



Housing and Technical Resources

Housing and Technical Resource Plan 2024-2025

Section	Contents	Page
1.0	Introduction	1
2.0	Key areas of focus for the year ahead	2
3.0	Resource outcomes	5
4.0	Measures and actions	7
5.0	Resourcing the Plan	19

Section One – Introduction

I am pleased to introduce our Resource Plan for 2024-25 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 25,742 homes, including 34 Sheltered Housing developments and two sites 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 anti-social behaviour, tackling poverty, affordable warmth and the development and delivery of additional affordable homes.

Property Services is responsible for ensuring that the council's property portfolios, including housing and land, contribute effectively to service delivery by being fit for purpose, suitable, sustainable and efficient. The Service is split between three service areas, 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 undertakes acquisitions and valuations.

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. 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 additional demands on council services as a result. The council has in place a range of 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.

In the year ahead, major aspects of the Housing to 2040 programme will be progressed including reform of the private rented sector tenants, the introduction of new homelessness prevention requirements for partner agencies and the establishment of the new accessible homes standard.

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. During 2024, the number of tenants moving onto Universal Credit will increase significantly through the 'managed migration' process. This process will be a particular focus for the Resource and its impact will be closely monitored. 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. Severe pressure on homelessness services

A key priority for the Resource is addressing homelessness as identified in the Local Housing Strategy and the South Lanarkshire affordable housing supply programme. 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, including preventing homelessness occurring and reducing the time spent by households in temporary accommodation and minimise moves before moving to a settled home.

The introduction of new Housing Bill in relation to homelessness prevention duty will require landlords to take specific actions to reduce the risk of homelessness.

Homelessness has increased at an unprecedented level over the last two years resulting in the considerable pressure to meet the needs of households most in need. The resource has introduced a range of actions to help mitigate the impact of the increase and will continue to explore options to alleviate the pressure.

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. In November 2022, the Executive Committee set a new target to deliver 1,300 additional council homes by March 2027 and making further progress towards securing this target will be a key focus for 2024/25 and beyond.

The twenty six per cent reduction in funding available to support the affordable housing supply programme announced by the Scottish Government In December 2023, presents a significant risk to the achievement of the council's target. The Resource will continue to monitor developments at a national level and progress opportunities to optimise the resources available to support the delivery of additional homes.

The increased capacity for affordable housing provision across South Lanarkshire's town centres has been incorporated within the latest Strategic Housing Investment Plan, covering the 2024 to 2029 period. This includes new sites identified across East Kilbride, Hamilton and Rutherglen that will aim to contribute to wider town centre regeneration proposals and align with the policy direction on town centre living in National Planning Framework 4. Review of smaller scale town centre development will be considered for other areas such as Strathaven, Larkhall and Lanark as development progresses.

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.

The plan also aligns with the priorities of the Local Housing Strategy and associated Strategic Housing Investment Plan, with a range of joint action areas being progressed to develop a

shared understanding of housing care and support needs for people with specific needs including older people and those moving on from the Council's direct care moving to independent living.

As such the council's 'Progressive Housing' approach will be implemented with appropriate consideration given to identified sites within the council's Home+ Programme to incorporate an required number and mix of specialist homes. Early engagement with local housing, health and planning teams from across each of South Lanarkshire's four localities will enable new council housing provision to be designed to meet the known needs of those who may be allocated one of the new homes.

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 2024/25. 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 promote 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 resources permit, 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 2024/25 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 required standards. Whilst the Scottish Government are currently reviewing the measures used, the council will however continue to invest in energy efficiency measures to help reduce running costs for tenants and install zero direct emissions heating systems where appropriate. The Scottish Government's New Build Heat Standard will also be implemented from early 2024 and will require all new domestic buildings to be installed with a decarbonised heating source. Significant planning is underway to meet this new requirement alongside improving the councils existing housing stock, with a focus for both of these on ensuring a just transition for tenants is achieved, maximising opportunities to attract external investment to reduce the burden on the Housing Revenue Account in delivering these additional measures.

