



Housing and Technical Resources

Housing and Technical Resource Plan 2023-2024

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Section One – Introduction

I am pleased to introduce our Resource Plan for 2023-24 which sets out our intended outcomes and priorities for the coming year. This is the main annual business planning document for the Resource. It reflects the council's key priorities as set out in the Council Plan 'Connect' and provides an overview of the Resource's main areas of activity.

This plan demonstrates our clear commitment to deliver on the priorities set out in 'Connect' and the vision, "To Improve the Lives and Prospects of Everyone in South Lanarkshire".

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

Housing Services is the fourth largest social landlord in Scotland and is responsible for providing a comprehensive housing management service, managing 25,328 homes, including 34 Sheltered Housing complexes and two sites and services for the Gypsy /Traveller community. Housing Services is divided into the three distinct, yet interrelated service areas of Homelessness and housing support; Housing Management Services and Housing Strategy and Support. We provide a homelessness and housing support services, working to prevent and alleviate homelessness; support independent living; improve levels of tenancy sustainment and support vulnerable households in our communities, including refugees. At a strategic level, we have responsibility for the development and implementation of the Strategic Housing Investment Plan (SHIP) and the Local Housing Strategy. The Service also provides both strategic and support functions across the Resource, contributing to the Council and national agenda, including community safety, tackling poverty, affordable warmth and the development and delivery of additional affordable homes.

Property Services is responsible for managing the council's portfolio of properties and land and is split between three services, Building Services, Assets and Estates and Consultancy Services. These services have a wide range of responsibilities including working with all other Resources to develop, design, procure and, in many cases deliver property construction/improvement projects. The Service undertakes maintenance works across the property portfolio, including the out of hours repairs service and carries out legislative compliance works including electrical testing and gas safety checks. The Service also manages properties for sale and lease and provides strategic support to the Resource and the council for energy efficiency and the sustainability agenda.

Stephen Gibson
Executive Director
(Housing and Technical Resources)

Section Two – Key areas of focus for the year ahead

2.0. Overview

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

2.1. Cost of living Crisis

The UK is experiencing the worst cost-of-living crisis in 40 years. With inflation soaring into double figures both the UK and the Scottish Government have formally recognised the severity of the crisis and have deployed emergency measures to help mitigate the effects of rising costs. While all sectors of society are seeing prices rise the impacts are greatest for those on the lowest incomes. The council recognises the immense pressures being faced by households across South Lanarkshire and acknowledges the potential for additional pressures on council services. The council has identified a range of new and existing support which can help households manage scarce resources and services will continue to explore all avenues to support the most vulnerable in the year ahead.

While doing all we can to support our communities in these difficult times, the council recognises that inflationary pressures will also present significant challenges for council services as budgets are increasingly squeezed by rising costs.

2.2. Housing to 2040

Published in early 2021, the Scottish Government's Housing to 2040 publication identified significant policy changes planned for the housing sector over the next 20 years. This includes a target of delivering 110,000 additional affordable homes across Scotland, the introduction of a Rented Sector Strategy, including proposals to introduce new legislation aimed at aligning standards within both the private and social rented sectors, new housing quality standards, an emphasis on place-based strategy and accelerated energy efficiency targets. The Resource will continue to monitor progress in relation to all aspects of this document, working with housing, health and homelessness partners across South Lanarkshire to meet any new requirements.

2.3. Financial Considerations

In order to continue to maintain, invest and meet legislative requirements for council housing and services, maximising rental income and minimising arrears will continue to be a priority for the Resource. However, we recognise that the ongoing situation will be having a significant impact to the financial capacity or security of many. It is therefore our intention to continue to set affordable rents and provide a person centred approach to supporting our tenants and customers who face financial difficulties, while contributing to the wider tackling poverty agenda. The scale and nature of investment in the council's property assets is changing as a result of restricted budgets and new technology. The Resource will review operational models to ensure that property services continue to be delivered effectively and staff are upskilled.

