Housing and Technical Resources

Housing and Technical

Resource Plan 2018-19

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Section One - Introduction

I am pleased to introduce the Housing and Technical Resource Plan for 2018-19 which reflects the key priorities of the Council Plan, 'Connect' which is aimed at **improving the quality of life of everyone in South Lanarkshire.**

This is the main annual business planning document for the Resource and all of its employees and it provides an overview of the Resource's main areas of activity, summarising our service achievements in 2017-18, and sets out our plans for maintaining and improving services in 2018-19.

The Resource is responsible for two main service areas – **Housing and Property Services** (see organisational structure, Annex 1) - which together employ over 1,400 people who develop and deliver a comprehensive range of key housing management, homelessness, property and repairs services.
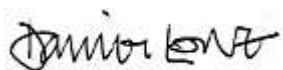
The Plan reflects some of the continuing and emerging challenges facing the Resource including for example, new legislation, welfare reform and the continuing challenging financial context for delivering services. Throughout the year we will continue to develop new and different ways of working in order to meet these challenges.

Section four of the Plan sets out key areas of performance and results during 2017-18, and I'd like to acknowledge the continued hard work and commitment of our employees in contributing to our achievements in the midst of significant financial challenges. It provides an overview of the significant range of activity carried out within the Resource. It is complemented by the Housing and Property Service plans, which in turn inform the tasks and projects for each service function and beyond this, team and individual work plans. (These plans are available to view on the council intranet).

Section six of the plan sets out our priorities for developing and improving services over the next year, aligning these closely with the values and objectives in the Council Plan, 'Connect'.

I hope you find this Resource Plan informative and useful. The commitment of all staff who are part of Housing and Technical Resources has enabled us to continue to take forward our aspirations and as we look forward to the challenges in the year ahead, the continued commitment and effort of all our employees remains vital.

As always, I welcome comments from communities, staff and other stakeholders on any aspect of our plans and I look forward to your continued support and commitment, working together to achieve our objectives that will help improve the quality of life of everyone in South Lanarkshire.

Daniel Lowe
Executive Director
Housing and Technical Resources

Section Two – Context

2.0. Introduction

The challenges facing local government in Scotland continue. However, even with the on-going financial constraints, the council continues to do everything in its power to protect and maintain vital services.

The overview gives a brief outline of the extent of the services that we deliver, however these services will be significantly impacted in the coming year by social change, legislation and policies, the council's key plans and other statutory commitments.

2.1. Resource overview

This section sets out the key service areas provided by the Resource and the scale and nature of some of the activity carried out during 2017-18.

Housing management and homelessness services

We are the fourth largest social landlord in Scotland, we manage approximately 24,900 houses and provide a comprehensive range of services to help prevent and alleviate homelessness. In the last year we:

- Let housing to 1,947 households, including the provision of 148 sheltered homes for older people.
- Received 4,475 new applications for housing (HomeFinder applications).
- Dealt with 1,994 applications from people who considered themselves homeless.
- Conducted over 753 Housing Options interviews.
- Completed over 1,891 settling in visits with new tenants and 766 estate inspections.
- Provided housing support to households and helped achieve improved levels of tenancy sustainment.
- Collected £82.12 million in rents from our council tenants.
- Resolved 1,264 cases of anti-social behaviour.
- Provided support to Syrian refugee households settled in our communities.

Property and land management, repairs, maintenance and improvements

We manage the council's portfolio of properties and land, and in the last year we:-

- Carried out 95,597 response repairs to Council houses.
- Carried out 1,657 electrical testing checks and 20,888 gas services.
- Ensured that all homes that required a gas safety certificate had one.
- Carried out around 13,235 repairs to other Council properties.
- Completed major works to the fabric, heating and insulation of the housing stock to ensure that it was maintained to the Scottish Housing Quality Standard and continue to make progress towards achieving the new Energy Efficiency Standard for Social Housing by 2020.
- Completed 10 primary schools through the primary school modernisation programme, bringing the total completed to date to 125 out of 129 schools.
- Delivered a range of General Service's projects at an approximate cost of £58 million.
- Provided information and advice through the Private Sector Grants Team to 57 people in the private rented sector in relation to repairing, improving and adapting their homes and approved 821 grant applications.
- Helped achieve a further reduction in the number of incidences of crime to council property by 21%.

Additional affordable housing

We continued with our programme of providing new council houses (Homes+) and during 2017-18 we increased the supply of affordable housing through the construction of new council houses with 50 completed. 188 new homes were completed by our Registered Social Landlord Partners and we also acquired 33 properties through buy back schemes.

Additional performance information is also available in section 4 and Annex 2 of this Resource Plan.

2.2. Social Change, Legislation and Policies

2.2.1. Social change and key policy areas

Significant aspects of what we do are influenced by changes in demands for services and also driven by existing and planned legislation. These factors shape and influence a framework for routine service delivery as well as new actions to develop our services. These include:

- Continued emphasis on providing access to affordable housing, responding to homelessness pressures, developing our approach to housing options and housing support to help prevent homelessness and sustain tenancies, will continue to be a priority during the year.

- In terms of demographic changes, the Glasgow and Clyde Valley Housing Need and Demand Assessment 2015 estimated that South Lanarkshire has a requirement for approximately 1,000 new homes per year.

- Continue to support the council's input into the City Deal programme which will help deliver new roads infrastructure and facilitate new housing developments across South Lanarkshire.

- Continue to contribute to the planning and delivery of services provided through Health and Social Care integration.

- Continue to support the work of the Safer South Lanarkshire Board, and we will work with our partners to update, monitor and review the Community Safety and Anti-Social Behaviour (ASB) Strategy.

- Continue to have due regard for Health and Safety legislation and regulations to maximise efforts to reduce accidents, and comply with all current health and safety legislation, developing and promoting a safe environment for employees and customers.

- The Community Empowerment Scotland Act 2015 includes a wide range of provisions which aim to support effective community involvement in service design and support the further development of community planning. We will work on a corporate basis to support effective implementation of the provisions.

- Energy efficiency - Recent legislative changes to Energy Performance Certificates and energy management requirements are expected to be extended in future to include midsized properties such as those owned by the Council.

2.2.2. Statutory Requirements

New and revised legislation will impact on the work of the Resource in 2018-19. These include:

Statutory Requirements – Housing and Technical Resources	
Legislative area	**Impact**
Community Empowerment (Scotland) Act 2015	Community Empowerment (Scotland) Act 2015 – to assist local communities take independent action in relation to issues affecting their communities including scope to acquire council assets.
Housing (Scotland) Act 2014	During 2018-19, the Scottish Government continues to progress with the phased implementation of this Act with key changes expected in the year to allocations and tenancy agreements. A significant area of work during 2018-19, is the commencement of the social provisions of the Housing (Scotland) Act 2014. The majority of these provisions commence from 1 May 2019, including the revised legal framework for social housing allocations and the streamlined eviction process for criminal or Antisocial Behaviour. All related policy and procedures will require to be reviewed, including the Council's current allocation policy, to support the effective introduction of the Act, including engagement and consultation with stakeholders. From the 1 of November 2019, the Act introduces a number of key changes to the rights of tenants under the terms of either their Scottish Secure or Short Scottish Secure tenancy agreement. These provisions require each individual tenant to be advised of these changes in writing by 1 November 2018. Revised tenancy agreements will also need to be in place for use with new tenants from 1 May 2019 onwards, to reflect these changes.
General Data Protection Regulation	The General Data Protection Regulation (GDPR) was approved and adopted by the European Union (EU) Parliament in April 2016. The regulation will take effect after a two year transition period and will be in force throughout the EU from May 2018. The aim of the GDPR is to protect all EU citizens from privacy and data breaches.
Welfare Reform	Work with a range of partners in response to changes arising from the Welfare Reform Act 2012, including the introduction of Universal Credit (UC) which significantly expanded across South Lanarkshire in October 2017 when full service was implemented. Work will be required to mitigate the financial impacts and address the resultant demand for services.
Other legislative changes	The Scottish Government introduced the Energy Efficiency Standard for Social Housing (EESSH), in 2015. This standard will focus on further reducing carbon emissions by 2020. EESSH builds on improvements to energy efficiency achieved as part of the housing quality standards required to meet the Scottish Housing Quality Standard (SHQS) and will help with ongoing commitment to tackling fuel poverty.

