

North Lanarkshire Council Report

Housing Committee

Does this report require to be approved?

☒ Yes ☐ No

Ref

Date

08/05/24

Strategic Performance Framework - latest performance results for Housing Management

From Stephen Llewellyn, Chief Office (Housing Management)

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Executive Summary

The purpose of this report is to highlight the 2023/24 year to date performance of the Housing Management service for the performance indicators at Appendix 1.

Recommendations

It is recommended that the Housing Committee:

- (1) Review the high-level performance overview presented in Appendix 1, and the supporting data contained within the linked Excel spreadsheet, and identify where further information is required to understand or investigate performance further.

The Plan for North Lanarkshire

Priority All priorities

Ambition statement All ambition statements

Programme of Work Statutory / corporate / service requirement

1. Background

- 1.1 There are six inter-related strategic frameworks which are key to assessing the success of The Plan for North Lanarkshire and monitoring delivery towards achieving the overall vision by ensuring each stage is appropriately aligned, planned, guided, implemented, monitored, and governed.
- 1.2 The six frameworks focus on ensuring a corporate one council approach in respect of Policy, Governance, Performance, Self-Evaluation, Project Management, and Demonstrating Improved Outcomes for Communities.
- 1.3 The Strategic Performance Framework comprises performance measurement at three levels (as per the diagram on the right). This aims to collectively provide an overview

of performance to help understand the impact of council activities on improving services and outcomes for the people and communities of North Lanarkshire. The measures in this Framework allow for day to day activities, and progress towards achieving the long-term vision set out in The Plan for North Lanarkshire, to be regularly monitored, reported, assessed, and scrutinised.

- 1.4 The Strategic Performance Framework is aligned to the Accounts Commission' *Statutory Direction* which places a requirement on councils to report a range of information in terms of (1) improving local services and outcomes, and (2) demonstrating Best Value. Key points of note in this respect are that the Accounts Commission also expect to see:



- (a) A balance in terms of reporting that captures highlights of good performance as well as areas of performance requiring improvement.
- (b) Reporting that is undertaken in a timely manner.
- (c) Easy access to performance information for all citizens and communities.
- (d) Comparisons of performance (i) over time (e.g. compared to previous years), and (ii) with others (e.g. other local authorities or the national average (where available and appropriate)).

The council's comparative performance in Local Government Benchmarking Framework (LGBF) indicators can be viewed through the Improvement Service's online dashboard: <https://www.improvementservice.org.uk/benchmarking/explore-the-data>

- 1.5 A Performance Reporting Schedule supports the timely submission of a range of performance information to ensure fully informed review, reporting, scrutiny, and decision making processes by Elected Members and senior management. This Schedule, endorsed by the Audit and Scrutiny Panel in February 2024, includes Chief Officer's individual Performance Reviews at Service Committees in line with the Strategic Performance Framework.
- 1.6 This report therefore presents the Housing Committee with the latest performance results for Housing Management for Members' further review and scrutiny.

2. Strategic Performance Framework

Housing Committee responsibilities

- 2.1 In line with the terms of reference outlined in the Scheme of Administration, the Housing Committee is responsible for monitoring and reviewing performance information for the following Ambition Statements from The Plan for North Lanarkshire:

1.	Ensure a housing mix that supports social inclusion and economic growth.
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- 2.2 The high-level performance overview in Appendix 1 presents Members with a summary of the latest results for each performance indicator within the remit of the Chief Officer (Housing Management).

- 2.3 The information in Appendix 1 comprises the following:

- An *ideal direction* arrow - this indicates whether a higher or lower figure is the preferred direction of travel.

↑	A higher figure is better
↓	A lower figure is better

- *Measurement unit* - for example whether the result is a %, a number, a unit cost (in £), or a ratio.
- *Performance results* for the most recent financial years (depending on availability of data) along with the latest year's target and corresponding RAG status (for indicators where it is appropriate to set targets).

Key to RAG status	
Green	Performance is on target and/or within acceptable thresholds
Red	Performance does not meet target and is outwith acceptable thresholds
Blue	Performance surpasses the target and exceeds expectations

- The most *recent monthly or quarterly results*, along with the corresponding target and RAG status. Note the inclusion of this information is dependent on the measurement frequency of the indicator and availability of data as at the time of reporting.
- A *trend graph* - this captures the direction of travel achieved over the years and includes the most recent monthly or quarterly results where available.
- *Comments* - narrative summarising the current position and providing an explanation for any significant variations in performance. Where applicable, this narrative also highlights any internal or external factors impacting on service delivery as well as any residual effects of the pandemic, e.g. any increase or decrease in the volume of transactions or enquiries processed.

