

NORTH LANARKSHIRE COUNCIL

REPORT

AGENDA ITEM No. 31

To: <b>HOUSING &amp; TECHNICAL SERVICES COMMITTEE</b>		Subject:  <b>Service Plan 2002/03 Quarterly Review</b>
From: <b>DIRECTOR OF HOUSING &amp; PROPERTY SERVICES</b>		
Date: 12 Feb 2002	Ref: TMcK/AR	

**1. Introduction**

- 1.1 The purpose of this report is to update Committee on progress made towards the implementation of the priorities identified in the Department's Service Plan for 2002/03.

**2. Background**

- 2.1 Appendix 1 of this report provides a brief update on the progress/current status of each priority as at the end of the quarter i.e. 31 December 2002.
- 2.2 Overall significant progress has been made in taking forward the Department's objectives for the current year. The action plan will continue to be closely monitored to ensure that all the operational objectives are achieved as planned.

**3. Recommendations**

- 3.1 It is recommended that the Committee notes for information the content of this report.

**4. Background Information**

- 4.1 Background papers are available within the Housing & Property Services Department.



Thomas McKenzie  
Director of Housing & Property Services



## Housing & Property Services Service Plan 2001-2004

### Action Plan Quarterly Update

#### Strategic Issue 1 : Restructuring and Organisational Development

KEY ACTIONS	Progress to 31 December 2002	Evidence	LEAD SECTION
<b>Priority Task</b> <ul style="list-style-type: none"> <li>To develop an organisational infrastructure to enable people to realise their full potential and maximise the organisation's efficiency.</li> </ul>			Directorate
1.1 To review staff structure and accommodation.	New Benefit structure approved. Staff currently being recruited. New structure in place for Design Division. Committee approval received for Property & Housing divisions restructure review		Directorate
1.2 To pursue Investors in People award.	IIP accreditation December 2002	Letter from IIP Scotland	Finance & Admin
1.3 To implement programme of management training.	Programme underway	Training records	Finance & Admin
1.4 To produce Employee Handbook.	Draft completed	Draft completed	Finance & Admin
1.5 To improve Customer Care standards across the department through implementation of Training Initiative.	Draft completed	Draft guidance	Finance & Admin
1.6 To identify training needs arising from Employee Development Process (EDP).	EDP link established	Training records	Finance & Admin

## Strategic Issue 2 : Social Inclusion

KEY ACTIONS	Progress to 31 December 2002	Evidence	LEAD SECTION
<p><b>Priority Task</b> To promote to the Council's Social Inclusion Strategy and contribute to achieving the Social Justice milestones.</p>	Capital programmes being implemented Homelessness Strategy being developed	Progress reports to Committee on HRA & non HRA Capital Programme Development day for homelessness strategy held, steering group established	Development
2.1 Achieve minimum target spend of £23 million per annum through HRA capital programme including estate regeneration, energy efficiency, major repairs, safety and security and community care.	Capital Programme being implemented	Committee reports on progress submitted	Development Section and Design Services
2.2 Achieve £2 million minimum target spend to progress non HRA capital programme including grants for BTS private properties, Care and Repair, disabled adaptations, town centre improvements and grants for owners within Council improvement areas.	Programme for 2002/03 £1.892. Committed expenditure £1.46m. Projected expenditure £1.892. £300k spent (on target)	Committee reports on progress submitted	Development Section
2.3 Progress the St Catherine's Business Centre development in its own right and as a potential model for similar development within North Lanarkshire, and identify future sites for similar developments.	Site now being developed as part of Education 2010		Property Services
2.4 Develop Private Sector Strategy to help address problems of disrepair within the private sector, including participation of owners in improvement programmes and equity funding schemes.	Consultation with partners on key issues and options completed. Key issues and proposals contained in LHS.	LHS Report from Option Appraisal workshop on Private Sector	Development Section
2.5 To carry out review of all commercial property to ensure that the Council's industrial property portfolio fulfils objectives of job and income creation.	Consultants report now with Property Division		Property Services
2.6 Achieve capital receipts target of £5.7 million through sale of assets to sustain Council's capital programme.	On target	Receipts exceeding the target figure have now passed marketing & Committee stage	Property Services
2.7 Implement 3 year Joint Investment Strategy with Communities Scotland.	Forward priorities outlined in Draft Local Housing Strategy. Priorities for 03/04 agreed with Communities Scotland	Draft LHS published	Development Section