Statutory Requirements – Housing and Technical Resources	
Legislative area	**Impact**
	The proposal to introduce legislation to <u>improve the fire safety in residential property in Scotland</u> by requiring the installation of automatic fire suppression systems (sprinklers) into all new built social housing. This may also include the retro-fitting of automatic fire suppression into all Scottish high-rise social housing and in Houses in Multiple Occupancies (HMOs) that are used as care facilities, or house more than 10 people. <u>Rapid Re-housing transition plans and homelessness legislation code of guidance.</u> The HARSAG recommendations accepted in principle by the Scottish Government – point to changes in legislation/ code of guidance. Requirements include the preparation of a rapid re-housing transformation plan which will involve integrated support from local authorities, public bodies and the third sector. The issues highlighted will have a significant impact on Housing Service delivery.

Specific actions to address these legislative impacts are detailed in Section 6 (Action Plan) of the Resource Plan. Legal Services will assist all Resources to meet the demands of new and changing legislation.

2.3. The Council Plan, Community Planning and the Community Plan

2.3.1. **Community Planning** is the process through which public services come together to positively change local situations. The Community Planning Partnership (CPP) is committed to improving the quality of life of everyone in South Lanarkshire by working together and with communities to design and deliver better services.

Through the 2015 Community Empowerment Act the Scottish Parliament gave a statutory purpose, for the first time, to community planning: to focus on improving outcomes and tackling inequalities in outcomes. This includes those communities (covering areas and/or groups of individuals) experiencing the poorest outcomes.

2.3.2. In the new Community Plan, the Community Planning Partnership has agreed a new overarching objective to tackle poverty, deprivation and inequality with a focus on people, jobs, skills and wellbeing.

The strategic themes of the CPP and the Community Plan are clearly aligned to the Ambitions in the Council Plan Connect 2017-22, as shown below.

Partnership strategic theme	Connect Ambition
Community safety and crime	Make communities safer, stronger and sustainable
Health and social care	Improve health, care and wellbeing
Sustainable economic growth	Promote economic growth and tackle disadvantage
Children and young people	Get it right for children and young people

The Council Plan is considered in more detail in Section 3.

2.4. Other commitments

2.4.1. Local Housing Strategy – Affordable Homes, Sustainable Places.
The statutory Local Housing Strategy (LHS) (2017-2022) sets out an assessment of housing need and demand, and a wide variety of related issues across all tenures in South Lanarkshire. This includes supply, demand, condition and quality across the housing sector. The LHS provides the key strategic framework on these issues.

2.4.2. Tackling Poverty
A commitment to closing the gap between disadvantaged and better off areas is reflected in both the Community and Council Plan. Our Resource plays an important role in managing housing and providing other key services in areas which have high levels of deprivation. We will continue with regeneration work, improving housing and environmental quality as well as work in relation to Welfare Reform. Our key services and activity will help to improve the quality of housing, maximise income, tackle fuel poverty and ensure that communities are more sustainable.

2.4.3. Community Safety and Anti Social Behaviour (ASB) Strategy
During 2018-19 the Resource will ensure the effective development of Community Safety aspects of the Community Plan. The existing Safer South Lanarkshire Board and supporting structure have responsibility for overseeing the development of the Community Plan and the Resource will focus on continuing to co-ordinate partnership working to further improve Community Safety in South Lanarkshire.

2.4.4. Customer Involvement and Scrutiny Strategy
The Customer Involvement and Scrutiny Strategy will continue in 2018-19. The strategy and action plan, which was developed and monitored with tenants and other customer groups, sets out the commitments and opportunities for involvement on key aspects of service.

2.4.5. Partnership Working
Much of the Resource's work involves close partnership working. Some of the partnership arrangements are more formal than others and we have identified these on the council's partnership register. For the most part, good, effective joint working on shared issues characterises the approach across the Resource and in our objectives below, we have identified some of the key actions which will be taken forward by the Resource.

2.4.6. Service Reviews
During 2017-18, efficiency reviews of the following services were undertaken.

- Property Services (Project, Building and Estate Services)

The recommendations, action plans and changes to service delivery will be introduced in 2018-19. Service efficiency reviews will continue to be examined in the coming year.

2.4.7. Equality and Diversity
Equality is an integral part of achieving best value and is an underpinning value of the council's vision to improve the quality of life of everyone in South Lanarkshire. The council is committed to: eliminating unlawful discrimination, harassment and victimisation; advancing equality of opportunity between different groups; and fostering good relations in all that it does. In doing so, it will reduce disadvantage and deprivation within the council and will work with others to do so in the South Lanarkshire area.

Housing and Technical Resources has a key role to play delivering the council's equality outcomes as outlined in the [South Lanarkshire working for you - mainstreaming equalities report](#), and will take forward the following key actions:

- improve the quality, access and availability of housing ensuring the needs of individuals are met.
- we will continue to consult and engage with the South Lanarkshire Access Panel and tenants as part of our ongoing reviews and development of service provision to ensure individuals needs are understood.
- we will ensure that any activity in respect of Gypsy and Traveller communities is non-discriminatory and effective and we will continue to meet the Gypsy/Traveller minimum site standards set out by the Scottish Government.

2.4.8. Sustainable Development
Sustainable development is an integral part of best value and is also a priority for the council. The council has a statutory requirement under the Public Sector Climate Change Duties to: reduce carbon emissions arising from its own activities and to work with others to reduce those of the South Lanarkshire area in general; adapt to current and future changes in climate to ensure continued service delivery; and promote the sustainable development of the council and our local communities.

The council also has a statutory requirement under the Biodiversity Duty to further the conservation of biodiversity.

Housing and Technical Resources has a key role to play delivering aspects of the council's Sustainable Development and Climate Change Strategy and the Biodiversity Duty Implementation Plan, and will take forward the following actions:

- Increase energy efficiency;
- Reduce energy consumption; and
- Reduce carbon emissions

in homes and other council properties in the operational portfolio.

2.4.9. Information Governance
Housing and Technical Resources recognise that good information governance is necessary for the Resource and the council to carry out its functions efficiently and effectively.

The Information Governance Board, which has representation from all Resources, oversees the council's information management activities driving forward improvements and developing policies, procedures and guidance. The framework for information governance is provided by the Information Strategy which is being refreshed, and a new version will be available in 2018. This strategy outlines a number of key actions which will ensure that all Resources will progress improvement in the management of information throughout the council.

The council's first Records Management Plan was approved by the Keeper of the Records at the National Records of Scotland in June 2017. This was a statutory requirement of the Public Records (Scotland) Act 2011.

Improvement actions from the National Records of Scotland assessment of the Records Management Plan will form part of the revised Information Strategy available in 2018.

2.4.10. Top risks

To successfully manage risk, council and resource plan objectives must inform the council's risk management arrangements. The council reviews its top risks each year and common themes are identified.

The top risks identified for the council are:
- Reduction in council funding, resulting in difficulties maintaining front line services;
- Potential liability arising from claims of historic abuse;
- Failure to maintain the required pupil/teacher ratio;
- Information management not subject to adequate control;
- Fraud, theft, organised crime and cyber attacks;
- Failure to achieve results and demonstrate continuous improvement, through leadership, good governance and organisational effectiveness;
- Failure to work with key partners to achieve the outcomes of the Community Plan;
- The Council is not sufficiently prepared to deliver the Integration Joint Board Strategic directions set out in the Strategic Commissioning Plan 2016-19;
- Increasing levels of adverse weather.

In the coming year, Housing and Technical Resources will take forward all reasonable necessary actions, where appropriate to mitigate or reduce the Resource's exposure to these key risks.

2.4.11. Best Value

Best value, a concept first introduced into the public sector through the Local Government (Scotland) Act 2003, seeks to drive continuous improvement in public service delivery. Best value has entered a new era which is intended to bring about more proportionate and risk-based external scrutiny of councils by national inspection bodies; placing greater emphasis on the use of self-assessment, benchmarking and public performance reporting to promote continuous improvement. The council will undergo a Best Value Audit (leading to the publication by Audit Scotland of a Best Value Assurance Report in 2019-20) and preparatory work will be undertaken over the course of 2018-19. Finance and Corporate Resources will lead on these preparations, focusing on the council's arrangements to secure and demonstrate Best Value.