- 2.4 A large volume of data supports the high-level performance overview in Appendix 1. This is outlined in the ***latest performance results for Housing Management*** Excel spreadsheet which is available through the following link for Members to carry out a deep dive and review and scrutinise each performance indicator further. The *Menu* on the second tab of the spreadsheet contains built in hyperlinks that automatically take the user to a tab for each performance indicator and therefore provides a useful navigation aid to review the contents of the file.
- [Latest performance results for Housing Management.xlsx](#)

Current context

- 2.5 As the cost of living continues to rise many of our tenants are facing mounting financial pressure. The Rent Assistance Fund, introduced in February 2023, continues to be utilised to help tenants who may be on low incomes or universal credit and who don't currently qualify for any other UK or Scottish Government financial support and are struggling to pay their rent. The fund can help support people who aren't eligible for additional benefit help, through the cost of living crisis and reduce the impact of increased living costs. To date, 1,660 tenants have been assisted with this fund.

Members will be aware that 4 Scottish Councils have recently declared a housing emergency due to the increased pressure on homeless services and temporary accommodation provision. Whilst we are not in the same position as these councils at this time, there has been a marked increase in homeless presentations within our area. We are however still able to meet and discharge our legal obligations in relation to homelessness, and the provision of temporary accommodation for those who require it. We will continue to monitor and assess the levels of homelessness in our area and adjust service provision as required. We have also experienced a significant increase in the level of new CHR applications.

In August 2023, a new tenant survey was completed with our tenants to assess satisfaction with the services that housing provides. Tenants from each council locality occupying all types of housing stock were surveyed to ensure a broad range of

responses in the survey. The results of the 2023 Tenants Survey reveal that the majority of tenants are very or fairly satisfied with the services provided. When compared with the previous survey carried out in 2021, the survey found positive changes in satisfaction levels in the majority of areas.

Recent Performance highlights

- 2.6 The percentage of rent due in the year that was lost due to properties being empty (Void rent loss %) is sitting well below target at 0.82%, significantly below last year's outturn. Our percentage lets to homeless has increased this year at 42.6%, over 2% higher than last year's outturn and over 5% higher than our target of 37%. We continue to achieve high levels of satisfaction with the quality of temporary accommodation at 97.9%, 3.9% above our target of 94%. This satisfaction is due to the continual review of the quality of furnishings and fittings in our accommodations as well as a high level of decoration of the properties.

The percentage of tenants satisfied with the overall service provided by their landlord increased by over 5% to 86.6%, this is 3.4% higher than the Local Authority average of 83.2%. The percentage of existing tenants satisfied with the quality of their home increased to 87.31%, this is 5.51% higher than the Local Authority average of 81.8%. Whilst the percentage of tenants satisfied with the opportunities given to them to participate in their landlord's decision-making processes was maintained at 96.8%, this is significantly higher than the Local Authority average of 76.5%.

Areas of performance requiring improvement

- 2.7 The percentage of decisions made within 28 days for households presenting as homeless is below our target of 95% at 93.5%. The percentage of decisions made within 28 days for households under 25 years old presenting as homeless is below our target of 95% at 91%. These figures reflect the transient nature of the client group, where maintaining contact to allow staff to make decisions within timescale can be difficult. The increase in workload due to the increase in homeless presentations is also having an impact. Training and support continues to be delivered to our housing advisers and monthly audits are taking place to improve this area of service. Overall there has been a 16.7% increase in homeless applications year to date.

The average number of days to re let properties has increased to 35.1 days due to a number of factors. Regular Liaison between the housing management teams, housing property teams and our main repair contractor is ongoing with weekly and daily monitoring of our vacant properties taking place.

Next steps

- 2.8 As noted in paragraph 1.5, the Strategic Performance Framework is supported by a Performance Reporting Schedule. This sets out the arrangements for service, statutory, and Strategic Performance Framework reporting to committee. In this respect the relevant Committee can expect to receive the following in respect of Housing Management areas of work for 2024 to 2025.

Report	Description	Committee	Committee cycle
Scottish Housing Regulator:	This report presents the annual landlord report published by the Scottish Housing Regulator (SHR) which shows Scotland's	Housing Committee	Cycle 4 in 2024