KEY ACTIONS	Progress to 31 December 2002	Evidence	LEAD SECTION
<p>2.8 Progress and monitor regeneration strategies for:</p> <ul style="list-style-type: none"> <li>➤ Forgewood</li> <li>➤ Coltness</li> <li>➤ Cumbernauld</li> <li>➤ Muirhouse</li> <li>➤ Clarkston</li> <li>➤ Sikeside</li> <li>➤ Old Monkland</li> <li>➤ Holehills</li> <li>➤ North Motherwell</li> <li>➤ Paterson Street</li> <li>➤ West Crindledyke, Newmains</li> </ul>	<p><b>Forgewood</b> - housing investment practically completed, landscaping of homesteading site in progress  <b>Coltness</b> - demolition of 6 blocks completed. Proposals for cleared site being developed. Refurb of 4 blocks underway. Survey and consultation events completed.  <b>Carbrain, Cumbernauld</b> - Development group established to agree Brief for new development. Transfer agreement practically complete. Community consultation planned  <b>Muirhouse</b> - housing investment practically complete  <b>Clarkston</b> - 3 blocks demolished. Refurb of Bruce &amp; Innes Courts progressing  <b>Sikeside</b> - Ph 3 refurb nearing completion. Final phase delayed due to o/occs  <b>Old Monkland</b> - new build for rent ahead of schedule. NLC env imps consultation completed and tender to be prepared.  <b>Holehills</b> - Millennium Garden completed. New build for sale progressing  <b>N Motherwell</b> - new build for sale nearing completion. NLC refurb of 12 flats nearing completion. Env imps - tender in preparation.  <b>Paterson Street</b> - Development Brief practically complete  <b>W Crindledyke</b> - Env Imp contract in progress. Re-housing of Moriston Ct underway.</p>	<p>Committee Reports, HRA Capital Programme monitoring reports &amp; Project Group minutes</p>	<p>Development Section</p>

KEY ACTIONS	Progress to 31 December 2002	Evidence	LEAD SECTION
<p>2.9 Implement Estate Regeneration Strategy, and develop and agree regeneration strategies for:</p> <ul style="list-style-type: none"> <li>➤ Eastfield, Harthill</li> <li>➤ Coltness, Wishaw</li> <li>➤ Craigneuk, Wishaw</li> <li>➤ Greenend, Coatbridge</li> <li>➤ Craigneuk, Airdrie</li> <li>➤ Rochsoles, Airdrie</li> <li>➤ Wester Mavisbank, Airdrie</li> </ul>	<p><b>Eastfield</b> - consultation completed. Report prepared for Aug Committee.  <b>Coltness</b> - consultation &amp; Feasibility study for development site completed. Report prepared for Aug Committee.  <b>Craigneuk, Wishaw</b> - baseline information being collated  <b>Greenend, Coatbridge</b> - consultation completed. Tender being prepared for env/ security imp.  <b>Craigneuk, Airdrie</b> - consultation completed. Brief with Design Services.  <b>Rochsoles, Airdrie</b> - proposals for development sites being progressed. Consultation completed with tenants fro refurb of flats. 2 blocks to be tendered this year.  <b>W Mavisbank Ave, Airdrie</b> - Consultation completed. Brief with Design</p>		Development Section
<p>2.10 Establish an integrated benefits service for all benefits administered by the Council by March 2002 including the administration of school clothing grants and free school meals.</p>	<p>Working group progressing. Implementation delayed due to introduction of new claim form &amp; legislative changes.</p>	<p>Working group minutes.</p>	Finance & Admin.
<p>2.11 Review standby arrangements and develop central out of hours repairs service.</p>	<p>Revised procedures to be implemented at beginning of new financial year</p>	<p>Working group minutes.</p>	Housing Property Services
<p>2.12 Provide 100 grants per year to older and disabled owner occupiers through Care and Repair project.</p>	<p>Care &amp; Repair project completed 99 cases</p>	<p>Monitoring Report</p>	Development
<p>2.13 Implement a review of the small repairs service to increase uptake.</p>	<p>Review scheduled for March 2003</p>		Development

