



Housing and Property Service Plan  
Plana Seirbheis Taigheadais agus Seilbh  
The Highland Council  
Comhairle na Gàidhealtachd  
2007-2011

Update for 2009/10  
Ùrachadh airson 2009/10

Contents  
Clàr-innse

	<b>Section 1 Background and Context</b> <b>Earrann 1 Eachdraidh agus Co-theacsa</b>	Page Duilleag
<b>Part</b> <b>Pàirt</b>		
1.	Plan Purpose, Timeframe and Monitoring Adhbhar a' Phlana, Raon-ama agus Sgrùdadh	3
2	Structure and Main Functions Structair agus Prìomh Dhreuchdan	4
3	Resources Stòrasan	5
4	The Programme of the Highland Council, Statutory and Corporate Governance Priorities including the Single Outcome Agreement Prògram Comhairle na Gàidhealtachd, Prìomhachasan Riaghlaidh Reachdail agus Corporra a' gabhail a-steach Aonta na Buile Singilte	8
5	Review of Performance and Progress Sgrùdadh de Choileanadh agus Adhartas	12
6	Risks Cunnartan	18
	<b>Section 2 Actions and Objectives</b> <b>Earrann 2 Gnìomhan agus Amasan</b>	
1	The Programme for the Highland Council Prògram Comhairle na Gàidhealtachd	19
2	Service Actions Gnìomhan Seirbheis	30

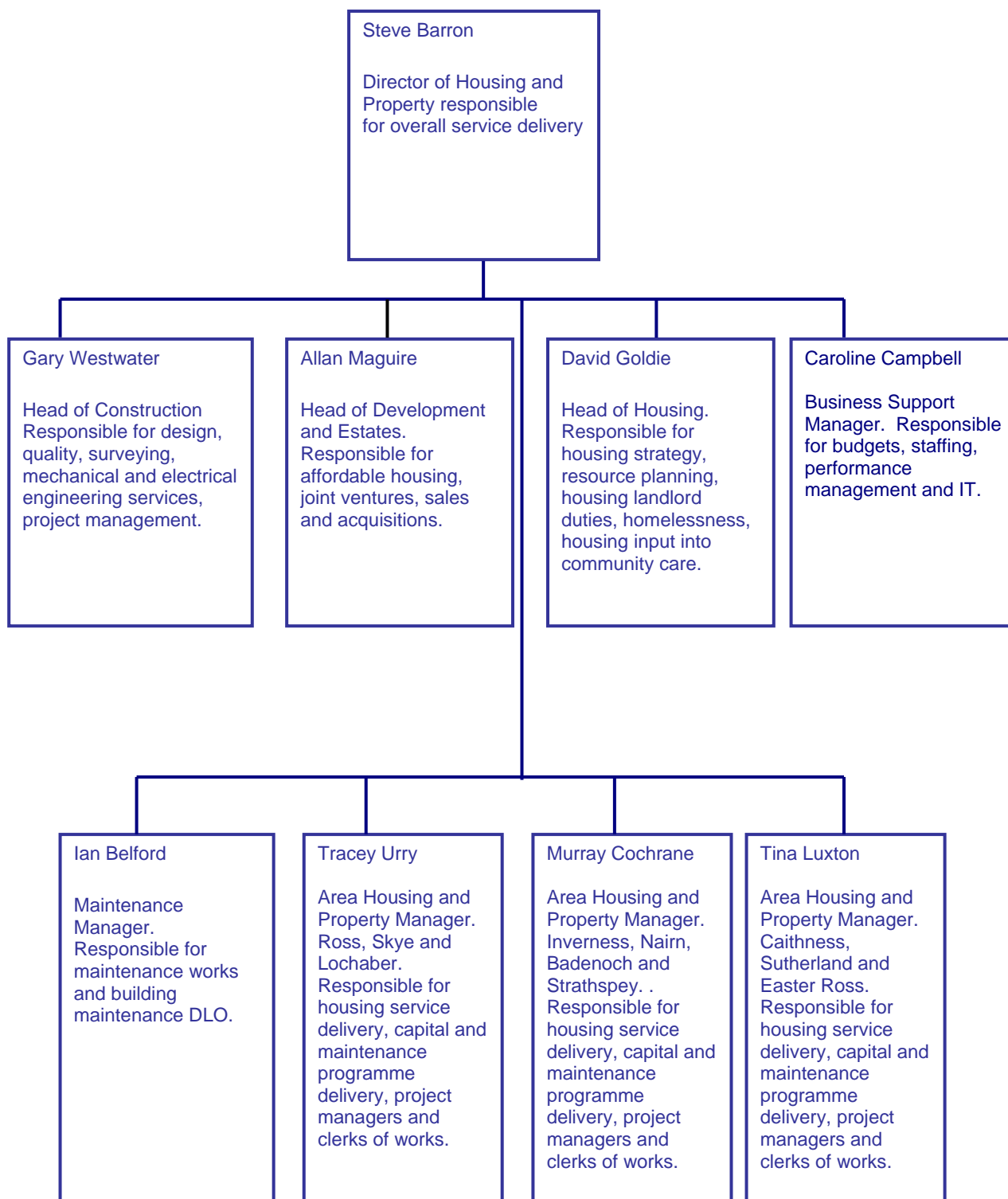
**Section 1 – Background and Context**  
**Earrann 1 – Eachdraidh agus Co-theacsa**

**Section 1 – Part 1: Plan Purpose, Timeframe and Monitoring**  
**Earrann 1 – Pàirt 1: Adhbhar a' Phlana, Raon-ama agus Sgrùdadh**

- 1.1. This Service Plan is a strategic document which outlines how we will contribute to the delivery of the commitments of the Programme of the Highland Council for which the Housing and Property Service has either a lead or supporting role. In addition the plan details key actions required for the delivery and improvement of the statutory and core functions of the Service and corporate governance priorities. The plan covers the period 2009-2011 and is supported by a series of specific operational and project plans, where appropriate.
- 1.2 It presents an overview of the Service's aims, objectives and resources, how the Service intends to contribute to corporate objectives, current Service issues and priorities, and the main risk factors identified in relation to these matters.
- 1.3 The plan is an active document and will be subject to review on an annual basis with reports being submitted to the Housing and Social Work Committee for consideration. In addition the plan will be monitored on a quarterly basis through the Chief Executive's Quarterly Performance Review of the Service with the Service Director and Senior Managers.
- 1.4 The Service Plan will be formally updated annually taking into account internal and external influences and actions arising from monitoring activity throughout the year including the development of the Scottish Government's requirements surrounding the Single Outcome Agreement.
- 1.5 The plan will be useful to many people including:
  - Staff
  - Customers
  - Elected members
  - Other Council Services
  - All partners or potential partners

