
↓   ↓
Actions   Actions
Measures   Measures

The action plans within Resource Plans for 2009/10 are now built around these Connect objectives and new Connect Improvement Themes.

Connect Improvement Themes

The Connect Improvement Themes are as follows:
- Vision and Strategic Direction (including sustainable development and equalities)
- Partnership Working and Community Leadership/Engagement
- Governance and Accountability
- Performance Management and Improvement
- Efficient and effective use of resources

Connect priorities

A summary of the refreshed Connect priorities, based on the improvement themes (see above) and objectives are identified below.
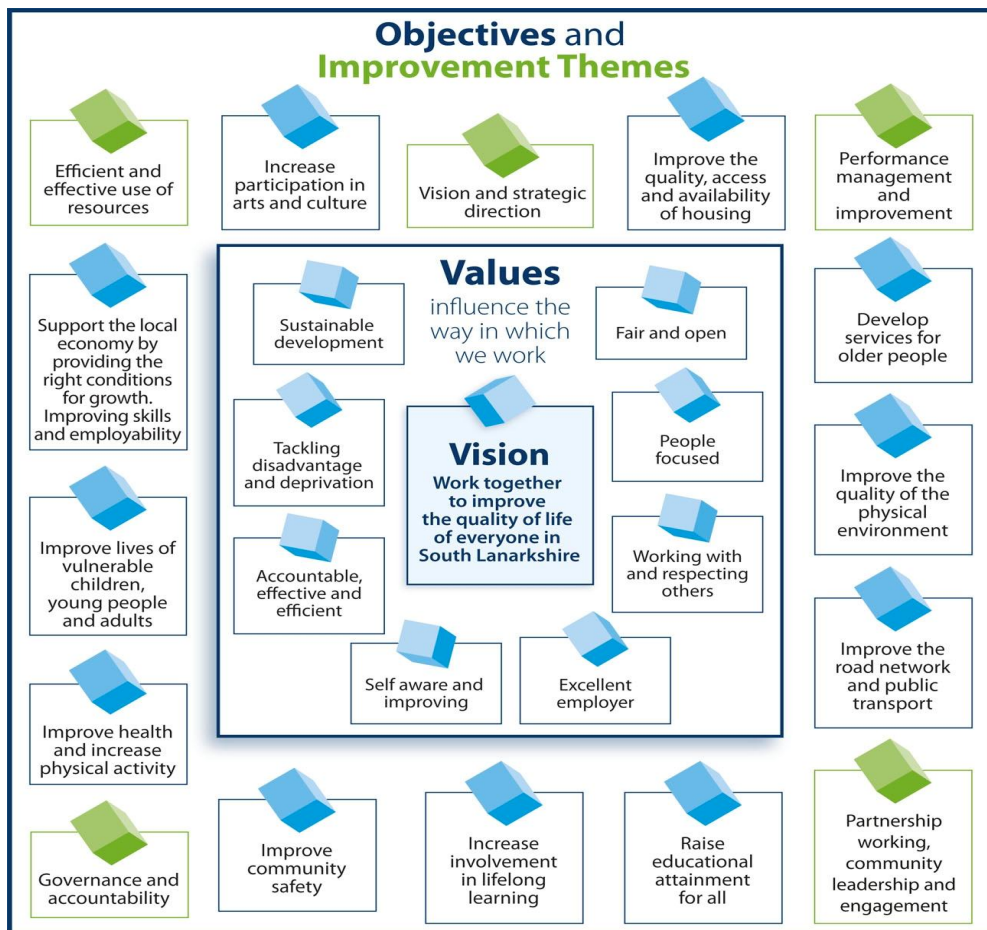
Connect Improvement Themes
- Sustainable development (within Vision and Strategic Direction)
- Partnership working and Community Leadership/Engagement
- Performance Management and Improvement
- Efficient and effective use of resources

Connect objectives
- Improve the quality, access and availability of housing
- Develop services for older people
- Improve the road network
- Schools modernisation
- Support the local economy by providing the right conditions for growth, improving skills and employability

Resource Plans for 2009/10 reflect these refreshed Connect priorities.

An updated diagram showing the Council's vision, values, objectives and improvement themes is shown overleaf:

Objectives and Improvement Themes

Housing and Technical Resources has identified those Connect Objectives and Corporate Improvement Themes it will specifically contribute to in 2009/10:

Corporate Improvement Theme: Vision and Strategic Direction (Council Priority)

Resource Objectives
1. Work with the Council's community planning partners to take action on South Lanarkshire Council's ecological footprint
2. Manage our impact on the water environment

Corporate Improvement Theme: Partnership Working, Community Leadership and Engagement (Council Priority)

Resource Objective
3. Develop and implement Neighbourhood Plans for the most disadvantaged areas in South Lanarkshire

Corporate Improvement Theme: Efficient and effective use of resources (Council Priority)

Resource Objective
4. Manage land and property assets efficiently
5. Maintain current high levels of income collection and generation

Council Objective: Improve Community Safety

Resource Objectives
   6. Implement and update the Anti-Social Behaviour Strategy
   7. Develop and implement a Security Strategy

Council Objective: Develop Services for Older People (Council Priority)

Resource Objective
   8. Improve services to support older people to live in their homes and communities

Council Objective: Improve the Quality, Access and Availability of Housing (Council Priority)

Resource Objectives
   9. Provide quality social housing management, maintenance and homelessness services
   10. Improve Private Sector Housing Services
   11. Ensure an adequate supply of affordable housing (for rent and sale) across South Lanarkshire

Our new Action Plan for 2009 – 2010 (see section 5) is, therefore, structured around these Corporate Improvement Themes and objectives. All except for one of these Corporate Improvement Themes and Council Objectives are particular Council priorities for the year. This means they will also be prioritised by the Resource.

In addition, like all Resources, Housing and Technical Resources will uphold the following Council values in all our work. We will be:

- Fair and Open
- People Focused
- Accountable, effective and efficient
- An excellent Employer
- Working with and respecting others
- Tackling disadvantage and deprivation
- Sustainable development
- Self Aware and Improving (a new value added as a result of the mid term review)

The Single Outcome Agreement

The development of the SOA for 2009/2010, between planning partners in South Lanarkshire and the Scottish Government, commits the Council to achieving identified local outcomes, which in turn contribute to the Scottish Government's 15 National Outcomes. The local outcomes in the 2009/10 SOA have been drawn up with reference to the objectives and actions within the Council Plan and Community Plan, so that achievement against the Council Plan is also achievement against key aspects of the SOA. Within the SOA, Housing and Technical Resources will contribute to the following local outcomes:

- Reduced inequalities, poverty and deprivation
- A safer South Lanarkshire
- A sustainable environment
- Partner resource prioritisation, performance and planning

The Action Plan in Section 5 identifies which actions specifically contribute to these local outcomes.

Cross-Resource Strategies and Initiatives

Many of the Council's objectives and values are reflected in specific strategies and initiatives which involve a key role for our Resource. These include:

- **The Community Regeneration Statement:** A commitment to closing the gap between disadvantaged and better off areas is reflected in both the Community and Council Plan, specifically under the Corporate Improvement Theme: Partnership working, community leadership and engagement. Our Resource's work in co-ordinating major housing redevelopment programmes and leading the development of Neighbourhood Management Plans[3] in regeneration areas, including Cathkin, Cairns and Fernhill, is a critical input to this strategy.

- **Community Safety Strategy:** Reflected in one of the Council objectives, the development of the Community Safety Strategy constitutes a significant role for Housing and Technical Resources, who will work with other Council Resources and partners to develop and implement this multi-sectoral strategy. Whilst this year, the Resource will continue to develop and implement the revised anti-social behaviour strategy, the broader Community Care Strategy will involve the Resource in other activity concerned with such issues as road safety, home safety, injury prevention and violent crime.

- **Sustainable Development Strategy**: Adopted in September 2007, the strategy is reflected in one of the Corporate Improvement Themes (Vision and Strategic Direction). Guided by seven strategic objectives, the strategy commits all Resources to taking actions to manage and reduce our impact on the environment, as reflected in the action plan in Section 5.

- **Equalities:** In all our work, we will meet our statutory obligations with regard to equality and our duties under the corporate disability, race and gender equality schemes. We will implement the Resource Equality and Diversity Action Plan, focusing on access to services and service provision. We will continue to undertake Equality Impact Assessments (EQIAs) for new and revised policies and functions, as set out in our action plan. Any consequential actions emanating from these impact assessments will be adopted into, and monitored through, the Equality and Diversity action plan.

- **Schools Modernisation:** Education is a priority not just nationally but also locally, where the objective of raising educational attainment is central to the new Council Plan. Amongst the activity prioritised at this level is the modernisation of both primary and secondary schools. Although under the overall responsibility of Education Resources, the modernisation programmes are being undertaken in partnership with Housing and Technical Resources, through its Property Services arm who, in conjunction with construction partners, is delivering the programmes. Significant progress has been made with the replacement or refurbishment of the primary and secondary school estate, with the first phase of the Primary School Investment programme completed last year and the second phase started and continuing into next year.

Further detail on our specific activity in relation to these initiatives in the coming year is given in section 5.

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[3] The Neighbourhood Management initiative brings all partners - including local residents - together to plan and deliver investment and services more cohesively, with a focus on setting local service standards and integrating service delivery.

Section four – Resource achievements and service performance in 2008 – 2009

In this section we report on our main achievements during 2008 - 2009. Firstly, we report on progress against our Action Plan for the year. We then look at operational performance across our key areas of activity. Finally, we review further aspects of our performance: in terms of staffing and financial inputs, and in terms of our Resource performance against the 2008-09 Single Outcome Agreement.

Progress in implementing our Action Plan

Our Resource Action Plan for 2008 - 2009 contained a total of 37 separate actions, involving 90 measures. 44 of these were completed or remain on target, whilst 46 have slipped against programmed timescales. Of those 46, 44 (96%) are continuing with revised timescales in the current year. The remaining 2 measures will be revised this year, taking into account new developments.

Amongst the Resource's key achievements are those set out in Table 1. These included:

- The continued transformation of regeneration areas, replacing rundown housing with high quality modern homes, complemented by efforts to improve service delivery through the development of Neighbourhood Management Plans.
- Completion of a further seven schools in the first and second phases of the Primary School Modernisation Programme, bringing the total completed to date to 31.
- Completion of the fifth year of the *Home Happening* programme, with a further 3,598 kitchens and bathroom replacements, and other work to ensure continued legislative compliance, such as internal rewiring upgrades. Other work carried out last year, as part of the Housing Investment Programme, includes 930 aids and adaptations and external fabric upgrade work affecting 449 properties.

Table 1: Key Resource Achievements 2008 – 2009

Council Objective 1 – Improve the Quality, Access and Availability of housing

Resource Objective 1- **Provide quality social housing management, maintenance and homelessness services**

Action	Targets	Achievement 2008/09	Comments	N.O.[4]
Implement the Homelessness Strategy	• Increased proportion of lets to homeless households from 45% to 50% in 2009 • Number of weeks in temporary accommodation - less than 12 weeks • Homelessness Support Plans in place.	• 49.5% rate of lets to homeless households • Number of weeks in temporary accommodation – 9 weeks • Support assessments now being undertaken for all new clients where necessary		NO8

[4]Where the Resource Plan achievement is also an SOA achievement, this column identifies the relevant national outcome (NO) within the SOA.

Action	Targets	Achievement 2008/09	Comments	N.O.[4]
Implement further improvements in void management and procedures	• 77% of houses re-let in less than 4 weeks • Void Team established	• 77.6% of houses re-let in less than 4 weeks • Building Service specification for quick turnaround of temporary voids piloted and now extended to all areas		
Implement year 5 of the Housing Investment Programme (HIP)	• 3734 kitchens and bathrooms replaced • 15 external fabric projects completed • 95% satisfaction with replacement kitchens and bathrooms	• 3,598 kitchens and bathrooms replaced • 4 external fabric projects completed and 11 on site • 99.5% satisfaction with kitchens and bathrooms	Work has started on the remaining 136 kitchens and bathrooms (difference between number completed and number originally targeted for 2008-09). These will be carried out in 2009/10	NO10

Resource Objective 2: **Improve private sector housing services**

Action	Targets	Achievement 2008/09	Comments	N.O.
Develop a Private Sector Housing Strategy	• 1,339 private sector grants awarded • New Scheme of Assistance to replace repair and improvement grant system	• 2,200 private sector grants awarded • Interim Scheme of Assistance approved and operational by April 2009		

Resource Objective 3: **Ensure an adequate supply of affordable housing across South Lanarkshire**

Action	Targets	Achievement 2008/09	Comments	N.O.
Increase the number of new affordable houses for sale and rent in areas where demand exceeds supply and in regeneration areas	▪ 225 affordable units per annum	• 392 affordable units completed (343 for rent, 49 for shared equity)		NO10
Ensure adequate accommodation for people with particular needs leaving family or institutional care	▪ Re-provisioning programme for Kirklands and Phase 1 and 2 of Hartwoodhill hospitals finalised	• Re-provisioning programme finalised for Kirklands Hospital, with residents transferred to new build accommodation in March 2009, former Kirklands hospital now no longer in operation	No funding yet agreed between NHS Lanarkshire and SLC for the next phase of reprovisioning for Hartwoodhill Hospital	

Council Objective 2 – Develop services for older people

Resource Objective 4: **Improve services to support older people**

Action	Targets	Achievement 2008/09	Comments	N.O.
Ensure availability of housing services to enable older people to remain in their own homes	• 2,300 adaptations completed in council homes (and no waiting list), 130 adaptations in RSL homes, 570 adaptations in private homes • Net new community alarms installed (target is to have no waiting list)	• 1,755 adaptations in Council stock (and no waiting list); 173 adaptations in RSL homes; 688 adaptations approved for private owners • No waiting list for community alarm system at the end of 2008/09		NO10

Council Value 5: Accountable, Efficient and Effective

Resource Objective 7: **Maintain current high levels of income collection/ generation**

Action	Targets	Achievement 2008/09	Comments	N.O.
Maintain current high levels of income collection and generation	• 3.8% rent arrears (as % of net debit) • Amount received through land sales: £4.4m • 95% Right to Buy sales completed within 26 weeks	• 3.9% rent arrears • Amount received through land sales: £5.575m • 97.4% Right to Buy sales completed within 26 weeks		

Resource Objective 8: **Manage land and property assets efficiently**

Action	Targets	Achievement 2008/09	Comments	N.O.
Complete Phase I of the Primary Schools Estate Plan and progress Phase II	• Completion of 10 primary schools by March 2009	• Completion of 7 new primary schools, bringing the total number of new schools to 31	Several delays due to planning issues i.e. planning applications being reviewed by Sport Scotland (Scottish Government)	

Other actions under this Value

Action	Targets	Achievement 2008/09	Comments	N.O.
Further develop the CorVu performance management system with Housing and Technical Resources	• Develop and implement revised Performance Management Framework	• Resource Plan and Connect reporting framework developed in line with Corporate templates and on schedule for implementation June 2009; Service level performance reporting also functioning for Area Services		

Council Value 6: Tackling disadvantage and deprivation

Resource Objective 9: **Develop and implement Neighbourhood Plans for the most disadvantaged areas in South Lanarkshire**

Action	Targets	Achievement 2008/09	Comments	N.O.
Develop neighbourhood management in priority areas	• Four Neighbourhood Plans revised; two new plans completed; establishment of neighbourhood boards in two remaining areas; approach to neighbourhood management reviewed • Number of Local Boards established	• Four plans revised; new plan in place for Whitlawburn (Hillhouse Plan now scheduled for 09/10); boards established in Hillhouse and Whitlawburn in January 2009; Regeneration review complete • 10 boards now established		

Council Value 7: Sustainable Development

Resource Objective 11: **To contribute to the implementation of the Council's Sustainable Development Strategy**

Action	Targets	Achievement 2008/09	Comments	N.O.
Assess the feasibility, practicality, environmental costs and benefits of achieving 'good' or 'very good' BREEAM ratings for new Council buildings	• Feasibility report to CMT by Spring 2008	• Report submitted to CMT June 2008. All new council buildings (with a value of £2m or more) to be BREEAM-assessed. Results to be reported annually to CMT.		

Service performance

We now turn to consideration of our performance in delivery of key services. Each year, the Resource seeks to improve performance in the delivery of core services, and we measure performance across key service areas using a combination of statutory and non-statutory performance indicators. Statutory indicators tend to focus on measures of economy (service costs) or efficiency (the ratio of inputs to outputs). We also collect feedback in various ways from our customers to provide a more qualitative dimension to the assessment of our services. These include surveys of our Q&A and homelessness services, as well as new tenants and tenants whose homes have been repaired.