KEY ACTIONS	Progress to 31 December 2002	Evidence	LEAD SECTION
2.14 Increase refuge provision by 10 places for women fleeing domestic violence.	Refuge opened in Motherwell Autumn 2002. Additional funding secured from Executive Dec 02.	Committee Reports	Tenancy Services
2.15 Contribute to Multi-Agency Domestic Abuse Strategy and develop housing procedures and staff training.	All Supported Accommodation Unit's staff have undertaken joint multi agency training. Formation of multi agency review meetings bimonthly (Social Work, Housing, Women's Aid and Eva)	Training Schedules	Development & Tenancy Services
2.16 Open accommodation services for rough sleepers in Motherwell and establish effective service level agreements with service provider.	Mason Street operating since April 2002.  Blue Triangle HA appointed to manage	Tenancy Records  Contract in place	Tenancy Services
2.17 Develop strategy for the provision of housing for older people in conjunction with Social Work.	Report to be prepared for March Committee with recommendations.	Minutes of working party.  Report from consultation event.  Allocation policy for sheltered housing approved by Committee.  Sheltered Housing Survey report available.	Development
2.18 Provide 30 assisted living tenancies in Airbles Road development by 2001.	Development opened- November 2001	Development opened 21 Nov 2001	Local Housing Services and Development
2.19 Develop 12 very sheltered units in partnership with Kirk Care by 2001.	Service reconfigured and additional services implemented April 2002	Community Care Assessments in place and services being delivered to 12 tenants	Development
2.20 Improve co-operation between housing and support providers and develop a comprehensive accommodation strategy for those who misuse drugs and alcohol by 2003.	Housing Support Workers in post.  Strategy to form part of Homeless Strategy.	Activity Reports  Input to Strategy Steering Group	Tenancy Services
2.21 To review current policies and practices and establish monitoring systems to ensure equality of opportunity and access to services for ethnic minority service users.	I.T. development and allocations implementation group progress with further development schedules after restructure.	Work Schedules	Tenancy Services

KEY ACTIONS	Progress to 31 December 2002	Evidence	LEAD SECTION
2.22 In consultation with ethnic minority service users assess their present and future needs and develop appropriate information services and support to meet these needs.	Interpreting & translation services made available July 2002 Report from CRE being assessed for action required		Development
2.23 To review current policies and practices & establish monitoring systems to ensure equality of opportunity and access to services for disabled service users.	I.T. development and allocations implementation group progress with further development schedules after restructure.	Work Schedules	Tenancy Services
2.24 In consultation with disabled service users assess their present and future needs and develop appropriate information services and support to meet these needs.	Needs Assessment information completed for Local Housing Strategy and consultation process ongoing	Draft LHS produced and out for consultation, July 2002..	Development
2.25 Implement disabled access to Council properties across North Lanarkshire.	Survey programme implemented and consequent programme being developed.		Property Services
2.26 Implement training/awareness raising programme to ensure staff are responding to disabled service users and ethnic minority service users appropriately and without unlawful discrimination.	Supported Living awareness raising programme for Area Housing offices now complete. Community Care Operations Group established within Housing.	1 <sup>st</sup> meeting CCOPG 6 June 2002	Development
2.27 Develop Energy Efficiency programme to ensure all eligible house owners' tenants receive full assistance to bring maximum number of households out of fuel poverty.	Lanarkshire Community Energy partnership being developed with Scottish Power, Transco & S.Lanarkshire		Property Services
<b>Priority Task</b> <ul style="list-style-type: none"> <li><b>To improve the efficiency of benefits administration, increase uptake and combat benefit fraud.</b></li> </ul>			Finance & Admin
2.28 Improve claims processing performance:			Finance & Admin
➤ Introduce a single claim form which combines rent rebates and rent allowances for both new and renewal claims	Introduced April 2002	Claim form	
➤ Process 90% of new and renewal claims within 14 days of receipt of the last piece of information	Achieving continuous improvement towards target	Performance report	
➤ Achieve 35 day target for average number of days to process new claims	Target exceeded	Performance report	
➤ Review 90% of claims in time	Achieving continuous improvement towards target	Performance report	
➤ Achieve 98% target for assessment accuracy	Target achieved	Performance report	