**Section 1 – Part 2: Structure and main functions**  
**Earrann 1 – Pàirt 2: Structair agus prìomh dhreuchdan**

**2.1 Service Structure and Main Functions**  
**Structair Seirbheis agus Prìomh Dhreuchdan**



**Section 1 – Part 3: Resources**  
**Earrann 1 – Pàirt 3: Stòrasan**

**3.1 Financial Resources**  
**Stòrasan Ionmhasail**

3.1.1. The Service operates a number of different budgets as follows:

**Revenue Budget**

Financial Year	Gross Revenue Budget (£m)
2009/10	85.853

**Breakdown of 2009/10 Budget  
By Section**

2009/10	
Section	Gross Budget (£m)
Property Revenue Maintenance	2.724
Housing Revenue Account (HRA)	43.453
General Fund Revenue Account (non HRA)	26.701
Property Capital Account	5.805
HRA Capital Account	13.212
Building Maintenance Surplus	12.975
<b>Total</b>	<b>104.870</b>

**By Staff and Other Costs**

2009/10	
Section	Gross Budget (£m)
Staff costs	17.001
Other costs	87.869
<b>Total costs</b>	<b>104.870</b>
Income	77.309
<b>Net budget</b>	<b>27.561</b>

## **Capital Budget**

<b>Year</b>	<b>Gross Budget (£m)</b>
2009/10	19.017
2010/11	21.522
2011/12	25.656
Further information on the capital programme is appended (include copy of capital programme or refer to where it can be accessed)	

### **3.2 Budget Savings** **Sàbhaidhean Buidseit**

3.2.1 The Service delivered £458,000 efficiency savings during 2008/09. In line with other Council Services, the Service is experiencing continuing financial pressure and has identified savings of £435,000 in 2009/10 and £380,000 in 2010/11.

### **3.3 Budget Pressures** **Cuideaman Buidseit**

The current maintenance budget for non-housing properties is insufficient to maintain properties in a satisfactory condition and there is a growing maintenance backlog. A budget pressure will be submitted to the next round of budget reviews.

### **3.4 Staffing Resources** **Stòrasan Luchd-obrach**

3.4.1 There are around 520 team members in the Service covering a wide range of disciplines.

3.4.2 The Service hosts a successful trade Apprenticeship scheme with 22 apprentices currently learning a trade. As part of our succession planning we hope to retain as many apprentices as possible. This will enhance the current Building Maintenance team and support our objective of delivering more services in-house.

3.4.3 The Head of Construction will complete the restructuring of his service during 2009. Despite the down turn in construction related activities it has been a challenge to recruit to recently advertised posts.

3.4.4 A culture of enthusiasm, involvement and participation is continuing to develop. To support this the Management Team will hold sessions to roll out the Service Plan thus ensuring staff within the Service are aware of the links between the Programme of the Highland Council, the Single Outcome Agreement, Service Priorities and their own objectives agreed through the Personal Development Plan process.

### **3.5 Changes to financial arrangements and major investments** **Atharrachaidhean do rèiteachaidhean ionmhasail agus seilbhean mòra**

3.5.1 The Service has recently invested £360,000 on a new Building Maintenance

system which will provide greater visibility on job costing and performance management and form a platform for further investment in mobile working including repairs by appointments. This second phase of investment is estimated to be approximately £320,000.

A considerable investment was made in the Housing Information System. Additional functionality will make it more reactive to both Council and tenant needs, for example, the introduction of Direct Debit payment facilities.

### **3.6 Changing use of property** **Atharrachadh ann an cleachdadh seilbhe**

- 3.6.1 The setting up of a new Asset Management team is underway. A key priority is to rationalise the number of buildings owned or occupied by the Council, to make better use of Capital and Revenue budgets and to improve records relating to performance and effectiveness of assets. These benefits will be demonstrated over the coming year.

### **3.7 Significant Efficiency projects** **Pròiseactan Èifeachdais Cudromach**

- 3.71 The Service is participating in all aspects of the Corporate Improvement Programme projects, with the Director leading on the Asset Management project. The vision of this project is to adopt a corporate approach to asset management to enable the Council to proactively manage its assets. This will ensure Members and officers are provided with accurate information on which to base investment, maintenance and risk management decisions regarding the Highland Council's assets and that the assets support the strategic objectives of the Council, are fit for purpose, efficient and effective.

## **Section 1 – Part 4: The Programme of the Highland Council, Single Outcome Agreement, Statutory and Corporate Governance Priorities**

### **Earrann 1 – Pàirt 4: Prògram Comhairle na Gàidhealtachd, Aonta na Buile Singilte, Prìomhachasan Riaghlaidh Reachdail agus Corporra**

4.1 Housing and Property has both lead responsibilities and supporting actions to deliver outcomes under the following Programme themes:

- What we will do for Communities and older people
- What we will do for The Economy
- What we will do for Our Environment
- What we will do to be More Effective and Efficient

4.2 The Community Planning Partnership Performance Board has agreed a set of local outcomes for Highland which will be contained within Single Outcome Agreement 2. The focus for Housing and Property will include the following:

- People across the Highlands have access to the services they need
- People are, and feel, safe from crime, disorder and danger
- Carbon emissions are reduced and communities are protected from changing weather patterns
- To support the economy access is improved to housing, transport and high speed broadband
- The health and independence of older people is maximised
- The impact of poverty and disadvantage is reduced

4.3 Functions not included in the programme

In addition to the above the Service will deliver a number of actions, details of which are included in section 2. These include:

- Maximising income from the Council's industrial and investment portfolio
- Developing an Asset Management Plan
- Submitting a second Local Housing Strategy

#### **4.4 Corporate Governance Priorities** **Prìomhachasan Riaghlaidh Corporra**

##### **4.4.1 Equalities**

The Service has screened a number of the Service Plan actions to ensure we meet our Equal Opportunities obligations. Several actions within the Housing Section required a full Impact Assessment to be carried out and the outcomes have been published in accordance with Highland Council policy.

##### **4.4.2 Efficiencies**

The Service adopts a systematic approach to developing, delivering and monitoring the Service Plan. Performance is reported to strategic committees and presented to the Chief Executive on a quarterly basis.

The Service continually looks for ways to operate more cost effectively. One example of this is the Contracts Management System which will deliver efficiencies in the way repairs requests are managed and maintenance work delivered. This initiative has been used as an opportunity to review our procedures and will result in a more cost effective service delivery. The development of framework agreements for works and services has ensured a more predictable spend. Revised project management arrangements have improved governance.

#### **4.4.3 Customer Contact**

The Services engages with customers in a variety of ways such as public meetings, and surveys following repairs requests. A recent change to the way feedback is gathered following repairs requests, telephone surveys replacing paper questionnaires, has resulted in a greater number of responses from tenants and the provision of more meaningful information. This will enable the Service to act on suggestions for improvement and continue our drive to increase our satisfaction rating. We plan to roll this out to measure customer satisfaction on other areas of the Service such as non-housing repairs.

Three Tenant Participation Officers are employed to encourage tenant involvement in all aspects of service delivery and to develop positive relationships between tenants, residents and the Council.

#### **4.4.4 Civil Contingencies**

The Housing and Property Service plays a role in planning for civil contingencies. One example of our role is to provide temporary or longer stay accommodation for persons rendered homeless by an incident. We are also called upon to provide labour and transport to respond to any incident.