2.4. Preventing and Alleviating Homelessness

The Resource continues to work closely with our partners to address emerging issues and the priorities identified in the South Lanarkshire Rapid Re-housing Transition Plan 2019-24, including review our supply of temporary and supported accommodation to ensure it is suitable and is meeting identified needs as well as delivering our Housing Options service with a focus on homeless prevention to support and assist people who are homeless or at risk of becoming so.

We will continue to work in partnership and seek to further develop person centred housing and support packages for vulnerable households, including continued joint working with corporate parenting partners, strengthen our pathway planning approach, and Women's Aid South Lanarkshire and East Renfrewshire to further develop responses to domestic abuse.

We will continue to deliver the aims and objectives of the SHORE (Sustainable Housing on Release for Everyone) standards, working with partners to prevent homelessness and stop the cycle of reoffending, contributing to community safety.

2.5. Continuing to improve the supply and availability of housing

The Resource will continue to deliver on its Home+ programme to increase the supply of council homes through the building of new homes and purchasing existing ones from the market. To support this, we aim to deliver an additional 1,300 council homes by 2027. In addition, by working with RSL partners, the Resource will also continue to meet housing needs by letting houses efficiently, effectively and fairly.

2.6. Provision of Services to Gypsy/Travellers

The Resource currently operates two Gypsy/Traveller sites comprising a total of 24 pitches. The Resource will continue to work closely with residents to deliver an accommodation need and demand assessment, and continue to implement a co-produced investment masterplan for both sites which includes a range of investment activities including; pitch expansions, upgrades to amenity buildings and continuing to implement measures to support fire safety on sites.

In addition, the Resource will continue to work with the Scottish Government and COSLA to deliver appropriate outcomes from the national 'Improving the Lives for Gypsy/Travellers Action Plan.'

2.7. Health and Social Care

With the approval of the third Strategic Commissioning Plan, the Resource will continue to contribute to the planning and delivery of services provided through the Health and Social Care partnership and ensure effective alignment in relation to strategic planning for housing and homelessness, through two specific Directions to prioritise access to health service and ensure appropriate referrals by health practitioners for households who are homeless

2.8. Development of Integrated Housing and Property Management System

The development and implementation of the new integrated housing and property management system will remain a key priority for the Resource during 2023/24. This will progress in tandem with ensuring effective operation of existing systems to meet statutory and regulatory requirements and further digitisation of services that will enhance our interactions with customers and tackle digital inclusion.

2.9. Health and Safety

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

2.10. Sustainable Development and Climate Change

The council acknowledges the serious and immediate threat of climate change and is committed to accelerating the pace of action in response to the climate emergency and in Scotland's transition to a net-zero and climate resilient society and economy.

To the full extent that funding permits, the Resource will continue to manage the property and land assets as well as the commercial portfolio of the council, ensuring it continues to meet requirements in terms of scale, location, condition, suitability and corporate image.

The 2023/24 Housing Capital Programme reflects the level of investment required to continue to maintain the Scottish Housing Quality Standard and to increase the proportion of homes that meet the Energy Efficiency Standard for Social Housing by December 2032 (EESH2).

The Scottish Government will require all new domestic buildings to be installed with a decarbonised heating source and will not be able to be connected to the existing gas network, through a New Build Heat Standard which is proposed to be introduced in 2024. Significant planning will be required to meet this new requirement, including changes to suppliers and procurement routes as well as training and restructuring existing services.

2.11. Refugee Re-settlement Programme and Asylum Dispersal

The Resource will continue to manage and support the refugee resettlement programmes for families who arrive in South Lanarkshire through the following visa schemes: the UK Resettlement Scheme, the Afghanistan Relocation and Assistance Policy, the Afghan Resettlement Programme and the Homes for Ukraine scheme. We will work in partnership with relevant agencies to support new arrivals and ensure that families move to settled accommodation as quickly as possible.

The Resource will also coordinate the council and partners involvement in the asylum seeker dispersal programme.

Section Three – Resource outcomes

3.1. Resource Outcomes

The Resource has established the following outcomes to support the delivery of Connect Outcomes in 2023-2024.