Performance in critical service areas is summarised below, with detailed performance information contained in Appendix 2. To set this performance information in context, it is important first to note the scale of activity carried out by the Resource:

Housing Management and Homelessness services

We managed 25,800 houses, and in the last year:
- We re-let 2,116 of our houses
- We received 6,911 new applications for housing (up from 6,743 in 2007-08)
- 3,031 applications were from people who considered themselves homeless (up from 2,736 in 2007-08)

Repairs and Maintenance

- In 2008 – 2009, we carried out 142,296 response repairs to council houses (up 1,767 or 1% on 2007-08)
- Over the same period, 14,334 repairs were carried out to other council properties (up by 11%)
- The Repairs Centre received 223,865 calls

Revenues and Benefits

- We collected rents from our 24,949 tenants and council tax from 142,078 local households
- 21,744 new housing benefit claims were submitted (up by 3,972 or 22%)
- We process applications for tenants buying their homes under the right to buy. Last year we completed 233 sales (compared to 607 in 2007 – 2008, reflecting the general decline in the housing market and the economic downturn)

Information and advice

- Our Q&A offices dealt with 304,246 enquiries during 2008 – 2009 (just below 2007-08 level)
- The Customer Service Centre dealt with over 99,000 calls in 2008 – 2009 (down 7.5% on 2007-08)

As shown in Table 2, our performance in terms of key statutory indicators is strong. That said, whilst our performance improved in a number of areas, it also slipped, even if only marginally, in a number of other areas.

Table 2: Performance in key service areas[5]

Performance indicator	Target 2008-09	Performance 2008-09	Performance 2007-08	Performance 08/09 relative to 2007-08	National average and rank (2007-08)
Housing Management					
Rent loss due to voids	0.75%	0.88%	0.89%	Marginal improvement	1.6%/ 6th
Average re-let time	23 days	25 days	26 days	Marginal improvement	53 days/ 4th
% new tenants[1]					
-satisfied with service	91%	91%	91.9%	Marginally worse	n/a
-satisfied with cleanliness/presentation	91%	85.5%	83.5%	Improved	n/a
Homelessness					
Average assessment period	20 weeks	24 weeks	21.6 weeks	Worsened	23 weeks/ 14th
Repeat applications	5.3%	6.3%	6.7%	Marginal improvement	6%/ 26th

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[5] This information is currently unaudited and is correct at 8th May 2009

Repairs					
Repairs completed on time	97%	96.4%	96.8%	Marginally worse	91%/ 4th
Satisfaction with repairs	90%	94.1%	90.3%	Improved	n/a
Revenues and Benefits					
Rent arrears	3.8%	3.9%	3.9%	No change	6%/ 7th
Council tax collection rate	95.35%	94.86%	95.2%	Marginally worse	94.2%/ 16th
% house sales completed within 26 weeks	95%	97.4%	96.7%	Marginally improved	96.7%/ 3rd
Average time to process new HB claims	13 days	13.9 days	13 days	Marginally worse	26 days/ 1st
Information and advice[1]					
% Q&A customers seen within 10 minutes	90%	91%	92%	Marginally worse	n/a
% calls to CSC answered within 30 seconds	90%	85%	84.25%	Marginally improved	n/a

[1] Non-statutory performance measures

The above figures show that we are continuing to perform well in terms of the average time taken to re-let houses, and that as a result, percentage rent loss due to voids has reduced compared to the previous year. Similarly, we are maintaining our good performance in terms of rent arrears collection, housing benefit processing times and repairs (where we have traditionally performed well in comparison to other Scottish local authorities).

As reported last year, the main area covered by **statutory** indicators where there is scope for improvement is in relation to our homelessness services, although significant progress has been made in the last five years. An increasing proportion of our own stock is let as permanent accommodation to homeless applicants, allowing a reduction in use of temporary accommodation, including bed and breakfast. However, we still require to improve the average time taken to assess homeless applications, which has risen in the last year from 21.6 weeks to 24 weeks. Nevertheless, our increased efforts in this service area generally, appear to be reflected in a continued slight reduction in the proportion of repeat homeless applications, which has fallen over the last three years from 7.7% in 2006-07 to 6.3% in 2008-09.

Performance indicators in respect of information and advice services (customer care) are **non-statutory.** In this area, Q&A staff has maintained a high standard in the speed of dealing with customers and, in the past year, performance in call response in the Customer Service Centre has also improved.

The percentage of new tenants satisfied with the cleanliness/presentation of their new homes has traditionally remained unchanged over the last three years (at around 82 - 83%). This year, however, efforts to improve the condition of re-let properties (in the context of a broader initiative to further improve the management and turnaround of empty property) has resulted in a 2% increase in tenant satisfaction.

Local performance reporting continues to put emphasis on gas servicing. In the last year, we have reviewed our gas servicing procedures in an effort to ensure that all our properties can be accessed, and servicing carried out at the appropriate time.

Actions to address all areas of weaker performance are reflected in our Action Plan for the coming year. We are, of course, also committed to maintaining performance levels where these are already high, and as always, we have set ourselves challenging performance targets.

Resource performance

Key resource inputs in delivering our services are our staff, our buildings and our financial resources and we have a number of measures to assess performance in each area.

Staffing performance is routinely measured by the absence rate. As shown below, our overall absence rate of 4.7% was higher than in 2007-2008 and in 2006-2007. It was also above the corporate average of 4%. Of the individual services, Support Services achieved the lowest absence rate of 3.7%.

Table 3: Staff absence rates

Organisational level	2008 - 2009	2007 - 2008	2006 - 2007
Area Services	4.6%	4.26%	4.09%
Property Services	5%	4.58%	4.64%
Support Services	3.7%	3.61%	3.57%
HT Resource overall	4.7%	4.34%	4.31%
SLC overall	4%	4%	3.9%

Notes: SLC figures are averages not cumulative rates

The extent to which our **offices and public buildings** are fit for purpose and meet disability requirements is assessed and managed through the Asset Management Plan (AMP). Our Resource's 2008 AMP indicates that our property portfolio is predominantly in good condition and fit for purpose, with 82% assessed to be of high suitability for purpose and in relatively good condition, requiring little investment. Statutory performance indicators (prepared on a floor area basis) will be reported in June 2009. Improvements in cost efficiency and service delivery have been achieved through the centralisation of both housing repairs and customer services into two new centres. In terms of compliance with the Disability Discrimination Act (DDA), 81 of 91 our Council buildings (89%) met the required access standards as at June 2008. This is high relative to the national average.

In terms of **financial management** (see Table 4), HRA capital spending was almost on budget (0.02% over budget). Non-HRA capital spending, however, was 14.45% under budget. The reason for this was that the capital investment originally envisaged for the office infrastructure, was delayed due to the recent financial crisis. Gross Revenue Expenditure was more than 8% over budget. This overspend is accounted for by significant reductions in house and land sales this year, resulting in a shortfall in capital income. This shortfall meant that a larger proportion of the Capital Investment Programme was funded through revenue expenditure. The overspend in this area will be funded from reserves brought forward from previous financial years.

Table 4: Financial performance against budget, 2008 - 2009

	Budget £m	Actual £m	% +/- budget
Gross Revenue (excluding Trading Services)	£209.250m	£226.426m	+8.21%
HRA Capital (new projects)	£ 38.543m	£ 38.552m	+0.02%
Non-HRA Capital	£ 9.976m	£ 8.534m	-14.45%

Resource performance against the Single Outcome Agreement

In this section, we provide a snapshot of the Resource's performance relative to the wider 2008-09 Single Outcome Agreement (SOA).

As mentioned in Section 3, every Council in Scotland has now produced a Single Outcome Agreement (SOA), with South Lanarkshire Council's first SOA agreed with the Scottish Government in July 2008. The SOA dovetails with the Council's broader planning and performance management arrangements and the table at the beginning of this section identifies where a Resource Plan achievement is also an SOA achievement.

To summarise however, in 2008-09, our main SOA achievements (against the organising "national outcomes") were as follows:

- National Outcome 3 ("we are better educated, more skilled and more successful, renowned for our research and development") - each of our Services has a Training Service Plan in place and a target of 3 training days per employee. In 2009-10, each employee received an average of 3.2 training days.

- National Outcome 8 ("improving the life chances for children, young people and families at risk") - we let a bigger proportion of our void houses to homeless people: 49.5% of void houses were let to homeless people in 2008/09 compared 40% in 2006/07.

- National Outcome 9 ("living our lives safe from crime, disorder and danger") - we introduced 20 neighbourhood policing teams. 77 constables are in place with 15 of these officers funded by the Council. A comprehensive performance monitoring framework will be introduced in 2009/10 to measure the impact of the new approach.

- National Outcome 10 ("living in well designed, sustainable places where we are able to access the amenities and services we need") - we completed 392 new homes in pressured areas, in neighbourhood regeneration areas, and for people with particular needs. Through the delivery of our Housing Investment Plan, we also ensured that almost 70% of our stock met the Scottish Housing Quality Standard (target is 77% by 2011). We carried out 1,755 adaptations to Council homes, allowing residents to remain in their own homes for longer.

- National Outcome 15 ("our public services are high quality, continually improving, efficient and responsive to local people's needs") - our Resource Plan achievements in 2008-09 and our future action plan both demonstrate our commitment to continuous improvement in service delivery and our responsiveness to the routine consultations and surveys we carry out across the Resource.

Section five – Strategic objectives and action plan

As noted in section 3, the Resource's activity has been realigned to match the framework of the mid-term review of the Council Plan. We now have 11 objectives and 39 actions reflecting the work of all three Services.

To support these objectives, we develop detailed annual action plans which set out what needs to be done to ensure objectives are achieved. Our Resource Action Plan for 2009 - 2010 is detailed in Table 5 below. This encapsulates the main priorities for each Service (including the Council's priority actions) together with a number of cross-Resource activities. Alongside each action we show how we'll measure our progress. Where we have specific performance targets, these are also detailed. The next column identifies who is responsible for ensuring the actions are achieved, and the final column states the Connect reference number to which the action relates. This plan will be used for monitoring and evaluation purposes.

The action plan is detailed but, given the range of activity across the Resource, it is not an exhaustive list of everything that we do. More comprehensive actions plans are contained in individual service and local service plans. As we work in a constantly changing environment, it is also possible that changes in national and local policy may lead to reprioritisation of some existing actions and/or the introduction of new actions in the course of the year.

Table 5: Resource Action Plan 2009 – 2010

Corporate Improvement Theme: Vision and Strategic Direction (Priority)[6]

Resource Objective 1: **Work with the Council's community planning partners to take action on South Lanarkshire Council's ecological footprint[7]**			
Action	**Measures**	**Responsibility**	**Connect Ref No**
1. Develop and implement a fuel poverty and domestic energy efficiency strategy	• Fuel Poverty Topic Paper completed (to inform LHS) by March 2010	Head of Area and Property Services	
2. Ensure all Council new build properties are BREEAM assessed (seeking highest feasible rating)	• BREEAM assessments for all new builds over £500,000 • Annual report to CMT	Head of Property Services	
3. Put in place systems to reduce energy consumption and carbon emissions in Council buildings	• New energy/carbon monitoring and targeting software system implemented by Q3 2009, allowing identification of baseline energy consumption for Council buildings (2008-09) • Energy consumption/carbon emissions targets set from 2010 (SOA measure) • Specific energy/carbon reduction measures identified (SOA measure)	Head of Property Services	

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[6] Under this theme are actions relating to sustainable development and equality
[7] With respect to the measures included under objectives 1 and 2, Housing and Technical Resources co-ordinates this data for the Council as a whole.

Resource Objective 1: **Work with the Council's community planning partners to take action on South Lanarkshire Council's ecological footprint[7]**			
Action	**Measures**	**Responsibility**	**Connect Ref No**
	• Annual report on energy/carbon emission levels from operational council buildings (SOA measure) • Energy Performance Certificates (EPCs) prepared for 16 existing corporate buildings and 27 primary schools		

Resource Objective 2: **Manage our impact on the water environment**			
Action	**Measures**	**Responsibility**	**Connect Ref No**
4. Develop system for monitoring water consumption and costs	• System and baseline information in place by April 2010 • Potential reduction measures identified	Head of Property Services	tbc

Other actions under this theme			
Action	**Measures**	**Responsibility**	**Connect Ref No**
5. Implement a programme of equality and human rights impact assessments across the Resource	• Number of impact assessments carried out against those timetabled • Number of reports on impact assessments published on website • Progress in relation to Equality Impact Assessment Actions monitored against targets and reported to Equal Opportunities Forum	Executive Director/All Heads of Service	tbc tbc tbc
6. Develop and introduce Resource wide equality performance measures and publish results	• Resource to provide annual report to Equal Opportunities Forum on uptake of service, based on standardised equality reporting categories • Implement Equality and Diversity Action Plan 2009/10 (SOA measure)	Executive Director/All Heads of Service	tbc
7. Co-ordinate Resource and Service Planning processes	• 2009 -10 Resource and Service Plans developed and reviews carried out quarterly	Executive Director/All Heads of Service	

Corporate Improvement Theme: Governance and Accountability

Action	Measures	Responsibility	Connect Ref No
8. Ensure that high standards of governance are being exercised (through the use of scrutiny forums, audit plans and risk management)	• Delivery of Risk Control Actions by due date	Head of Support Services	tbc
	• Audit actions to be delivered by due date (reported to Chief Executive through quarterly performance reports)		tbc
	• Complete Resource Governance Self Assessment and declaration by due date and develop actions to address non-compliant areas		tbc
	• Development of Value for Money Strategy by April 2009 and implemented from May 2009		

Corporate Improvement Theme: Partnership Working, Community Leadership and Engagement (Priority)

Resource Objective 3: **Develop and implement Neighbourhood Plans for the most disadvantaged areas in South Lanarkshire**			
Action	**Measures**	**Responsibility**	**Connect Ref No**
9. Develop neighbourhood management in priority areas	• Increased resident satisfaction with neighbourhood (each individual neighbourhood has a specific baseline) (SOA measure)	Head of Area Services	tbc
	• Improvement in relative position of each neighbourhood against the worst 15% identified in the Scottish Index of Multiple Deprivation		tbc
	• Local accountability increased through the establishment of neighbourhood level monitoring and evaluation framework and regular newsletters		tbc
	• Capacity of Neighbourhood Boards increased to enable them to effectively engage with partners		tbc
	• Five Neighbourhood Plans reviewed and one new plan completed		

Corporate Improvement Theme: Performance Management and Improvement

Action	Measures	Responsibility	Connect Ref No
10. Maintain/improve service standards in delivery of Benefits administration and Money Matters services	• Benefits processing times (new and change of circumstances – targets 14 and 8 days) • Gross cost per case (£17.35) • % cases calculated accurately (97%) • £2.5m benefits claimed following intervention • £ debt written off • Progress National Fraud Initiative 2009 and administer other benefit fraud activity	Head of Support Services/Head of Area Services	
11. Implement effective Best Value management arrangements to ensure continuous improvement and effective and efficient service delivery	• Completion of reviews as per timetable (includes review of gas servicing policy) • Improvement Plans approved by Council committee • Manage audit process (incl. improvement plan) within Audit Scotland timescales • Sustain positive SPI trend results for Resource (SOA measure) • Ensure Local PIs for Resource meets requirements of Best Value 2 • Recommendations from Best Value review of Benefits and Revenue functions implemented by March 2010	Executive Director/All Heads of Service	tbc tbc tbc tbc tbc tbc
12. Develop stakeholder consultation and involvement in service delivery	• Tenant Participation Strategy revised by Oct 2009 and implemented by March 2010 • Produce quarterly reports on service-user feedback using new customer feedback system	Head of Area Services	
13. Implement a strategic response to the Scottish Government's Efficient Government agenda	• Completion of asset management diagnostic project as per agreed timetable (includes flexible working)	Executive Director	tbc

Action	Measures	Responsibility	Connect Ref No
14. Implement the IT Action Plan within the agreed timescales	• Complete allocation system implementation by June 2009 • Implement paperless Direct Debits for rents and rates by Dec 2009 • Implementation of an Electronic Document Management System by March 2010 • Further develop CorVu (ImproVe) performance management system	Head of Support Services/Head of Area Services	
15. Further develop the CorVu performance management system for Housing and Technical Resources	• Project Plan 2009-10 implemented by March 2010 • Key tasks include: – Connect/Resource Plan reporting via CorVu by June 2009 – Support new allocation reporting by June 2009 – Review of business PIs by March 2010	Head of Area Services	

Corporate Improvement Theme: Efficient and effective use of resources (Priority)

Resource Objective 4: **Manage land and property assets efficiently**			
Action	Measures	Responsibility	Connect Ref No
16. Progress Phase 2 of the Primary Schools Estate Plan	• Completion of 8 primary schools by March 2010 • Target spend and programme achieved	Head of Property Services	
17. Deliver annual General Services building programmes	• Completion of identified projects for all Council Resources • Target spend and programme achieved	Head of Property Services	
18. Monitor and report on progress of Corporate and Resource Asset Management Plans (AMP)	• Corporate Asset Management Plan developed and implemented by June 2009 • The proportion of operational accommodation that is in a satisfactory condition. • The proportion of operational accommodation that is suitable for its current use.	Head of Property Services	tbc tbc tbc

Resource Objective 4: **Manage land and property assets efficiently**			
Action	**Measures**	**Responsibility**	**Connect Ref No**
	• No. of council buildings from which council delivers services to public, and % of these in which all public areas are suitable for/accessible to disabled people (SOA measure)		tbc
19. Ensure continued compliance with property related health and safety legislation[8]	• Coordinate the development and implementation of a Health and Safety training plan across the Resource • Continue to reduce the number of accidents and associated lost days	Executive Director/ Head of Property Services	

