



**Housing and Technical Resources**

# **Housing and Technical Resource Plan 2021-22**

<b>Section</b>	<b>Contents</b>	<b>Page</b>
<b>1.0</b>	<b>Introduction</b>	<b>1</b>
<b>2.0</b>	<b>Key areas of focus for the year ahead</b>	<b>2</b>
<b>3.0</b>	<b>Resource outcomes</b>	<b>4</b>
<b>4.0</b>	<b>Measures and actions</b>	<b>5</b>
<b>5.0</b>	<b>Resourcing the Plan</b>	<b>10</b>

## Section One – Introduction

I am pleased to introduce our Resource Plan for 2021-22 which sets out our intended outcomes and priorities for the coming year. This is the main annual business planning document for the Resource and all of its employees. 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 quality of life 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 25,012 homes, including 34 Sheltered Housing complexes and two sites and services for Gypsy /Traveller community. We provide a homelessness and housing support service, working to prevent and alleviate homelessness; support independent living; improve levels of tenancy sustainment and support vulnerable households in our communities, including refugees. The Service also provides both strategic and support functions across the Resource, contributing to the Council and national agenda, including community safety and the development and delivery of additional affordable homes.

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

This Resource Plan has been prepared in the context of the COVID-19 pandemic and the measures the council has taken to minimise its spread and support communities. The long-term impact on the council and its services, including the financial impact, will not be fully understood for some time. However, all Resources have response plans which will continue to be developed in parallel with the Resource Plans.

**Daniel Lowe**  
**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. COVID-19 - Response and Recovery

The Resource will continue to prioritise ensuring services are delivered to address continuing and emerging challenges presented by COVID-19. Our priority will be placed upon ensuring effective delivery of critical and statutory services, taking full account of the continuing or emerging issues which are faced by customers, employees and the service stemming from COVID-19.

The situation will continue to be monitored closely and effective planning and management systems are in place to ensure that the Resource is able to reinstate aspects of service quickly when it is appropriate and safe to do so. This also includes the implementation of revised service and working arrangements which have been put in place to deliver services in the context of the public health crisis, that have been identified as being both efficient and effective and suitable for permanent implementation.

It is important to recognise that our planning is informed by and dependent on guidance issued by the Scottish Government and therefore our approach will be subject to continual review and change.

### 2.2. Service Response to EU Exit

The potential impacts of the United Kingdom's exit from the European Union continue to be a source of great uncertainty. The potential consequences for the Resource include rising demand on Housing Services, the costs for building materials, supplies and services and possible skills shortages across the construction sector. The Resource will continue to monitor the potential impact of the withdrawal process on service delivery as the year progresses.

### 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 current 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 advice and assistance where necessary to support our tenants and customers, while contributing to the wider tackling poverty agenda.

### 2.4. Preventing and Alleviating Homelessness

The forthcoming year is expected to be a pivotal year for homelessness in South Lanarkshire and the Resource will continue to ensure that services are developed and delivered to meet requirements. We will work closely with our partners to address emerging issues and the priorities identified in the Rapid Re-housing Transition Plan. We will continue to review our supply of temporary & supported accommodation to ensure it is suitable and meets demand and need. We will also continue with our approach in delivering our Housing Options service with a focus on homeless prevention to support and assist people who are homeless or at risk of becoming so and to ensure access to settled accommodation and support services for homeless households.

## **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. As well as increasing the supply of affordable housing through new build programme and open market purchase scheme and working with developing RSLs, 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 28 pitches. The Resource will continue to work closely with residents to implement a co-produced investment masterplan for both sites which includes a range of investment activities including the installation of new communal facility, heating improvements, pitch expansions and measures to improve fire safety.

In addition, we are working with both the Scottish Government and COSLA to contribute to the implementation of the national 'Improving the lives of Gypsy/Traveller's' action plan published in 2019. This includes aligning the current local investment priorities and service provision with the national outcomes contained within the plan.

## **2.7. Health and Social Care**

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.

## **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 2021/22. This will progress in tandem with ensuring effective operation of existing systems to meet statutory and regulatory requirements and further digitisation of services that will enhance our interactions with customers and tackle digital inclusion.

## **2.9. Health and Safety**

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

## **2.10. Asset Management**

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. Corporate Standards will be reviewed to ensure they are kept in a good condition, well maintained, well used and energy and cost efficient.

In relation to Council Housing, a key priority will be to ensure provision of well maintained, appropriate quality housing which meets the need of existing and future tenants. The 2021/22 Capital Programme reflects the level of investment required to continue to maintain the Scottish Housing Quality Standard and the Energy Efficiency Standard for Social Housing (ESSH)

## Section Three – Resource outcomes

### 3.1. Resource Outcomes

The Resource has established the following outcomes to support the delivery of Connect priorities in 2021-22.