Connect Outcomes	Resource Outcomes
Communities and Environment	<ul style="list-style-type: none"> • Work with communities to create safe, strong sustainable places • Increased ownership of local assets
Education and Learning	<ul style="list-style-type: none"> • No Resource outcomes for this Connect outcome.
Health and Wellbeing	<ul style="list-style-type: none"> • Support people to live active and independent lives • Help people to continue to live within their homes and communities through integrated community health and social care services
Children and Young People	<ul style="list-style-type: none"> • Improve the health and wellbeing of children, young people and families
Housing and Land	<ul style="list-style-type: none"> • Support people to access and sustain housing which meets their needs through our Integrated Housing Options service • Provide a comprehensive range of services to help prevent and alleviate homelessness including the provision of suitable temporary and supported accommodation • Continue to deliver an affordable housing programme to meet needs • Manage the council's portfolio of properties and land • Ensure our repairs service continues to meet the needs of customers • More energy efficient council homes • Continue to engage and work with tenants and other customers to design our services • Provide high quality services to our service to our tenants, including those who live in sheltered housing and residents at our Gypsy / Travellers sites • Improved outcomes for households experiencing homelessness, including access to settled accommodation • Work to bring empty homes back into use to help meet needs within South Lanarkshire • Continue to develop a range of properties to meet the council needs • Deliver a first-class repairs and maintenance service • Work with property owners and landlords to make sure our private housing is suitable for the needs of our residents
Our Economy	<ul style="list-style-type: none"> • Help create town centres that offer a social, cultural and economic heart to a community and contain shared built environment,

	heritage and spaces that, with the right conditions, provides inclusive and sustainable centres
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3.2. Delivering the Plan and achieving Best Value

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

Housing and Technical Resources has established the following Resource outcomes which specifically aim to support delivery of the plan and achieving best value.

Delivering the Plan and achieving Best Value	Resource Outcomes <ul style="list-style-type: none"> • Digital and ICT services meet the needs of its customer • Customers experience high quality and improving council services • The council demonstrates high standards of governance and sound financial stewardship • The workforce has the skills, flexibility and capacity to deliver the council's outcomes
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Section Four – Measures and actions

4.0. Performance measures and action plan

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

4.a. How we will measure our performance

The ongoing effects of COVID-19 continue to have a significant impact on performance for some services. The table below shows our performance measures, with data for the last two years and the target for 2023-24 and additional context for the targets is detailed within the notes column where applicable.

Resource Outcome: Support people to access and sustain housing which meets their needs through our Integrated Housing Option Service						
Measure	2021-22	2022-23	2023-24 Target	Links	Service	Notes
1. % of lets to Urgent housing (UH) need households (locally set target)	56.59%	58.14%	55% to 65%	C05.01	Housing	The target is set between 55% - 65% to ensure progress is made towards the priorities and targets set within RRTP. Target approved by HTR Committee on 15/3/23 as part of Local Letting Plan Report.
2. % of new tenancies sustained for more than a year for all lets (locally set target)	93.4%	92%	88%	SSHC C05.01	Housing	Tenancy sustainment has remained strong in year, significantly above target.
3. % of tenancy offers refused during the year (N/A)	16.6%	23.38%	N/A	SSHC 05.01	Housing	This is a contextual indicator as refusals are driven by the applicant and can vary significantly depending on size/availability/location of housing. This indicator is required for the Scottish Housing Regulator charter return and is used to benchmark against all other Scottish LA's.
4. Average time taken to re-let empty properties (locally set target)	21.51 days	27.76 days	30 days	05.16 SSHC	Housing	This continues to be a key focus for the Resource with a Voids Working Group established to closely monitor and identify improvement actions. Performance against this Charter measure is consistently good and SLC remains one of the top