Benchmarking

With the support of the Accounts Commission, the Society of Local Authority Chief Executives (SOLACE) has been working with the Improvement Service and the Convention of Scottish Local Authorities (CoSLA) and has established a Local Government Benchmarking Framework (LGBF) and indicators for council services in Scotland.

The move away from league tables to benchmarking is to enable comparisons to be made on spending and performance between similar council groups, these are called family groups; to share areas of good practice and innovative ideas, with a long term aim to improve performance.

The LGBF indicators are included in this Resource Plan and, along with many other indicators and measures will be monitored throughout the year. Performance against these indicators can be found in our Public Performance Reports.

The results for all Scottish Councils and the family groups can be found on the online tool mylocalcouncil.

Housing and Technical Resources participate in two main benchmarking groups, which support us to continually improve our landlord and homelessness services, these are:-

- Scotland's Housing Network (SHN)
- Housemark

In addition, the Scottish Social Housing Charter, which sets out over 30 measures, provides comparative information on performance with all Social Housing Landlords. This comparative information is published annually by the Scottish Housing Regulator (SHR) and the council and is used to inform areas of scrutiny by the SHR.

2.4.12. External regulation and inspection

Housing and Technical Resources will be subject to further requirements stemming from legislation and government policy that influence service delivery. The Best value framework and the Shared Risk Assessment continue to focus on overall council efficiency, self assessment, performance and improvement.

We will ensure that service development and delivery continues to be progressed in a way which is consistent with the expectations of the Scottish Housing Regulator (SHR) and Care Inspectorate.

The Resource must also meet the requirements of the broader council-wide Best Value framework, and Best Value 2 (BV2). The Shared Risk Assessment continues to focus on overall council efficiency and performance, but is more streamlined and risk-based than previous assessments.

In May 2018, we will submit our annual return on our performance in achieving the outcomes and standards in the Scottish Social Housing Charter to the SHR and report on the Annual Return on the Charter (ARC) at the end of October 2018.

Under the auspices of Audit Scotland, a Local Area Network (LAN), comprising all inspection bodies carried out a Shared Risk Assessment for 2018-19. In the year ahead, the SHR has indicated that they will continue to have 'oversight' of specific aspects of performance related to the Scottish Social Housing Charter measures. Performance in relation to the SHR will be considered when referring to the need for any follow up scrutiny of the council's performance, following submission of the Charter results in May 2018.

The Care Inspectorate completed an assessment of sheltered housing and housing support services during 2017-18, and will continue to carry out assessments on an annual basis. We will continue to ensure that any recommendations from these inspections are incorporated into our service plans over the course of the coming year.

Property Services continues to have external audits of both gas and electrical sections within our service undertaken. This ensures that the work carried out on behalf of the Council complies with the associated National Standards and keeps us abreast of any changes to regulations in each of these industries. Pennington Choices is our gas related audit organisation whilst NICEIC cover all of our electrical functions.

2.4.13. Digital and ICT Strategy

The council's Digital and ICT strategy sets out how South Lanarkshire Council will use new technologies to help deliver its vision 'to improve the quality of life of everyone in South Lanarkshire'. It describes how services will be delivered as 'Digital First' and how we will work with partners, service users and suppliers to create the data infrastructure to support digital services.

The strategy also sets out the technical foundations necessary to realise the council's digital vision. This includes ensuring that appropriate and sustainable computer systems, networks, ICT skills, software and data services are in place to support the transformation to a Citizen Centric and Digital Council both in the short term and in the years beyond.

2.4.14. Good Governance

The function of good governance in the public sector is to ensure that organisations achieve their intended outcomes while acting in the public interest at all times. This means doing the right things, in the right way, for the right people, at the right time, in an inclusive, open, honest and accountable manner.

The council is responsible for putting in place proper arrangements for the governance of its activities and facilitating the effective exercise of its functions including clear arrangements for the management of risk. This includes an internal audit function whose objective it is to evaluate and improve the effectiveness of risk management, control and governance processes.

Housing and Technical Resources undertakes an annual review of governance arrangements and contributes to the production of the Annual Governance Statement and Improvement Plan which forms part of the Annual Accounts. The governance arrangements for the Resource are underpinned by the council's Local Code of Corporate Governance. The Code comprises a framework of policies, procedures, behaviours and values by which the council is controlled and governed. It shows how the council will continue to review the governance arrangements that are currently in place and implement improvements where necessary.

Section Three – The Council Plan - Connect

3.0.   The Council Plan - Connect

The council's Vision to **'improve the quality of life of everyone in South Lanarkshire'** remains at the heart of the Council Plan and along with our Values, influences everything that we do.

Our five Ambitions circle our Vision and Values, linking our 11 Objectives in the outer ring to the wider work in our communities and with our other public partners.

The wheel diagram below is designed to show how our six core Values, five Ambitions and 11 Objectives interact with one another. For example, success in giving our children a better start in life links to early learning, their wellbeing, improvement in achievement and attainment and developing their skills for learning, life and work. This will lead to better prospects and improve life chances for young people and the economy as a whole.
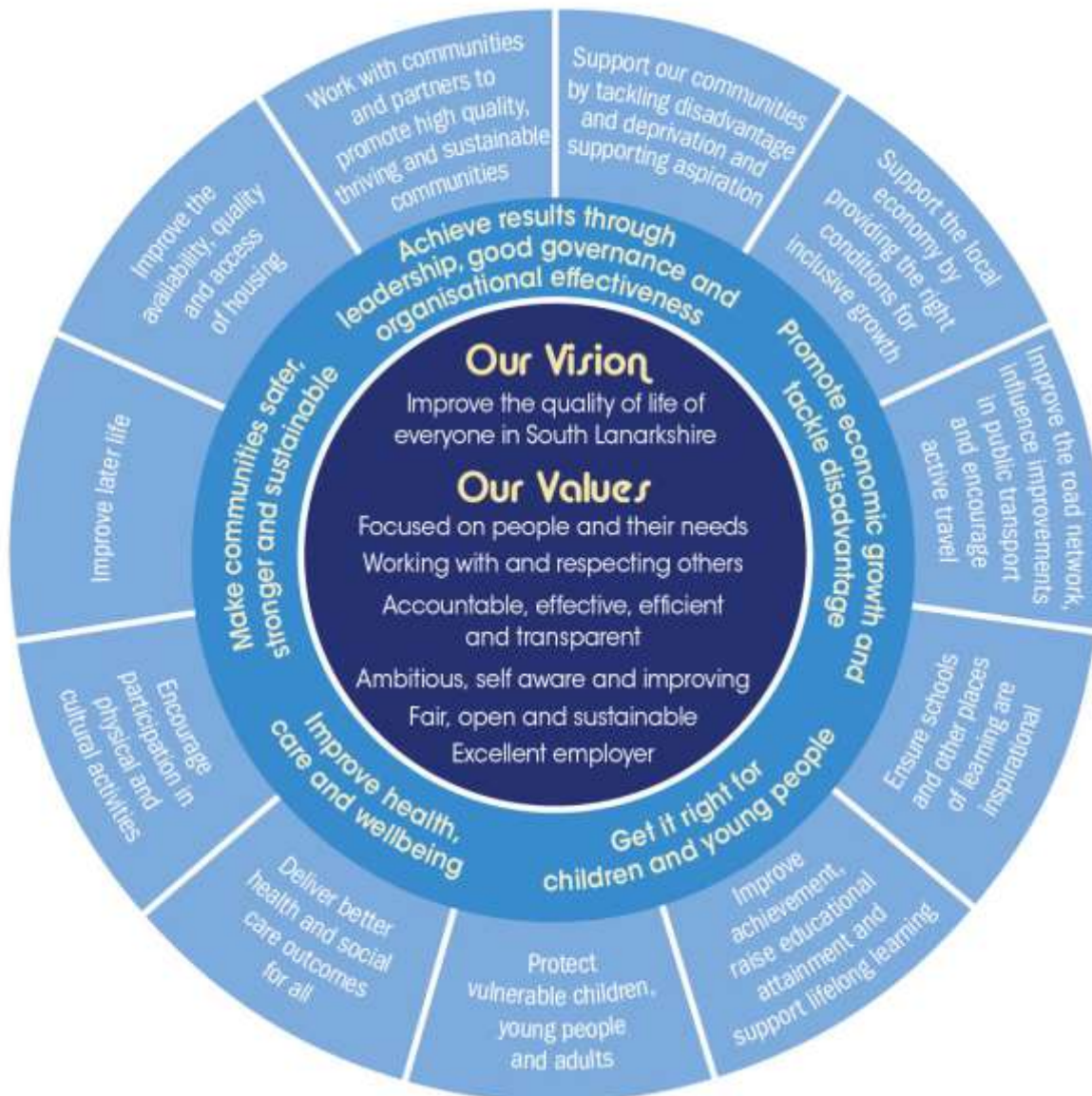
3.1. Resource Objectives

Housing and Technical Resources has established the following Resource objectives to support the delivery of Connect objectives in 2018-19.