Resource Objective 5: **Maintain current high levels of income collection and generation**			
Action	**Measures**	**Responsibility**	**Connect Ref No**
20. Maintain current high levels of income collection and generation	• Achievement of target yield for rates of Council Tax collection (in excess of 97.125% for 2009/10 and 2010/11) • Council Tax in-year collection (95%) • Current rent arrears as % net rent debit (target 3.9%) • Non-domestic Rates (97% collection rate) • Sundry debt (98.1% collection rate) • Factoring (85% collection rate)	Head of Support Services/Head of Area Services	tbc
21. Ensure effective management of HRA and related income/ expenditure, including ensuring the Resource efficiency targets are achieved	• Financial reports to RMT and committee on Resource financial position are produced within the agreed timescales and formats • Report developed by June 2009 detailing efficiency savings of £1.1m for 2010/11 by June 2009 (SOA measure)	Head of Support Services	

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[8] Including Control of Asbestos at Work Act 2002 and CDM Regulations (2007)

Other actions under this theme			
Action	**Measures**	**Responsibility**	**Connect Ref No**
22. Achieve target surplus across Property Services[9]	• Surplus of £4.971 million in 2009-10	Head of Property Services	
23. Ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities	• Absence rates less than 4% • Labour turnover rate less than 5% • Uptake of accredited training programmes for employees at all levels • 100% coverage of PDR and associated training plans by end of April 2010	Executive Director/All Heads of Service	tbc tbc tbc tbc
24. Support implementation of action plan arising from 2008 Employee Survey	• Number of actions within action plan implemented by March 2010	Executive Director/All Heads of Service	
25. Review and update Resource and Service Business Continuity Plans	• All plans reviewed and updated by Sept 2009 • Business Continuity exercise conducted and reported on by Dec 2009	Executive Director/Head of Support Services	
26. Pay invoices on time	• The number of invoices paid within 30 calendar days as a % of all invoices paid (SPI)	Head of Support Services	

Council Objective: Improve community safety

Resource Objective 6: **Implement and update the Anti-Social Behaviour Strategy**			
Action	**Measures**	**Responsibility**	**Connect Ref No**
27. Develop new Community Safety Strategy	• Community Safety Strategy developed and approved by March 2010	Head of Area Services	
28. Develop and implement updated Anti-Social Behaviour (ASB) Strategy, including the implementation of associated procedures	• Complete following reviews: ASB procedures by June 2009; Community Warden Service by Sept 2009; Domestic Abuse procedures by Dec 2009 • New ASB Strategy approved and implemented from August 2009 • % adult residents resident in worst 15% datazone areas, stating neighbourhood very/quite good	Head of Area Services	 tbc

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[9] Subject to ongoing impact of Craft Review

Resource Objective 6: **Implement and update the Anti-Social Behaviour Strategy**			
Action	**Measures**	**Responsibility**	**Connect Ref No**
	place to live improved from baseline in 2007 (all areas). Next survey 2010 (SOA measure)		tbc
	• % of people stating intimidation and harassment of others is a major problem in their neighbourhood improved from baseline in 2007 (all areas). Next survey 2010		tbc
	• % adult residents stating that they feel very safe or fairly safe when out alone at night. Next survey 2010 (SOA measure)		tbc
	• Level of satisfaction with the local agencies tackling anti-social behaviour (SOA measure)		
	• Number of ASB incidents recorded, number resolved, number referred to mediation		

Resource Objective 7: **Develop and implement a Security Strategy**			
Action	**Measures**	**Responsibility**	**Connect Ref No**
29. Implement and monitor Corporate Security Strategy	• 85% of new build projects signed off against total number of projects for both CCTV and security	Head of Property Services	tbc
	• Reduce incidences of crime to council property by 5% in 2009/10		tbc
	• Implement and monitor the prioritised investment plan for security of council properties		tbc

Council Objective: Improve services for older people (Priority)

Resource Objective 8: **Improve services to support older people to live in their homes and communities**			
Action	**Measures**	**Responsibility**	**Connect Ref No**
30. Ensure availability of housing services to enable older people to remain in their own homes	• Annual adaptations targets: 2000 in council houses; 570 in private sector; 130 in Registered Social Landlord accommodation	Heads of Area and Property Services	tbc

Resource Objective 8: **Improve services to support older people to live in their homes and communities**			
Action	**Measures**	**Responsibility**	**Connect Ref No**
	• Complete 95% of standard adaptations to Council houses within the agreed appointment times		tbc
	• Net number of new community alarms fitted (target is to have no waiting list)		tbc

Council Objective: Improve the Quality, Access and Availability of housing (Priority)

Resource Objective 9: **Provide quality social housing management, maintenance and homelessness services**			
Action	**Measures**	**Responsibility**	**Connect Ref No**
31. Implement the Homelessness Strategy	• Number and % of homeless applications	Head of Area Services	
	• Number of households assessed/threatened with homelessness (SOA measure)		tbc
	• % homeless decisions taken within 28 days (target 96%)		tbc
	• Average time between homeless presentation to discharge of duty[10] (target 27 weeks)		
	• Proportion of permanent lets to homeless households (target 50% upwards from 2009) (SOA measure)		
	• Maintain 2009 priority need determination rate (target 82%) (SOA measure)[11]		tbc
	• Number of nights in bed and breakfast accommodation (target 11,250 nights)		tbc
	• Average length of stay in temporary accommodation (target 12 weeks)		tbc

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[10] For cases assessed as homeless/potentially homeless
[11] Target may change, dependant on government policy

Resource Objective 9: **Provide quality social housing management, maintenance and homelessness services**			
Action	**Measures**	**Responsibility**	**Connect Ref No**
	• Increased temporary provision (target 110 additional units[12]) • Repeat homelessness cases (target 6%) • Tenancy sustainment (target is less than 12.9% of tenancies terminated in one year) • System in place to monitor and evaluate performance of reconfigured homeless services by October 2009 • Review of Homeless Strategy complete by Jan 2010 • Review and implementation of Housing Information and Advice Action Plan by March 2010		
32. Finalise and implement revised Housing Allocation Policy and Common Housing Register	• Implement revised House Allocation Policy and lettings plans from June 2009 • Common Housing Register introduced by June 2009 • Number of applications received; 98% housing applications processed within 5 working days; % lets to different categories of applicant (targets as per Allocation Policy)	Head of Area Services	tbc
33. Continue to let houses efficiently, effectively and fairly	• Review and publicise new reletting standard • Time taken to relet property: 79% lets made within 4 weeks; average void duration (target 21 days); voids as per cent of stock (no target); void rent loss (target 1% total; 0.75% operational) • Number and % void repairs completed on target (97%) • Average cost per void repair (target £1400)	Head of Area Services	tbc

[12] 110 units refers to first stop and furnished flats, but excludes supported accommodation

Resource Objective 9: **Provide quality social housing management, maintenance and homelessness services**			
Action	**Measures**	**Responsibility**	**Connect Ref No**
	• New tenant satisfaction with letting service (target 92%)		
34. Continue to deliver effective housing repairs and maintenance service	• Repairs policy review concluded October 2009 • Average number of repairs per property • Number and % response repairs completed on target (97%) • Repairs satisfaction (90%) • % gas/solid fuel houses with current safety certificates (100%) • Carry out fixed electrical testing to 2,500 properties as part of a planned programme of works	Head of Area Services/Head of Property Services	
35. Implement year 6 of the Housing Investment Programme (HIP)	• 2,950 kitchen and bathroom renewals[13] • Tenant satisfaction with home improvements (new kitchens and bathrooms) increased to 98% from 2006 baseline of 90% • Number of external upgrade projects completed (affecting 25 blocks/198 properties) • Sample stock condition survey implemented and completed by March 2010 • Spend against HIP budget (£35.5m) • All Council houses to meet the Scottish Housing Quality Standard (SHQS) by 2015 (SOA measure) • Compliance with legislation in respect of water quality and asbestos[14]	Head of Area Services/Head of Property Services	tbc tbc

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[13] Including rewiring upgrades
[14] Programme of asbestos surveys and water tank replacements completed by March 2010 – more detailed targets included in Area Services Service Plan.

Resource Objective 10: **Improve private sector housing services**			
Action	**Measures**	**Responsibility**	**Connect Ref No**
36. Develop Scheme of Assistance and launch Home Improve Service by April 2010	• Interim Scheme of Assistance in place by April 2009 to help target support to owners to improve their homes	Head of Support Services/Head of Area Services	tbc
	• Full Scheme of Assistance in place by April 2010		tbc
	• Policy statements developed on BTS housing, Housing Renewal Areas and Scheme of Assistance by April 2010		

Resource Objective 11: **Ensure an adequate supply of affordable housing (for rent and sale) across South Lanarkshire**			
Action	**Measures**	**Responsibility**	**Connect Ref No**
37. Continue to implement and develop South Lanarkshire's Local Housing Strategy (LHS)	• Submission of LHS Annual Review by July 2009 and Strategic Housing Investment Plan by Nov 2009 • Preparation of new LHS 2009-2014 by 2011	Head of Area Services	
38. Increase the number of new affordable houses for sale and rent in South Lanarkshire	• Average output of 225 affordable units per annum across all areas[15] (SOA measure) • Waiting list pressure (reduced)	Head of Area Services	tbc
39. Low demand housing demolished in housing regeneration areas	• 224 units of low demand/obsolete housing demolished • 100 further units approved for demolition in rural area • Reduction in turnover • Review of rural housing issues complete by March 2010	Head of Area Services	

Progress and review

Through the service planning process, progress in implementing key tasks will be monitored quarterly by individual services against expected timescales, outputs and outcome targets. This will, in turn, feed into quarterly monitoring of the Resource Plan. To meet the Council's performance reporting commitments, the Resource will also publish information on its performance for stakeholders and the general public.

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[15] Breakdown of figures between regeneration and other areas and general/particular needs provided on an annual basis

Section six – Resourcing the plan

In this final section we consider the resources needed to implement our Plan. In broad terms, these resources fall into three categories: financial resources, staff resources (representing our organisational capacity) and our buildings or property assets. This section gives an overview of the level of resources available to deliver our services.

Financial resources

To implement our plan requires both capital and revenue funding. Capital funding is required to finance our housing investment programme and to deliver the existing housing grants programme. Revenue funding covers repairs and maintenance as well as staffing and other running costs to deliver our services.

Capital and Revenue budgets 2009 – 2010

The capital and revenue resources available in 2009 - 2010 to deliver our Action Plan are set out below.

Table 6: Capital and Revenue Resources, 2009 - 2010

Resource type	Budget 2009-10 £m	Change on last year's outturn
Revenue (excluding Trading Services)	£229.924	- 4.05%
HRA Capital (new projects)	£ 35.500	- 7.89%
Non-HRA Capital (Grants and other Misc projects)	£ 7.563	-24.18%

In recent years, there has been no increase in the real level of our capital and revenue budgets, requiring us to look closely at how we use resources to achieve improvements in the service, and in terms of best value for money. In 2009/10, this situation is even more pressing, with capital and revenue budgets lower than revenue and capital expenditure in the previous year (although in budget terms, the revenue expenditure budget is actually increased by 0.29%). All this means that we must look for alternative ways of paying for major improvements to housing. In particular, the continued implementation of the Housing Revenue Account Business Plan requires substantial efficiency savings to be identified and in place by 2011. A framework has now been established within the Resource to ensure this happens.

Ring-fencing

As part of the Spending Review, announced in November 2007, the Government stated that ring fencing would gradually be reduced. From 2008 - 2009, funding for a number of service areas has been incorporated into mainstream funding, including funds covering problem solving, supporting people, homelessness services, Breaking the Cycle, Private Landlord Registration, National Accommodation for Sex Offenders and money and benefits advice initiatives. The Private Sector Housing Grant, with a budget of £4.9m (exactly the same as last year), is the only funding stream which remains ring-fenced. It will be incorporated into mainstream funding next year.

In this context, maximising resources from all funding sources, and making best use of available resources, are key priorities for the Resource. In developing and implementing the individual Service Plans which feed into this Resource Plan, lead officers are required to ensure that resources (financial, IT, staffing etc.) are clearly identified. Where additional funding is required to improve or develop services, this is highlighted as part of the budgetary and planning processes.

Staff resources

At April 2009, Housing and Technical Resources employed 2,058 staff (see below); only marginally higher than the 2,048 employed at the same point in 2008. Just under half of the Resource's staff work in Property Services.

Area Services	Property Services	Support Services	HTR Total
780	1,003	275	2,058

As noted in section 4, our absence rate in the last year was 4.7%. In line with the Council Plan, the Executive Director and Resource Management Team continue to focus on the Maximising Attendance Policy, with the aim of effecting an improvement in absence in the coming year. In 2009 - 2010, the Council absence target is <5%. However, Housing and Technical Resources has set itself a more challenging target of <4%.

In recognition of the fact that our employees are one of our greatest assets, and are essential to delivering high quality services, learning and development continues to feature prominently within the Resource. Last year, following an Investors in People (IIP) review, the Council retained its IIP status. The Resource will continue to do what is necessary to retain IIP accreditation.

We will continue to emphasise the links between the Resource's objectives and individual personal development reviews (PDRs) and to provide the appropriate support for employees through learning and development to achieve the required performance standards. This includes support for our managers through the corporate Management Development Programme, as well as continuing professional development.

Offices and buildings

As noted in section 4, the extent to which our **offices and public buildings** are fit for purpose and meet disability requirements is assessed and managed through the Asset Management Plan. In section 4, we reported on the performance of our property portfolio in terms of condition, fitness for purpose and DDA compliance. In the year ahead, we aim to complete further works in 18 sheltered housing complexes as we work towards full DDA compliance.

Risk assessment

Risks associated with delivery of the actions in this Resource Plan have been identified and evaluated and are listed in the Resource Risk Register. Where necessary, controls or further actions to mitigate these risks have been agreed. Such actions are tracked through the Resource Risk Control Plan which is kept under review by the Risk Sponsor for the Resource.

Appendix 1: Organisational Chart

Executive Director
Jim Hayton

Head of Area Services
Lindsay Freeland

Head of Support Services
Patrick Murphy

Head of Property Services
John Stobie

Operation Manager
Sam Moss

Strategy and Development Manager
Mike Wood

Housing Investment Manager
Danny Lowe

Project Services Manager
Ian Douglas

Building Services Manager
Donald Williams

Business Development & Support Manager
Dougie McMillan

Area Services Manager Hamilton
Alf Ghiloni

Strategy and Planning Manager
Alison More

Repairs Manager
Alison Graham

Property Manager (Strategy & Legislation)
Graham Campbell

Building Services Contracts Manager
Brian Lafferty

Co-ordination & Development Manager
Jean Cooper

Area Services Manager East Kilbride
Donald Gray

Policy & Operational Development Manager
Cameron Mitchell

Housing Investment Co-ordinator
Vacant

Property Manager (Technical)
Jim Forrest

Building Services Support Manager
Charlie Lindsay

Business Development Manager
Des Murray

Area Services Manager Clydesdale
Stewart Gibb

Regeneration and Development Manager
Lori Darroch

Legislative Compliance Co-ordinator
Vacant

Property Manager (Design Programme)
Frank McCafferty

Building Services Contracts Maintenance Manager
Paul Rainey

Area Services Manager Blantyre/Larkhall
Tim Bowditch

Neighbourhood Management Co-ordinators
Niall Brittain, John Kelso

Asset Managment Co-ordinator
Vacant

Property Manager (Asset)
John Gordon

Area Services Manager Cambuslang & Rutherglen
Annette Finnan

Factoring Manager
David Keane

Property Manager (Commercial)
Derek Craig

Homelessness Manager
Val Holtom

Finance Advisor
Agnes Scott

Finance Manager
Eamonn Hughes

Personnel Services Manager
May O'Neill

Benefits and Revenue Manager
Fraser Morrison

Customer Services Support Manager
Kenny Downes

Finance Manager
Hazel Goodwin

Date produced 28.04.2009

Appendix 2: Performance indicators (statutory and non-statutory)[16]

As noted within the main Plan, the Resource continually seeks to improve and maintain performance in the delivery of core services. The table below identifies a number of performance indicators which primarily measure *efficiency*, but which, to some extent, also take account of the *quality* of service delivery. The table identifies performance over previous years, average Scottish performance (where available) and target performance for the year ahead.