KEY ACTIONS	Progress to 31 December 2002	Evidence	LEAD SECTION
2.29 Establish an effective management information system:			Finance & Admin
➤ Develop reporting framework to comply with National Standards for HB/CTB administration	Under development for introduction in 2003 Self assessments in progress	Benefits Action Plan	
➤ Develop MIS to collate and monitor all internal Pis	In progress	MIS Reports	
2.30 Improve debt management to achieve recovery rate of 70% of overpayments:	Achieving continuous improvement towards target	Performance Report	Finance & Admin
➤ Achieve recovery rate of 70% of overpayments identified	Achieving continuous improvement towards target	Performance Report	
➤ Introduce recovery from ongoing benefit	Introduced April 2002	System Reports	
➤ Establish an overpayments team	Team established	Job adverts	
2.31 Address all operational issues arising from the BFI's recommendations:			Finance & Admin
➤ Complete audit of DWP response	Internal Audit progressing through audit Plan	Audit Reports	
➤ Fully implement Benefits Action Plan	On target	Action Plan updates	
➤ Undertake a Best Value Service Review	Scheduled for 2003/04		
2.32 Maximise benefit take up	Take up notice included in rent notification	Rent Notification	Finance & Admin
2.33 Improve performance in the prevention and detection of fraud to exceed Weekly Incorrect Benefit Scheme reward threshold:			Finance & Admin
➤ Increase level of resources allocated to counter-fraud work	Team in place	Staff list	
➤ Complete counter-fraud training programme	Ongoing under office closure training programme	Training records	
➤ Implement Weekly Incorrect Benefit Scheme	Implemented in April 2002	Performance statistics	
➤ Establish a fraud hotline	In place	Publicity material	



### Strategic Issue 3 : Housing (Scotland) Act 2001

KEY ACTIONS	Progress to 31 December 2002	Evidence	LEAD SECTION
<b>Priority Task</b> <ul style="list-style-type: none"> <li>To progress the implementation of the Housing (Scotland) Act 2001.</li> </ul>			Housing Services
3.1 To develop a comprehensive Homelessness Strategy in consultation with key stakeholders.	Multi-Agency Option Appraisal process completed and sub-groups established to consider Prevention, Accommodation & Support.	Committee reports - Dec 01 & May 02 Steering Group minutes Reports from Development days Research reports Minutes from sub-group meetings	Development Section
3.2 Commission Research to assess the extent and causes of homelessness.	2 pieces of research completed with staff and service users	Research reports	Development Section
3.3 Increase of the availability of temporary accommodation.	Target of extra 60 set. 38 now available	Accommodation Portfolio's	Tenancy Services
3.4 Review information and advice service for homeless and potentially homeless people and provide information pack.	First raft of training delivered. Youth information/education packs installed in schools. Service Level Agreement with CAB in draft form.	Training evaluation reports. Minutes of meetings. Copies of packs available.	Development Section & Tenancy Services
3.5 Establish a working group with other RSL to progress joint working in relation to homelessness.	Housing Association Forum has Sub Group	Comments included in response to Scottish Executive	Tenancy Services
3.6 To produce Local Housing Strategy in consultation with partners and key stakeholders, and submit to Scottish Executive.	Draft LHS produced and consultation completed.	Draft LHS produced consultation report available	Development Section
3.7 To implement the new Scottish Secure Tenancy in accordance with Scottish Executive guidance.	Implementation schedule in place	Reports to Housing Act Steering Group	Tenancy Services
3.8 To develop and implement Tenant Participation Strategy in consultation with key stakeholders.	Current practice reviewed and initial consultation completed to inform strategy, incl meeting with Tenants Groups reps. Approval to appoint dedicated Community Workers to support groups.	Committee report - October 2002	Development Section
3.9 To implement changes to Repair and Improvement Grant system.	Awaiting Executive's finalised proposals.	Reports to Housing Act Steering Group	Development