#### **4.4.5 Health and Safety**

The Service is committed to providing a safe working environment for staff and service users. Health and Safety structures and forums are developed in line with Highland Council policies. Performance monitoring of staff absence and accidents/incidents is included in the Chief Executive's Quarterly Service Review.

In May 2009 the Council was served with an Improvement Notice by the Health and Safety Executive in relation to the way asbestos is managed in schools. A target of 12 month has been set in which all schools will be surveyed for asbestos and appropriate control methods identified and put in place. The Service will work closely with Education, Culture and Sport to achieve this target.

A programme of training and development is ongoing to ensure risks are adequately addressed. One particular focus is on Construction, Design Management Regulations. We are not only training staff within the Service but also working with other Services to help them understand their obligations under the regulations.

The Service is participating in a Council wide review of the Health and Safety team structure.

#### 4.4.6 Sustainability

As well as supporting the achievement of the Council's aim of reducing energy consumption and carbon emissions by 15% by 2010 the Service purchases building materials which are from sustainable sources.

As part of the restructuring process by the Head of Construction a Sustainability section is being developed to achieve European and Council requirements in relation to savings, emissions and consumption. The section will also support other Services achieve their targets.

#### 4.4.7 Best Value Improvement Plan

Audit Scotland carried out an audit of Highland Council in 2006 with particular reference to Best Value and Community Planning. The Service is continuing to focus on improving SPI performance, reducing the number of SPIs in the bottom quartile of Council performance, with particular attention to rent arrears performance.

Part of the audit requirements was to test the competitiveness of the Statutory Trading Organisation. Building Maintenance has introduced Service Level Agreements for the majority of work it undertakes for other parts of the Council. A review took place in May 2009 and an action plan has been developed.

#### 4.4.8 Employee Survey

The fourth Employee Survey was conducted in November 2007 with the results reported to Resources Committee on 20 February 2008. The response rate within Housing and Property staff was 63%. The return rate Council wide was 40%.

The positive findings included an increase in the number of staff feeling they had accomplished something worthwhile at work and those who are encouraged to make their own decisions. Areas for improvement were also identified, for example, improved communication between headquarters and area staff and more involvement in change management.

The Service developed an action plan around the themes of Communication, Team Performance and Working Arrangements. Work is underway to address key actions and an update of the plan is reported in the Chief Executives Quarterly Performance Review.

#### 4.4.9 Gaelic Language Plan

The Service is delivering its commitments to the Gaelic Language Plan. Brochures, booklets and leaflets designed to promote, publicise or explain services include Gaelic headings and subheadings. Where the Service is responsible for signage, bilingual signs will be erected in line with Council guidance.

#### 4.4.10 Recession Action Plan

The Service has a number of actions included in the paper submitted to the full Council by the Director of Planning and Development in March 2009, titled Council Response to the Economic Downturn. These include short term measures such as

land purchase for low cost housing and forward funding affordable elements of mixed tenure developments ahead of Scottish Government funding. Longer term measures include considering direct provision of housing for rent by the Council. Consideration is also being given to advancement of the non-housing capital programme.

**Section 1 – Part 5: Review of Performance and Progress**  
**Earrann 1 – Pàirt 5: Sgrùdadh de Choileanadh agus Adhartas**

This section updates on performance for each commitment. For ease of reference the following symbols have been used to provide an assessment of performance:

✓	Commitment progressing well or is on target	7
-	Too early to assess impact or no change is recorded yet	5
M	Mixed performance - positive and negative movement in indicators	
X	Commitment not met	

**5.1 What we will do for Communities and Older People (Programme theme 2)**  
**Na nì sinn airson Choimhearsnachdan agus Daoine nas Sine (Cuspair prògram 2)**

**5.1.1 We will secure an increase of 600 houses suitable for older people and people with disabilities** ✓

The Council is working with its Housing agency partners to build 600 homes which are suitable for the elderly and people with disabilities either as part of integrated housing developments or where it has been identified as separate small clusters adjacent to care or health facilities.

During 2008/09 119 units were completed with a further 185 units on site bringing the total over the period of the plan to 431.

**5.1.2 We will increase the number of older people (and others in care) who can be supported in their own homes by providing an additional £1m in each year from 2008-09 to 2010-11 and by investing £4.7m annually in equipment, adaptations and telecare** ✓

Investment will assist older and disabled people in the adaptation of their homes. The total invested during the year was £4.93m. A total of 631 adaptations were made. 540 care and repair adaptation cases within the private sector were approved for grant assistance.

The Service element of this action relates to the disabled adaptations and tele-care in sheltered housing.

**5.1.3 We will improve Council houses by investing £20m to improve energy efficiency in 3000 houses and £7m to replace 1000 kitchens and 500 bathrooms over the next 3 years from 2008-09. We will set out a plan to ensure that all Council owned houses meet the Scottish Housing Quality Standard (SHQS).** ✓

A Standard Delivery Plan has been developed, setting out the investment required to achieve SHQS by 2015 and how that investment can be funded within Housing Revenue Account resources. Receipts from Council house sales are falling which means additional borrowing will be required to fund the capital programme through to 2015.

The Standard Delivery Plan is subject to annual review and we are working to update various capital and revenue assumptions at present.

During 2008/09 we invested over £5.989m improving 2121 properties with energy efficient measures. A range of measures will continue to be undertaken, based on the current assessment of home energy efficiency within the housing stock. In some cases, this will involve new or improved heating, in other cases, improved insulation or other energy savings measures. This investment will improve energy efficiency in the Council's housing stock. As a result, council houses should be more economic to heat and the number of tenants in fuel poverty reduced.

In 2008/09 over £2.292m was invested in 468 kitchens and 203 bathrooms. The Council will continue to prioritise capital investment in its own housing stock to install new kitchens and bathrooms where needed.

**5.1.4 We will develop an up-dated homelessness strategy in 2008 to set out how we will work with partners and the Scottish Government to prevent and reduce homelessness and provide responsive services to homeless people** ✓

Homelessness has increased in the Highlands– applications from households for help have doubled since 2000. The numbers have levelled off over the last 3 years at around 2,000 per year. There continues to be a severe lack of affordable housing making it difficult to provide both permanent and temporary housing for people who need it. The task of managing and preventing homelessness is now more demanding and complex.

Nearly two-thirds of people applying as homeless are single person households. Although around 25% are between 25 and 65 years old many are far younger. Nearly 40% of homeless applicants are under 25.

The Council has recently completed its 3<sup>rd</sup> Homelessness Strategy setting out the actions we will take to prevent homelessness, improve services to homeless people and provide effective housing support where it is needed.

**5.2 What we will do for the Economy (Programme theme 3)**  
**Na nì sinn airson an Eaconamaidh (Cuspair prògram 3)**

**5.2.1 We will work with the Scottish Government, local partners and the private sector to enable 6000 new houses, with appropriate amenities to be built in the Highlands between 2007- 08 and 2010 -11, with 2,000 of these affordable houses for rent and low cost home ownership of which 600 will be for older people and people with disabilities.** -

During 2008/09 the number of affordable new homes completed was 490 bringing the total completed or started on site over the period of the plan to 963.