3.1.1. Connect Objective - Improve later life.

By working towards this objective the council aims to improve later life.

To support the delivery of this Connect objective, Housing and Technical Resources has developed the following Resource objective:-

- Help older people to live more independently.

The main actions in this area will include:-
- To continue to increase the supply of housing suitable for older people.
- Develop and implement our approach to Housing options for older people.
- To ensure that sheltered housing services are compliant with Care Inspectorate standards.
- To ensure the provision/installation of equipment, adaptations and services to enable people to remain in their own home.

3.1.2. Connect Objective - Protect vulnerable children, young people and adults.

- By working towards this objective the council aims to protect vulnerable children, young people and adults.

To support the delivery of this Connect objective, Housing and Technical Resources has developed the following Resource objectives:-

- Assist in protecting children, young people and adults from harm, abuse and neglect.

The main actions in this area will include:-
- Contribute to effective joint working in protecting children and adults at risk of harm, abuse and neglect.
- Ensure effective contribution to GIRFEC Partnership.

3.1.3. Connect Objective - Deliver better health and social care outcomes for all.

By working towards this objective the council aims to deliver better health and social care outcomes for all.

To support the delivery of this Connect objective, Housing and Technical Resources has developed the following Resource objective:-

- Effectively contribute to the health and social care outcomes contained within the Strategic Commissioning plan.

The main actions in this area will include:-
- Implement actions rising within the Housing Contribution Statement (HCS) to help achieve priority outcomes for health and social care.

3.1.4. Connect Objective - Improve the availability, quality and access of housing.

By working towards this objective the council aims to improve the availability, quality and access of housing.

To support the delivery of this Connect objective, Housing and Technical Resources has developed the following Resource objective:-

- Ensure that South Lanarkshire council increase the supply of affordable housing for rent or sale and the condition and quality of homes in the private sector is improved.

The main actions in this area will include:-
- Increase the supply of new affordable homes.
- Continue to let houses efficiently, effectively and fairly.
- Deliver an effective housing repairs and maintenance service.
- Continue to implement the Home + housing capital programme to improve the quality of the council's housing stock.
- Improve access to settled accommodation for urgent housing need applicants, including homeless households.
- Ensure all homeless applicants receive a fast, efficient and responsive service that meets their needs.
- To continue to focus on promoting tenancy sustainment for households who were previously homeless.
- Continue to deliver and further develop Housing Options with a focus on homeless prevention.
- Work with our registered social landlords (RSL) partners to use available housing to meet housing need.
- Develop Rapid Re-housing transition plans with partners.

3.1.5. Connect Objective – Work with communities and partners to promote high quality, thriving and sustainable communities.
By working towards this objective the council aims to work with communities and partners to promote high quality, thriving and sustainable communities.

To support the delivery of this Connect objective, Housing and Technical Resources has developed the following Resource objectives:-

- Strengthen partnership working, community leadership and involvement.
- Reduce the environmental impact of council service provision and prepare communities for a low carbon future.
- Improve energy efficiency and reduce carbon emissions in the council's assets and housing.

The main actions in these areas will include:-
- Implementation of the Local Housing Strategy and ensure appropriate links to linked strategies such as the Strategic Commissioning Plan (SCP).
- Continuing to implement the council's Security Strategy.
- Implementation of the new Anti-Social Behaviour (ASB) Strategy to effectively deliver and promote ASB services.
- Monitoring and reporting on the implementation and ongoing development of the Community Safety Strategic Framework.
- Ensure the effective involvement with tenants and other customer groups.
- Ensure the continued implementation of Tenant Scrutiny Programme.
- Continue to maintain/improve customer satisfaction levels for key service areas.
- Implementation of the energy efficiency/climate change framework.
- Support the council's commitment to the reduction in energy consumption/carbon emissions through the Resource energy framework.

3.1.6. Connect Objective – Support our communities by tackling disadvantage and deprivation and supporting aspiration.
By working towards this objective the council aims to support our communities by tackling disadvantage and deprivation and supporting aspiration.

To support the delivery of this Connect objective, Housing and Technical Resources has developed the following Resource objective:-

- To improve the quality of life in the most disadvantaged communities in South Lanarkshire.

The main actions in this area will include:-
- Promote financial and digital inclusion and ensure tenants and other service users are provided with support, benefit and money advice.
- Implement service changes to meet new welfare reform provisions.
- Continue with the physical regeneration work in priority areas.
- Support financial security and maximise income for customers.
- Contribute to tackling fuel poverty.

3.1.7. Connect Objective - Ensure schools and other places of learning are inspirational.
By working towards this objective the council aims to ensure schools and other places of learning are inspirational.

To support the delivery of this Connect objective, Housing and Technical Resources has developed the following Resource objective:-

- Deliver high quality places of learning.

The main actions in this area will include:-
- Delivery the primary schools estate plan.
- Effectively and efficiently manage the PPP contract for secondary schools.
- Further implement planned maintenance programmes in primary schools.

3.1.8. Delivering the plan and achieving best value.
In working towards achieving the Connect Objectives, Housing and Technical Resources contribute to the delivery of the Plan and achieving Best Value, governing how we carry out our business and deliver all our services.

To support the delivery of the plan and achieving Best Value, Housing and Technical Resources has developed the following Resource objectives:-

- Provide sound financial stewardship for the council
- Deliver and communicate the Council Plan and ensure high standards of governance
- Support local democracy, council committees, elected members and senior managers
- Promote equality and the well being of staff
- Develop and implement effective financial strategies
- Implement a Digital and ICT Strategy that meets business needs
- Develop improvement activity and promote scrutiny
- Improve the skills, flexibility and capacity of the workforce
- Other actions in support of delivering the Plan and achieving Best Value

The main actions in these areas will include:-
- Maintain our current high levels of income collection and generation.
- Ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities.
- Develop 2018-19 service savings proposals.
- Ensure effective management of all Resource budgets and business plans and achieve target surplus.
- Deliver the objectives of the Council Plan, Connect.

- Develop and implement equality performance measures and publish results in accordance with Public Sector Equalities Duties.
- Ensure compliance with Investors in People (IiP) standards.
- Continue to ensure that high standards of governance are being exercised and implement the Governance and Information Strategy action plan.
- Continue to effectively manage complaints to support service improvement.
- Publish our annual report on Charter outcomes.
- Continue to implement our performance management framework and audit programme, ensuring Best Value management arrangements, continuous improvement and efficient and effective service delivery.

3.2. Our Resource action plan for 2018-19 (see Section 6) is structured around the above Council objectives and related next steps.

Section Four – Performance and Results

4.0.   Introduction

In this section we report our key performance and results, based on Connect 2017-22 for the financial year just ended 2017-18.

4.1   Performance against Resource Plan Objectives 2017-18

The Housing and Technical Resources' Resource Plan for 2017-18 had 103 measures set against eleven of the council objectives. Performance against these measures was as follows:-

Council Objective/Theme	Green	Amber	Red	To be reported later	Total
Improve later life	5	1		4	10
Protect vulnerable children, young people and adults	2				2
Deliver better health and social care outcomes for all	1				1
Improve the availability, quality and access of housing	19	3		3	25
Work with communities and partners to promote high quality, thriving and sustainable communities	15				15
Support our communities by tackling disadvantage and deprivation and supporting aspiration	8				8
Ensure schools and other places of learning are inspirational	1	1			2
Delivering the plan and achieving best value	32	2		6	41
Total					**103**
%	**81%**	**7%**	**0%**	**12%**	**100%**

Key to performance monitoring system:

Green	The timescale or target has been met as per expectations.
Amber	There has been minor slippage against timescale or minor shortfall against target.
Red	There has been major slippage against timescale or major shortfall against target.
Report later	For some measures, the statistics are not yet available to allow us to say whether the target has been reached or not. These will be reported when available.