annual landlord report	<p>social landlords' performance for both Local Authorities and Registered Social Landlords (RSL's) against the Scottish Social Housing Charter (SSHC).</p> <ul style="list-style-type: none"> • Latest report in November 2023: link to report 		
Scottish Housing Regulator: Annual Assurance Statement	<p>Since April 2019, Social Landlords in Scotland are required to advise the Scottish Housing Regulator (SHR) if they meet the regulatory standards and requirements by submitting an Annual Assurance Statement between April and October each year. Each landlord should confirm in its Statement its level of compliance with all of the relevant requirements at section 3 of the Regulatory Framework. The SHR assesses each Statement as part of their regulatory risk assessment and publishes an engagement plan for each landlord. From March 2021, RSL engagement plans include a regulatory status which is the SHR judgment on whether the RSL complies with regulatory standards and requirements.</p> <ul style="list-style-type: none"> • Latest report in August 2023: link to report 	Housing Committee	Cycle 3 in 2024
Annual housing / Scottish Social Housing Charter performance report	<p>The annual performance report to tenants is designed to keep tenants, service users, and other customers informed of council performance and how the council is progressing towards meeting the outcomes of the Scottish Social Housing Charter (SSHC).</p> <ul style="list-style-type: none"> • Latest report published on the website October 2023: link to website 	n/a, published on the council's website in the autumn each year	
Community safety CCTV performance	<p>This report provided a one off update on the performance of the Community Safety Hub following its merger into Housing. Moving forward this report will be incorporated into the service's programme of annual service performance reports.</p> <ul style="list-style-type: none"> • Latest report in May 2023: link to report 	Housing Committee	Cycle 3 in 2024
Homeless performance and processes	<p>This report provided a one off update in terms of performance in relation to the provision of homelessness services which continued to be delivered throughout the pandemic and, despite the challenges the pandemic brought, highlights many areas of improved performance. Moving forward this report will be incorporated into the service's programme of annual service performance reports.</p> <ul style="list-style-type: none"> • Latest report in November 2023: link to report 	Housing Committee	Cycle 4 in 2024

3. Measures of success

3.1 Measures of success include:

- Regular oversight and monitoring of performance across the organisation to gain assurances in terms of governance and accountability.
- Regular review and challenge processes to scrutinise the performance of the council to ensure effective use of resources and that resources are directed in accordance with agreed policy and according to priorities, while ensuring sound decision making and clear accountability for the use of resources in achieving improved outcomes for service users and the local community.
- Performance monitoring, management, and reporting arrangements that support the demonstration of improved performance in local services and outcomes, and the delivery of Best Value.

4. Supporting documentation

Appendix 1 - High-level performance overview



Stephen Llewellyn
Chief Officer (Housing Management)

5. Impacts

5.1 Public Sector Equality Duty and Fairer Scotland Duty Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact? If Yes, has an assessment been carried out and published on the council's website? https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments Yes <input type="checkbox"/> No <input type="checkbox"/>
5.2 Financial impact Does the report contain any financial impacts? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant financial impacts been discussed and agreed with Finance? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?
5.3 HR policy impact Does the report contain any HR policy or procedure impacts? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant HR impacts been discussed and agreed with People Resources? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?

5.4	Legal impact Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?
5.5	Data protection impact Does the report / project / practice contain or involve the processing of personal data? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, is the processing of this personal data likely to result in a high risk to the data subject? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to dataprotection@northlan.gov.uk Yes <input type="checkbox"/> No <input type="checkbox"/>
5.6	Technology / Digital impact Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact? Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)? Yes <input type="checkbox"/> No <input type="checkbox"/>
5.7	Environmental / Carbon impact Does the report / project / practice contain information that has an impact on any environmental or carbon matters? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact?
5.8	Communications impact Does the report contain any information that has an impact on the council's communications activities? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact?
5.9	Risk impact Is there a risk impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or Service or Project Risk Registers), and how they are managed?
5.10	Armed Forces Covenant Duty Does the report require to take due regard of the Armed Forces Covenant Duty (i.e. does it relate to healthcare, housing, or education services for in-Service or ex-Service personnel, or their families, or widow(er)s)? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.

5.11 Children's rights and wellbeing impact

Does the report contain any information regarding any council activity, service delivery, policy, or plan that has an impact on children and young people up to the age of 18, or on a specific group of these?

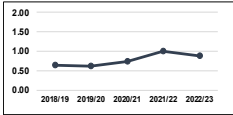
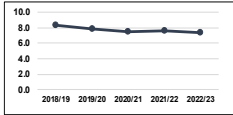
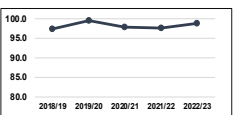
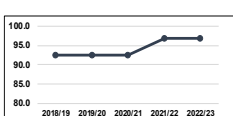
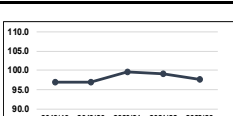
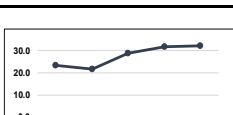
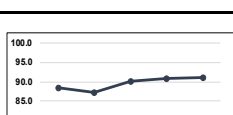
Yes ☐ No ☒

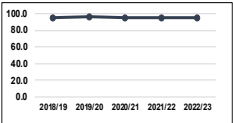
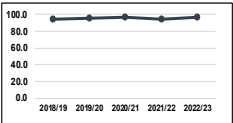
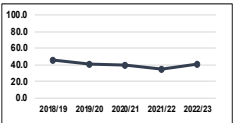
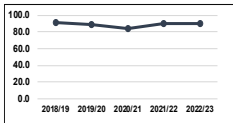
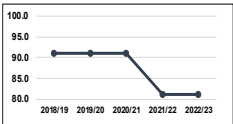
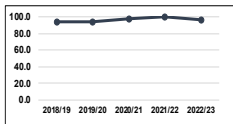
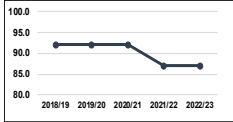
If Yes, please provide a brief summary of the impact and the provision that has been made to ensure there has been appropriate consideration of the relevant Articles from the United Nations Convention on the Rights of the Child (UNCRC).
If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?