						performing councils in void management.
Resource Outcome: Provide a comprehensive range of services to help prevent and alleviate homelessness including the provision of suitable and temporary and supported accommodation						
Measure	2021-22	2022-23	2023-24 Target	Links	Service	Notes
5. Average length of time in temporary accommodation (locally set target)	105 days	95.7 days	120 days	SG 05.02	Housing	The target has been set, taking account of the continued uncertainty in relation to turnover/ availability of permanent housing solutions and the demand for homelessness services.
6. % of households provided with temporary accommodation (nationally set target)	100%	100%	100%	SG 05.02	Housing	Consistently excellent performance against indicator which is reported to the Scottish Government.
7. % of temporary accommodation offers refused (locally set target)	7.42%	6%	6%	SG 05.02	Housing	Performance has improved in the year and will continue to be monitored closely.
8. Number of times we did not meet our obligation to provide suitable accommodation (nationally set target)	0	0	0	SG 05.02	Housing	Good performance against national requirement
Resource Outcome: Improved outcomes for households experiencing homelessness, including access to settled accommodation						
Measure	2021-22	2022-23	2023-24 Target	Links	Service	Notes
9. % of homeless households advised of outcome of assessment within 28 days (locally set target)	99.6%	95.2%	95%	SG 05.15	Housing	Slight drop in performance due to new service arrangements implemented in first half of year. Performance returned to previously high levels second half of year. This is a locally set target and is a key focus for the Resource and continues to be closely monitored by management.

10. % of Housing Options interventions where Homelessness prevented (locally set target)	73.48%	65.92%	70%	C05.15	Housing	<p>This is a locally set target and is a key focus for the Resource.</p> <p>The operating context in relation to the prevention of homelessness has proven to be extremely challenging in the year. The prevailing socio-economic conditions adversely impacted upon the ability to prevent homelessness during 2022/23. This trend has been mirrored nationally</p>
Resource Outcome: Ensure our repairs service continues to meet the needs of customers						
Measure	2021-22	2022-23	2023-24 Target	Links	Service	Notes
11. % of response repairs completed on time (nationally set target)	99.1%	95.3%	90%	C05.16	Property	<p>This measure is a statutory requirement and is also used for benchmarking returns.</p> <p>Slight drop in performance due to the ongoing onset of Covid 19 and the impact of severe weather.</p>
12. Average length of time to complete emergency repair (contracted target)	4 hours 24 minutes	5 hours 36 mins	24 hours (contracted target)	SSHC 05.16	Property	This target is a contractual arrangement and is a Charter requirement of the Scottish Housing Regulator.
13. Average length of time to complete non-emergency repair (contracted target)	11.76 days	11.63 days	28 days (contracted target)	SSHC LGBF 05.16	Property	This target is a contractual arrangement and is a Charter requirement of the Scottish Housing Regulator.
14. % of reactive repairs completed first time right (nationally set target)	99.76%	99.6%	90%	SSHC 05.16	Property	This target is nationally set and is a statutory requirement for the Scottish Housing Regulator.
15. % of repairs appointment kept (nationally set target)	94%	100%	90%	SHN 05.16	Property	This indicator is a statutory requirement and is also used for benchmarking returns.
16. Number of times we did	439	20	0	SSHC	Property	As result of the residual impact of COVID-19 and

not, meet our obligation to complete the annual gas safety check by annual anniversary date (nationally set target)				05.16		tenants refusing access due to self-isolation as well as occasions where it was not considered appropriate to carry out a service, has resulted in target not being achieved.
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Resource Outcome: Deliver a first-class repairs and maintenance service

Measure	2021-22	2022-23	2023-24 Target	Links	Service	Notes
17. % of tenant satisfaction with repairs or maintenance in year (locally set target)	91%	89%	90%	SSHC 05.08	Property	This target is to maintain performance at 90% and is a charter requirement for the Scottish Housing Regulator.

Resource Outcome: More energy efficient homes

Measure	2021-22	2022-23	2023-24 Target	Links	Service	Notes
18. % of council stock meeting the SHQS (locally set target)	72.25%	80.00%	90%	SSHC 05.17	Property	The changes to the Fire Tolerable standard has continued to impact on the SHQS pass rate due to the lack of supplies of the alarms. We have also experienced difficulties with gaining access to properties to carry out Fixed Electrical Testing.
19. % of council dwellings that are Energy Efficiency Standard for Social Housing 2 (EESH2) (N/A)	6.48%	7.39%	No target as currently subject to review	C05.17	Property	Reporting to the Scottish Government against this indicator has ceased. New indicators are currently being devised as part of a national review. In advance of the new national indicators, a review of housing stock is underway to determine the additional energy measures required to achieve energy efficiency and carbon reduction requirements within the council's housing stock.