<b>KEY ACTIONS</b>	<b>Progress to 31 December 2002</b>	<b>Evidence</b>	<b>LEAD SECTION</b>
3.10 To review Performance Management Framework and prepare for the new Single Regulatory Framework.	MIS report agreed June 2002. New style reports to SMT from Aug 2002. SRF WG identified performance measures required. Being included as part of the development of HSMS	MIS report New Performance Management report. Minutes of meetings	Client Services
3.11 Develop integrated management strategy between different landlords including developing a Common Housing Register.	C.H.R. programme on schedule	Minutes of working group and reports to Steering Group	Tenancy Services

## Strategic Issue 4 : Supporting People

KEY ACTIONS	Progress to 31 December 2002	Evidence	LEAD SECTION
Priority Task • <b>Implement the Supporting People Framework to ensure provision of quality housing support services.</b>	Participation in working groups led by Social Work	Minutes of meetings Reports to Committee	Development
4.1 Maximise Transitional Housing Benefit by reviewing existing housing services and developing appropriate housing support services to meet future needs.	THB claims for existing support services processed and recruitment process for additional tenancy support service underway	Minutes Supporting People Implementation Group Committee reports	Development & Tenancy Services
4.2 Identify unmet needs for housing support services and assess future needs to inform development of services.	Pipeline proposals submitted to Scottish Executive for future development of services	Pipeline proposals forms	Development
4.3 To develop appropriate administrative and IT systems to process Supporting People payments.	Systems in place. Negotiations ongoing re H&PS access to and redesign of SWIS system	Systems Reports	Finance & Admin
4.4 To consult and advise service users and providers on the new Supporting People Framework.	Providers development day held 18/6/02. Information leaflet developed	Information published and ready for distribution	Development

## Strategic Issue 5 : Modernising Local Government

KEY ACTIONS	Progress to 31 December 2002	Evidence	LEAD SECTION
<b>Priority Task</b> <ul style="list-style-type: none"> <li>To promote the Modernising Government agenda.</li> </ul>			Local Housing Services
5.1 To participate in the development of North Lanarkshire call centre.	Lease signed, training in Dalziel Workspace being established.		Property Services
5.2 To ensure staff training to maximise effectiveness of eEnquiry system.	Further training carried out for staff in local offices	Training schedule	Local Housing Services
5.3 Establish 10 first stop shops by 2002 to allow access not only to information but also to partner services and will build incrementally to provide direct access to service provision.	5 shops in South division & 5 shops in North division established.		Local Housing Services
5.4 Develop IT systems to ensure they can be web-enabled.	Phases 2 & 3 of HSMS under development	Working Group minutes	Finance & Admin.