The council also continues to support privately owned or rented homes in meeting new energy efficiency or decarbonisation targets through the delivery of a new Energy Company Obligation Scheme (ECO) that aims to direct grant funding to allow improvements to be made to privately owned or rented homes across South Lanarkshire.

In light of the changing budgets, the nature of investment programmes and future skill requirements a review of the structure and establishment of the whole Service is underway.

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. The council will monitor closely the impact of the fast track assessment route which has been established by the Home Office and other developments in national asylum and refugee policy which could significantly impact upon the demand for accommodation and support services within South Lanarkshire. 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 Resource outcomes to support the delivery of Connect Outcomes in 2024-25.

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 • Increased levels of affordable rented homes • 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 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

	<ul style="list-style-type: none"> • 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

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 to support Delivering 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
---	---

Section Four – Measures and actions

4.0. Performance measures and action plan

This section of the Resource Plan is divided into two parts: 4a – how we will measure our performance (statistical or quantitative measures) and 4b – what actions we will take to meet identified challenges and improve services (non-statistical or qualitative measures)

4.a. How we will measure our performance

The impact of Covid19 continues to have an effect on performance for some services. The table below shows our performance measures, with the actual data last reported to Committee and the target for the last financial year and 2024-25. Additional context for the results/targets is provided 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	2022-23 Actual	2023-24 Target	2024-25 Target	Links	Service	Notes
1. % of lets to Urgent homeless (UH) households (locally set target)	58.14%	55% to 65%	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 R RTP. Target approved by HTR Committee on 07/02/24 as part of Local Letting Plan Report.
2. % of new tenancies sustained for more than a year for all lets (locally set target)	92%	88%	88%	SSHC C05.01	Housing	This indicator is required for the Scottish Housing Regulator charter return and is used to benchmark against all other Scottish LA's.
3. % of tenancy offers refused during the year (N/A)	22.56%	N/A	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)	27.76 days	30 days	28 days	05.16 SSHC	Housing	This continues to be a key focus for the Resource with a Void Service Improvement Group established to closely monitor and identify improvement actions.

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	2022-23 Actual	2023-24 Target	2024-25 Target	Links	Service	Notes
5. Average length of time in temporary accommodation (locally set target)	All cases 95.7 days Furnished N/A	All cases 120 days Furnished N/A	All cases 120 days Furnished 190 days	SG 05.02	Housing	The target has been set, taking account of the continued uncertainty in relation to turnover/ availability of permanent housing and the continuing increase in demand for homelessness services.
6. % of households provided with temporary accommodation (nationally set target)	100%	100%	100%	SG 05.02	Housing	This measure is a statutory requirement.
7. % of temporary accommodation offers refused (locally set target)	6%	6%	6%	SG 05.02	Housing	Performance 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	This measure is a statutory requirement.

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

Measure	2022-23 Actual	2023-24 Target	2024-25 Target	Links	Service	Notes
9. % of homeless households advised of outcome of assessment within 28 days (locally set target)	95.2%	95%	95%	SG 05.15	Housing	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)	65.92%	70%	70%	C05.15	Housing	This is a locally set target and is a key focus for the Resource. 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 2023/24. This trend has been mirrored nationally.
Resource Outcome: Ensure our repairs service continues to meet the needs of customers						
Measure	2022-23 Actual	2023-24 Target	2024-25 Target	Links	Service	Notes
11. % of response repairs completed on time (nationally set target)	95.3%	90%	90%	C05.16	Property	This measure is a statutory requirement and is also used for benchmarking returns.
12. Average length of time to complete emergency repair	5 hours 36 mins	24 hours	24 hours	SSHC 05.16	Property	This target is a requirement of the Scottish Social Housing Charter.
13. Average length of time to complete non-emergency repair	11.63 days	28 days	28 days	SSHC LGBF 05.16	Property	This target is a requirement of the Scottish Social Housing Charter.
14. % of reactive repairs completed first time right (nationally set target)	99.6%	90%	90%	SSHC 05.16	Property	This target is a requirement of the Scottish Social Housing Charter.
15. % of repairs appointment kept (nationally set target)	94%	90%	90%	SHN 05.16	Property	This indicator is a statutory requirement and is also used for benchmarking returns.
16. Number of times we did not, meet our obligation to complete the annual gas safety check by annual anniversary date (nationally set target)	20	0	0	SSHC 05.16	Property	This continues to be monitored at the highest level within the Resource. A review of processes has been undertaken and improvements identified.