Resource Outcome: Work with communities to create safe, strong and sustainable places

Measure	2021-22	2022-23	2023-24 Target	Links	Service	Notes
20. % of Anti-Social Behaviour	94.3%	96.8%	90%	SSHC 01.01	Housing	Performance continues to be strong against this indicator

cases resolved in the year (locally set target)						
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Resource Outcome: Support people to live active and independent lives

Measure	2021-22	2022-23	2023-24 Target	Links	Service	Notes
21. Number of adaptations completed in Council homes (locally set target)	933	1,266	100% of requests received	03.01	Property	Performance in this area is demand led - numbers are contextual and can vary significantly from year to year. We have updated the target to 100% of adaptations received.
22. Number of households currently waiting for adaptations to their home (locally set target)	0	0	0	C03.01	Property	This is a locally set target and has been consistently achieved over a number of years.
23. % of approved applications for adaptations completed in year (locally set target)	100%	100%	100%	SSHC C03.01	Property	This target is a local target and indicator is a statutory requirement for the Scottish Housing Regulator. This target has been consistently achieved over the past years.
24. Average time (working days) to complete applications (nationally set target)	23.49 days	21.72 days	28 days	SSHC 03.01	Property	This target is a contractual arrangement and indicator is a statutory requirement for the Scottish Housing Regulator.
25. % of standard adaptations to council houses within agreed appointment times (nationally set target)	98.3%	90.1%	90%	C03.01	Property	This target is a contractual arrangement and indicator is a requirement for benchmarking returns.
26. % of new build that are wheelchair accessible (locally set target)	N/A	N/A	10%	C03.01	Housing/ Property	Target is determined through demand analysis achieved through the regional Housing Need and Demand Assessment and local

						discussions with social housing providers.
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Resource Outcome: Customers experience high quality and improving council services

Measure	2021-22	2022-23	2023-24 Target	Links	Service	Notes
27. % of Stage 1 complaints responded to in full (nationally set target)	91%	95%	100%	SSHC 07.01	Housing/ Property	This is a nationally set target and indicator is a statutory requirement for the Scottish Housing Regulator.
28. Average time in working days for a full response at Stage 1 (nationally set target)	5 days	5.2 days	5 days	SSHC 07.01	Housing/ Property	This is a nationally set target and indicator is a statutory requirement for the Scottish Housing Regulator.
29. % of Stage 2 complaints responded to in full nationally set target)	100%	88%	100%	SSHC 07.01	Housing/ Property	This is a nationally set target and indicator is a statutory requirement for the Scottish Housing Regulator. Complaints continue to be a focus for management and are routinely monitored. As a result, the numbers remain consistently low, which in turn can have a detrimental impact on the overall percentage.
30. Average time in working days for a full response at Stage 2 (nationally set target)	15 days	15 days	20 days	SSHC 07.01	Housing/ Property	This is a nationally set target and indicator is a statutory requirement for the Scottish Housing Regulator.

Resource Outcome: The council demonstrates high standards of governance and sound financial stewardship

31. Rent collected as a % of rent due in the year (locally set target)	98.3%	99.10%	99.31%	SSHC 07.02	Housing	Performance in this area has been strong in the year against extremely challenging socio-economic environment. It will continue to be an area of focus in the 2023-24 and monitored and reported at a senior management level.
32. Gross rent arrears (current and former tenants) as a	8.91%	8.66%	9.01%	LGBF SSHC 07.02	Housing	Performance against this indicator has improved despite the challenging socio-economic environment. It will continue to be an area of

% of rent due for the year (locally set target)						focus in the forthcoming year and monitored and reported at a senior management level.
33. % of rent due in the year that was lost due to voids (Operational void rent loss) (locally set target)	0.6%	0.62%	0.62%	SSHC 07.02	Housing	Performance impacted by void repair performance and associated challenges. It will continue to be an area of focus in the forthcoming year and monitored and reported at a senior management level.
34. % of total void rent loss (locally set target)	1.53%	1.41%	1.42%	SSHC 07.02	Housing	Performance will continue to be an area of focus in the forthcoming year and monitored and reported at a senior management level as well as a statutory requirement for the Scottish Housing Regulator.
35. Factoring collection rate (locally set target)	73%	72.2%	75%	C07.02	Property	Target set by Finance and Corporate Resources.