Yes ☐ No ☐

Housing Management

High-level performance overview - as at February 2024

Indicator	id	ideal direction	unit of measurement	2018/19	2019/20	2020/21	2021/22	2022/23	2022/23 target	2022/23 RAG status	2023/24 ytd (for monthly or quarterly monitored indicators only)	2023/24 target	2023/24 RAG status (for monthly or quarterly monitored indicators only)	trend	comments
Rent lost - % of rent due in the year that was lost due to properties being empty	Pi123	lower figure is better	%	0.65	0.63	0.73	1.00	0.89	1.00	blue	0.82	1.00			Performance remains strong and below target as at P12 and is also an improvement on the 22/23 performance.
Rent - arrears @ 31st March each year as a % of total rent due for the reporting year	Pi122	lower figure is better	%	8.3	7.9	7.5	7.6	7.3	9.0	blue	only measured annually	9.0			Performance remains strong in this area
Rent collected - £ collected as a % of the total rent due in the reporting year	Pi121	higher figure is better	%	97.5	99.6	97.9	97.8	98.9	97.5	blue	only measured annually	97.0			Performance remains strong in this area.
Housing services - % satisfied with opportunities to participate in the service's decision making processes	Pi110	higher figure is better	%	92.5	92.5	92.5	96.8	96.8	92.0	green	96.8	93.0			A new survey was completed in August 2023, which showed that satisfaction in this area remains strong and well above the Scottish Local Authority average of 76.5%.
Anti-social behaviour - % cases reported in the last year that were resolved	Pi100	higher figure is better	%	96.9	97.1	99.5	99.1	97.7	98.0	green	only measured annually	99.0			Performance remains strong in this area
Void re lets - average number of days to re-let properties	i013	lower figure is better	number	23.5	21.6	29.1	31.8	32.3	23.0	red	35.1	30.0			Performance remains strong in comparison to peers and the Scottish average of 55.6 days, however performance continues to be impacted due to delays with power companies.
New tenancies - % commenced during previous reporting year and sustained for more than a year	Pi008	higher figure is better	%	88.6	87.3	90.1	90.9	91.0	90.0	green	only measured annually	90.0			Performance remains strong in this area

Households presenting as homeless - % decisions made within 28 days	PI005	higher figure is better	%	94.6	96.3	95.3	94.9	94.7	95.0	green		93.5	95.0				Performance remains strong in this area and far exceeds the national performance. Reduction in performance is in relation to an increase in lost contact decisions and an increase in overall presentations.
Households (under 25 years old) presenting as homeless - % decisions made within 28 days	PI006	higher figure is better	%	94.0	96.3	96.5	94.6	97.0	95.0	green		91.0	95.0				Reduction in performance is in relation to an increase in lost contact decisions and an increase in overall presentations.
Homeless households - % lets to homeless	PI007	higher figure is better	%	45.4	40.7	39.3	34.5	40.5	37.0	green		42.6	37.0				Percentage lets to homeless households has increased as a result of the increase in homeless presentations received.
Housing services - % tenants satisfied with the standard of their home when moving in	i009	higher figure is better	%	91.1	89.0	84.3	90.2	90.1	92.0	green	only measured annually		93.0				Performance remains strong in this area
Housing services - % tenants satisfied with the overall service	i010	higher figure is better	%	91.0	91.0	91.0	81.2	81.2	90.0	red		86.6	90.0				A new survey was completed in August 2023, which showed satisfaction with the housing service has increased by over 5% since our last Bienial survey in 2021 and higher than the Local Authroity avergae of 83.2%.
Housing services - % tenants satisfied with the quality of temporary or emergency accommodation	i011	higher figure is better	%	94.4	94.0	98.0	100.0	96.3	94.0	green		97.9	95.0				The standard and quality of our housing stock is good and satisfaction levels within our homeless accommodation remains high and significantly above the national averages.
Housing services - % tenants satisfied with the quality of their home	i012	higher figure is better	%	92.0	92.0	92.0	87.1	87.1	90.0	green		87.3	90.0				A new survey was completed in August 2023, which showed satisfaction with the quality of our homes has increased by 0.18% since our last Bienial survey in 2021 and significantly higher than the Local Authroity average of 81.8%.