

Report

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Report to:	Housing and Technical Resources Committee
Date of Meeting:	22 August 2018
Report by:	Executive Director (Housing and Technical Resources)

Subject:	Housing and Technical Resource Plan - Quarter 4 Progress Report 2017/2018 and Housing and Technical Resource Plan 2018/2019
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide the Housing and Technical Resource Plan Quarter 4 Progress Report 2017/2018 for the period 1 April 2017 to 31 March 2018
- ◆ present the Housing and Technical Resource Plan 2018/2019 for consideration and endorsement

2. Recommendations

2.1. The Committee is asked to approve the following recommendations:-

- (1) that the Quarter 4 Progress Report 2017/2018, attached as Appendix 1, be noted;
- (2) that the achievements made by the Resource during 2017/2018, as detailed in paragraph 4.3. of this report, be noted;
- (3) that the Resource Plan 2018/2019 attached as Appendix 2 be endorsed and referred to the Executive Committee for approval;
- (4) that the Resource Plan 2018/2019 be uploaded onto the Council's website once approved by the Executive Committee; and
- (5) that a Quarter 2 Progress Report on the Resource Plan 2018/2019 be provided to a future meeting of the Committee.

3. Background

3.1. A new Council Plan Connect covering the period 2017 to 2022 was endorsed by the Executive Committee on 8 November 2017 and approved by the full Council on 6 December 2017. The Plan sets out the Council's vision, values, ambitions and objectives for the five year period. The Council Plan is the starting point for the Resource Planning process and the 2018/2019 Resource Plan has been prepared to show, in detail, how Housing and Technical Resources will contribute to the Council's objectives in the coming year.

3.2. The Resource Plan follows the agreed corporate structure and style. The Plan is a key element of the Council's performance management arrangements. It provides details of the context within which the Resource operates and establishes actions and measures for the year ahead based on the objectives set out in the Council Plan.

- 3.3. Performance management is a keystone of Best Value, and ensures that the Council can demonstrate sound governance arrangements. The Resource Plan is one part of the Council's framework for planning and budgeting, and demonstrates how this leads to effective front line service delivery.
- 3.4. As part of this framework the Resource Plan reflects the aspirations of the Council Plan, the Community Plan and the Neighbourhood Plans, as well as being complemented by the details of individual Service, Business and other Plans. Ultimately, these details are included in the key work objectives of individual officers. This demonstrates the 'Golden Thread' of performance management which ensures a clear understanding of the Council's vision, values, ambitions and objectives at all levels.
- 3.5. The current format for performance reporting has been established for several years and is used for Executive Directors' reports to the Chief Executive, Resource Committees and Resource Management Teams. The focus has been on reporting progress on Council objectives, statutory performance indicators, other key performance measures and high level Resource priorities.
- 3.6. In preparing the Plan, account has also been taken of the need to ensure a robust response to Risk Management and Control. Risks associated with delivery of the actions in this Resource Plan have been identified and evaluated and are listed in the Resource Risk Register. Where necessary, controls or further actions to mitigate these risks have been agreed. Such actions are tracked through the Resource Risk Control Plan which is kept under review by the Risk Sponsor for the Resource

4. Quarter 4 Progress Report 2017/2018

- 4.1. Progress against all 2017/2018 Resource Plan measures is contained in the Quarter 4 Progress Report 2017/2018, attached as Appendix 1. This report has been produced from the Council's performance management reporting system IMPROVe, and uses a traffic light format with the following definitions to give a status report on each measure:-

Status	Definition
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	The information is not yet available to allow us to say whether the target has been reached or not. These will be reported when available
Contextual	These are included for 'information only', to set performance information in context

- 4.2. Measures with a 'red' status are considered in detail at paragraph 4.4. To ensure adequate scrutiny of performance across all Resources, the Council's Performance and Review Scrutiny Forum may consider 'red' and 'amber' measures at a future meeting.

The overall summary of progress to date is as follows:-

Status	Measures	
	Number	%
Green	83	81%
Amber	7	7%
Red	0	0%
Report later/Contextual	13	12%
Totals	103	100%

4.3. Key achievements for 2017/2018 are noted below:-

4.3.1.

Connect Objective: Improve later life	
Resource Objective	Achievement
Improve Later Life	<ul style="list-style-type: none"> Over 970 adaptations have been completed in council and private homes allowing people to remain in their own home. 52 affordable properties built to suit the needs of older people. 96.4% of adaptations were completed on time ensuring required adaptations were available at the earliest opportunity.
Connect Objective: Improve the availability, quality and access of housing	
Improve the availability, quality and access of housing	<ul style="list-style-type: none"> 271 new affordable homes delivered. 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%). 97% of response repairs were completed on time throughout the year and 97% of appointment targets were met (target 90%).
Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities	
Work with communities and partners to promote high quality, thriving and sustainable communities	<ul style="list-style-type: none"> New Customer Involvement Strategy continued to be implemented Reduced incidences of crime to council property were 21% ahead of target.
Connect Objective: Support our communities by tackling disadvantage and deprivation and supporting aspiration	
Tackle disadvantage and deprivation	<ul style="list-style-type: none"> Continued implementation of the Masterplan for regeneration in East Whitlawburn
Connect Objective: Ensure schools and other places of learning are inspirational	
Deliver high quality places of learning.	<ul style="list-style-type: none"> Of the 129 primary schools to be renewed, 125 (96.9%) are now complete.