Resource Outcome: Deliver a first-class repairs and maintenance service						
Measure	2022-23 Actual	2023-24 Target	2024-25 Target	Links	Service	Notes
17. % of tenant satisfaction with repairs or maintenance in year (locally set target)	89%	90%	90%	SSHC 05.08	Property	This target is to maintain performance at 90% and a requirement of the Scottish Social Housing Charter.
Resource Outcome: More energy efficient council homes						
Measure	2022-23 Actual	2023-24 Target	2024-25 Target	Links	Service	Notes
18. % of council stock meeting the SHQS (locally set target)	80.00%	90%	90%	SSHC 05.17	Property	Ongoing monitoring continues at the highest level. A review of processes has been undertaken and improvements identified.
19. % of council dwellings that are Energy Efficiency Standard for Social Housing 2 (EESH2)	7.39%	No target as currently subject to review	No target as currently subject to review	05.17	Property	The 2025 and 2032 EESH Milestones have been suspended as the Scottish Government are reviewing the EESH2 standards to strengthen and realign the standard with the target for net zero carbon houses from 2045.
Resource Outcome: Work with communities to create safe, strong and sustainable places						
Measure	2022-23 Actual	2023-24 Target	2024-25 Target	Links	Service	Notes
20. % of Anti-Social Behaviour cases resolved in the year (locally set target)	96.8%	90%	90%	SSHC 01.01	Housing	This measure is a Scottish Social Housing Charter requirement and is also used for benchmarking returns.
Resource Outcome: Support people to live active and independent lives						
Measure	2022-23 Actual	2023-24 Target	2024-25 Target	Links	Service	Notes
21. Number of households currently waiting	0	0	0	C03.01	Property	This is a locally set target and has been consistently achieved over a number of years.

for adaptations to their home (locally set target)						
22. Average time (working days) to complete applications for council houses (nationally set target)	21.62 days	28 days	28 days	SSHC 03.01	Property	This target is a requirement of the Scottish Social Housing Charter.
23. % of new build that are wheelchair accessible (locally set target)	N/A	10%	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

Resource Outcome: Customers experience high quality and improving council services

Measure	2022-23 Actual	2023-24 Target	2024-25 Target	Links	Service	Notes
24. % of Stage 1 complaints responded to in full (nationally set target)	95%	100%	100%	SSHC 07.01	Housing/ Property	This target is a requirement of the Scottish Social Housing Charter.
25. Average time in working days for a full response at Stage 1 (nationally set target)	5.2 days	5 days	5 days	SSHC 07.01	Housing/ Property	This target is a requirement of the Scottish Social Housing Charter.
26. % of Stage 2 complaints responded to in full nationally set target)	88%	100%	100%	SSHC 07.01	Housing/ Property	This target is a requirement of the Scottish Social Housing Charter. 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.
27. Average time in working days for a full response at Stage 2 (nationally set target)	15 days	20 days	20 days	SSHC 07.01	Housing/ Property	This target is a requirement of the Scottish Social Housing Charter.

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

Measure	2022-23 Actual	2023-24 Target	2024-25 Target	Links	Service	Notes
28. Rent collected as a % of rent due in the year (locally set target)	99.10%	99.31%	99.41%	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 2024-25 and monitored and reported at a senior management level.
29. Gross rent arrears (current and former tenants) as a % of rent due for the year (locally set target)	8.66%	9.01%	8.69%	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 focus in the forthcoming year and monitored and reported at a senior management level.
30. % of rent due in the year that was lost due to voids (Operational void rent loss) (locally set target)	0.62%	0.62%	0.50%	SSHC 07.02	Housing	Performance against this indicator has improved despite the impact 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 as well as a statutory requirement for the Scottish Housing Regulator.
31. % of total void rent loss (locally set target)	1.41%	1.42%	1.50%	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.
32. Factoring collection rate (locally set target)	72.2%	75%	75%	07.02	Property	Target set by Finance and Corporate Resources.