1	Response repairs/housing							
	Performance indicator	**Actual 2006/ 2007**	**Actual 2007/ 2008**	**South Lanarkshire Council Ranking 2007/08**	**Scottish average 2007/ 2008**	**Target 2008/ 2009**	**Actual 2008/ 2009**	**Target 2009/ 2010**
	% of repairs completed within the target timescale for each category:							
	Emergency (24 hours)	98.4%	98%	9th	95%	97%	97.7%	97%
	Urgent (10 working days)	n/a	n/a	n/a	n/a	n/a	n/a	97%
	Routine (30 working days)	98.6%	96.5%	10th	90.4%	97%	93.7%	97%
	Repairs by appointment	98.4%	97.1%	2nd Equal	90.3%	97%	96.6%	97%
	Heating	n/a	94.8%	8th	87.4%	97%	96.5%	97%
	All repairs	98.5%	96.8%	4th	91%	97%	96.4%	97%
	Satisfaction with overall repairs service	92%	90.3%	n/a	n/a	90%	94.1%	90%
2	**Managing tenancy change**							
	Performance indicator	**Actual 2006/ 2007**	**Actual 2007/ 2008**	**South Lanarkshire Council Ranking 2007/08**	**Scottish average 2007/ 2008**	**Target 2008/ 2009**	**Actual 2008/ 2009**	**Target 2009/ 2010**
	Annual rent loss due to operational voids as a % of gross rent debit in the year	0.66%	0.89%	6th	1.6%	0.75%	0.88%	0.75%

2	Managing tenancy change							
	Performance indicator	Actual 2006/ 2007	Actual 2007/ 2008	South Lanarkshire Council Ranking 2007/08	Scottish average 2007/ 2008	Target 2008/ 2009	Actual 2008/ 2009	Target 2009/ 2010
	The % of houses re-let within the following time bands: < 2 weeks 2 – 4 weeks 5-8 weeks 9-16 weeks >16 weeks	 33.9% 41.8% 24.3%	 29.4% 40.4% 30.2%	 n/a n/a n/a	 n/a n/a n/a	 30% 47% 23%	 30.8% 46.8% 22.4%	 30% 49% 18% 2% 1%
	Average void duration	22 days	26 days	4th	53 days	23 days	25 days	21 days
3	Rent arrears							
	Performance indicator	Actual 2006/ 2007	Actual 2007/ 2008	South Lanarkshire Council Ranking 2007/08	Scottish average 2007/ 2008	Target 2008/ 2009	Actual 2008/ 2009	Target 2009/ 2010
	Total current tenant arrears as % of the net amount due in the year.	4.1%	3.9%	7th	6%	3.8%	3.9%	3.9%
	% of tenants owing more than 13 weeks (excluding those owing < £250).	2.6%	2.5%	7th	4.2%	2.4%	2.9%	2.6%
	% of former tenant arrears recovered/written off.	31.7%	36.7%	13th	34.1%	40%	TBC	45%
	House sales							
	Performance indicator	Actual 2006/ 2007	Actual 2007/ 2008	South Lanarkshire Council Ranking 2007/08	Scottish average 2007/ 2008	Target 2008/ 2009	Actual 2008/ 2009	Target 2009/ 2010
	% of house sales completed under 26 weeks	97.7%	96.7%	3rd	96.7%	95%	97.4%	95%
	Average time for council house sales	18 weeks	19 weeks	2nd Equal	23 weeks	20 weeks	16 weeks	26 weeks

5	Homelessness							
	Performance indicator	**Actual 2006/ 2007**	**Actual 2007/ 2008**	**South Lanarkshire Council Ranking 2007/08**	**Scottish average 2007/ 2008**	**Target 2008/ 2009**	**Actual 2008/ 2009**	**Target 2009/ 2010**
	No of households assessed as homeless/potentially homeless during the year	1873	2168	n/a	n/a	n/a	3,031	n/a
	Average time between presentation and completion of duty, for those cases assessed as homeless/potentially homeless	19.3 weeks	21.6 weeks	14th	23 weeks	20 weeks	24 weeks	21 weeks
	% cases reassessed as homeless/ potentially homeless within 12 months of previous case being completed (as proportion of all cases assessed as homeless/potentially homeless during the year)	7.7%	6.7%	26th	6%	5.3% (111 cases)	6.3% (145 cases)	110 cases
6	**Housing benefit administration**							
	Performance indicator	**Actual 2006/ 2007**	**Actual 2007/ 2008**	**South Lanarkshire Council Ranking 2007/08**	**Scottish average 2007/ 2008**	**Target 2008/ 2009**	**Actual 2008/ 2009**	**Target 2009/ 2010**
	Gross cost per case:	£13.86	£14.45	1st	£44.75	£15	£16.52	£17.35
	Ave time to process: New claims	17 days	13 days	1st	26 days	13 days	13.9 days	14 days
	Change of circumstances	6 days	6 days	5th	11 days	6 days	7.8 days	8 days
	Right Time Indicator	n/a	n/a	n/a	n/a	9 days	9.5 days	9.75 days
	Right Benefit Indicator	n/a	n/a	n/a	n/a	n/a	15.6	16
	% new claims over 50 days	7%	0.8%	n/a	n/a	0.5%	1%	0.5%
	% reviews completed within 2 months of commencement	91.6%	98.2%	n/a	n/a	100%	98.5%	100%
	% of cases where benefit calculation correct on basis of information	95%	96.8%	27th	98%	97.5%	95.8%	97%

6	Housing benefit administration							
	Performance indicator	Actual 2006/2007	Actual 2007/2008	South Lanarkshire Council Ranking 2007/08	Scottish average 2007/2008	Target 2008/2009	Actual 2008/2009	Target 2009/2010
	% cases where NINO correct	99.9%	99.9%	n/a	n/a	100%	99.9%	99.5%
	% HB/CTB appeals submitted: − within 4 weeks of receipt − within 12 weeks of receipt	0 0	100% 100%	n/a n/a	n/a n/a	75% 97%	70% 100%	75% 100%
	Overpayments recovered as % of total overpayments debt at start of the year plus in-year overpayments	24.2%	20.1%	23rd	30.9%	25%	19.7%	25%
7	Council Tax collection							
	Performance indicator	Actual 2006/2007	Actual 2007/2008	South Lanarkshire Council Ranking 2007/08	Scottish average 2007/2008	Target 2008/2009	Actual 2008/2009	Target 2009/2010
	Cost of collecting Council Tax per chargeable dwelling	£12.60	£13.22	12th	£14.33	£13	£14.89	£15.34
	Income due from Council tax for the year excluding reliefs and rebates	£101.6m	£106.2m	n/a	n/a	n/a	£107.5m	£108.6m
	% of above income received within year	95.1%	95.2%	16th	94.2%	95.35%	94.86%	95%
	Value of arrears collected	£3.92m	£3m	n/a	n/a	£3m	£2.7m	£2.5m
8	Non domestic rates							
	Performance indicator	Actual 2006/2007	Actual 2007/2008	South Lanarkshire Council Ranking 2007/08	Scottish average 2007/2008	Target 2008/2009	Actual 2008/2009	Target 2009/2010
	Income due from non domestic rates for year	£176.9m	£172.6m	n/a	n/a	n/a	£176.6m	£186.6m
	% income collected within year	97.9%	97.8%	n/a	n/a	98%	97.2%	97%

APPENDIX 3: Housing and Technical Resources: Resource Plan – Quarter 4 (twelve monthly) review 2008–2009

COUNCIL OBJECTIVE 1: **IMPROVE THE QUALITY, ACCESS AND AVAILABILITY OF HOUSING**
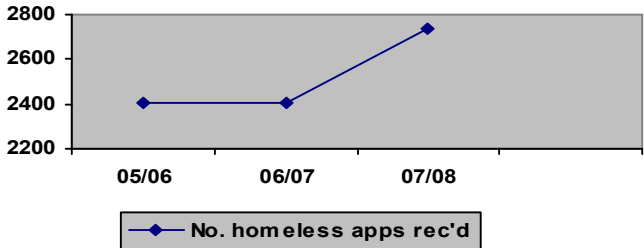
RESOURCE OBJECTIVE 1: Provide quality social housing management, maintenance and homelessness services

Overall, for this objective we:
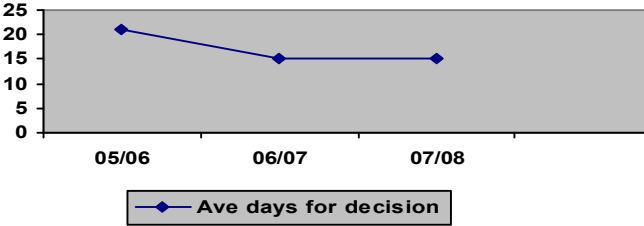
Measure Type	Achieved	Not achieved (minor slippage)	Contextual	Total
Quantitative	13	11	7	31
Project/Action	4	2		6
Total	17	13	7	37
	57%	43%		

Homelessness - Quantitative Measures
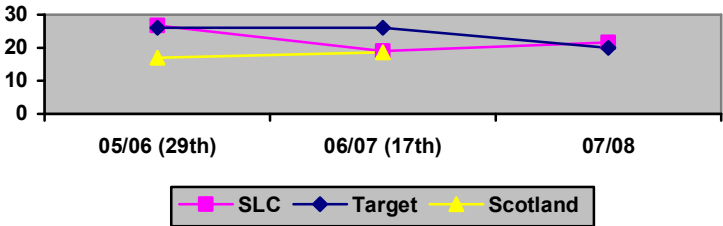
1

Number of homeless applications received:– *(contextual information)*		Q4 08/09	Target 08/09	Achieved ?
		3031	N/A	N/A
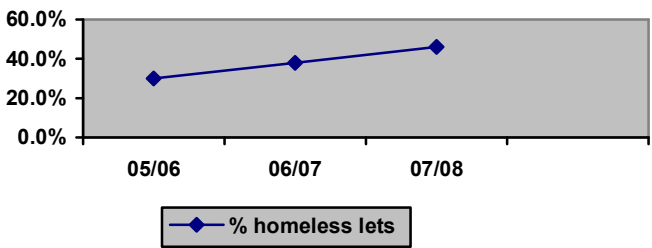
2

Average time to make a homeless decision:– *(good performance is low)*		Q4 08/09	Target 08/09	Achieved ?
		17 days	15 days	No
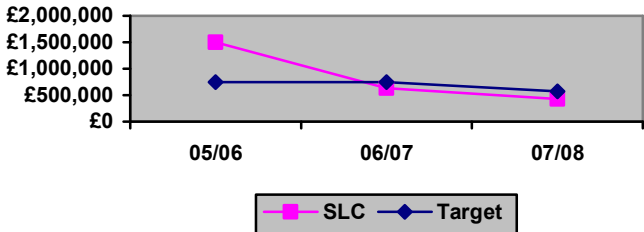
3

Average time to case closure:– *(good performance is low)*		Q4 08/09	Target 08/09	Achieved ?
		24 wks	20 wks	No

4

Total % lets to homeless applicants:– *(good performance is high)*		Q4 08/09	Target 08/09	Achieved ?
		49.5%	50%	Yes
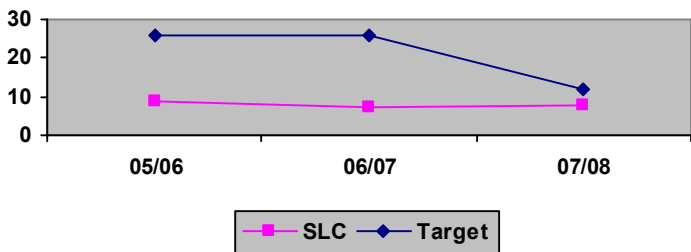
5

Bed and Breakfast costs:– *(good performance is low)*		Q4 08/09	Target 08/09	Achieved ?
		£594,533	£575k	No
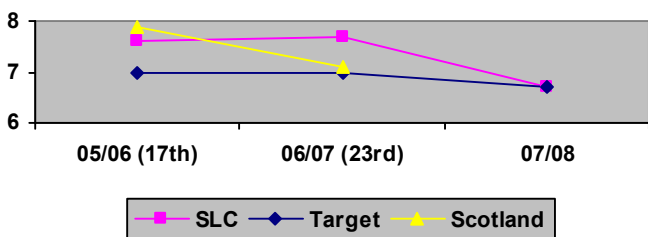
Annual target for B&B costs - Reduction by 15%
Actual B&B costs in Q4 (year to date) - Increased by 36% as at same period last year

6

Ave weeks in temporary accomm:– *(good performance is low)*		Q4 08/09	Target 08/09	Achieved ?
		9 weeks	12 wks	Yes
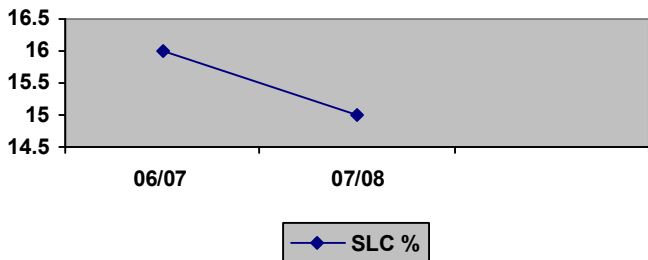
7
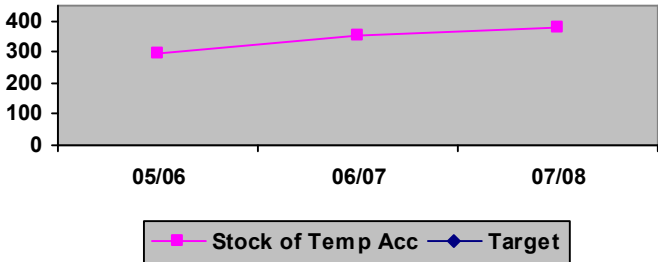
% of repeat presentations:– *(good performance is low)*		Q4 08/09	Target 08/09	Achieved ?
		6.3%*	5.3%	No

Target repeat applications (annual) – 111 cases
*Actual repeat presentations in Q4 (year to date) – 145 cases

8

% homeless tenancy sustainability (% of failed tenancies):– *(good performance is low)*		Q4 08/09	Target 08/09	Achieved ?
		12.9%	<10% by 2011	Yes

9

Stock of temporary accommodation :- *(contextual information)*		Q4 08/09	Target 08/09	Achieved ?
	400 300 200 100 0 05/06 06/07 07/08 ■ Stock of Temp Acc ◆ Target	411*	N/A	N/A

*Temporary accommodation stock held on Academy
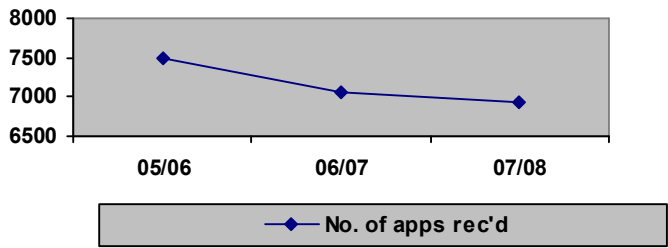
Homelessness - Project Measures

Action	Measures/Timescales	Progress	Responsibility
1. Implement the Homeless-ness Strategy	• Management of homelessness service reconfigured; support plans in place	Achieved • All relevant services now relocated to Cambuslang Gate, with dedicated homelessness teams in place. Temporary Accommodation management transferred to local offices on 19th January 2009. Housing support staff in place in local offices from 26th January 2009; support assessments being undertaken for all new clients when deemed necessary. Staff training rolling out and progressing well.	Head of Area Services
	• Prevention pilot assessed	• Homelessness Prevention pilot assessed and decision taken to amend the remit of the Homelessness Prevention Officer post to a 50% case management 50% development remit, with the development remit based at Cambuslang Gate.	
	• See above charts for quantitative measures.	• See above charts for quantitative measures.	
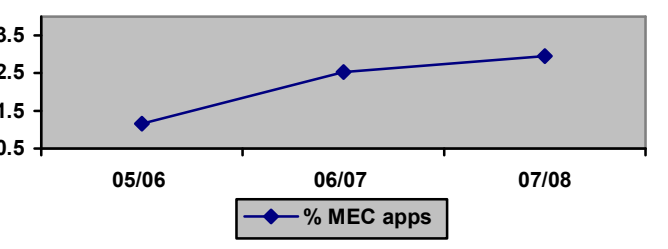
Housing Management - Quantitative Measures
(a) Tenancy Management
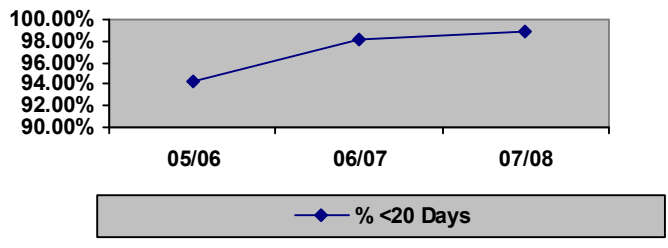
10

Number of applications received:– *(contextual information)*		Q4 08/09	Target 08/09	Achieved ?
		6910	N/A	N/A
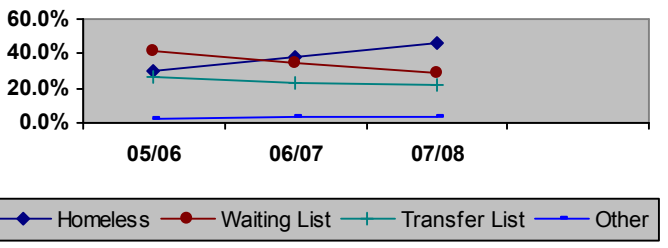
11