Connect Priority	Resource Outcomes
Ensure communities are safe, strong and sustainable	<ul style="list-style-type: none"><li>• Availability, quality and access to housing is improved</li><li>• High quality, thriving and sustainable communities</li><li>• Schools and other places of learning are inspirational</li></ul>
Promote sustainable and inclusive economic growth and tackle disadvantage	<ul style="list-style-type: none"><li>• The quality of life in the most disadvantaged communities in South Lanarkshire is improved</li></ul>
Get it right for children and young people	<ul style="list-style-type: none"><li>• Protect vulnerable children, young people and adults</li></ul>
Improve health, care and wellbeing	<ul style="list-style-type: none"><li>• Later life is improved</li><li>• Improved health and social care outcomes for all</li></ul>

### 3.2. Delivering the Plan and achieving Best Value

In working towards the four priorities, 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.

The Resource has established the following outcomes to support Delivering the Plan and achieving Best Value.

Delivering the Plan and achieving Best Value	<b>Resource Outcomes</b> <ul style="list-style-type: none"><li>• Provide sound financial stewardship for the council</li><li>• Deliver and communicate the Council Plan and ensure high standards of governance</li><li>• Support local democracy, council committees, Integrated Joint Board, elected members and senior managers</li><li>• Promote equality and the well-being of staff</li><li>• Develop and implement effective financial strategies</li><li>• Implement a digital and ICT strategy that meets business needs</li><li>• Develop improvement activity and promote scrutiny</li><li>• Improve the skills, flexibility and capacity of the workforce</li></ul>
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## Section Four – Measures and actions

### 4.0. Performance measures and action plan

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

#### 4.a. How we will measure our performance

The impact of Covid continues to have a significant effect on performance for some services. For this reason, a number of annual targets have been adjusted accordingly and may sit below the baseline level established in previous years. In most cases, the baselines below refer to the financial year 2019-20, reflecting the most recent pre-Covid levels of performance. Targets marked “TBC” will be set once 2020-21 outturn figures are available.

Resource Outcome:	Availability, quality and access to housing is improved			
Measure	Baseline	Annual target	Links	Service
1. % of lets to Urgent housing (UH) need households	51.4%	60%	C4.1	Housing
2. % of homeless households advised of outcome of assessment within 28 days	99.8%	98.0%	SG C4.1	Housing
3. Average length of time in temporary accommodation	102 days	120 days	SG	Housing
4. % of households provided with temporary accommodation	100%	100%	SG	Housing
5. % of temporary accommodation offers refused	6.24%	6.00%	SG	Housing
6. % of new tenancies sustained for more than a year for all lets	90.1%	88%	C4.1 SSHC	Housing
7. Number of times we did not meet our obligation to provide suitable accommodation	0	0	SG	Housing
8. Average time taken to re-let empty properties	22 days	26 days	SSHC	Housing
9. % of Housing Options interventions where Homelessness prevented	63.3%	70%	C4.1	Housing
10. % of rent due in the year that was lost due to voids (Operational void rent loss)	0.49%	0.53%	SSHC	Housing
11. % of total void rent loss	1.35%	1.35%	SSHC	Housing
12. % of tenancy offers refused during the year	30.8%	N/A	SSHC	Housing
13. % of response repairs completed on time	96%	90%	C4.3 SSHC	Property
14. Average length of time to complete emergency repair	3 hours 44 minutes	24 hours (contracted target)	SSHC	Property
15. Average length of time to complete non-emergency repair	14.19 days	28 days (contracted target)	SSHC LGBF	Property