4.b. What actions we will take in 2023-2024

Resource Outcome: Continue to deliver an affordable housing programme to meet needs			
Action	Milestones/Steps we will take to deliver our actions	Links	Service
1. Increase the number of new affordable homes (NH)	Total new/additional affordable homes delivered per SHIP and reported to HTR Committee.	C05.10	Housing/Property
Resource Outcome: Work to bring empty homes back into use to help meet needs within South Lanarkshire			
2. Physical regeneration work in priority areas	Work with partners to bring 15 Long Term empty homes into use by March 2024.	C05.07	Housing/Property
Resource Outcome: Continue to develop a range of properties to meet the council needs			
3. Increase supply of housing suitable for older people (NH)	Continue to adapt -suitable homes, as identified at the void stage, to Amenity standard. Total new amenity homes delivered through AHSP and reported to HTR Committee through the SHIP	C05.09	Housing/Property
Resource Outcome: Support people to access and sustain housing which meets their needs through our Integrated Housing Option Service			
Action	Milestones/Steps we will take to deliver our actions	Links	Service

4. Understand the financial security of our customers	<p>Provide a programme of support to our customers including –</p> <ul style="list-style-type: none"> • The offer of tailored support to 100% of tenants who go on to receive Universal Credit • Tenancy Sustainment Fund to support tenant experiencing financial difficulties sustain their tenancy <p>As part of rent setting process -</p> <ul style="list-style-type: none"> • Complete analysis of the affordability of our rents by December 2023. <p>Consult with tenants regarding proposed rent levels by December 2023.</p>	05.01	Housing
5. Development and implement Local Housing Strategy for 2022-27	Annual Review completed and approved by Executive Committee in November 2023.	C05.01	Housing

Resource Outcome: Improved outcomes for households experiencing homelessness, including access to settled accommodation

Action	Milestones/Steps we will take to deliver our actions	Links	Service
6. Improve access to settled accommodation for homeless households	<p>Continue to implement Rapid Rehousing Transition Plan delivered including –</p> <p>Implement Housing First approach, provide suitable accommodation and support for up to 40 individuals with complex needs by 2023/24.</p> <p>Increase settled accommodation by converting 10 to 15 temporary accommodation units to Scottish Secure Tenancies during 2023/24.</p> <p>We will continue to make progress towards our target of converting up to 100 temporary accommodation units to Scottish Secure tenancies by 2024.</p> <p>Reduce and maintain repeat instances of homelessness to below 4.5% of all cases during 2023/24 (RRTP aim is <3% over life of plan)</p> <p>Review of Commissioned Services exploring opportunities of partnership working for efficiencies and to lever in funding that will add value to existing homelessness services.</p>	C05.15	Housing

Resource Outcome: Work with communities to create safe, strong sustainable places

Action	Milestones/Steps we will take to deliver our actions	Links	Service
7. Community Safety priorities are achieved (NH)	<p>Implement the recommended next steps of the review of the Safer South Lanarkshire Board and associated structure, ensuring that reporting requirements around police and fire scrutiny, anti-social behaviour and community justice are appropriate</p> <p>A project to upgrade the public space cameras and install new cameras at identified hotspots not currently covered by</p>	C01.01	Housing / Property