% of MEC applications received:– *(contextual information)*		Q4 08/09	Target 08/09	Achieved ?
		3.9%	N/A	N/A
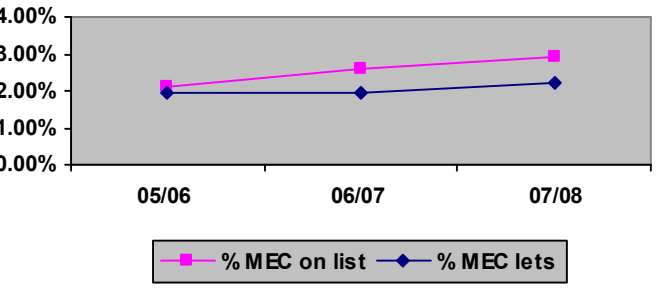
12

% of applications input within 20 working days:– *(good performance is high)*		Q4 08/09	Target 08/09	Achieved ?
		97.5%	100%	No
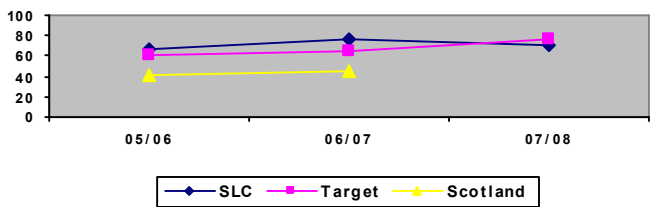
13

% of lets by categories:– *(good performance is high)*		Q4 08/09	Target 08/09	Achieved ?
		49.5%	50%	Yes
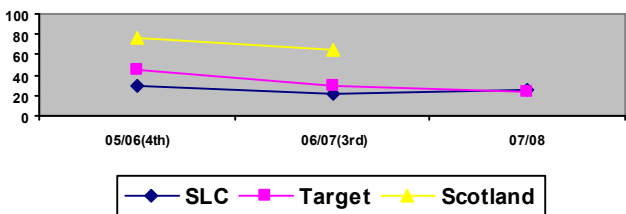
14

% of MEC on list cf.d to MEC of lets:- *(contextual)*		Q4 08/09	Target 08/09	Achieved ?
		3.2% lists	N/A	N/A
		2.7% lets	N/A	N/A
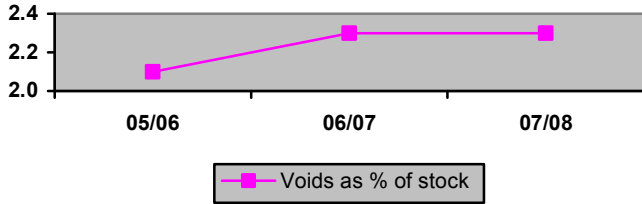
15

% of houses re-let less than 4 weeks:– *(good performance is high)*		Q4 08/09	Target 08/09	Achieved?
		77.6%	77%	Yes
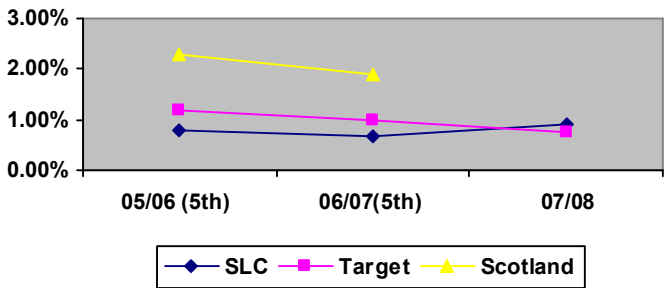
16

Average time taken to re-let:– *(good performance is low)*		Q4 08/09	Target 08/09	Achieved?
		25 days	23 days	No

17

% of voids against total stock:– *(good performance is low)*		Q4 08/09	Target 08/09	Achieved?
		2.6%	No target set	N/A

18

Annual rent loss due to operational voids as a % of gross rent debit in the year:– *(good performance is low)*		Q4 08/09	Target 08/09	Achieved?
		0.88%	0.75%	No
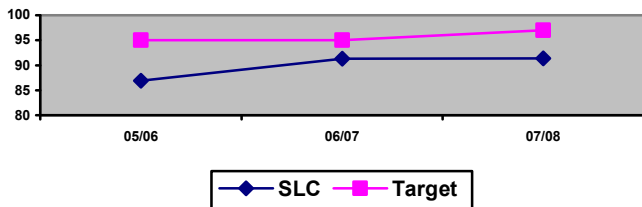
Total void rent loss includes operational, policy and initiative voids
Target total void rent loss (annual) - 1%
Actual total void rent loss (Q4 – year to date) - 1.42%
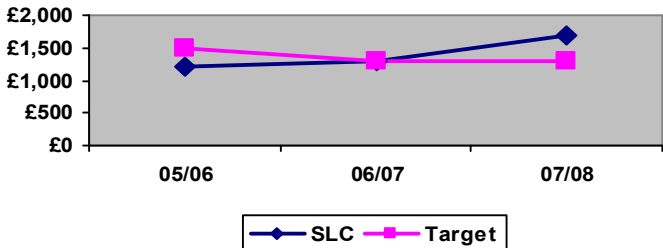
(b) Repairs Performance

19
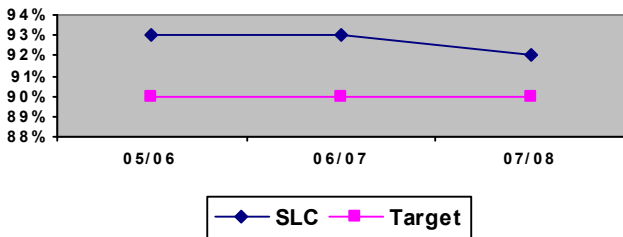
% of void repairs completed on target:– *(good performance is high)*		Q4 08/09	Target 08/09	Achieved?
		94.6%	97%	No

Of 2988 voids completed in Q4 (year to date), 2826 void repairs completed on time.

20

Average cost per void repair:– *(good performance is low)*		**Q4 08/09**	**Target 08/09**	**Achieved ?**
		£1628	£1600	Yes

21

% new tenant satisfaction:– *(good performance is high)*		**Q4 08/09**	**Target 08/09**	**Achieved ?**
		91%	91%	Yes
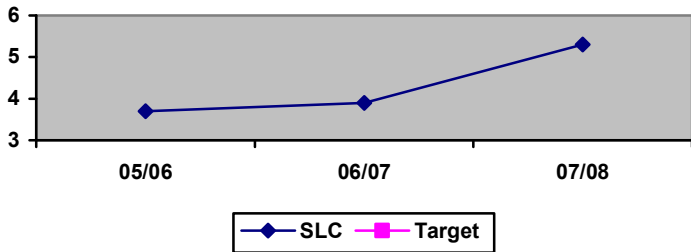
Housing Management - Project Measures

Action	Measures/Timescales	Progress	Responsibility
2. Finalise and implement the revised Housing Allocation Policy and Common Housing Register	• Revised house allocation policy and Common Housing Register implemented from October 2008. • See above charts for quantitative measures.	Not achieved/minor slippage • Implementation of revised house allocation policy and Common Housing Register on target for 29th June 2009. • See above charts for quantitative measures.	Head of Area Services
3. Implement further improvements in void management and procedures	• Void team established • See above charts for quantitative measures	Achieved • Void team has been established to deal with temporary accommodation: Building Services specification for quick turnaround of temporary voids was agreed and subject to pilot exercise in Hamilton area. Pilot evaluation now complete and extended to all areas. • See above charts for quantitative measures.	Head of Area Services
6. Prepare for possible inspection by Scottish Housing Regulator	• Self assessment submission prepared by April 2008	Achieved • Mock inspection completed September 2008. Follow-up action plans developed and being implemented. Self-assessment submission document being updated	Head of Area Services
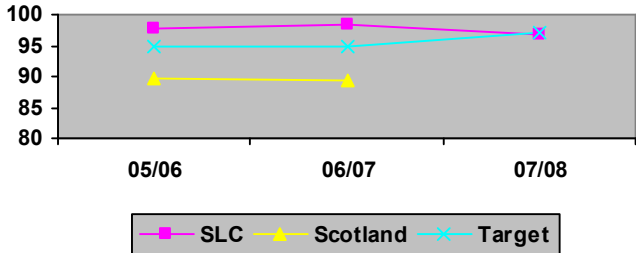
Action	Measures/Timescales	Progress	Responsibility
	• Overall stakeholder engagement and communication framework developed by June 2008	in anticipation of inspection during 2009-10. • Stakeholder engagement and communication framework completed.	
7. Implement the Multi Agency Public Protection Arrangements (MAPPA)	• Procedures in place covering high risk offenders; staff training and awareness completed by March 2009	Not achieved/minor slippage • First draft of MAPPA procedures complete; final draft due for completion September 2009; staff training will be carried out by the end of March 2010	Head of Area Services

Property Management - Quantitative Measures

22
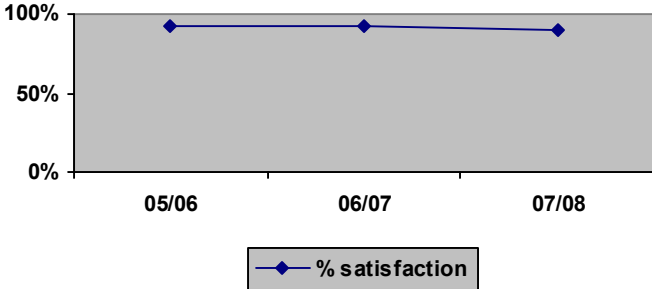
Average response repairs per property:– *(contextual - good performance is low)*		Q4 08/09	Target 08/09	Achieved ?
		5	N/A	N/A

23
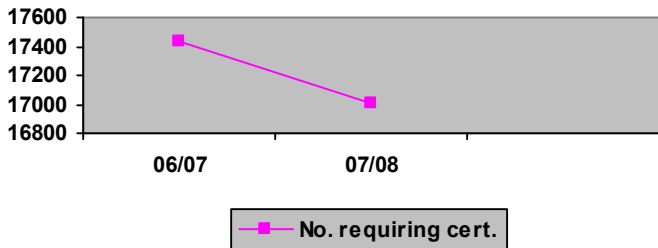
% of response repairs on target:– *(good performance is high)*		Q4 08/09	Target 08/09	Achieved ?
		96.4%	97%	Yes

142,232 response repairs completed in Q4 (year to date)
Of the above total 137,109 response repairs were completed on target.

24
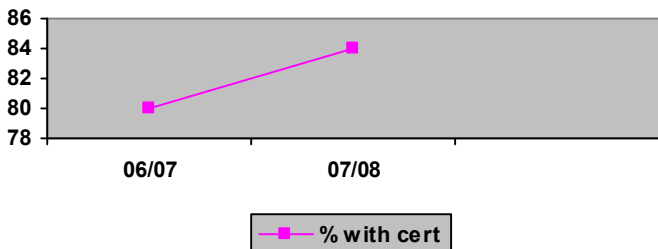
% repairs satisfaction (routine/RBA):– *(good performance is high)*		Q4 08/09	Target 08/09	Achieved ?
		94.1%	90%	Yes

25

Number of properties requiring gas safety certificates:‑ (contextual)		Q4 08/09	Target 08/09	Achieved ?
		16,954	N/A	N/A
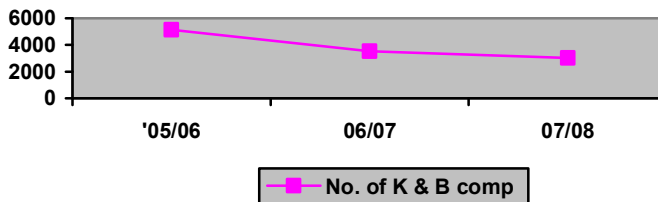
Solid Fuel information still to be developed

26

% of gas certificates renewed before expiry:– (good performance is high)		Q4 08/09	Target 08/09	Achieved ?
		86%	100%	No
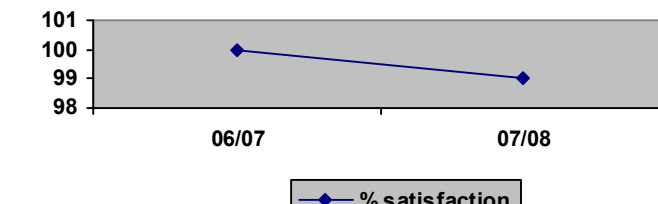
Solid Fuel information still to be developed

27
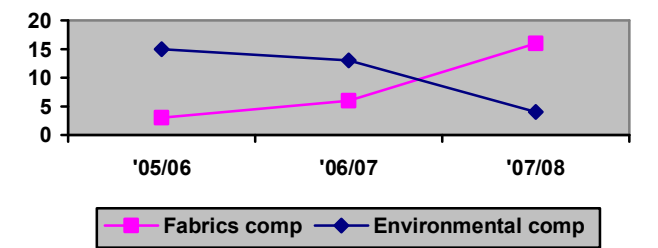
Number of kitchens and bathrooms completed:– (good performance is high)		Q4 08/09	Target 08/09	Achieved ?
		3598	3734*	No

*Original annual target
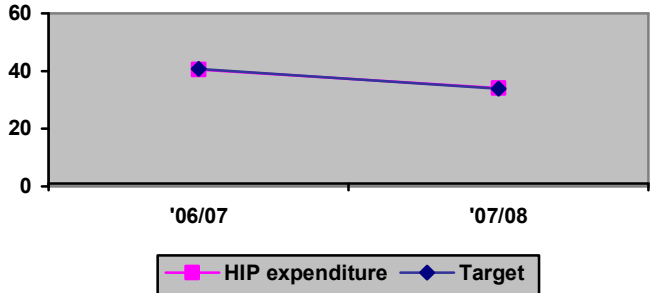
28

% satisfaction with kitchens and bathrooms (product):– (good performance is high)		Q4 08/09	Target 08/09	Achieved ?
		99.5%	95%	Yes

29

Number of fabrics and environmental jobs completed:– (good performance is high)		Q4 08/09	Target 08/09	Achieved ?
		4 Fab* 0 Ext	14 Fab 0 Ext	No
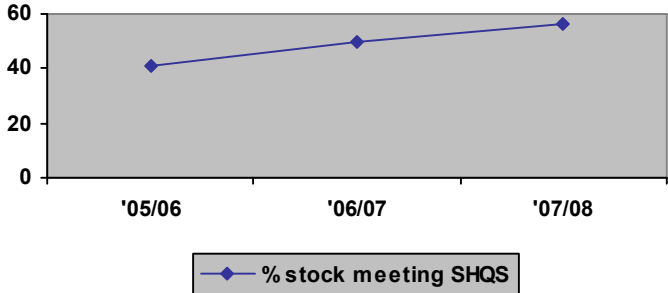
*Of the total fabric projects, 11 are on site with 4 completed. One extra fabric has been added for 08/09 increasing the target to 15.

30

HIP spend against budget (£m)		Q4 08/09	Target 08/09	Achieved?
		£38.552m	£38.543m*	Yes**
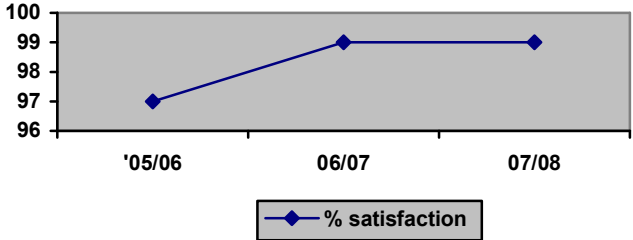
* Annual target

**Despite completion of fewer external fabric projects and fewer than anticipated kitchen and bathroom installations, budgeted expenditure was achieved as a result of increased spending on asbestos removal and related works

31

% of stock meeting SHQS:- *(good performance is high)* Source: SDP 2nd Progress Report		Q4 08/09	Target 08/09	Achieved?
		66%	60%	Yes

32

% tenant satisfaction with service following Home Happening*:- *(good performance is high)*		Q4 08/09	Target 08/09	Achieved?
		98.3%*	95%	Yes

*Internal condition of home measured annually through Home Happening Programme, reflecting tenants' views where work has been carried out.