4.2 Key Achievements

The following table highlights achievements during session 2017-18.

Connect objective: Improve later life	
Resource Objective: Improve Later Life	**Achievement**
	Over 970 adaptations have been completed in council and private homes allowing people to remain in their own home.
	32 new build affordable properties suitable for the needs of older people, delivered.
	96.4% of adaptations were completed on time ensuring required adaptations were available at the earliest opportunity.
	All demand has been met for adaptations to council housing. There is no waiting list for council adaptations.
	Planned schedule of self evaluation for annual Care Inspectorate assessment of sheltered and housing support services in place.

Connect objective: Improve the availability, quality and access of housing	
Resource objective	**Achievement**
Improve the availability, quality and access of housing	99.1% of homeless/potentially homeless decisions were issued within 28 days (Target 98%).
	48.6% of lets were made to Urgent Need Category which includes Homeless, Medical and Forces applicants.
	The average time to relet empty homes was 21 days against a target of 22 days.
	Annual rent loss due to voids as a percentage of total rent due in the year was 1.03% (meeting the annual target of 1.10%).
	98.3% of response repairs were completed on time throughout the year and 97% of appointment targets were met (target 90%).
	255 new affordable homes delivered.

Connect objective: Work with communities and partners to promote high quality, thriving and sustainable communities	
Resource objective	**Achievement**
Work with communities and partners to promote high quality, thriving and sustainable communities	New Local Housing Strategy 2017-2022 implemented.
	New Customer Involvement Strategy continued to be implemented.
	Reduced incidences of crime to council property were 21% ahead of target.
	Cost of crime to general services properties was 21% ahead of target.
	86.5% of ASB cases reported were resolved within local target timescales.

Connect objective: Support our communities by tackling disadvantage and deprivation and supporting aspiration	
Resource objective	**Achievement**
Tackle disadvantage and deprivation	Continued implementation of the Masterplan for regeneration in East Whitlawburn.
	Continued implementation of Welfare Reform action plan.

Connect objective: Ensure schools and other places of learning are inspirational	
Resource objective	**Achievement**
Deliver high quality places of learning.	Out of the 129 primary schools to be renewed, 125 (96.9%) are now complete.

Additional achievements and performance information are listed in Annex 2 of this Plan.

4.3   Key measures not achieved

There were no key measures recorded as 'not achieved' in the Housing and Technical Resources Resource Plan Quarter 4 Progress Report 2017-18.

4.4   Benchmarking

A full progress report on the Resource Plan 2017-18 is available from the performance management system IMPROVe – all Quarter 4 Progress Reports are available on the performance pages of the website where you will also find further performance and benchmarking information, including South Lanarkshire Council's Annual Performance Report and Public Performance Reports.

Housing and Technical Resources benchmarks its performance over eight Local Government Benchmarking Framework (LGBF) indicators. The Improvement Service published the 2016-17 results in March 2018 (with the draft 2017-18 results due at the end of 2018).

Average time taken to complete non-emergency repairs (HSN4b) (days)				
Year	**2014-15**	**2015-16**	**2016-17**	
SLC	13.9	13.7	13.4	
Scotland	9.9	9.4	8.7	

The average number of days to complete non emergency repairs was 13.4 days in 2016-17 against a target of 30 working days. Whilst the average number of days taken is 5 days longer than the national average for this work type, the service has been changed to deliver non urgent work on a geographical basis which has improved tenant satisfaction, reduced complaints whilst increasing the effectiveness and efficiency of the service.

Percentage of council dwellings that are energy efficient (HSN5)				
Year	**2014-15**	**2015-16**	**2016-17**	
SLC	95.9%	95.8%	96.5%	
Scotland	96.5%	92.5%	96.6%	

All eligible stock met the required SHQS standard by March 2015 and there is now a focus on achieving the Energy Efficiency Standard for Social Housing (EESSH) by 2020.

Percentage of rent due in the year that was lost due to voids (HSN2)				
Year	**2014-15**	**2015-16**	**2016-17**	
SLC	0.7%	0.7%	0.4%	
Scotland	1.2%	1.1%	0.9%	

There has been a 0.3% decrease in our rent lost due to voids, showing our effective approach to managing empty properties. We continue to perform well above the Scottish average.

4.5   Customer Views

4.5.1.   South Lanarkshire Residents' Household Survey 2014

The council conducted its latest Household Survey in Spring 2014. Feedback from residents was generally positive. 84% of those who responded were satisfied with the overall service provided by the council. Residents were asked to assess the 'general

service' provided by the council, key 'council services' and recommend areas for improvement. As a result of this feedback Housing and Technical Resources will take forward all reasonable actions, where appropriate to improve resident satisfaction with the services that we deliver. The actions being progressed can be found in the action plan at section 6.

4.5.2. The Resource also has in place a wide ranging continuous and periodic survey programme covering its services which provides further insight into particular service provision. The survey programme provides feedback from users of Housing and Technical Resources services and is used to identify areas of satisfaction and areas for improvement. As we summarise below, satisfaction continues to be high with key services and the Resource will continue to use the most up to date information to inform any actions needed to improve services. The actions being progressed can be found in the action plan at section 6.

Customer satisfaction

Survey Activity	2015-16 Overall Satisfaction with Service	2016-17 Overall Satisfaction with Service	2017-18 Overall Satisfaction with Service	Target
Tenant Satisfaction Survey – Overall service	89%	89%	89%	90%
Tenants satisfied with opportunities to participate	85%	85%	85%	85%
New Tenants Quality of home	85%	94%	94%	85%
Repairs	91%	91%	91%	90%
Homelessness Assessment	99%	99%	99%	90%
Homelessness Support Survey	96%	96%	97%	90%

*Five point scale introduced for surveys in 2013-14 included 'neither/nor' option

4.6 Areas for improvement

Housing and Technical Resources is committed to continuous improvement. As part of this process, we monitor our performance; participate in benchmarking activities; acknowledge the results of consultations; and feedback from complaints. We use this information to develop and improve the services we provide.

During 2018-19, we will take forward the following key areas for improvement and these are included in our action plan for 2018-19:

- Continued focus on lower quartile performance areas as highlighted by the benchmarking group Housemark and Scotland's Housing Network, who support us to continually improve our landlord and homelessness services.
- Strive to maintain or improve satisfaction levels with service.

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 and Capital Resources 2018-19

The council's medium-term Financial Strategy, approved by elected members in June 2015, provides details on the funding assumptions for the years up to 2018-19. The medium-term strategy details the council's proposals for managing its finances and also the principles and assumptions used in preparing the Revenue budgets.

Following on from this, the final budget position for the year 2017-18 was reported to members on 16 February 2017. An updated strategy for 2018-19 was approved by the Executive Committee on 28 June 2017 and provided updated assumptions for that year. Subsequent updates have been provided in December 2017, and January 2018, following receipt of the grant allocation for 2018-19. The 2018-19 budget was formally approved by the council on 28 February 2018.

The council will present a budget strategy covering 2019-20 to 2021-22 and the longer term, including issues likely to impact on the budget moving into this period, in the early part of 2018.

An update to the Capital Programme for 2018-19 to 2019-20 was approved by the council on 28 February 2018. This confirms the capital spending plans and funding for the two year period. An annual refresh of each programme will be considered by the council.

Based on the approved programme, a long term capital strategy will be prepared by September 2018, which will detail how the capital investment will assist in achieving the priority outcomes of the council. It will detail the funding in place and how the council's borrowing will provide value for money and be prudent, sustainable and affordable.