	<p>CCTV is due to complete during 2023/24. These measures will allow the council to provide a significantly more effective support function to the police and increase public safety.</p> <p>Contribute to the Environmental Task Force to address graffiti, vandalism and fly tipping.</p> <p>Review the Anti-Social Behaviour Strategy.</p>	01.01	
8. Review of rural action plans to improve sustainability	Rural action plans will be reviewed with rural communities every two years	1.01	Housing
Resource Outcome: Continue to engage and work with tenants and other customers to design our services			
Action	Milestones/Steps we will take to deliver our actions	Links	Service
9. Develop and implement Customer Involvement Strategy	The new Customer Involvement Strategy will be developed, consulted, and approved by Housing and Technical Resources Committee by September 2023.	05.12	Housing
10.Ensure effective involvement with tenants and other customer groups	<p>Annual Scrutiny Programme 2023/24 developed August 2023 and implemented by March 2024.</p> <p>Customer Engagement Programme agreed with tenant representatives by August 2023.</p>	C05.12	Housing
11.Service development is informed by understanding our customer satisfaction levels of key service areas	<p>Customer Satisfaction Programme developed and approved by July 2023.</p> <p>Results are reviewed quarterly, and any improvement activities are identified and incorporated into service and resource planning cycles.</p>	<p>SSHC</p> <p>05.12</p>	Housing/ Property
Resource Outcome: Provide high quality services to our service to our tenants, including those who live in sheltered housing and residents at our Gypsy / Travellers sites			
Action	Milestones/Steps we will take to deliver our actions	Links	Service
12.Work with Gypsy/Traveller residents to develop and implement a programme of site improvement	<p>Continue to deliver co-produced Site Masterplans at both sites, reflecting council and resident priorities.</p> <p>Work in 2023/24 will continue with key projects including new pitches, play parks and upgrade of amenity units.</p>	C05.03	Housing
13.Ensure that Sheltered housing services are compliant with Care Inspectorate inspection standards	Complete Quality assurance checks to monitor and ensure compliance with care inspectorate standards. Each of the 34 sheltered housing complexes will be checked during 2023/24 with findings of completed checks reported on a quarterly basis.	C05.03	Housing
Resource Outcome: More energy efficient council homes			
Action	Milestones/Steps we will take to deliver our actions	Links	Service
14. Improve energy efficiency stock to help address fuel poverty (NH)	Deliver Housing Investment Programmes to ensure as many socially rented properties as practically possible achieve the Energy Efficiency Standard for Social Housing (EESH2) by 2032.	<p>C05.17</p> <p>05.17</p>	Property

	<p>Maximise the energy efficiency of homes to help with household bills and build towards net zero.</p> <p>Develop and implement South Lanarkshire Local Heat and Energy Efficiency Strategy (LHEES) and associated Delivery Plan.</p> <p>To contribute to national fuel poverty targets, the council will undertake a review to identify the proportion of households within its housing stock that are in, or are susceptible to being in, fuel poverty.</p> <p>Develop feasibility studies for proposed district heating systems at the multi storey blocks in East Kilbride and Hamilton.</p> <p>Improve homes and the housing environment for residents by continuing to invest in fabric upgrade.</p>	05.17	
		05.17	
Resource Outcome: Improve the health and wellbeing of children, young people and families			
Action	Milestones/Steps we will take to deliver our actions	Links	Service
15. Contribute to effective joint working to protect and promote the wellbeing of children, young people and adults	100% of households identified as at risk are referred to appropriate statutory agencies.	04.04	Housing/Property
	<p>Deliver key actions detailed in the Local Child Poverty Action Report during 2023/24 within the following areas:</p> <ul style="list-style-type: none"> Reducing the costs of housing for families including energy costs; Investment to increase new affordable housing supply; Preventing and reducing homelessness for households, including families with children and young people 	04.04	Housing
	Continue to deliver the SHORE Standards (Sustainable Housing on Release for Everyone) standards, by providing appropriate support to 80% of individuals leaving prison with identified housing need	04.04	Housing
	100% of young people moving on from care offered housing options appointment, and of those requiring Housing Service assistance, 100% supported to move onto suitable and sustainable housing via a personal housing pathway plan.	04.04	Housing
Resource Outcome: Work with property owners and landlords to make sure our private housing is suitable for the needs of our residents			
Action	Milestones/Steps we will take to deliver our actions	Links	Service
16. Provide support and assistance to owner occupiers and landlords helping them to meet their responsibilities of maintain and repair to their homes.	Conduct review of Scheme of Assistance Policy during 2023/24.	05.06	Housing / Property
Resource Outcome: Help people to continue to live within their homes and communities through integrated community health and social care services			
Action	Milestones/Steps we will take to deliver our actions	Links	Service