The Council is working with its partner agencies to secure funding for the development of the sites and use its affordable housing planning policy to deliver affordable housing in high demand areas as integrated parts of private housing developments. The Council will use its land bank fund to finance the purchase of strategic sites and unlock development constraints and the Council will prioritise all surplus Council assets for the provision of housing in stressed areas. The Council

will continue to lobby the Scottish Executive to ensure that high levels of investment are targeted towards tackling the affordable housing shortfall.

The Head of Development and Estates is presenting a paper to the Housing and Social Work Committee in May recommending the Council continues its enabling role and continues to prioritise the use of council tax revenues from second and holiday homes to part fund high cost rural projects in areas of housing need.

**5.2.2 We will work with the Scottish Government to explore new funding models for building and securing additional Council houses to help address the high demand in many parts of the Highland.** -

Funding is unlikely to be viable through prudential borrowing given the Council's current housing debt without higher than inflation +1% rent increases. Discussion is continuing with the UK and Scottish Governments on potential policy and funding options that may allow additional housing supply required

**5.2.3 We will press for the Scottish and UK Governments to write off, or give financial support, to ease the very high levels of housing debt affecting the Council and its tenants** -

The Chair of the Housing and Social Work Committee has met with the UK Treasury to discuss debt write off or deferral of debt payments. A formal proposal has been submitted to the UK Treasury. The Council is continuing to discuss the issue with the Scottish Government.

**5.3 What we will do for our Environment (Programme theme 4)**  
**Na nì sinn airson na h-Àrainneachd (Cuspair prògram 4)**

**5.3.1 We will install heating systems using renewable technology in 200 Council houses each year** ✓

Proposals are being made to the Housing and Social Work Committee in May 2009 recommending a 'menu of choice' for heating systems with renewable technology at the forefront of these options. An installation programme started in January 2009 with 57 properties benefiting from renewable technology. The majority of properties will be upgraded towards the end of the plan. This action is linked to the SHQS standards at point 5.1.3. above.

**5.3.2 We will increase the use of renewable micro generation technology sources to provide energy in the Council estate, with appropriate integration of Wind Turbines, Biomass fuel boilers, combined heat and power (CHP) and solar energy, increasing the overall rating from 1800kW in 2008 to 4000kW in 2010.** -

1420kW was produced by the end of 2008/09. There have been problems with sites getting biomass installations and problems with other proposed renewable installations, wind turbines and photo voltaics which has resulted in the target not being met this year. The 2009/10 action plan is being developed and will address the shortfall to ensure the plan target of 4000kW is achieved.

**5.4 What we will do to make Highland Council more effective and efficient (Programme theme 5)**

## **Na nì sinn gus Comhairle na Gàidhealtachd a dhèanamh nas èifeachdaiche agus nas buadhaiche (Cuspair prògram 5)**

- 5.4.1 **We will continue to pursue best value for our residents and service users, seeking efficiencies in the way we work and continually review the Council's spending programme. We will modernise our services to achieve an annual 2% efficiency savings target** ✓

The Annual Efficiency Savings target of £ 0.624m has been achieved for 2008/09.

A number of service modernisation initiatives have been taken forward in 2008/09, in particular the Contracts Management system in Building Maintenance. This facility will not only enable more effective operational and performance management but, once fully integrated, will provide a platform for mobile working and repairs by appointment. Phase 1 of the contract management system went live on 1 April 2009. Phase 2 will involve a mobile working solution and this is expected to be operational by March 2010. The benefits from this investment will provide an improved customer focussed service for housing repairs and will help to facilitate the modernisation of working practices within all sections of Building Maintenance.

- 5.4.2 **We will fulfill all of the Councils duties to promote equalities and to tackle discrimination and disadvantage, as an employer, in providing public services, in community leadership and partnership working** ✓

We are working towards ensuring 100% of our SPI buildings are accessible to people with disabilities by 2011. At the end of 2008/09 we were 80% compliant.

Buildings reported within this programme are those where the Council delivers a service direct to the public relative to part III of the Disability Discrimination Act and are reportable against the national performance indicator for Public Access.

The majority of Service Plan actions have been screened for Equalities. Several policies have required a full Impact Assessment. Rent Arrears and Allocations Policies are complete. The Homeless Strategy is currently being assessed. A review is pending on the Anti-Social Behaviour Policy.

- 5.4.3 **We will develop an Asset Management Plan to ensure that the Council owns or occupies only the appropriate number of buildings and that there are fit for purpose** -

The Service is responsible for leadership of the Council's asset management strategy in relation to housing and non housing property assets.

This is a priority development area for the Council which will involve all services working together to rationalise the Council's extensive asset base and improve its capital planning processes. Two Property Managers (Asset Management) have been appointed and a recruitment exercise is on-going to recruit the full team

- 5.5 **In addition to the update given the performance of the Service is monitored in a number of ways:**  
**A bharrachd air an ùrachadh a tha air a thoirt seachad, thathar a' cumail sùil**

## air an t-Seirbheis ann an grunn dhòighean:

### 5.5.1 The Public Performance Survey

Each year the Council commissions an independent performance survey which gives a year on year comparison on performance as perceived by the public. Among the 136 Council house tenants who responded to the survey 70% were satisfied or fairly satisfied with Council housing repairs. We will use this as a benchmark for future years.

In addition to this the Service has introduced telephone surveys following repairs work to houses, as outlined in 4.4.3 above.

### 5.5.2 Self Assessment and Review of Previous Actions

The Service aims to improve its performance throughout the year and carries out comparison exercises using performance statistics from previous periods. Where a decline in performance is predicted management actions are put in place to mitigate the risks.

The Housing section is part of a Best Value network which includes most Local Authorities in Scotland. The Property section uses bench mark forums such as the Energy and Sustainability Forum and the Construction Forum. These groups provide useful benchmark information for the Service to measure performance against

### 5.5.3 Quarterly Performance Reports

The performance of the Service is monitored by the Chief Executive each quarter. Updates are provided on all aspects of Service delivery:

- Service and Corporate Plan progress\*
- Statutory Performance Indicators\*
- Finance\*
- Staffing Issues\*
- Freedom of Information Requests
- Data Protection
- Complaints

Items marked \* are also reported to strategic committees.

### 5.5.4 Statutory Performance Indicators (SPI)

SPI have been set to measure performance in relation to:

- Housing Repairs Response
- Managing Tenancy Changes
- Rent Management
- Council House Sales
- Homelessness
- Asset Management.

These are reported annually to the Accounts Commission and quarterly to the Housing and Social Work Committee.