5.2. Revenue Budget 2018-19

The Resource has a Net Revenue Budget of £18.606 million for 2018-19. The table below allocates this budget across the services:-

2018-19 NET Budget by Service	2018-19	
Detail	£ million	%
Housing Services	7.461	40.1
Property Services	11.145	59.9
Total	18.606	100.0

5.3. Capital Budget 2018-19

The following capital budget is allocated to the Resource for 2018-19:-

Capital Programme 2018-19	
Project	£ million
Housing Revenue Account (HRA) Capital (new projects)	44.935
Total	44.935

5.4. Resource Employees

Housing and Technical Resources has over 1,400 employees as at the end of March 2018. We support these employees to deliver their duties through a range of policies including personal appraisal and a robust training framework.

The Employee Assistance Programme provides a range of preventative and early intervention strategies to maximise attendance and support employee health and wellbeing. The council recognises the responsibilities to ensure the health, safety and welfare of all employees who may be affected by the acts, work activities and services provided by the council. We have a Corporate Health and Safety Policy which is supplemented by individual Resource/Service working practices and manuals.

The number of employees by service is as follows:-

Service	Number of employees
Housing Services	472
Property Services	932
Total	**1,404**

5.5 Workforce planning

Workforce planning is in essence the art of aligning business strategies with people plans for recruitment, retention, training and development.

Its aim is to identify future requirements and mapping our route towards this objective in a manner which encourages more strategic longer term planning in line with anticipated demands and pressures.

The main intention is "the right people, with the right skills in the right place at the right time".

Housing and Technical Resources has a proven record of delivering high quality services in a fiercely competitive market place.

Section Six – Action Plan

6.0. Resource actions for 2018-19

This Action Plan identifies the Resource objectives and associated actions for 2018-19. The Lead Officer responsible for each action and the related measures is identified. Connect objectives are listed in the order in which they appear in the Council Plan. The reference numbers link directly to the Connect next steps which are reported against the Council Plan at Quarter 2 and Quarter 4 each year, and the links show where the actions and measure tie into other strategies, plans and frameworks.

Key to Links:	
Connect – The Council Plan – Connect 2017-22	CP – Community Plan
LGBF– Local Government Benchmarking Framework	ADM – All Directors Measure*
SDCCS – Sustainable Development and Climate Change Strategy	EQA – Equality Act 2010
BDIP – Biodiversity Duty Implementation Plan	CMP – Carbon Management Plan
CSS – Community Safety Strategy	LTS – Local Transport Strategy
ASBS – Anti-social Behaviour Strategy	SOLACE – Society of Local Authority Chief Executives
SSHC - Scottish Social Housing Charter	Gov – Good Governance

Connect objective: Improve later life			
Resource objective : Improve later life			
Action	**Measures and timescales**	**Connect Reference/ Links**	**Responsibility**
1. Increase supply of housing suitable for older people	• Existing amenity properties and mainstream properties upgraded and converted to amenity per agreed programme. • Number of new build affordable properties suitable for the needs of older people.	Connect 1.1	Head of Housing Services and Head of Property Services
2. Continue to ensure the provision/ installation (or funding) of equipment, adaptations and other services	Annual adaptations completed by year end:- • in council houses. • in private sector. • in RSL accommodation. Number of applications on waiting list for council adaptations. % of approved applications for adaptations completed in year (SSHC).	Connect 1.1 1.1/4.2 1.1 1.1/SSHC	Head of Property Services

Connect objective: Improve later life			
Resource objective : Improve later life			
Action	**Measures and timescales**	**Connect Reference/ Links**	**Responsibility**
	Average time to complete applications (SSHC). • Complete 97% of standard adaptations to Council houses within agreed appointment times.	SSHC	
3. Ensure that sheltered housing services are compliant with Care Inspectorate inspection standards	• Develop and implement improvement plan to take forward any actions from Care Inspectorate annual assessment.	1.1	Head of Housing Services

Connect objective: Protect vulnerable children, young people and adults			
Resource objective: Contribute to the council's objective to protect vulnerable children, young people and adults			
Action	**Measures and timescales**	**Connect Reference/ Links**	**Responsibility**
4. Contribute to effective joint working in protecting children and adults at risk of harm	• Continue with an annual Review and report on operation of Adult and Child Protection procedures to Resource Management Team (RMT).	Connect 2.1	Head of Housing Services and Head of Property Services
5. Ensure effective housing service contribution to partnership approach to GIRFEC	• Continue to deliver appropriate services for homeless children.	Connect 2.4	Head of Housing Services

Connect objective: Deliver better health and social care outcomes for all			
Resource objective: Deliver better health and social care outcomes for all			
Action	**Measures and timescales**	**Connect Reference/ Links**	**Responsibility**
6. Ensure effective contribution to health and social care outcomes contained within the Strategic Commissioning Plan	• Implement actions rising within the Housing Contribution Statement (HCS) to help achieve priority outcomes for health and social care.	Connect 1.4	Head of Housing Services

Connect objective: Improve the availability, quality and access of housing			
Resource objective: Improve the availability, quality and access of housing			
Action	**Measures and timescales**	**Connect Reference/ Links**	**Responsibility**
7. Increase the number of new affordable homes	• Total new/additional affordable homes delivered per SHIP/ SLP. • Work with key partners to ensure the delivery of targeted number of suitable new affordable housing.	Connect 4.6 Connect 4.5	Head of Housing Services and Head of Property Services
8. Improve access to settled accommodation for homeless households	• % of lets to Urgent housing need households. • Develop Rapid – Re-housing transition plans with Partners.	Connect 4.1	Head of Housing Services
9. Ensure all homeless applicants receive a fast, efficient, responsive service that meets their needs	• % of homeless and potentially homeless decision notifications issued within 28 days of date of initial presentation. • Average length of time in temporary accommodation (SSHC). • % households requiring temporary accommodation to whom an offer was made (SSHC). • % temporary accommodation offers refused (SSHC).	Connect 4.1 SSHC SSHC SSHC	Head of Housing Services
10. Improve tenancy sustainment	• % of new tenancies sustained for more than a year by source of let (SSHC).	Connect 4.1/ SSHC	Head of Housing Services
11. Continue with the Councils Housing Options Service (Home Options)	• Continue to deliver and further develop Housing Options with a focus on homeless prevention.	Connect 4.1	Head of Housing Services
12. Implement changes to housing management services arising from 2014 Housing (Scotland) Act	• Prepare and implement action plans to ensure the effective introduction of the Act, including engagement and consultation with stakeholders.	Connect 4.9	Head of Housing Services
13. Continue to let houses efficiently, effectively and fairly	• Average time taken to relet. • % of rent due in the year that was lost due to voids (Operational void rent loss). • Total void rent loss. • % of tenancy offers refused during the year. • % new tenants satisfied with the standard of their home when moving in.	SSHC LGBF SSHC SSHC	Head of Housing Services and Head of Property Services

Connect objective: Improve the availability, quality and access of housing			
Resource objective: Improve the availability, quality and access of housing			
Action	**Measures and timescales**	**Connect Reference/ Links**	**Responsibility**
14. Continue to deliver effective housing repairs and maintenance service	• % response repairs completed on target (target 90%). • Average length of time to complete emergency repairs. • Average time taken to complete non emergency repairs. • % of reactive repairs completed right first time. • % of repair appointments kept. • Average number of reactive repairs per occupied property. • % of properties requiring gas safety check made by annual anniversary date. • % tenant satisfaction with repairs or maintenance in year (target 90%).	Connect 4.3 SSHC SSHC/ LGBF SSHC SSHC SSHC SSHC SSHC	Head of Property Services

Connect objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Action	**Measures and timescales**	**Connect Reference/ Links**	**Responsibility**
15. Ensure implementation of the new Local Housing Strategy (LHS) 2017-2022.	• Monitor and report on progress against LHS action plan.	Connect 4.8	Head of Housing Services
16. Continue to effectively deliver and promote Anti-Social Behaviour (ASB) services including diversionary activity	• % ASB cases reported and resolved within local targets in the year (SSHC).	SSHC	Head of Housing Services
17. Monitor and report on Implementation and development of Community Safety Strategic Framework	• Partnership to demonstrate progress against Community Plan Community Safety priorities.	Connect 8.1 Gov	Head of Housing Services
18. Manage and report on Core and Planned Preventative Maintenance Programme for all properties	• Implement and manage Planned Preventative Maintenance Programme (PPM) as agreed with the Corporate Management Team (CMT).	Connect 6.9	Head of Property Services