Property Management - Project Measures

	Action	Measures/Timescales	Progress	Responsibility
4.	Continue to deliver effective housing repairs service	• See above charts for quantitative measures.	• See above charts for quantitative measures.	Head of Area Services
5.	Implement year 5 of the Housing Investment Programme (HIP)	• Stock condition survey commissioned • See above charts for quantitative measures	Achieved • Stock condition survey commissioned to commence in April 2009 and complete in July 2009. • See above charts for quantitative measures	Head of Area Services
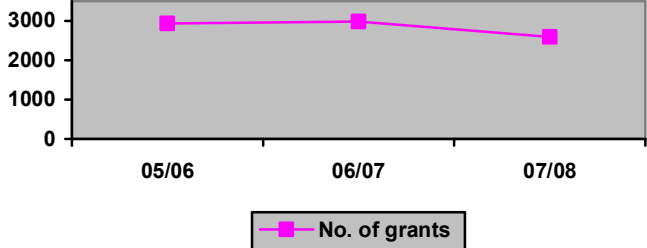
RESOURCE OBJECTIVE 2: Improve private sector housing services

Overall, for this objective we:

Measure Type	Achieved	Not achieved	Contextual	Total
Quantitative	1			1
Project/Action	1			1
Total	2			2
	100%			

Quantitative Measure

33

Number of grants awarded:- *(good performance is high)*		Q4 08/09	Target 08/09	Achieved ?
		2200	1339	Yes

Private Sector Project Measure

Resource Objective 2: Improve private sector housing services			
Action	**Measures/Timescales**	**Progress**	**Responsibility**
8. Develop a Private Sector Housing Strategy	• Staff team in place; new Scheme of Assistance to replace repair and improvement grant system in place; private sector house condition survey commissioned; strategies for tackling BTS stock and Housing Renewal Areas in place: all by April 2009 • See above chart for quantitative measures	Achieved • Private Sector Co-ordinator appointed; Interim Scheme of Assistance approved and operational by April 2009; final scheme and associated section 72 statement, together with strategies for BTS and Housing Renewal Areas will be in place by April 2010. • See above chart for quantitative measures.	Head of Area Services
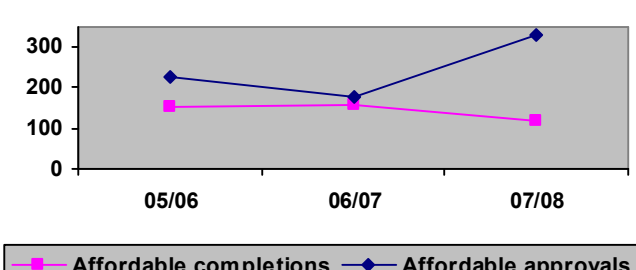
RESOURCE OBJECTIVE 3: Ensure an adequate supply of affordable housing (for rent and sale) across South Lanarkshire

Overall, for this objective we:

Measure Type	Achieved	Not achieved (minor slippage)	Contextual	Total
Quantitative	1	1		2
Project/Action	4	-		4
Total	5	1		6
	83%	17%		
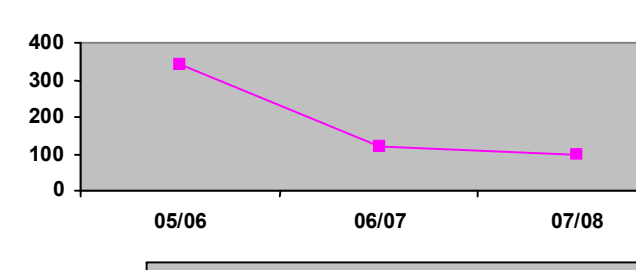
Quantitative Measures

34, 35, 36

Affordable units per annum:– *(good performance is high)*		Q4 08/09	Target 08/09	Achieved ?
	300 200 100 0 **05/06 06/07 07/08** ■ Affordable completions ◆ Affordable approvals	App 174* Completion 392*	225	Yes

*No breakdown is available for Regeneration areas or other areas. However, for completions, 343 units were for rent and 49 units were for Shared Equity. For approvals, 150 units were for rent and 24 units were for Shared Equity.

37

Number of SLC properties demolished		Q4 08/09	Target 08/09	Achieved ?
	400 300 200 100 0 **05/06 06/07 07/08** ■ No. of demolitions	80	104	No

Affordable Housing Project Measures

Resource Objective 3: Ensure an adequate supply of affordable housing (for rent and sale) across South Lanarkshire			
Action	**Measures/Timescales**	**Progress**	**Responsibility**
9. Continue to develop South Lanarkshire's Local Housing Strategy (LHS)	• Submission of: LHS Annual Review and Strategic Housing Investment Plan • Preparation of new LHS 2009-2014 (timescale for new LHS revised to 2010 at earliest • Development of regeneration plans for rural area	Achieved • LHS Annual Review and SHIP submitted on time. • Working with Housing Market Partnership to develop regional Housing Needs and Demands Assessment to inform new LHS, now anticipated in 2010-2011. • Selected demolition to tackle oversupply in some rural villages. Broader issues report to RMT scheduled for 2009-10.	Head of Area Services
10. Increase the number of new affordable houses for sale and rent in areas where demand exceeds supply	• See above chart for quantitative measures • Waiting list pressure	Achieved • See above chart for quantitative measures • Waiting list pressure (measured annually as number of applicants per let): 2006/7 =10.5	Head of Area Services

Resource Objective 3: Ensure an adequate supply of affordable housing (for rent and sale) across South Lanarkshire

Action	Measures/Timescales	Progress	Responsibility
		2007/8 = 7.8 2008/9 = 8.7	
11. Continue to implement physical housing regeneration programmes in Whitehill, Cathkin, Cairns, Whitlawburn and Fernhill	• Change in tenure mix (against SLC average) • Reduction in turnover • Resident satisfaction with neighbourhood closer to SLC average • See above chart for quantitative measures	Achieved • Change in tenure mix and reduction in turnover are longer tem measures; the former will be reported at the conclusion of the housing regeneration schemes. • For resident satisfaction, see table 41. • See above chart for quantitative measures.	Head of Area Services
12. Ensure adequate accomm-odation for people with particular needs leaving family or institutional care	• Re-provisioning programme for Kirklands and Phase 1 and 2 of Hartwoodhill hospitals finalised. • Partnership in Practice agreement implemented	Achieved * • Re-provisioning programme finalised for Kirklands Hospital, with residents transferred to new build accommodation in March 2009, former Kirklands hospital now no longer in operation; no funding yet agreed between NHS Lanarkshire and SLC for the next phase of reprovisioning for Hartwoodhill Hospital. • HTR continues to meet with Partnership in Practice Groups and the Carers Working Group (sub-group of PiP group); Area Services staff have undertaken learning disability awareness raising training	Head of Area Services

*HTR actions achieved; slippage at Hartwoodhill outwith the Resource's control

COUNCIL OBJECTIVE 2: <u>**DEVELOP SERVICES FOR OLDER PEOPLE**</u>
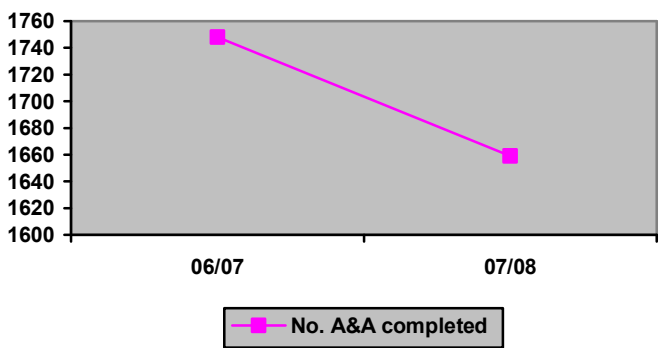
RESOURCE OBJECTIVE 4: Improve services to support older people to live in their homes and communities

Overall, for this objective we:

Measure Type	Achieved	Not achieved	Contextual	Total
Quantitative	3			3
Project/Action				
Total	3			3
	100%			

Quantitative Measures

38
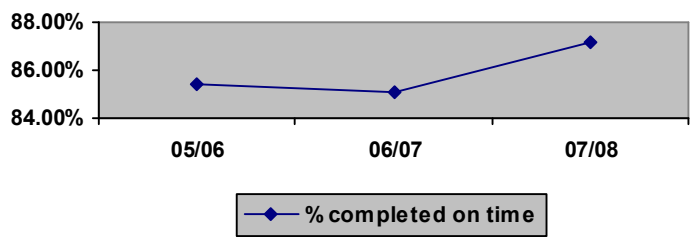
		Q4 08/09	Target 08/09	Achieved?
Number of aids and adaptations completed in Council properties:- *(good performance is high)*		1755	2,300 Council	Yes*
		688**	570 Private Sector	Yes
		173	130 RSLs	Yes
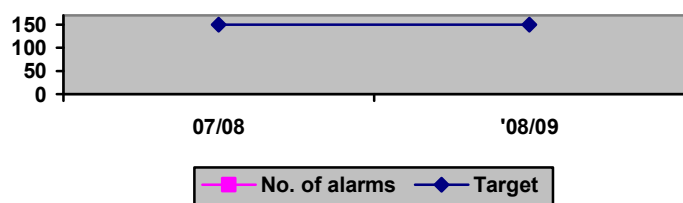
* Demand met (effective target is to ensure no waiting list)
**Q4 Private Sector figure is for approvals/target is for completions

39

		Q4 08/09	Target 08/09	Achieved?
% of aids and adaptations completed on time:– *(good performance is high)*		96.7%	97%	Yes

40

		Q4 08/09	Target 08/09	Achieved?
Number of net new alert alarm systems installed:- *(good performance is high)*		-57*	150	Yes

*Effective target is to have no waiting list and, at end of quarter, all requests had been met. In the year 2008-09, 1034 new alarms were installed, but 1091 were removed, resulting in an overall reduction of 57 community alarms.

Services for Older People Project Measures

Resource Objective 4: Improve services to support older people to live in their homes and communities			
Action	**Measures/Timescales**	**Progress**	**Responsibility**
13. Ensure availability of housing services to enable older people to remain in their own homes	• See above chart for quantitative measures	• See above chart for quantitative measures.	Head of Area Services and Property Services

COUNCIL OBJECTIVE 7:   IMPROVE COMMUNITY SAFETY

RESOURCE OBJECTIVE 5: Implement and update the Anti-Social Behaviour Strategy

Overall, for this objective we:

Measure Type	Achieved	Not achieved (minor slippage)	Contextual	Total
Quantitative				
Project/Action		1		1
Total		1		1
		100%		

Quantitative Measures

41

Resident satisfaction with neighbour-hood (NMA):– *(good performance is high)*		**Q4 08/09**	**Target as at next survey**	**Achieved ?**
		71% (2007)*	89% (revised target)	To be reported later

*Resident Survey (2007). Survey carried out on 2/3 yearly basis.

42

% of people indicating that fear of crime has little or no effect on their quality of life:- *(good performance is high)*		**Q4 08/09**	**Target as at next survey**	**Achieved ?**
		77% (NMA 2007*)	80% (revised target*)	To be reported later

*Resident Survey (2007). Survey carried out on 2/3 yearly basis.
*Provisional target

43

% of people reporting harassment is a major problem in their area:- *(good performance is low)*		Q4 08/09	Target as at next survey	Achieved ?
		14% (2007*)	< 20% (revised Target)	To be reported later

*Resident Survey (2007). Survey carried out on 2/3 yearly basis. Original figure from baseline survey (2005)

44

% of young people reporting that fear of intimidation/ harassment affects their quality of life:- *(good performance is low)*		Q4 08/09	Target as at next survey	Achieved ?
		18% (2007*)	< 20% (revised target)	To be reported later

*Resident Survey (2007). Survey carried out on 2/3 yearly basis.

Community Safety Project Measures

Resource Objective 5: Implement and update the Anti-Social Behaviour Strategy			
Action	**Measures/Timescales**	**Progress**	**Responsibility**
14. Develop new Anti-Social Behaviour (ASB) Strategy including the implementation of policy, procedures and projects	• Report on 3 year Outcome Agreement completed by April 2008 • ASB procedures implemented from April 2008 • New ASB Strategy by December 2008 • Breaking the Cycle project supported and evaluated by March 2009 • Number of ASB incidents recorded, number resolved, number referred to mediation • See above chart for quantitative measures	Not achieved/minor slippage • Report on 3 year Outcome Agreement was completed by September 2008. • Revised ASB procedures implemented from April 2008. • Consultation on the draft ASB Strategy commenced in February 2009 and has been extended until June 2009 • Breaking the Cycle project – evaluation completed and funding now secured by partners up until March 2010. • 2,881 ASB incidents recorded, 2,388 resolved, 266 referred to mediation. • See above chart for quantitative measures.	Head of Area Services
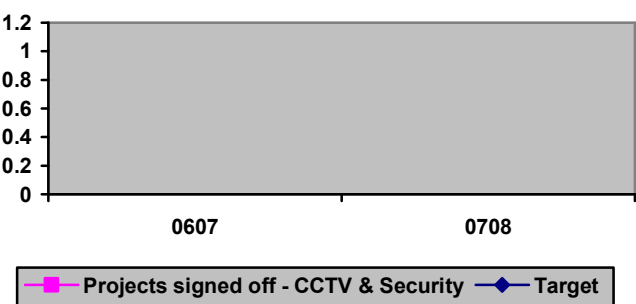
RESOURCE OBJECTIVE 6: Develop and implement a Security Strategy

Overall, for this objective we:

Measure Type	Achieved	Not achieved (minor slippage)	Contextual/ annual	Total
Quantitative	2	2		4
Project/Action	1			1
Total	3	2		5
	60%	40%		

Quantitative measures

45
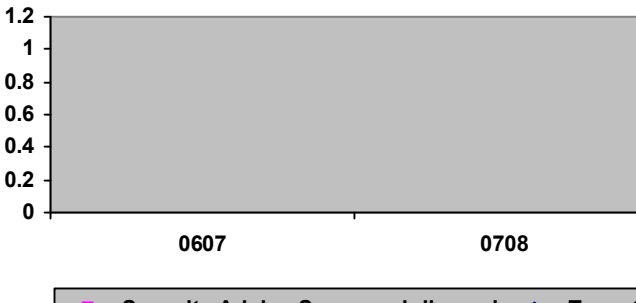
		Q4 08/09	Target 08/09	Achieved ?
New build projects signed off for both CCTV and Security against total number of projects:- *(good performance is high)*	Projects signed off - CCTV & Security — Target (0607, 0708)	0%	85%	No*

New measure - no historical information available

* There are a number of security aspects to each project – some of these security aspects have been signed off, but no single project fully signed off in year. New Quality Management System in respect of security/CCTV to be introduced and will facilitate 'signing off' process in future.

46
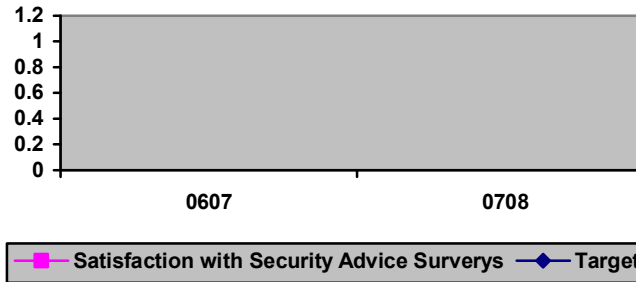
		Q4 08/09	Target 08/09	Achieved ?
Security Advice surveys delivered on time against total no. of surveys carried out:- *(good performance is high)*	Security Advice Surveys delivered — Target (0607, 0708)	100%*	85%	Yes
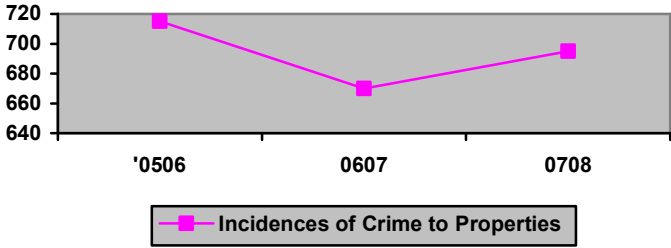
New measure - no historical information available.
*Of the 10 Security Advice surveys carried out, 10 were delivered on time

47

		Q4 08/09	Target 08/09	Achieved ?
Security Advice surveys meeting client requirements :- *(good performance is high)*	Satisfaction with Security Advice Surverys — Target (0607, 0708)	100%*	85%	Yes

New measure - no historical information available.
*Of the 10 Security Advice surveys carried out, 10 met client requirements (satisfaction)

Number of criminal incidents to council properties:- *(good performance is low)*		Q4 08/09	Target 08/09	Achieved ?
		808	<=626	No

Note figures relate only to General Services properties

Security Strategy Project Measures

Resource Objective 6: Develop and Implement a Security Strategy			
Action	**Measures/Timescales**	**Progress**	**Responsibility**
15. Implement and monitor Corporate Security Strategy	• Action Plan and guidance to Resources • Property audit and risk framework produced • Prioritised investment plan for council properties by March 2009	Achieved • HTR continue to guide Resources on individual Security Action Plans • Security strategy (incorporating Property Audit and Risk Framework) approved by CMT December 2008 • Investment Plan for General Services properties produced and work completed March 2009	Head of Property Services

COUNCIL VALUE 2:   PEOPLE FOCUSED

Overall, for this objective we:

Measure Type	Achieved	Not achieved (minor slippage)	Contextual	Total
Quantitative				
Project/Action	1	1		2
Total	50%	50%		

People Focused Project Measures

Value 2: People Focused			
Action	**Measures/Timescales**	**Progress**	**Responsibility**
16. Improve facilities available online (internet and intranet)	• More on-line facilities for staff and public (including automated council tax discounts/ exemptions and address amendments) by March 2009 • Internet transactions relating to council tax transactions increased by	Not achieved/minor slippage • Current Council Tax software supplier has been sold, resulting in minimal progress in Council Tax development. • Council Tax internet transactions at end of quarter 4 = 18,610.	Head of Support Services