16. % of reactive repairs completed first time right	99%	90%	SSHC	Property
17. % of repairs appointment kept	94%	90%	SSHC	Property
18. Number of times we did not, meet our obligation to complete the annual gas safety check by annual anniversary date	0	All appliances to have a valid gas safety check certificate in place by 31/3/22	SSHC	Property
19. % of tenant satisfaction with repairs or maintenance in year	93%	90%	SSHC	Property
<b>Resource Outcome:</b>	High quality, thriving and sustainable communities			
<b>Measure</b>	<b>Baseline</b>	<b>Annual target</b>	<b>Links</b>	<b>Service</b>
20. % of Anti-Social Behaviour cases resolved in the year	98%	90%	SSHC	Housing
21. % of council stock meeting the SHQS	93.2%	93.2%	SSHC	Property
22. % of council dwellings that are Energy Efficiency Standard for Social Housing (ESSH)	93.4%	93.4%	C4.4	Property
<b>Resource Outcome:</b>	Later life is improved			
<b>Measure</b>	<b>Baseline</b>	<b>Annual target</b>	<b>Links</b>	<b>Service</b>
23. Number of adaptations completed in Council homes	824	N/A	C1.1	Property
24. Number of households currently waiting for adaptations to their home	0	0	C1.1	Property
25. % of approved applications for adaptations completed in year	100%	100%	C1.1 SSHC	Property
26. Average time (working days) to complete applications	24.84 days	28 days	SSHC	Property
27. % of standard adaptations to council houses within agreed appointment times	85.6%	90.0%	C1.1	Property
28. % of new build that meets needs of older people	27.00%	8.00%	C1.1	Housing/Property
<b>Resource Outcome:</b>	Delivering the Plan and achieving best value			
<b>Measure</b>	<b>Baseline</b>	<b>Annual target</b>	<b>Links</b>	<b>Service</b>
29. % of Stage 1 complaints responded to in full	97.44%	N/A	SSHC	Housing/Property
30. Average time in working days for a full response at Stage 1	4 days	5 days	SSHC	Housing/Property
31. % of Stage 2 complaints responded to in full	96.77%	N/A	SSHC	Housing/Property
32. Average time in working days for a full response at Stage 2	17 days	20 days	SSHC	Housing/Property
33. Rent collected as a % of rent due in the year	99.7%	TBC	SSHC	Housing
34. Gross rent arrears (current and former tenants) as a % of rent due for the year	7.05%	TBC	LGBF SSHC	Housing

35. Factoring collection rate	78.10%	80.0%	C6.9	Property
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#### 4.b. What actions we will take in 2021-22

Resource Outcome: Availability, quality and access to housing is improved			
Action	Steps we have taken to deliver our actions	Links	Service
1. Increase the number of new affordable homes	Total new/additional affordable homes delivered per SHIP and reported to H&TR Committee	C4.6	Housing/Property
2. Improve access to settled accommodation for homeless households	<p>Rapid Rehousing Transition Plan delivered and Annual Review reported to Housing and Technical Resources Committee on June 2021.</p> <p>Increase settled accommodation by converting 40 temporary accommodation units to Scottish Secure Tenancies by March 2022.</p> <p>Implement Housing First approach. Provide suitable accommodation and support for up to 40 individuals with complex needs by 2023/24.</p>	C4.1	Housing
Resource Outcome: High quality, thriving and sustainable communities			
Action	Steps we have taken to deliver our actions	Links	Service
3. Ensure continued implementation of the Local Housing Strategy	Local Housing Strategy implemented with annual review reported to the Housing and Technical Resources Committee November 2021.	C4.8	Housing
	A Housing Needs and Demand Assessment, including an assessment of the needs of Gypsy/Travellers, to be completed by 30th November 2021.	C4.10	Housing
4. Community Safety priorities including relevant parts of the SLCP are achieved	Progress against Community Safety priorities presented to the Safer South Lanarkshire Board on 11 June 2021 and 19 November 2021.	C8.1	Housing
5. Ensure effective involvement with tenants and other customer groups	Customer Involvement Strategy implemented with Annual review (including programme of Customer Scrutiny) reported to Housing and Technical Resources Committee November 2021.	C4.10	Housing
6. Service development is understood by understanding our customer satisfaction levels of key service areas	<p>Annual customer satisfaction programme approved by Resource Management Team in May 2021 and delivered.</p> <p>Key satisfaction levels monitored and reported and published as part of annual report on SSH Charter performance December 2021.</p>	SSHC	Housing/Property