Connect objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Action	**Measures and timescales**	**Connect Reference/ Links**	**Responsibility**
19. Continue to implement the council's security strategy	• Continue to work to minimise the incidences and cost of crime to general services properties.	Connect 6.11	Head of Property Services
20. Ensure effective involvement with tenants and other customer groups	• Implement the Customer Involvement strategy. • Continue to implement a programme of Tenant Scrutiny.	Connect 4.10/ 6.4	Head of Housing Services
21. Maximise the energy efficiency of all operational properties in support of the Carbon Management Plan	• % reduction in energy consumption across the energy portfolio.	Connect 4.4 % 2018/19 on weather corrected figures 2013/14	Head of Property Services
22. Deliver at least a 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target.	• Continue to reduce vehicle emissions in 2018-19 against the baseline of 2014-15. • Engage with Community and Enterprise Resource's Fleet Services to agree service specific vehicle emissions reduction strategies in line with service delivery requirements.	ADM	Head of Housing Services and Head of Property Services
23. Ensure effective contribution to meeting the Council's Sustainable Development and Climate Change objectives outlined in the Sustainable Development and Climate Change Strategy 2017-2022	• Ensure sustainable development principles and climate change duties are incorporated in new or revised policies, plans, strategies and projects and initiatives, where appropriate.	ADM	Head of Housing Services and Head of Property Services
24. Continue to maintain / improve customer satisfaction levels for key service areas	• Monitor, report and publish the outcome of satisfaction surveys across all key service areas.		Head of Housing Services and Head of Property Services

Connect objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Action	**Measures and timescales**	**Connect Reference/ Links**	**Responsibility**
25. Contribute to reducing the Council reliance of avoidable single-use plastic items	• Contribute to the development and implementation of the council's single-use plastic action plan by prioritising items in use across the Resource. Progress will be reported to the Sustainable Development Member Officer Working Group in June and October 2018	ADM	Head of Housing Services and Head of Property Services
26. Progress the council's Digital Strategy within the Resource	• Provide updates on digital transformation activities within the Resource • Continue implementation of a replacement housing and property management system	ADM	Head of Housing Services and Head of Property Services

Connect objective: Support our communities by tackling disadvantage and deprivation and supporting aspiration			
Resource objective: Support our communities by tackling disadvantage and deprivation and supporting aspiration			
Action	**Measures and timescales**	**Connect Reference/ Links**	**Responsibility**
27. Continue to revise systems procedures and approach to reflect full implementation of Universal Credit	• Continue to implement service action plan on welfare reform.	Connect 8.3	Head of Housing Services
28. Continue to improve energy efficiency of housing stock to help address fuel poverty	• % of council dwellings that meet SHQS. • % of council dwellings that are energy efficient (EESSH). ▪ Assist / support households to access schemes available to help address fuel poverty issues.	LGBF/ Connect 4.4/8.5 LGBF/ Connect 4.4/8.5	Head of Housing Services and Head of Property Services
29. Continue with physical regeneration work in priority areas	• Continue the implementation of the Masterplan for regeneration in East Whitlawburn. • Continue to develop and implement Sustainable Housing Plans in identified rural areas.	Connect 6.9/4.7 Connect 6.9/4.7	Head of Housing Services and Head of Property Services
30. Support financial security and maximise income for homeless households	• Implement the new European funded service (FAST).	TP PIP	Head of Housing Services

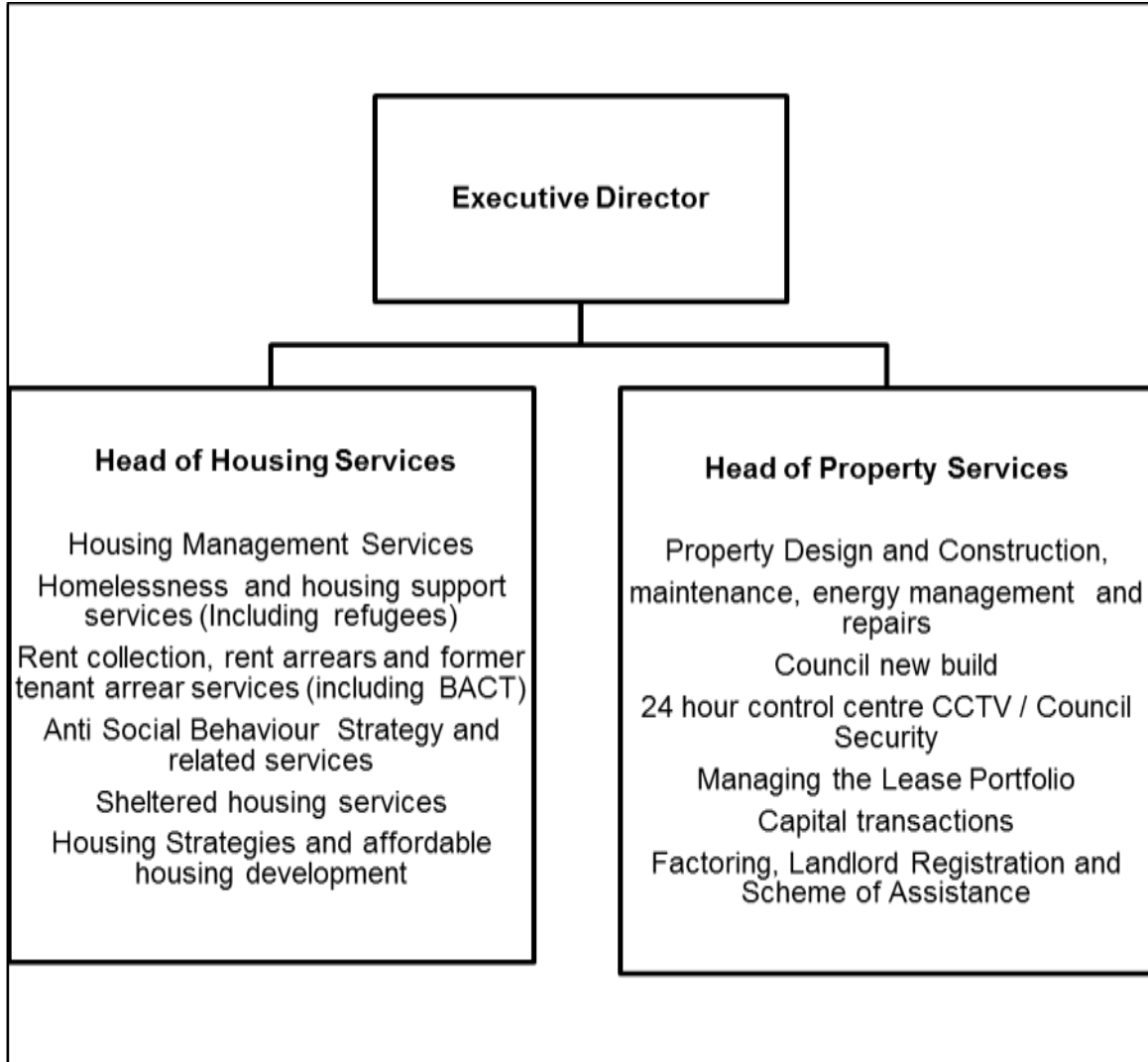| Connect objective: Ensure schools and other places of learning are inspirational			
Resource objective: Ensure schools and other places of learning are inspirational			
Action	**Measures and timescales**	**Connect Reference/ Links**	**Responsibility**

31. Project Management of Schools Projects and General Services Projects	• General Services Programme
	  - Target spend achieved.
	