5.5.5      **External Scrutiny**  
**Sgrùdadh bhon taobh a-muigh**

The Service is monitored by:

- Scottish Housing Regulator who inspect and report on our Housing section
- Audit Scotland who report on our statutory performance
- Care Commission who report on our support services

**Section 1 – Part 6: Risks for the Service**  
**Earrann 1 – Pàirt 6: Cunnartan airson na Seirbheis**

- 6.1. Management of risk is essential to ensure the correct prioritisation of the Service objectives and to ensure that, as far as is possible, the likelihood of any predictable risk occurring is taken into consideration when planning the actions to be taken to deliver that objective.
- 6.2. The risks currently identified for the Service are detailed in the table below. The risks recorded in the white boxes are above the tolerance line and need to be managed. All other risks identified are below the tolerance line (the shadowed boxes) considered to have a low risk and/or impact.

**Likelihood**  
A – Very High  
B – High  
C – Significant  
D – Low  
E – Very Low  
F – Almost Impossible

**Impact**  
I – Catastrophic  
II – Critical  
III – Marginal  
IV – Negligible

<b>Likelihood</b>	A				
	B			CCC4*	
	C		HP4, HP6	HP2, HP5	HP1
	D			HP3	
	E				
	F				
		IV	III	II	I
		<b>Impact</b>			

\*Council cross cutting risk assigned to Housing and Property Service

<b>Risk Number</b>	<b>Risk Rating</b>	<b>Short Name</b>
HP1	C1	Property related health and safety systems are underdeveloped or ineffective
HP2	C2	Service unable to resource construction related activities
HP3	D2	Service unable to meet DDA compliance for public access buildings
HP4	C3	Unable to meet Scottish Government targets in relation to homelessness
HP5	C2	Inadequate IT systems to support new Service structure and functions
HP6	C3	Short term impact on service delivery, budget management and programme delivery arising from Service restructuring
CCC4	B2	The Council does not have the information and/or plans to properly manage its physical assets (buildings, vehicles, plant and equipment)

**Section 2: Actions and Objectives**

**Earrann 2: Gnìomhan agus Amasan**

**Section 2 – Part 1 : Statutory Performance Indicators**

**Earrann 2 – Pàirt 1: Comharran Coileanaidh Reachdail**

The following table provides details on the Statutory Performance Indicators the Service is required to report on during 2009/10.

HOUSING AND PROPERTY STATUTORY PERFORMANCE INDICATORS	Actual Performance				Target			
	2005/ 2006	2006/ 2007	2007/ 2008	2008/ 2009	2009/ 2010			
<b>Council House Response Repairs</b>								
Repairs completed within target times:								
▪ Emergency Repairs (24 hours)	88%	90%	90%	95.5%	96%			
▪ High Priority Repairs (3 days)	79%	80%	82%	87.6%	90%			
▪ Routine Repairs (20 days)	83%	84%	83%	85.1%	86%			
<b>Scottish Housing Quality Standards (reported annually)</b>					No	%	No	%
The number and proportion of the council's housing stock that is:								
▪ Tolerable standard					0	0		
▪ Free from serious disrepair					1	0		
▪ Energy efficient					755	5		
▪ Modern facilities and services					1109	8		
▪ Healthy, safe and secure					1180	9		
▪ Total number of dwellings meeting SHQS								37
▪ Total number of dwellings owned by the Council					13867			
<b>Managing Tenancy Changes</b>								
Total rent loss due to voids	2.02%	1.99%	1.74%	1.88%	1.6%			
Total Percentage of houses relet:								
▪ less than 2 weeks	7%	9%	9%	24.6%	30%			
▪ in 2-4 weeks	23%	24%	20%	24.9%	30%			
▪ in more than 4 weeks	70%	68%	70%	50.5%	40%			
Average time to re-let houses (weeks)	9.7	9.1	8.3	5.97	5			
<b>Rent Arrears</b>								
▪ Current tenant arrears as % of net rent due	5.9%	6.4%	6.9%	7.1%	6.8%			
▪ Percentage owing more than 13 weeks	4.0%	4.5%	5.2%	5.6%	5%			

rent and more than £250					
<ul style="list-style-type: none"> <li>▪ The proportion of tenants giving up their tenancy during the year they were in arrears</li> <li>▪ The average debt owed by tenants leaving in arrears as a proportion of the average weekly rent</li> <li>▪ The proportion of arrears owned by former tenants that was either written off or collected during the year</li> </ul>	23.2%	19.8%	23.10%	22%	
	8.8	9.4	11	10	
	10.5%	8.9%	22.1%	22%	
<b>Council House Sales</b>					
House sales completed within 26 weeks	58.2%	58.9%	53.2%	54.9%	60%
Average time to sell houses (weeks)	27.1	26.6	27.9	30.4	26
<b>Homelessness</b>					
<ul style="list-style-type: none"> <li>▪ Number of households assessed during the year</li> <li>▪ % decision notifications issued within 28 days on initial presentation</li> <li>▪ % of those housed</li> <li>▪ % of cases reassessed within 12 months of completion of duty</li> <li>▪ The proportion of those provided with permanent accommodation in council stock who maintained their tenancy for at least 12 months</li> </ul>	Not comparable with previous years			2278	n/a
				57%	60%
				46%	50%
				4.3%	4%
				88	90
<b>Public Access</b>					
Percentage of Accessible SPI Buildings	24.9%	61.3%	70.2%	80%	93.4%
<b>Asset Management</b>					
Percentage of operational buildings in satisfactory condition	54.5%	59%	54%	53.5%	53.3%
Percentage of operational buildings suitable for operational use	59.7%	65%	70%	59.7%	59.7%

**Section 2 – Part 2**  
**Earrann 2 – Pàirt 2**

The following tables provide more detail on the specific actions and objectives for the Service and how these will be monitored.

**What we will do for Communities and Older People (Programme theme 2)**  
**Na nì sinn airson Choimhearsnachdan is Daoine nas Sìne (Cuspair prògram 2)**

The Service's main contributions to this theme are to facilitate the provision of homes in the community, improve the standard of the Council housing stock and reduce homelessness. The Service is committed to supporting the Gaelic Language Plan.

<b>Id.</b>	1		
<b>Programme Commitment.</b>	We will secure an increase of 600 houses suitable for older people and people with disabilities.		
<b>Council Programme Ref.</b>	2.08		
<b>Lead Officer.</b>	Head of Housing Development and Estates.		
<b>Resource</b>	Housing Association Development funding via the Scottish Government.		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ 600 houses suitable for older people and those with disabilities developed through the housing association development programme by 2011.</li> </ul>		
<b>Risk</b>			
<b>Date Equalities Screening conducted:</b>	7/11/08	<b>Equality Impact Assessment conducted:</b>	
<b>By (initials)</b>	AM, CC	<b>Date published</b>	
<b>Enabling actions</b>			<b>Review Date</b>
1.1	Liaison with the Scottish Government and individual housing associations over ongoing programme.		March 2009