Value 2: People Focused			
Action	**Measures/Timescales**	**Progress**	**Responsibility**
	1200 per quarter by March 2009	This means that we have achieved our target of increasing Council Tax transactions by over 4,800 in 2008/09.	
17. Develop stakeholder consultation and involvement in service delivery	• Tenant Participation Strategy implemented	Achieved • Tenant Participation Strategy 2006-09 implemented; new Strategy 2009-2011 being developed by November 2009.	Head of Area and Support Services
	• Unified customer complaints system developed by September 2008	• Unified customer complaint system developed and implemented within Property Services and the Benefits and Revenue Service. Working group established in March 2009 to agree implementation within Area Services (anticipated go live July 2009)	
	• Complaints recorded	• 2,722 complaints received, with 86% completed within the target timescale.	
	• Charter Mark for Q&A retained	• Q&A achieved the new Customer Service Excellence Standard (replacing Charter Mark) following assessment in February 2009	

COUNCIL VALUE 3: <u>WORKING WITH AND RESPECTING OTHERS</u>

Overall, for this objective we:

Measure Type	Achieved	Not achieved (minor slippage)	Contextual	Total
Quantitative		2		2
Project/Action	2			2
Total	2	2		4
	50%	50%		

Quantitative measures

49

Number of impact assessments carried out:– *(good performance is high)*		Q4 08/09	Target 08/09	Achieved ?
	40 30 20 10 0 06/07 07/08 — Impact Assessments carried out — Target	6	10	No

50

Number of reports on impact assessments published on website:- *(good performance is high)*		Q4 08/09	Target 08/09	Achieved ?
	40 30 20 10 0 06/07 07/08 — Impact Assessments on Website — Target	6	10	No
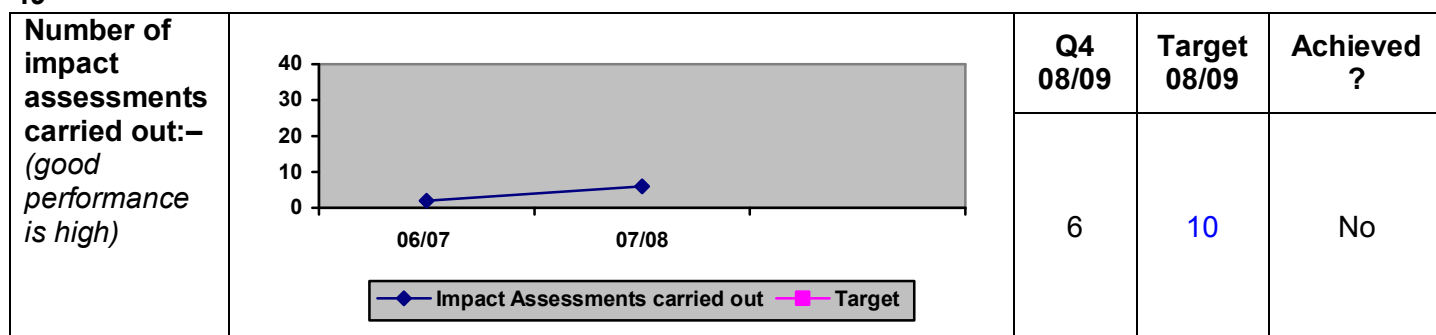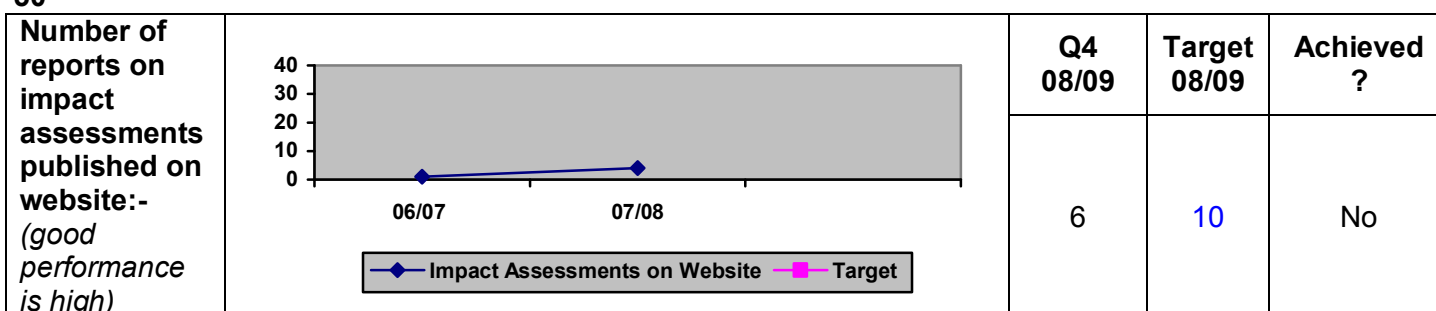
Working with and respecting others Project Measures

Value 3: Working with and respecting others			
Action	**Measures/Timescales**	**Progress**	**Responsibility**
18. Implement a programme of equality impact assessments	• Agreed programme of EIA developed and staff trained • Recruitment of Policy and Planning Officer (Equalities) • See above chart for quantitative measures	Achieved • EIAs are being progressed as per the EIA schedule (see tables 49 and 50); specialist equalities training has been undertaken by 250 Area Services staff, H&TR staff continue to be offered equalities awareness training at induction stage and during PDRs. • Policy and Planning Officer (Equalities) is now member of Resource Working Group and focusing on progressing equalities and diversity issues (initially within Area Services). • See above chart for quantitative measures.	Executive Director

Value 3: Working with and respecting others			
Action	**Measures/Timescales**	**Progress**	**Responsibility**
18.1 Report on progress in our partnership arrangements (new Resource Action – copied from Connect)	Reports submitted to range of partnership committees e.g. Community Safety Partnership, Joint Services, Integrated Children's services	Achieved • Homelessness Steering Group continues to deliver a progress update to Homelessness Strategy Group on bi-monthly basis, Homelessness Team also working in partnership with Integrated Children's Services (ICS) updating their ICS Plan (which should be concluded by the end of April 2009). • Annual Review of Local Housing Strategy approved by LHS Steering Group in June 2008. • Theme reports continue to be issued to the Community Safety Partnership on a rotational basis (Community Safety Partnership Strategy will be developed next year).	Executive Director

COUNCIL VALUE 4:   EXCELLENT EMPLOYER

Overall, for this objective we:
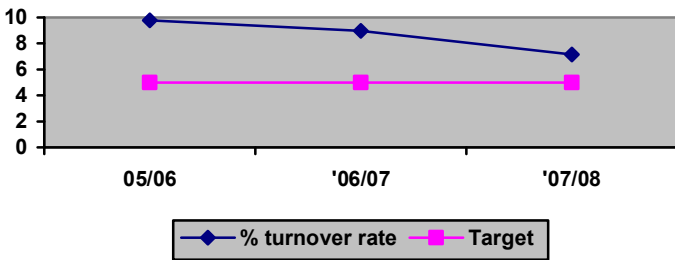
Measure Type	Achieved	Not achieved (minor slippage)	Contextual	Total
Quantitative		3		3
Project/Action	2			2
Total	2	3		5
	40%	60%		

Quantitative measures
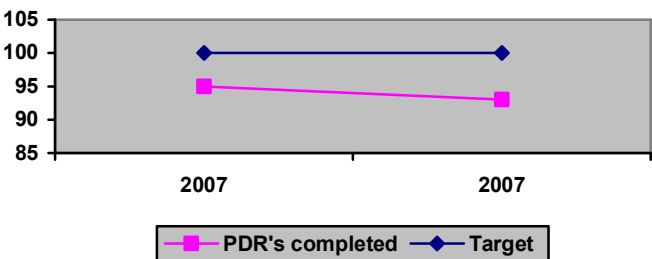
51

% absence rate:– *(good performance is low)*		Q4 08/09	Target 08/09	Achieved ?
		4.7%	< 3.5%	No

52

% staff turnover rate:- *(good performance is low)*		**Q4 08/09**	**Target 08/09**	**Achieved ?**
		6.35%	< 5%	No

53

% coverage of PDR:- *(good performance is high)*		**Q4 08/09**	**Target 08/09**	**Achieved ?**
		86%	100%	No

Excellent Employer Project Measures

Value 4: Excellent Employer			
Action	**Measures/Timescales**	**Progress**	**Responsibility**
19. Ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities	• All staff recruited through competency based interviews by 2011 • Training plans agreed for each service • 3 training days per employee • See above chart for quantitative measures	Achieved • 100% staff recruited through competency based interviews • All 3 Service training plans agreed and approved. • Training days per employee at end of Q4 = 3.2 days. • See above chart for quantitative measures.	Executive Director/All Heads of Service
20. Implement action plan for Investors in People (IIP) re-accreditation	• Action Plan tasks achieved within timescales • IIP retained • Staff satisfaction	Achieved • All Action Plan tasks completed. • Council retained IIP accreditation. • H&TR Employee Survey completed: 81% of staff stated that they were proud to be working within the Resource.	Head of Support Services

COUNCIL VALUE 5: ACCOUNTABLE, EFFICIENT AND EFFECTIVE

RESOURCE OBJECTIVE 7: Maintain current high levels of income collection and generation

Overall, for this objective we:

Measure Type	Achieved	Not achieved (minor slippage)	Contextual/ annual	Total
Quantitative	3	7		10
Project/Action	1			1
Total	4	7		11
	36%	64%		

Quantitative Measures

54

% Council Tax collection:– *(good performance is high)*		Q4 08/09	Target 08/09	Achieved ?
		94.86%*	95.35%	No

*Value of Council Tax collected (year to date) - £102,628m

55

Cost of Council Tax collection:– *(good performance is low)*		Q4 08/09	Target 08/09	Achieved ?
		£14.89	£13	No
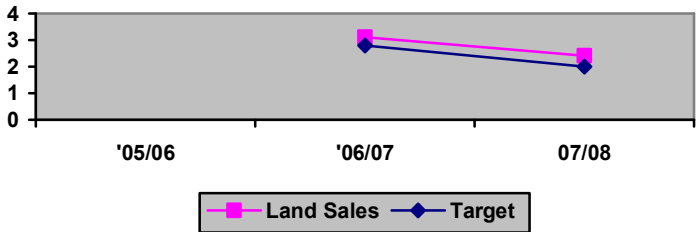
56

Rent arrears as a % of net debit (SPI):– *(good performance is low)*		Q4 08/09	Target 08/09	Achieved ?
		3.9%	3.8%	Yes
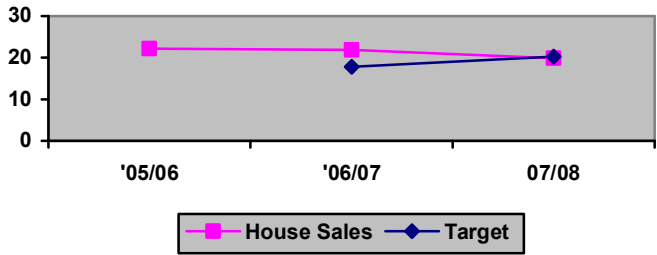
57

% NDR collection rate:– *(good performance is high)*		Q4 08/09	Target 08/09	Achieved ?
		97.2%	98%	No

58
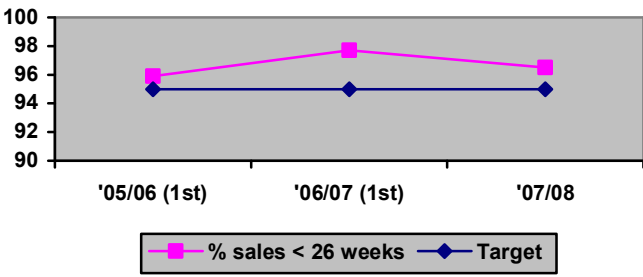
Amount received land sales (£m's):– *(good performance is high)*		Q4 08/09	Target 08/09	Achieved ?
	Land Sales ■ Target ◆	£2.787m	£4.4m	No

59
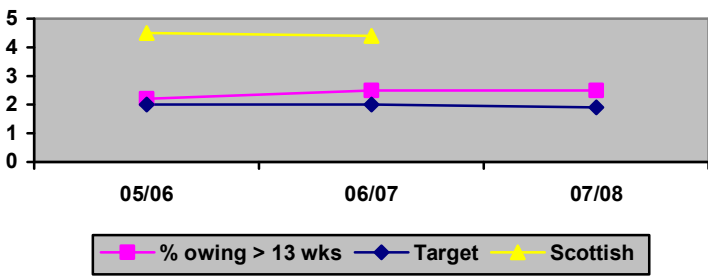
Amount received house sales (£m's):– *(good performance is high)*		Q4 08/09	Target 08/09	Achieved ?
	House Sales ■ Target ◆	£7,947m	£9m Revised annual*	No

*Original annual target - £12.8m; target reduced and receipts below target due to 'credit crunch' affecting housing market and access to mortgage finance
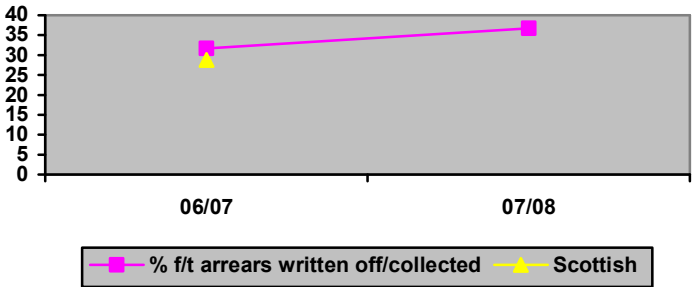
60
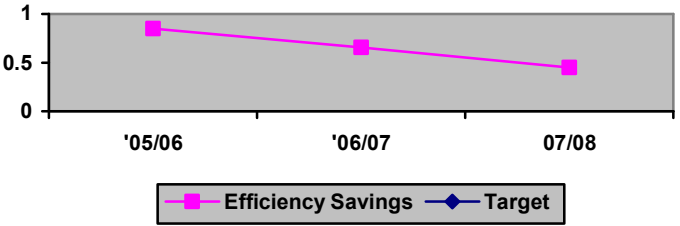
% of house sale completions < 26 weeks:– *(good performance is high)*		Q4 08/09	Target 08/09	Achieved ?
	■ % sales < 26 weeks ◆ Target	97.4%	95%	Yes

61

% of tenants owing > 13 weeks excluding those owing < £250:– *(good performance is low)*		Q4 08/09	Target 08/09	Achieved ?
	■ % owing > 13 wks ◆ Target ▲ Scottish	2.9%	2.4%	No

62

% of former tenant arrears written off or collected (SPI):– *(good performance is low)*		Q4 08/09	Target 08/09	Achieved ?
	■ % f/t arrears written off/collected ▲ Scottish	27.1%	40%	No

Efficiency savings realised:– *(good performance is high)*		Q4 08/09	Target 08/09	Achieved ?
		£0.8m	£0.8m	Yes

Accountable, Efficient and Effective Project Measures

Resource Objective 7: Maintain current high levels of income collection and generation			
Action	**Measures/Timescales**	**Progress**	**Responsibility**
21. Maintain current high levels of income collection and generation	• See above charts for quantitative measures	• See above charts for quantitative measures	Head of Support Services
22. Ensure effective management of HRA and related income/ expenditure	• HRA revenue and capital expenditure against budgets • See above charts for quantitative measures	Achieved • Gross HRA revenue expenditure (excluding trading services) is £226.426m - 8.21% over budget; capital expenditure is £38.552 - 0.02% over budget • See above charts for quantitative measures	Head of Support and Area Services

COUNCIL VALUE 5: **ACCOUNTABLE, EFFICIENT AND EFFECTIVE**
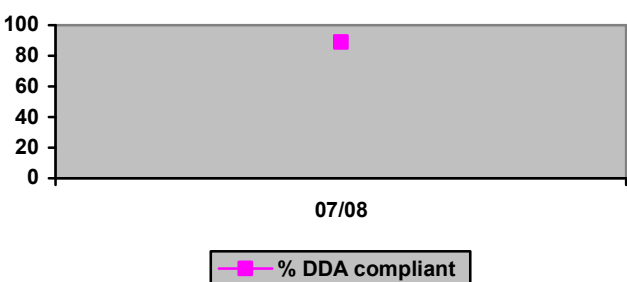
RESOURCE OBJECTIVE 8: Manage land and property assets efficiently

Overall, for this objective we:
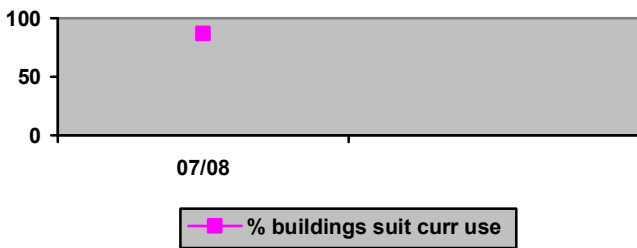
Measure Type	Achieved	Not achieved (minor slippage)	Contextual/ annual	Total
Quantitative				
Project/Action	2	2		4
Total	2	2		4
	50%	50%		

Quantitative Measures

64
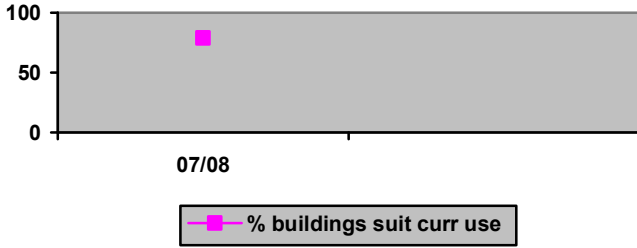
Public access - % buildings DDA compliant (SPI):– *(good performance is high)*		Q4 08/09	Target 08/09	Achieved ?
	(chart: % DDA compliant, 07/08)	100%	No target set	N/A