4.3.2. Resources have established their own Resource objectives to support the delivery of Connect objectives. In addition to working towards these objectives, we recognise that the Council will continually aim to improve and ensure effective and efficient use of resources, and that business will be conducted with integrity and transparency and will operate to the highest standards. In order to monitor and report progress against these values, Resource objectives have also been identified, under the heading Delivering the Plan and achieving Best Value.

Delivering the Plan and achieving Best Value	
Resource Objective	Achievement
Maintain current high levels of income collection and generation	<ul style="list-style-type: none"> • 99.51% of rent due in the year was collected. • 80% of factoring fees were collected
Achieve target surplus across Property Services	<ul style="list-style-type: none"> • Target achieved
Deliver and communicate the Council Plan and ensure high standards of governance	<ul style="list-style-type: none"> • Resource Governance Self-Assessment completed and actions developed to address non-compliant areas • All audit action completed within timescale
Promote equality and the well being of staff	<ul style="list-style-type: none"> • Continued implementation of the Equality and Diversity Action Plan • Annual report presented to Equal Opportunities Forum on uptake of service based on agreed equality outcomes
Develop and implement effective financial strategies	<ul style="list-style-type: none"> • Overall budgetary targets achieved by March 2018 • Overall Resource budgetary efficiency savings targets have been achieved.
Improve the skills, flexibility and capacity of the workforce	<ul style="list-style-type: none"> • Review of workforce plan undertaken and actions developed to respond to workforce plan changes and meet future needs

4.3.3. Full details of progress against all Connect objectives, actions and measures for 2017/2018 are included in the report from the performance management system, attached as Appendix 1. Further additional performance information is also summarised in the Resource Plan 2018/2019, attached as Appendix 2: in section 2.1, section 4 and Annex 2.

4.4 **Areas for improvement**

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

4.5 **Report Later**

Measures and actions with a 'report later' status relate to annual/ongoing indicators for which the timing of the publication of the information is just beyond the financial year being reported. Where appropriate, progress will be updated in the next available performance report.

5. **Resource Plan 2018/2019**

5.1. The Resource Plan 2018/2019 is attached as Appendix 2 and is structured around the following headings:-

1. Introduction
2. Context
3. The Council Plan - Connect
4. Performance and results
5. Resourcing the Plan
6. Action Plan

The Resource Plan is also supported by two annexes:-

- Housing and Technical Resources' Organisational Structure
- Additional performance information

5.2. **Resource Objectives for 2018/2019**

The Resource has established a number of objectives to support the delivery of the Connect objectives in 2018/2019. These are detailed in Appendix 3.

5.3. To support these objectives, the Resource has developed 47 actions which will be monitored through 91 specific measures. Of these measures, 45 (49%) will be included in the Council Plan Connect Quarter 2 and Quarter 4 Progress Reports 2018/2019, with the rest being monitored and reported at Resource level.

5.4. Monitoring and reporting:

As part of the performance management arrangements, the Committee will also receive a mid-year update of progress on the measures identified in the Resource Plan – Quarter 2 Progress Report 2018/2019.

6. **Employee Implications**

6.1. The objectives noted within the Resource Plan will inform the Service Action Plans, where applicable, and in turn the Performance Appraisal process for individual employees in 2018/2019.

7. **Financial Implications**

7.1. The objectives within the Resource Plan are reflected in the respective annual Resource Revenue and Capital budgets and, longer term, within the framework of the Council's approved Financial Strategy.

8. **Other Implications**

8.1. The Community Plan 2017 to 2027 was agreed at the Community Planning Partnership Board on 11 October 2017. A significant element of the delivery of the outcomes in the Community Plan will come through the achievement of the actions contained within Connect.

8.2. Resource Plan actions are assessed as part of the Resource's risk management arrangements and relevant issues have been added to the Resource Risk Register.

8.3. The Resource Plan takes into account Resource responsibilities in relation to sustainable development.

9. Equality Impact Assessment and Consultation Arrangements

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

Daniel Lowe

Executive Director (Housing and Technical Resources)

1 August 2018

Link(s) to Council Values/Ambitions/Objectives

- ◆ The Resource Plan has been structured upon the vision, values, ambitions and objectives of the Council Plan Connect 2017 to 2022

Previous References

- ◆ Housing and Technical Resources Committee (4 October 2017): HTR Resource Plan Quarter 4 Progress Report 2016/2017
- ◆ Housing and Technical Resources Committee (13 December 2017): HTR Resource Plan 2017/2018

List of Background Papers

- ◆ The Council Plan Connect 2017 to 2022
- ◆ Housing and Technical Resource Plan 2017/2018

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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