<b>Id.</b>	2		
<b>Programme Commitment.</b>	We will increase the number of older people (and others in care) who can be supported in their own homes by providing an additional £1m in each year from 2008-09 to 2010-11 and by investing £4.7m annually in aids, adaptations and telecare.		
<b>Council Programme Ref.</b>	2		
<b>Lead Officer.</b>	Head of Housing Development and Estates. Head of Housing. Area Housing and Property Managers.		
<b>Resource</b>	£2.6m per year – Private Sector Housing Grant. £1.5m per year – HRA Capital and Revenue. £0.8m – Social Work Revenue.		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ Amount invested.</li> <li>▪ Number of equipment installations and houses</li> </ul>		

	adapted.		
<b>Risk</b>			
<b>Date Equalities Screening conducted: By (initials)</b>	7/11/08 AM, CC	<b>Equality Impact Assessment conducted: Date published</b>	
Enabling actions			Review Date
2.1	HRA and Non HRA Capital and Revenue monitoring.		March 2010

<b>Id.</b>	3		
<b>Programme Commitment.</b>	We will improve Council houses by investing £20m to improve energy efficiency in 3000 houses and £7m to replace 1000 kitchens and 500 bathrooms over the next 3 years from 2008-09. We will set out a plan to ensure that all Council owned houses meet the Scottish Housing Quality Standard (SHQS).		
<b>Council Programme Ref.</b>	2.24		
<b>Lead Officer.</b>	Head of Housing.		
<b>Resource</b>	£12m per year – HRA Capital Programme.		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ SHQS standards met by 2015 for 51% properties (CP2.24).</li> <li>▪ £20m investment in energy efficiency measures in 3000 properties by 2011 to achieve a NHER rating of 5 (CP2.25).</li> <li>▪ 1000 kitchens replaced by 2011 ( CP2.26).</li> <li>▪ 500 bathrooms replaced by 2011 (CP 2.26).</li> </ul>		
<b>Risk</b>	N/A		
<b>Date Equalities Screening conducted: By (initials)</b>		<b>Equality Impact Assessment conducted: Date published</b>	
Enabling actions			Review Date
3.1	On-going surveying of housing stock.		March 2010
3.2	Measure progress against baseline number of houses.		March 2010
3.3	Annual update of Standard Delivery Plan		September 2009

<b>Id.</b>	4		
<b>Programme Commitment.</b>	We will develop an up-dated homelessness strategy in 2009 to set out how we will work with partners and the Scottish Government to prevent and reduce homeless and provide responsive services to homeless people.		
<b>Council Programme Ref.</b>	2		
<b>Lead Officer.</b>	Head of Housing / Area Housing and Property Managers.		
<b>Resource</b>			
<b>Key Performance</b>	<ul style="list-style-type: none"> <li>▪ Increase the percentage of decision notifications</li> </ul>		

<b>Results</b>	<p>issued within 28 days of initial presentation (CP 2.27, SPI, HS7a).</p> <ul style="list-style-type: none"> <li>▪ Increase the proportion of homeless households treated as priority needs (Average time between presentation and completion of duty) (CP 2.28).</li> <li>▪ Reduce the percentage of cases reassessed as homeless or potentially homeless within 12 months of previous case being completed (CP 2.28,2.29 SPI HS7a).</li> <li>▪ Eliminate the use of temporary accommodation (number of families with children/pregnant women in unsuitable temp accommodation not covered by exception) (CP 2.30).</li> <li>▪ Increase the proportion of young people (aged 16-24) who sustain a tenancy for more than 6 months (CP 2.31).</li> </ul>		
<b>Risk</b>	HP4		
<b>Date Equalities Screening conducted: By (initials)</b>		<b>Equality Impact Assessment conducted: Date published</b>	
Enabling actions			Review Date
4.1	Update of Action Plan		November 2009

<b>Id.</b>	5		
<b>Programme Commitment.</b>	Contribute to the Councils strategic aims in relation to community safety and manage the councils Community Warden And Anti-Social Behaviour team.		
<b>Council Programme Ref.</b>	2.37		
<b>Lead Officer.</b>	Head of Housing/Area Housing and Property Managers.		
<b>Resource Changes</b>			
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Review of Anti-Social Behaviour Team and Community Wardens (CP2.37).</li> <li>• Undertake a review of Anti Social Behaviour arrangements including partnership working.</li> </ul>		
<b>Risk</b>	N/A		
<b>Date Equalities Screening conducted: By (initials)</b>		<b>Equality Impact Assessment conducted: Date published</b>	
Enabling actions			Review Date
5.1	Anti Social Behaviour Policy reviewed.		September 2009
5.2	Multi Agency Protocol reviewed.		September 2009
5.3	Implement staffing arrangements.		March 2010

<b>Id.</b>	6		
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<b>Programme Commitment.</b>	We will implement the Gaelic Language Plan and review it annually. We commit ourselves to the principle of equal respect for Gaelic and English languages and we recognise the diversity of indigenous languages and dialects within the highlands.		
<b>Council Programme Ref.</b>	2		
<b>Lead Officer.</b>	Business Support Manager.		
<b>Resource</b>			
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ Raise awareness of Gaelic Language Plan.</li> <li>▪ Implement Gaelic Language Plan.</li> <li>▪ Undertake Service Audit.</li> </ul>		
<b>Risk</b>	N/A		
<b>Date Equalities Screening conducted: By (initials)</b>	7/11/08	<b>Equality Impact Assessment conducted: Date published</b>	
	CC, JM		
<b>Enabling actions</b>		<b>Review Date</b>	
6.1	Service Managers to attend Gaelic Awareness training throughout 2009/10.	October 2009	

**What we will do for the Economy (Programme theme 3)**  
**Na nì sinn airson an Eaconamaidh (Cuspair prògram 3)**

The Service's main contribution to this theme is to facilitate the provision of affordable housing and to meet the requirements for housing in high demand areas.

<b>Id.</b>	7		
<b>Programme Commitment.</b>	We will work with the Scottish Government, local partners and the private sector to enable 6000 new houses, with appropriate amenities to be built in the Highlands between 2007-08 and 2010-11, with 2,000 of these affordable houses for rent and low cost home ownership of which 600 will be for older people and people with disabilities.		
<b>Council Programme Ref.</b>	3.12b		
<b>Lead Officer.</b>	Head of Housing Development and Estates.		
<b>Resource</b>	Housing Association Development funding via the Scottish Government.		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ 2000 affordable homes completed or on site by 2011 (CP 3.12b).</li> </ul>		
<b>Risk</b>	N/A		
<b>Date Equalities Screening conducted: By (initials)</b>	7/11/08  AM, CC	<b>Equality Impact Assessment conducted: Date published</b>	
<b>Enabling actions</b>			<b>Review Date</b>
7.1	Liaison with the Scottish Government over ongoing programme.		July 2009

<b>Id.</b>	8		
<b>Programme Commitment.</b>	We will work with the Scottish Government to explore new funding models for building and securing additional Council houses to help address the high demand in many parts of the Highland.		
<b>Council Programme Ref.</b>	3.13		
<b>Lead Officer.</b>	Head of Housing.		
<b>Resource</b>			
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ Report strategy on new funding models for Council housing by August 2009 (CP 3.13).</li> </ul>		
<b>Risk</b>	N/A		
<b>Date Equalities Screening conducted: By (initials)</b>		<b>Equality Impact Assessment conducted: Date published</b>	
<b>Enabling actions</b>			<b>Review Date</b>