65

% buildings in satisfactory condition (SPI):– *(good performance is high)*		Q4 08/09	Target 08/09	Achieved ?
	(chart: % buildings suit curr use, 07/08)	85.5%	No target set	N/A

* Breakdown of historical information by Resource under development

66

% buildings suitable for current use (SPI):– *(good performance is high)*		Q4 08/09	Target 08/09	Achieved ?
	(chart: % buildings suit curr use, 07/08)	79%	No target set	N/A

* Breakdown of historical information by Resource under development

Asset Management Project Measures

Resource Objective 8: Manage land and property assets efficiently			
Action	**Measures/Timescales**	**Progress**	**Responsibility**
23. Complete Phase I of the Primary Schools Estate Plan and progress Phase II	• Completion of 10 primary schools by March 2009 • Target costs and timescales met	Not achieved/minor slippage • Completion of 7 new primary schools, bringing the total number of new schools to 31. • All within budget, 5 within timescales	Head of Property Services
24. Deliver annual General Services building programmes	• Completion of identified projects for all Council Resources • Target milestones, spend and client satisfaction met	Not achieved/minor slippage • Some slippage within identified programme has meant that original budget of approximately £148m was subsequently revised to £119m in December 2008. Against this revised target,	Head of Property Services

Resource Objective 8: Manage land and property assets efficiently			
Action	**Measures/Timescales**	**Progress**	**Responsibility**
		Property Services has achieved a spend of £114.7m. • Customer satisfaction at year end is 94%, against a target of 95% (based on 562 returns across both Project Services and Building Services)	
25. Further develop and implement Asset Management Plan	• Asset Management Plan 2008 implemented • See above charts for quantitative measures	Achieved • Asset management plan implementation ongoing; annual report delayed until June 2009 • See above charts for quantitative measures	Head of Property Services
26. Ensure continued compliance with property related health and safety legislation[17]	• Programme of risk assessments delivered • Annual report on compliance • Training records (CDM)	Achieved • 2008-09 Risk assessment programme completed by 31 March 2009 • 2007-08 compliance report completed August 2008; 2008-09 report drafted • Programme of CDM related training for relevant managers and officers completed	Executive Director

Other actions under the Accountable, Efficient and Effective Value
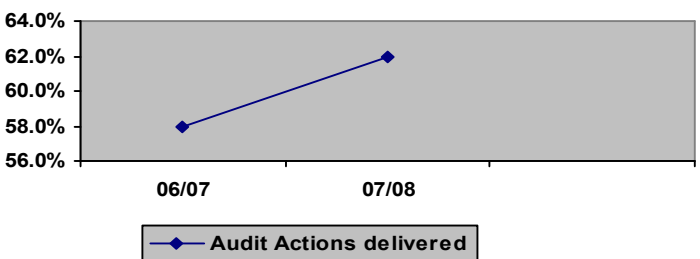
Overall, for this objective we:

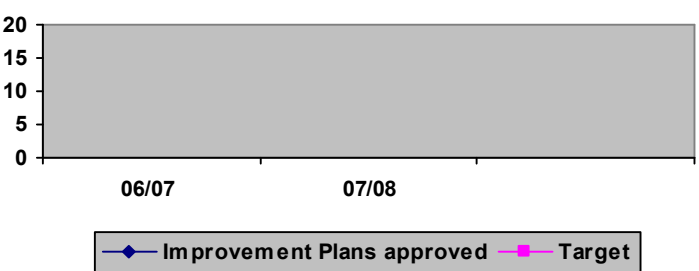| Measure Type	Achieved	Not achieved (minor slippage)	Contextual	Total
Quantitative		3		3
Project/Action	3	2		5
Total	3	5		8
	37.5%	62.5%		

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[17] Including Control of Asbestos at Work Act 2002 and CDM Regulations (2007)

Quantitative measures

67

Audit actions delivered by due dates:- *(good performance is high)*		Q4 08/09	Target 08/09	Achieved ?
		68%	80%	No
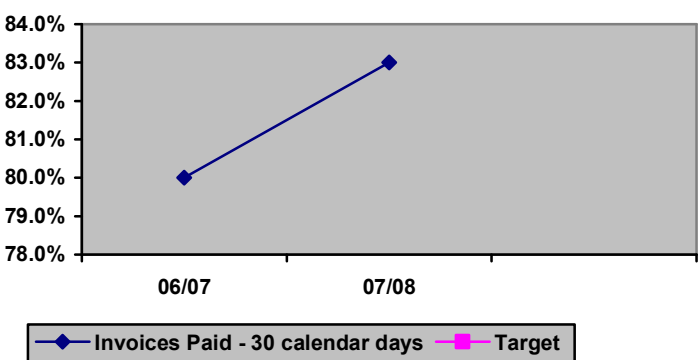
68

Number of improvement plans approved by Council committee:- *(good performance is high)*		Q4 08/09	Target 08/09	Achieved ?
		0	4	No

No historical information available
1 Plan (HIP) to Scrutiny Forum; 2 Reviews progressing into 2009-10 (Benefits and Revenues, Gas Servicing); 4th is a policy review, not a best value review.

69

Number of invoices paid within 30 calendar days, as % of all invoices paid by H&TR:- *(good performance is high)*		Q4 08/09	Target 08/09	Achieved ?
		84%	85%	No

Other Accountable, Efficient and Effective Project Measures

Action	Measures/Timescales	Progress	Responsibility
27. Implement effective Best Value Management arrangements to ensure continuous improvement, and effective and efficient service delivery	• Best Value Reviews completed in respect of: – Response Repairs by March 2009	Not achieved/minor slippage • Best Value Reviews in respect of: – Response Repairs Policy: ongoing but policy review not BV review, draft policy to be complete May 2009, with consultation June – September 2009. New policy implemented early 2010.	Head of Area and Support Services

Action	Measures/Timescales	Progress	Responsibility
	– Gas Servicing Policy by March 2009	– Gas Servicing Policy: review is underway, currently developing revised contract specification which is due to be presented to RMT end April 2009.	
	– Housing Investment Programme contract/ process by September 2008 – Benefits and Revenues Services by December 2008	– Best Value Review of Housing Investment Plan completed. – Benefits and Revenues Services: report with recommendations now due May 2009, as part of the National Diagnostic Resource Reports.	
	• Reduction in costs (£500,000 per annum in Benefits and Revenues and £500,000 per annum for remainder of HIP contract period)	• Reduction in HIP costs to be reported later; no cost savings in Benefits and Revenues service in 2008/09, projected potential reductions from 2009/10 onwards.	
28. Ensure high standards of governance	• 2008-09 Resource and Service Plans reviewed; 2009-2010 Plans developed • See above charts for quantitative measures	Achieved • Q3 Resource and Service Plan progress reports complete, Q4 progress reports scheduled for completion April 2009; draft 2009 -2010 Resource and Service Plans complete • See above charts for quantitative measures	Executive Director/Heads of Area and Support Services
29. Support the roll out of the CorVu performance management system to all Council Resources (now revised to 'Further develop the CorVu performance management system with Housing and Technical Resources')	• CorVu implemented across Council Resources by March 2009 Measure revised to: CorVu implemented across Housing and Technical Resources by June 2009 (Connect/Resource Plan level)	Achieved • Resource Plan and Connect reporting framework developed in line with Corporate templates and on schedule for implementation June 2009; Service level performance reporting also functioning for Area Services	Executive Director/Heads of Area and Support Services

Action	Measures/Timescales	Progress	Responsibility
30. Achieve target surplus across Property Services	• Surplus of £4.9 million in 2008-09	Not achieved/minor slippage • Surplus of £4.62million* achieved	Head of Property Services
31. Review and update Resource and Service Business Continuity Plans	• Updated plans by March 2009 • Consistency with Corporate Contingency Plan and compliance with Civil Contingencies Act	Achieved • Resource and Service Business Continuity Plans reviewed • Resource Contingency Plan revised to the Corporate format and distributed to all associated managers	Executive Director

* This is unaudited figure reported to Trading Services Scrutiny Forum on 7th May 2009. Final audited figure will be reported to Council at later date.

COUNCIL VALUE 6:   <u>TACKLING DISADVANTAGE AND DEPRIVATION</u>

RESOURCE OBJECTIVE 9: Develop and implement Neighbourhood Plans for the most disadvantaged areas in South Lanarkshire

Overall, for this objective we:

Measure Type	Achieved	Not achieved	Contextual	Total
Quantitative				
Project/Action	1			1
Total	1			1
	100%			

Neighbourhood Plans Project Measure

Resource Objective 9: Develop and implement Neighbourhood Plans for the most disadvantaged areas in South Lanarkshire			
Action	**Measures/Timescales**	**Progress**	**Responsibility**
32. Develop neighbourhood management in priority areas	• Four Neighbourhood Plans revised; two new plans completed; establishment of neighbourhood boards in two remaining areas; approach to neighbourhood management reviewed • Ranking of neighbourhoods in SIMD • Number of Local Boards established	Achieved • Four Neighbourhood Plans revised; New plan in place for Whitlawburn (Hillhouse Plan now scheduled for 2009/10); Boards established in Hillhouse and Whitlawburn in January 2009; Regeneration review complete • 10 Local Boards now established	Head of Area Services

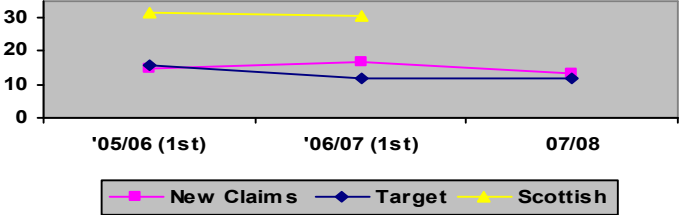**COUNCIL VALUE 6:** **TACKLING DISADVANTAGE AND DEPRIVATION**

RESOURCE OBJECTIVE 10: Provide Money Matters and more general benefits counselling to maximise the income available to individuals
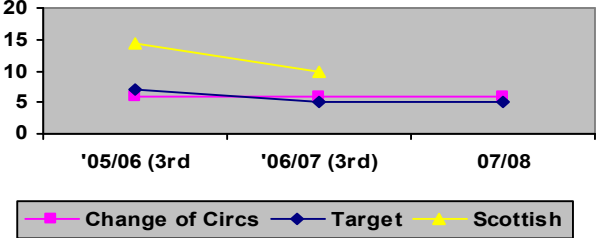
Overall, for this objective we:

Measure Type	Achieved	Not achieved (minor slippage)	Contextual	Total
Quantitative		5	2	7
Project/Action		1		1
Total		6	2	8
		100%		

Quantitative Measures

70
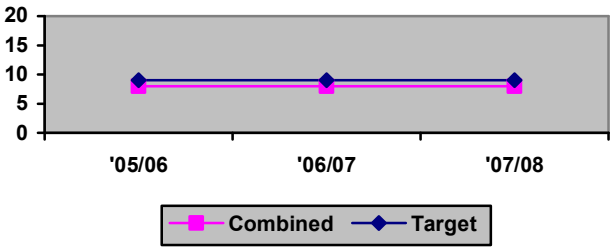
		Q4 08/09	Target 08/09	Achieved ?
Ave time to process new benefit claims:– *(good performance is low)*		13.9 days	13 days	No

71

		Q4 08/09	Target 08/09	Achieved ?
Ave time to process change of circumstances:- *(good performance is low)*		7.8 days	6 days	No

72

		Q4 08/09	Target 08/09	Achieved ?
Ave time to process new claims and change of circumstances (combined):- *(good performance is low)*		9.5 days	9 days	No

73

Gross benefit administration cost per case:- *(good performance is low)*		Q4 08/09	Target 08/09	Achieved ?
		£16.52	£15	No
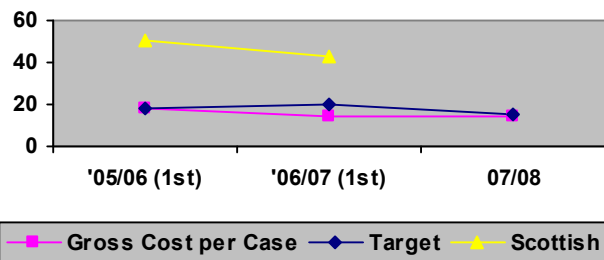
74
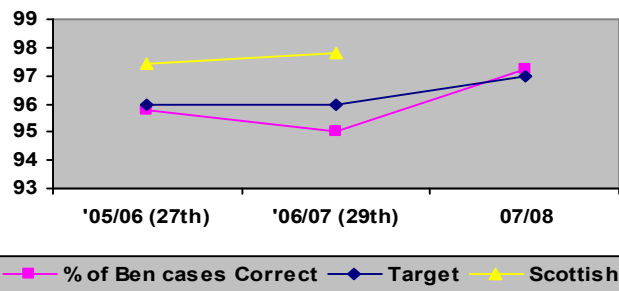
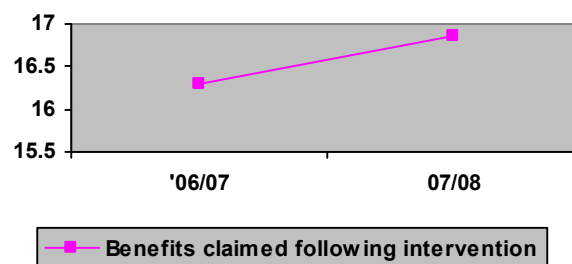| % of benefit cases calculated correctly based on information provided:- *(good performance is high)*		Q4 08/09	Target 08/09	Achieved ?
		95.8%	97.5%	No

75

Value (£m) of benefits claimed following intervention:- *(good performance in high)*		Q4 08/09	Target 08/09	Achieved ?
		£19.78m	N/A	N/A

76

Value (£) of debt written off:- *(good performance in high)*		Q4 08/09	Target 08/09	Achieved ?
		£237,737	N/A	N/A
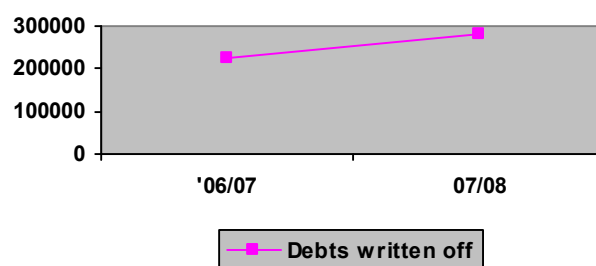
Money Matters and Benefits Project Measure

Action	Measures/Timescales	Progress	Responsibility
Resource Objective 10: Provide Money Matters and more general benefits counselling to maximise the income available to individuals			
33. Maintain / improve service standards in delivery of Benefits administration and Money Matters services	• 90% Money Matters customers seen within 10 working days • See above charts for quantitative measures	Not achieved/minor slippage • New method of collecting Money Matters performance information still in early stages - only Q3 and Q4 information available, with 78% of customers seen within10 working days, due to increased demand for MMAS over period • See above charts for quantitative measures	Head of Support Services

COUNCIL VALUE 7:   SUSTAINABLE DEVELOPMENT

RESOURCE OBJECTIVE 11: To contribute to the implementation of the Council's Sustainable Development Strategy

Overall, for this objective we:

Measure Type	Achieved	Not achieved (minor slippage)	Contextual	Total
Quantitative				
Project/Action	1	3		4
Total	1	3		4
	25%	75%		

Sustainability Project Measures

Action	Measures/Timescales	Progress	Responsibility
Resource Objective 11: To contribute to the implementation of the Council's Sustainable Development Strategy			
34. Assess the feasibility, practicality, environmental costs and benefits of achieving 'good' or 'very good' BREEAM ratings for new Council buildings	• Feasibility report to CMT by Spring 2008	Achieved • Report submitted to CMT June 2008. All new council buildings (with a value of £2m or more) to be BREEAM-assessed. Results to be reported annually to CMT.	Head of Property Services

Resource Objective 11: To contribute to the implementation of the Council's Sustainable Development Strategy

Action	Measures/Timescales	Progress	Responsibility
35. Develop measures to reduce energy consumption in Council buildings	• Annual consumption of energy per square metre of buildings (MWhrs/m2)	Not achieved/minor slippage • Not yet in a position to state baseline. New system to record and report on energy consumption now expected to be implemented by late summer 2009. •	Head of Property Services
36. Assess the feasibility, practicality, environmental costs and benefits of retro-fitting grey/rain water capture in suitable existing buildings	• Feasibility report completed by September 2008 • Reduction in water consumption in council properties	Not achieved • Agreed not feasible to consider retrofitting to existing buildings. Action under review.	Head of Property Services
37. Develop and implement a fuel poverty and domestic energy efficiency strategy	• Agreed strategy and action plan by March 2009 • Increase in NHER ratings • Increased energy efficiency	Not achieved/minor slippage • No longer a requirement for separate strategy. Intention now to prepare LHS topic paper once relevant energy data available. Energy efficiency continues to be tackled through measures taken as part of HIP.	Head of Area and Property Services