17.Ensure effective contribution to health and social care outcomes contained within the Strategic Commissioning Plan	In line with Homelessness related Directions within the Strategic Commissioning Plan 2022-25 pilot routine enquiry within identified front line homelessness services and develop plan to support full roll out across health and care services.	C03.08	Housing
Resource Outcome: Increased ownership of local assets			
Action	Milestones/Steps we will take to deliver our actions	Links	Service
18. Support sustainable Community asset transfer (NH)	Further promote the community asset transfer process and support communities to develop sustained applications target 3.	01.16	Property
Resource Outcome: Manage the Council's portfolio of properties and land			
Action	Milestones/Steps we will take to deliver our actions	Links	Service
19.Project Management of General Services Projects	The General Services Programme spend will be achieved for the financial year.	C05.11	Property
	Clyde Terrace, Bothwell commencing with completion in 2023.	05.11	Property
	New Jackton Primary School is due for completion in 2023.	05.11	Property
20.Review of operational assets and reduction in the number of properties	Continue to engage with all Council Resources and public sector partners during 2023/24 to ensure continued progress towards establishing a core estate through property rationalisation and investment. A review of operational assets in each area will identify opportunities to rationalise, reuse and redevelop to create sustainable property portfolio.	05.11	Property
21.Review of office accommodation in light of changing working patterns	Develop and implement a new 5 year office strategy and action plan. Condition is assessed as the percentage of floor space of operational buildings which are in a satisfactory condition. Suitability is assessed as the percentage of operational buildings which are considered to be suitable for service delivery.	05.11	Property
22.Progress towards decarbonisation on the non housing estate	The council will develop a programme for reducing emissions within its non-domestic building stock, aiming for heat to be delivered by zero carbon technology by the 2038 backstop. Complete feasibility studies to identify and cost the energy efficiency measures and heating system replacement works that will be required to decarbonise heat by 2038 across the council's wet leisure and primary school estate. Achieve energy efficiency and carbon emissions reductions through delivery of the CEEF programme.	05.11	Property

Resource Outcome: Help create town centres that offer a social, cultural and economic heart to a community and contain shared built environment, heritage and spaces that, with the right conditions, provides inclusive and sustainable centres			
Action	Steps we have taken to deliver our actions	Links	Service
23.Ensure effective development of opportunities	Support the development of opportunities to re-envision and redevelop town centres	06.04	Property
Resource Outcome: The Council demonstrates high standards of governance and sound financial stewardship			
Action	Steps we have taken to deliver our actions	Links	Service
24.Ensure effective management of all Resource budgets and Business Plans	Overall budgetary target achieved by March 2024.	07.02	Housing/ Property
Resource Outcome: Digital and ICT Services meet the needs of the council and its customer			
25.Progress the council's Digital Strategy within the Resource	Progress the implementation of a new Integrated Housing and Property management System, including sourcing a new supplier and contract negotiations.	07.04	Housing/ Property

Section Five – Resourcing the Plan

5.0. Introduction

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

5.1. Revenue Budget 2023-24

The Resource has a Net Revenue Budget of £13.630 million for 2023-24. The table below allocates this budget across the services:

NET Budget by Service	2023-24	
Detail	£ million	%
Housing Services	8.373	61%
Property Services	5.257	39%
Total	13.630	100%

5.2. Capital Budget 2023-24

The following capital budget of £63.916 million is allocated to the Resource for 2023/24:

Capital Programme 2023-24	
Project	£ million
Housing Revenue Account (HRA) Capital (new projects)	63.916
Total	63.916

5.3. Resource Employees

The Resource has 1,434 employees as at February 2023. We support these employees to deliver their duties through a range of policies including personal appraisal and a robust training framework.

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

Service	Number of employees
Housing Services	484
Property Services	950
Total	1,434