8.1	Liaison with the Scottish Government	July 2009
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<b>Id.</b>	9		
<b>Programme Commitment.</b>	The Chair of HSW committee is actively lobbying both Scottish and Westminster governments to assist with the housing debt in the Highlands.		
<b>Council Programme Ref.</b>	3.66		
<b>Lead Officer.</b>	Head of Housing.		
<b>Resource</b>			
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ Changes to the UK Treasury/Scottish Government position in housing finance and subsidy. (CP 3.66).</li> </ul>		
<b>Risk</b>	N/A		
<b>Date Equalities Screening conducted: By (initials)</b>		<b>Equality Impact Assessment conducted: Date published</b>	
<b>Enabling actions</b>		<b>Review Date</b>	
9.1	Meetings held with UK Treasury and Scottish Government.	July 2009	

**What we will do for the Environment (Programme theme 4)**  
**Na nì sinn airson na h-Àrainneachd (Cuspair prògram 4)**

The Service will encourage best practice in new development and refurbishment projects, improve the energy efficiency of the housing stock and consider sustainability in all it does.

<b>Id.</b>	10		
<b>Programme Commitment.</b>	We will install heating systems using renewable technology in 200 council houses each year.		
<b>Council Programme Ref.</b>	4.16		
<b>Lead Officer.</b>	Head of Housing/Principal Engineer, Energy and Efficiency.		
<b>Resource</b>			
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• 200 properties installed with renewable energy heating systems each year to 2011 (CP4.16).</li> <li>• Installation of low carbon technologies.</li> <li>• Reduction if households running costs to tackle fuel poverty.</li> <li>• Reduction of carbon emissions from Council houses.</li> </ul>		
<b>Risk</b>	N/A		
<b>Date Equalities Screening conducted: By (initials)</b>	6/1/09	<b>Equality Impact Assessment conducted: Date published</b>	
	GW, CC		

Enabling actions		Review Date
10.1	Housing Capital Plan.	March 2009
10.2	Standard Delivery Plan.	Sept 2009

<b>Id.</b>	11		
<b>Programme Commitment.</b>	We will increase the use of renewable micro generation technology sources to provide energy in the Council estate, with appropriate integration of Wind Turbines, Biomass fuel boilers, combined heat and power (CHP) and solar energy, increasing the overall rating from 1800kW in 2008 to a minimum 4000kW in 2010.		
<b>Council Programme Ref.</b>	4.15		
<b>Lead Officer.</b>	Head of Construction.		
<b>Resource</b>	<ul style="list-style-type: none"> <li>• Energy Efficiency Investment Fund.</li> <li>• Energy Capital.</li> <li>• Capital Plans.</li> </ul>		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ 4000kW Total kW produced by 2011.</li> </ul>		
<b>Risk</b>	N/A		
<b>Date Equalities Screening conducted:</b>	6/1/09	<b>Equality Impact Assessment conducted:</b>	
<b>By (initials)</b>	GW, CC	<b>Date published</b>	

Enabling actions		Review Date
11.1	Energy Capital Plan.	March 2009
11.2	Energy Investment Programme (EEIF) to 2010.	May 2009

<b>Id.</b>	12		
<b>Programme Commitment.</b>	We will ensure that all of our building projects, for both new and refurbished facilities, comply with best practice in sustainability such that the Council is seen as an exemplar organisation in the field of sustainability design and facilities management.		
<b>Council Programme Ref.</b>	4.11		
<b>Lead Officer.</b>	Head of Construction.		
<b>Resource</b>			
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ BREEAM Excellent rating achieved for major new buildings (CP4.11).</li> </ul>		
<b>Risk</b>	N/A		
<b>Date Equalities Screening conducted:</b>		<b>Equality Impact Assessment conducted:</b>	
<b>By (initials)</b>		<b>Date published</b>	

Enabling actions		Review Date
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12.1	The development of the Sustainability unit.	August 2009
12.2	Training and Development of design staff.	December 2009
12.3	Funding for delivering training.	December 2009

**What we will do to make the Highland Council more Effective and Efficient  
(Programme theme 5)**

**Na nì sinn gus Comhairle na Gàidhealtachd a dhèanamh nas Èifeachdaiche agus nas Buadhaiche (Cuspair prògram 5)**

The Service's main contribution to this theme relates to ensuring best value from our procurement processes and improving our service delivery in both cost and performance to benefit our service users.

<b>Id.</b>	13		
<b>Programme Commitment.</b>	We will continue to pursue best value for our residents and service users, seeking efficiencies in the way we work and continually review the Council's spending programme. We will modernise our services to achieve an annual 2% efficiency savings target.		
<b>Council Programme Ref.</b>	5		
<b>Lead Officer.</b>	Maintenance Manager/Head of Construction.		
<b>Resource</b>			
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Provide audit report for Best Value by May 2009 (CP5.1).</li> <li>• At least sustain customer satisfaction levels with services at 80% (CP5.2).</li> <li>• Deliver on efficiency targets set (CP5.3).</li> <li>• Measures to be developed to enable mobile working for trades teams by April 2010.</li> <li>• Multi-skilling of trades workforce to be implemented where appropriate by Dec 2009.</li> <li>• Establish Engineer Framework agreements.</li> <li>• Develop framework agreements for all other construction related consultants.</li> <li>• Develop framework agreements for contractors. This will be a staged implementation from Sept 2009.</li> </ul>		
<b>Risk</b>	N/A		
<b>Date Equalities Screening conducted: By (initials)</b>	7/11/08  IB, CC, GW	<b>Equality Impact Assessment conducted: Date published</b>	
<b>Enabling actions</b>		<b>Review Date</b>	
13.1	Mobile working in place.	March 2010	
13.2	Detailed monitoring arrangements in place.	March 2010	
13.3	Multi skilled training for appropriate staff.	March 2010	

<b>Id.</b>	14		
<b>Programme Commitment.</b>	We will fulfill all the Councils duties to promote equalities and to tackle discrimination and disadvantage – as an employer, in providing public services, leadership and partnership working.		
<b>Council Programme Ref.</b>	5		
<b>Lead Officer.</b>	Service Management Team.		
<b>Resource</b>	Within existing budgets.		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ Increase the percentage of buildings that are suitable for current use (CP5.13).</li> <li>▪ Increase the percentage of operational accommodation that is in satisfactory condition (CP5.14).</li> <li>▪ 100% of our SPI buildings are accessible to people with disabilities by 2011 (CP 5.21 SPI CM4).</li> <li>▪ We will continue to undertake Equality Screening and Impact Assessments on our policies and procedures.</li> </ul>		
<b>Risk</b>	HP3		
<b>Date Equalities Screening conducted: By (initials)</b>	7/11/08  FM, CC	<b>Equality Impact Assessment conducted: Date published</b>	
<b>Enabling actions</b>		<b>Review Date</b>	
14.1	Accelerated DDA programme during 2009/10 .		March 2010