## Strategic Issue 6 : Rethinking Construction

KEY ACTIONS	Progress to 31 December 2002	Evidence	LEAD SECTION
<b>Priority Task</b> <ul style="list-style-type: none"> <li>To review procurement methods taking account of the Letham and Egan reports</li> </ul>			Design Services
6.1 Establish procedures to reduce cost, conflict, risk and improve the quality of construction services.	Contract Information Management System (CIMS) developed.  Property Maintenance to be restructured  Rationalisation of contracts within Housing/ Property. Committee approval sought Jan 2003.	System now live and available to Design Services staff.  Restructure approved  Committee Reports.	Design Services
6.2 Consult with the construction industry about the review of the procurement methods	Initial discussions with a number of contractors/ partners has been undertaken. EU procurement phase progressed	OJEC advert	Design Services
6.3 Introduce pilot procurement schemes and establish monitoring systems to review pilots.	Following consultation (above) pilot schemes identified at this time.	Working Group established to progress matter.	Design Services
6.4 Monitor and review the performance of the existing partnering arrangements.	Review of partnering arrangements with Consultants complete.  HSMS system developed. Testing complete and historic data now being integrated.	Committee Report.  I.T. Working Group.	Design Services

## Strategic Issue 7 : Housing Stock Option Appraisal

KEY ACTIONS	Progress to 31 December 2002	Evidence	LEAD SECTION
<b>Priority Task</b> <ul style="list-style-type: none"> <li>To review local priorities and programmes in conjunction with the Demand Analysis and ensure housing investment is effectively targeted to reflect priorities identified in option appraisal.</li> </ul>			Local Housing Services
7.1 To address issues emerging from the Demand Analysis to ensure best use is made of available resources and the rented housing stock meets the requirements of existing and future tenants.	Monitoring framework being developed		Local Housing Services
7.2 Review procedures to improve participation of owner occupiers in housing investment programmes and common repairs.	Review being prepared		Development
7.3 Review future capital programme investment to reflect priorities identified in stock condition survey.	Analysis of stock condition survey and comparison with existing priorities underway	Capital Programme Steering group minutes	Development
7.4 Reduce void re-let times and void rent loss by improving procedures and implementing and evaluating Letting Initiative.	Void initiative awarded Association for Public Excellence award for Housing team of the Year. To date current rent loss due to void properties 1.8%	Statistical reports and meeting minutes Award	Local Housing Services

## Strategic Issue 8 : Property Utilisation

KEY ACTIONS	Progress to 31 December 2002	Evidence	LEAD SECTION
<b>Priority Task</b> <ul style="list-style-type: none"> <li>To ensure the efficient management of the council's assets in line with the Property Utilisation Strategy</li> </ul>			Property Services
8.1 Initiate a rolling programme of Council property upgrading to ensure the efficient and effective management of the Council's office accommodation, retail portfolio and commercial portfolio to meet the needs of prospective tenant occupiers.	Allocation spent. Working on programme for 2002/03	Retail and commercial implemented and office accommodation under development	Property Services and Design Services
8.2 Maintain target of 85% occupancy of industrial and commercial premises to maximise revenue income for the Council.	Above target – 91%	Achieved. New debt management staff to be approved.	Property Services
8.3 Develop long term accommodation strategy to maximise use of accommodation to ensure that Council departments are adequately accommodated as economically as possible.	Report on proposed strategy approved at CMT	Overall strategy proposals developed awaiting approval from POWG	Property Services
8.4 Develop Asset Management Plan and performance indicators to ensure the Council holds the appropriate property to deliver services properly.	Formulation of implementation strategy in progress	Framework proposed various elements in progress	Property Services
8.5 Develop 3 year property investment programme to ensure that the Council's capital resources are properly targeted.	Condition Surveys in progress and Capital bid made for required resources	Capital investment programme being developed	Property Services
8.6 To carry out a review of Corporate Property maintenance to ensure that Council departments receive the correct level of property maintenance service.	Condition surveys of corporate properties in progress	Condition surveys of corporate properties in progress	Property Services
8.7 To carry out a Health & Safety review of the Council's corporate property to make recommendations to bring the Council Buildings to a safe standard.	Full implementation awaiting outcome of departmental review	Funds now allocated for H&S inspections. Programme under development	Property Services