	• Primary Schools Modernisation Programme
	  - Completion of Primary School programme.
	  - Support for Early Years Programme.
	  - Growth and Capacities Programme.
		Connect 10.1	Head of Property Services

Connect objective: Delivering the Plan and achieving best value			
Resource objective: Delivering the plan and achieving best value			
Action	**Measures and timescales**	**Connect Reference/ Links**	**Responsibility**
32. Develop and implement equality performance measures and publish results in accordance with Public Sector Equalities Duties (PSED)	• Number of equality impact assessments undertaken for all relevant new and reviewed policies and procedures. • Provide annual report to the Equal Opportunities Forum on uptake of service, based on the agreed equality outcomes.	ADM ADM	Head of Housing Services and Head of Property Services
33. Ensure that high standards of governance are being exercised	• 85% of Risk Control actions completed by due date. • 90% of audit actions completed by due date. • Complete Resource Good Governance Self Assessment by due date and develop actions to address non-compliant areas.	ADM/Gov ADM/Gov ADM/Gov	Head of Housing Services and Head of Property Services
34. Promote high standards of information governance	• Information governance self assessment audit checklist to be completed annually and all relevant actions to be implemented.	ADM/ Gov	Head of Housing Services and Head of Property Services
35. Continue to effectively manage customer complaints	• % complaints responded to during the year that were resolved by landlord and % upheld. • % complaints responded to during the year within the Scottish Public Sector Ombudsman's timescales at Stage 1 and Stage 2. • Continued reduction in complaints received across Resource.	SSHC SSHC	Head of Housing Services and Head of Property Services

Connect objective: Delivering the Plan and achieving best value			
Resource objective: Delivering the plan and achieving best value			
Action	**Measures and timescales**	**Connect Reference/ Links**	**Responsibility**
36. Compliance with statutory response timescales for information in terms of EI(S)Rs and FOISA and for subject access requests under the DPA	• 96% of Freedom of Information (FOISA) requests to be processed within the 20 working day period. • 96% of Environmental Information (Scotland) Regulations EI(S)R requests to be processed within the 20 working day period unless extended to 40 working days in exceptional circumstances. • 90% of Data Protection Act (DPA) requests to be processed within 40 calendar days.	ADM ADM ADM	Head of Housing Services and Head of Property Services
37. Implement effective best value management arrangements to ensure continuous improvement and efficient and effective service delivery.	• 2018/2019 Quality Assurance Programme developed and approved. • Overall review of performance management framework including the development of an Executive Dashboard. • Engage in self evaluation activity and take forward any improvement actions. • Use the results of benchmarking activity (including LGBF) to inform and improve service delivery.	ADM/ Gov ADM/Gov	Head of Housing Services and Head of Property Services
38. Develop, management and publication of valid Corporate Land and Property Information	• Continue to prioritise the development and publication of data in line with Scottish Government guidance on INSPIRED.		Head of Property Services
39. Maintain current high levels of income collection and generation	• Rent collected as a % of rent due in the year. • Gross rent arrears (current and former tenants) as a % of rent due for the year. • Factoring collection rate -Target 75%.	SSHC SSHC/ LGBF	Head of Housing Services and Head of Property Services
40. Ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities	• Labour turnover rate < 5% • 100% coverage of Personal Appraisals (PAs) of employees in scope.	ADM ADM	Head of Housing Services and Head of Property Services

Connect objective: Delivering the Plan and achieving best value			
Resource objective: Delivering the plan and achieving best value			
Action	Measures and timescales	Connect Reference/ Links	Responsibility
41. Utilise the council workforce strategy toolkit to review and monitor Resource Workforce plans and continue the cyclical reporting framework.	• Continue to review Resource workforce plans and monitor actions to respond to workforce changes and meet future needs.	ADM	Head of Housing Services and Head of Property Services
42. Prepare for the implementation of GDPR – General Data Protection Regulation	• Implement the GDPR actions in relation to data protection laws as they relate to the Resource functions to ensure compliance.		
43. Ensure effective management of all Resource budgets and Business Plans	• Financial reports to RMT/HTR Committee on Resource financial position produced within agreed timescales and formats. • Overall budgetary target achieved by March 2019. • Delivery of targeted agreed efficiency savings.		Head of Housing Services and Head of Property Services
44. Achieve target surplus across Property Services including capital receipts and lease portfolio income	• Agreed surplus to be achieved.		Head of Property Services
45. Commence / complete Efficiency /Service reviews within the Resource	• Implement agreed actions following service reviews and report on outcomes to RMT • Factoring • Property Services.	March 2019	Head of Property Service

**Housing and Technical Resources
Organisational Structure**

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                    ┌─────────────────────────┐
                    │   Executive Director    │
                    └─────────────────────────┘
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Head of Housing Services

Housing Management Services

Homelessness and housing support services (Including refugees)

Rent collection, rent arrears and former tenant arrear services (including BACT)

Anti Social Behaviour Strategy and related services

Sheltered housing services

Housing Strategies and affordable housing development

Head of Property Services

Property Design and Construction, maintenance, energy management and repairs

Council new build

24 hour control centre CCTV / Council Security

Managing the Lease Portfolio

Capital transactions

Factoring, Landlord Registration and Scheme of Assistance

Annex 2

Additional Performance Information

Performance in the 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 range of local and nationally comparable indicators.

Since 2014-15, the council has been required to monitor and report on a number of new indicators for the Scottish Social Housing Charter (SSHC). The annual report on the Charter will be published to Scottish tenants by the Scottish Housing Regulator at the end of August 2018. The council will produce a more detailed report to its tenants in October 2018. The Charter sets out performance, satisfaction and contextual measures, which, as appropriate, will continue to be reported through the Resource Plan in future years.

The Charter contains a number of satisfaction measures. These surveys help to track feedback from service users about our key services and about the service overall and we have provided a summary of the results (where available) during 2017-18 below. These will be subject of a more detailed report to Housing and Technical Resources Committee on the Charter Indicators in the autumn of 2018.

The table below sets out our performance in key service areas based on the Charter (SSHC) and LGBF indicators over the last year and where available, provides comparison with other Scottish local authorities. The key to the symbols in the following table is:

    ↑   improvement in our performance between 2016-17 and 2017-18
    ↓   decline in our performance between 2016-17 and 2017-18
    ↔   no change in our performance between 2016-17 and 2017-18

Indicator	2016-17	Scotland LA average 2016-17	Target 2017-18	2017-18	SLC Trend
Proportion of operational buildings that are suitable for their current use (**LGBF**)	96.1%	79.8%	94%	96.48%	↑
Proportion of internal floor area of operational buildings in satisfactory condition (**LGBF**)	86.7%	84.5%	85%	86.88%	↑
Gross rent arrears (all tenants) as at 31 March, as % of rent due for year (**SSHC**)	5.72%	6.4%	6.81%	6.05%	↓
% of dwellings meeting SHQS (**SSHC/LGBF**)	91.5%	93.6%	91.9 %	92.1%	↑
% of council dwellings that are energy efficient (**SSHC/LGBF**)	96.5%	96.6%	86.0%	96.8%	↑
Average length of time to complete emergency repairs (**SSHC**)	4.21	5. 1	24hrs	4.19	↑

Indicator	2016-17	Scotland LA average 2016-17	Target 2017-18	2017-18	SLC Trend
Average length of time to complete non emergency repairs (**SSHC**)	13.4	8.4 Days	28 days	11.9	↑
Average length of time in temporary or emergency accommodation (**SSHC**)	113	116 Days	100 Days	106	↑
% of households requiring temporary or emergency accommodation to whom an offer was made (**SSHC**)	97.2%	104.72%	100%	99.3%	↑
% of temporary or emergency accommodation offers refused in the last year by accommodation type (**SSHC**)	5.53%	9.32%	7.00%	7.74%	↓
Average time taken to relet (target 25 days) (**SSHC**)	20 days	33.6 days	22 days	20 days	↔
Operational void rent loss (target 0.75%) (**SSHC/LGBF**)	0.44%	0.8%	0.45%	0.46%	↓
% of lettable stock that became vacant in the year (**SSHC**)	8.2%	8.33%	9.00%	8.2%	↔
% new tenants satisfied with the standard of their home when moving in (**SSHC**) (target 85%)	83%	84.48%	85%	82%	↓
Percentage of anti-social behaviour cases reported in the last year which were resolved within locally agreed targets (**SSHC**)	85.36%	87.8%	85%	86.5%	↑
Percentage of 1st stage complaints responded to in full in the last year, within the Scottish Public Services Ombudsman (SPSO) Model Complaint Handling Procedure (CHP) timescales	88.89%	79.32%	80%	86.70%	↓
Percentage of 2nd stage complaints responded to in full in the last year, within (SPSO) Model (CHP) timescales	92%	74.40%	80%	85.37%	↓

Additional performance information is also available in the introduction, at section 21. and section 4.2 of this Resource Plan.