4.b. What actions we will take in 2024-25

Resource Outcome: Increased levels of affordable rented homes			
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.	C05.14	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 2025.	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.	05.09	Housing/Property
4. Complete the review of void processes and implement recommendations	Decrease the length of time properties are void.	05.09	Property
5. Review of Repairs Policy	Review of Repairs Policy completed and reported to HTR Committee by March 2025.	05.09	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
6. Understand the financial security of our customers	Provide a programme of support to our customers including: – <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 As part of budget / rent setting process: - <ul style="list-style-type: none"> Complete analysis of the affordability of our rents by December 2024. Consult with tenants regarding proposed rent levels by December 2024. 	05.01	Housing
7. Development and implement Local Housing Strategy for 2022-27	First annual review scheduled for submission to Executive Committee in June 2024.	05.01	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
8. Improve access to settled accommodation for homeless households and other priority groups such as care experienced young people and people fleeing domestic abuse and veterans.	<p>Continue to implement Rapid Rehousing Transition Plan delivered including:-</p> <p>Annual review to HTR Committee September 2024.</p> <p>Implement revised service provisions set out in report to Housing and Technical Resources Committee on 7 February 2024 to help mitigate severe pressure on homelessness services. This will include exploring options to further increase the supply of temporary accommodation.</p> <p>Opportunities to improve access to housing for veterans and members of the armed forces community will be considered alongside the Lanarkshire Armed Forces Community and Veteran Covenant Group.</p> <p>Work in partnership with the Health and Social Care Partnership to deliver the joint Throughcare protocol which was launched in December 2023 to provide delivery positive housing outcomes for younger people.</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
9. Community Safety priorities are achieved (NH)	<p>Continue to support the Safer South Lanarkshire Board and work with partners to contribute to tackling identified community safety issues.</p> <p>Contribute to the Environmental Task Force to address graffiti, vandalism and fly tipping.</p> <p>Work with community safety partners to implement the Anti-Social Behaviour Strategy 2024-29, following approval from Executive Committee in March 2024.</p>	C01.01 01.01	Housing / Property
10. Develop revised approach to Rural Housing Action Plans	New schedule and approach in place by March 2025, incorporating proposals for investment (additional housing and current stock), housing management approaches / initiatives and community engagement	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
11. Develop and implement Customer Involvement Strategy	Work with partners to implement actions from the reviewed Customer Involvement Strategy 2024-29, following approval from Housing and Technical Resources Committee in February 2024. First review to HTR Committee March 2025. This includes:	05.12	Housing

	<ul style="list-style-type: none"> Reviewing structures for engagement at central and locality level. Ensure customer involvement in identifying local priorities to be progressed through Participatory Budgeting. 		
12.Ensure effective involvement with tenants and other customer groups as well as understanding our customer satisfaction levels of key service areas	Annual Scrutiny Programme 2024 developed June 2024 and implemented by March 2025. Customer Engagement Programme agreed with tenant representatives by June 2024.	C05.12	Housing
	Customer Satisfaction Programme developed and approved by July 2024. Results are reviewed quarterly, and any improvement activities are identified and incorporated into service and resource planning cycles.	SSHC 05.12	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
13.Work with Gypsy/Traveller residents to develop and implement a programme of site improvement	Continue to deliver co-produced Site Masterplans at both sites, reflecting council and resident priorities. Work in 2024/25 will continue with key projects including extension and upgrade of amenity units and new play areas.	C05.03	Housing
14.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 developments will be checked during 2024/25 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
15. Improve energy efficiency stock to help address fuel poverty (NH)	Deliver Housing Investment Programmes to improve the energy efficiency of existing council homes to reduce household bills and contribute towards relevant net zero targets.	C05.17	Property
	South Lanarkshire Local Heat and Energy Efficiency Strategy (LHEES) to Exec Committee in June 2024 for approval.	05.17	
	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.	05.17	
	Develop feasibility studies for proposed district heating systems at the multi storey blocks in East Kilbride and council premises in Hamilton.	05.17	