**Section 2 – Part 3: Service Action**  
**Earrann 2 – Pàirt 3: Gnìomh Seirbheis**

**Communities and Older People (Programme theme 2)**  
**Coimhearsnachdan agus Daoine nas Sine (Cuspair prògram 2)**

<b>Id.</b>	15		
<b>Additional Service Commitment</b>	The Council is due to submit its second Local Housing Strategy during 2009. Work is underway to update the housing supply and demand projections and undertake the housing market analysis which will underpin the Strategy. The strategy will detail the main issues affecting housing over the next 5 years and the policy measures that the Council intends to take to address them.		
<b>Council Programme Ref.</b>	Service Action.		
<b>Lead Officer.</b>	Head of Housing.		
<b>Resource</b>			
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ Local housing Strategy approved.</li> </ul>		
<b>Risk</b>	N/A		
<b>Date Equalities Screening conducted: By (initials)</b>		<b>Equality Impact Assessment conducted: Date published</b>	
<b>Enabling actions</b>		<b>Review Date</b>	
15.1			

**What we will do to make the Highland Council more Effective and Efficient (Programme theme 5)**  
**Na nì sinn gus Comhairle na Gàidhealtachd a dhèanamh nas Èifeachdaiche agus nas Buadhaiche (Cuspair prògram 5)**

<b>Id.</b>	16		
<b>Additional Service Commitment.</b>	We will encourage a safe working culture.		
<b>Council Programme Ref.</b>	Service Action.		
<b>Lead Officer.</b>	Director of Housing and Property.		
<b>Resource</b>			
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ Reduction year on year in the number of reportable accidents/incidents.</li> <li>▪ Reduction year on year in the number of enforcements.</li> </ul>		
<b>Risk</b>	HP1		
<b>Date Equalities Screening conducted: By (initials)</b>	7/11/08  IB, CC	<b>Equality Impact Assessment conducted: Date published</b>	

Enabling actions		Review Date
16.1	Review Personnel Protective Equipment arrangements	October 2009
16.2	Review of Lone Worker arrangements	October 2009
16.3	Review of CDM	December 2009

<b>Id.</b>	17		
<b>Additional Service Commitment.</b>	We will develop flexible and motivated staff.		
<b>Council Programme Ref.</b>	Service Action.		
<b>Lead Officer.</b>	Director of Housing and Property.		
<b>Resource</b>			
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ 100% of staff to have PDPs by March 2010.</li> <li>▪ Employee Survey Action Plan to be delivered.</li> </ul>		
<b>Risk</b>	N/A		
<b>Date Equalities Screening conducted: By (initials)</b>	9/11/08  JM CC	<b>Equality Impact Assessment conducted: Date published</b>	
Enabling actions		Review Date	
17.1	All managers to attend PDP training.	Sept 2009	

<b>Id.</b>	18		
<b>Additional Service Commitment</b>	We will develop an Asset Management Plan to ensure that the Council owns or occupies only the appropriate number of buildings and that these are fit for purpose.		
<b>Council Programme Ref.</b>	4		
<b>Lead Officer.</b>	Director of Housing and Property.		
<b>Resource</b>			
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Finalise and obtain approval for Corporate Asset Management Plan.</li> <li>• % Proportion of operational accommodation that is suitable for its current use by 2011(CP 5.13).</li> <li>• % Proportion of operational accommodation that is in satisfactory condition by 2011 (CP 5.14).</li> </ul>		
<b>Risk</b>	CCC4		
<b>Date Equalities Screening conducted: By (initials)</b>		<b>Equality Impact Assessment conducted: Date published</b>	
Enabling actions		Review Date	
18.1	Completion of property audits.	Ongoing	
18.2	Digitally map the Council's Title Deeds.	Ongoing	

18.3	Further database development.	March 2010
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<b>Id.</b>	19	
<b>Additional Service Commitment</b>	We will continuously review our performance to improve the way in which the Council services are designed and delivered. We will do this by measuring our progress, reporting on it publicly and listening to our customers and communities.	
<b>Council Programme Ref.</b>	Service Action.	
<b>Lead Officer.</b>	Head of Housing, Building Maintenance Manager, Area Housing and Property Managers.	
<b>Resource</b>		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ We will reduce dissatisfaction with complaints handling, improve response times and reduce the number of complaints which are escalated or not dealt with satisfactorily on first contact.</li> <li>▪ We will manage rent arrears effectively (SPI HS5).</li> <li>▪ We will minimise rent loss due to voids and reduce the time taken to relet empty houses (SPI HS3, SPI HS4).</li> <li>▪ We will provide an efficient and effective housing repairs service (HS1).</li> </ul>	
<b>Risk</b>	N/A	
<b>Date Equalities Screening conducted: By (initials)</b>		<b>Equality Impact Assessment conducted: Date published</b>
<b>Enabling actions</b>		<b>Review Date</b>
19.1	Implementation of Voids and Rent Arrears Action Plans.	August 2009

<b>Id.</b>	20	
<b>Additional Service Commitment</b>	We will continue to maximise income from the Highland Council's Industrial and Investment property portfolio and chive the current budgetary targets for general fund (property account) properties: Inverness Common Good Fund properties and Housing Account shops totalling £4.033m.	
<b>Council Programme Ref.</b>	Service Action.	
<b>Lead Officer.</b>	Head of Housing Development and Estates.	
<b>Resource</b>		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ Monitor and regularly report to senior managers and appropriate Highland Council committees on the budgetary targets.</li> <li>▪ Reduce the percentage of rent voids throughout the year.</li> <li>▪ Increase the number of rent reviews and lease</li> </ul>	

	renewals completed during the financial year.		
<b>Risk</b>	N/A		
<b>Date Equalities Screening conducted: By (initials)</b>		<b>Equality Impact Assessment conducted: Date published</b>	
Enabling actions			Review Date
20.1	Regular and continuous review and reporting of performance of rent profiling rent reviews and rent voids.		March 2009

<b>Id.</b>	21		
<b>Additional Service Commitment</b>	We will comply with the HSE Improvement Notice in relation to asbestos management in schools.		
<b>Council Programme Ref.</b>	Service Action.		
<b>Lead Officer.</b>	Head of Construction.		
<b>Resource</b>			
<b>Key Performance Results</b>	By May 2010 <ul style="list-style-type: none"> <li>▪ All schools will be surveyed.</li> <li>▪ Asbestos Management Plans will be in place.</li> <li>▪ Awareness training for Responsible Premises Offices will be complete.</li> </ul>		
<b>Risk</b>	HP1		
<b>Date Equalities Screening conducted: By (initials)</b>		<b>Equality Impact Assessment conducted: Date published</b>	
Enabling actions			Review Date
21.1			

To request this information in an alternative format e.g. large print, Braille, audio tape, or suitable language, please contact:

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<http://www.highland.gov.uk/livinghere/housing/housingerviceplan/>

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Prìomh Oifis na Comhairle  
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Ceangal-lìn Comhairle na Gàidhealtachd:  
<http://www.highland.gov.uk/livinghere/housing/housingerviceplan/>