7. Understand the financial security of our customers	This is identified through:- <ul style="list-style-type: none"> <li>• Key indicators reported to the Scottish Housing Regulator as part of annual return on the charter submitted during May 2021,</li> <li>• Contributions to the Welfare Reform Group led by Finance and Corporate Resources</li> <li>• Key actions detailed in the Local Child Poverty Action Report.</li> </ul>	C8.3	Housing
8. Work with Gypsy/Traveller residents to develop and implement a programme of site improvement	Site Investment Plans developed in consultation with residents and planned improvement works completed by 31 March 2022.	C4.10	Housing
9. Improve energy efficiency stock to help address fuel poverty	Deliver energy efficiency planned capital investment by 31 March 2022.	C8.5	Property
10. Physical regeneration work in priority areas	Deliver remaining 36 properties as part of Phase 1 of the masterplan for regeneration at East Whitlawburn along with Phase 2 (34 units) and Phase 3 (52 units).	C4.7	Housing/Property
	Work with partners to bring 15 Long Term empty homes into use during 2021/22.	C4.7	Housing/Property
<b>Resource Outcome:</b> Schools and other places of learning are inspirational			
<b>Action</b>	<b>Steps we have taken to deliver our actions</b>	<b>Links</b>	<b>Service</b>
11. Project Management of Schools Projects and General Services Projects	The General Services Programme spend will be achieved for the financial year.	C10.1	Property
	Support for Early Years Programme – Delivery of 8 new nursery sites by the end of the financial year 2021/22.	C10.1	Property
<b>Resource Outcome:</b> Protect vulnerable children, young people and adults			
<b>Action</b>	<b>Steps we have taken to deliver our actions</b>	<b>Links</b>	<b>Service</b>
12. Contribute to effective joint working in protecting children and adults at risk of harm	Annual report on operation of Adult and Child Protection procedures reported to Resource Management Team during March 2022.	C2.1	Housing/Property
	Deliver key actions detailed in the Local Child Poverty Action Report. <ul style="list-style-type: none"> <li>• Maintain affordable rents for council homes, benchmarked against the Scottish average.</li> <li>• Prioritise allocation of available housing for those in need, including homeless households.</li> </ul>	C2.4	Housing
	Six monthly Reporting to Chief Officer Group (COG) for Homelessness and Gender Based Violence statistics.	C2.4	Housing

	Personal plan developed for all young people moved from Care to living in their own home on a permanent basis.	C2.4	Housing
<b>Resource Outcome:</b> Later life is improved			
<b>Action</b>	<b>Steps we have taken to deliver our actions</b>	<b>Links</b>	<b>Service</b>
13. Increase supply of housing suitable for older people	Additional Amenity standard and wheelchair accessible homes delivered as per SHIP and reported to H&TR Committee.	C1.1	Housing/Property
14. Ensure that Sheltered housing services are compliant with Care Inspectorate inspection standards	Sheltered housing support services monitored to ensure compliance with Care Inspectorate standards. Outcome of inspections reported to Housing and Technical Resources Committee and improvement plans developed for any areas of improvement.	C1.1	Housing
<b>Resource Outcome:</b> Improved health and social care outcomes for all			
<b>Action</b>	<b>Steps we have taken to deliver our actions</b>	<b>Links</b>	<b>Service</b>
15.Ensure effective contribution to health and social care outcomes contained within the Strategic Commissioning Plan	Contribution to SCP2 reported through:- <ul style="list-style-type: none"> <li>Progress reported as part of the Rapid Re-housing Transition Plan Annual Report to Housing and Technical Resources Committee in June 2021</li> <li>The Local Housing Strategy reported Housing and Technical Resources Committee during November 2021.</li> <li>Scheduled reviews of the Strategic Commissioning Plan.</li> </ul>	C1.4	Housing
<b>Resource Outcome:</b> Delivering the plan and achieving best value			
<b>Action</b>	<b>Steps we have taken to deliver our actions</b>	<b>Links</b>	<b>Service</b>
16.Ensure effective management of all Resource budgets and Business Plans	Overall budgetary target achieved by March 2022.		Housing/Property
	Delivery of targeted agreed efficiency savings by March 2022.		Housing/Property
17.Progress the council's Digital Strategy within the Resource	Replacement Integrated Housing Management and Property System developed and implemented by June 2022		Housing/Property

## Section Five – Resourcing the Plan

The information contained in this section will be finalised once budgets have been approved for 2021-22.

### 5.0. Introduction

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

### 5.1. Revenue Budget 2021-22

The Resource has a Net Revenue Budget of £12.946 million for 2021-22. The table below allocates this budget across the services:

<b>NET Budget by Service</b>	<b>2021-22</b>	
<b>Detail</b>	<b>£ million</b>	<b>%</b>
Housing Services	8.234	63.6
Property Services	4.712	36.4
<b>Total</b>	<b>12.946</b>	<b>100.0</b>

### 5.2. Capital Budget 2021-22

The following capital budget of £100.801 million is allocated to the Resource for 2021-22:

<b>Capital Programme 2021-22</b>	
<b>Project</b>	<b>£ million</b>
Housing Revenue Account (HRA) Capital (new projects)	100.801
<b>Total</b>	<b>100.801</b>

### 5.3. Resource Employees

The Resource has 1483 employees as at March 2021. 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: @16/02/2021

<b>Service</b>	<b>Number of employees</b>
Housing Services	504
Property Services	979
<b>Total</b>	<b>1483</b>

5.4. Organisational structure