	Improve homes and the housing environment for residents by continuing to invest in fabric upgrade.	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
16. Contribute to effective joint working to protect and promote the wellbeing of children, young people and adults	Deliver key actions detailed in the Local Child Poverty Action Report during 2024/25 within the following areas: <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), by providing appropriate support to individuals leaving prison with identified housing need.	04.04	Housing
	Ensure referrals are made to appropriate statutory agencies for children and vulnerable adults in 100% of cases that are identified as at risk of harm.	04.04	Housing/ Property
	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
17. Review Scheme of Assistance Policy	Review of Scheme of Assistance Policy completed by March 2025.	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
18. 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:- <ul style="list-style-type: none"> pilot routine enquiry within identified front line homelessness services and develop plan to support full roll out across health and care services. deliver progressive housing approach across identified new housing developments support Health and Social Care Partnership to develop Strategic Commissioning Plan 2025-28 	03.08	Housing

Resource Outcome: Increased ownership of local assets			
Action	Milestones/Steps we will take to deliver our actions	Links	Service
19. Support sustainable Community asset transfer (NH)	<p>Continue to promote the community asset transfer process and support communities to develop sustained applications target 3.</p> <p>Develop process for assessing and approving proposed community use of vacant Housing Revenue Account land.</p>	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
20. Project Management of General Services Projects	The General Services Programme spend will be achieved for the financial year.	05.11	Property
	Our Lady of Lourdes Primary School, East Kilbride – Refurbishment and Extension	05.11	Property
	First Steps Nursery, Hamilton – Extension	05.11	Property
	PPP High School Expansion Programme – <ul style="list-style-type: none"> • Holy Cross HS, Hamilton • Calderside Academy, Blantyre • Uddingston Grammar, Uddingston • St Andrew's and St Bride's HS, East Kilbride 	05.11	Property
21. Review of operational assets and reduction in the number of properties	Continue to engage with all Council Resources and public sector partners during 2024/25 to ensure continued progress towards establishing a core estate through property rationalisation and investment.	05.11	Property
22. Review of office accommodation in light of changing working patterns	<p>Develop and implement a new 5 year office strategy and action plan.</p> <p>Condition is assessed as the percentage of floor space of operational buildings which are in a satisfactory condition.</p> <p>Suitability is assessed as the percentage of operational buildings which are considered to be suitable for service delivery.</p>	05.11	Property
23. Progress towards decarbonisation on the non housing estate	<p>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.</p> <p>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.</p> <p>Achieve energy efficiency and carbon emissions reductions through delivery of the CEEF programme.</p>	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
24.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
25.Ensure effective management of all Resource budgets and Business Plans	Overall budgetary target achieved by March 2025.	07.02	Housing/ Property

Resource Outcome: Digital and ICT Services meet the needs of the council and its customer

Action	Steps we have taken to deliver our actions	Links	Service
26.Progress the council's Digital Strategy within the Resource	Continue with the development and implementation of the new HOME Project.	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 2024-25

The Resource has a Net Revenue Budget of £13.926 million. The table below allocates this budget across the services:

NET Budget by Service	2024-25	
Detail	£ million	%
Housing Services	8.699	62%
Property Services	5.227	38%
Total	13.926	100%

5.2. Capital Budget 2024-25

The following capital budget of £77.303 million is allocated to the Resource for 2024-25:

Capital Programme 2024-25	
Project	£ million
Housing Revenue Account (HRA) Capital (new projects)	77.303
Total	77.303

5.3. Resource Employees

The Resource has 1438 employees as at February 2024. 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	489
Property Services	949
Total	1438