

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 Property Services

From Brian Lafferty, Chief Office (Housing Property Services)

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Telephone

Executive Summary

The purpose of this report is to highlight the 2023/24 year to date performance of the Housing Property Services 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

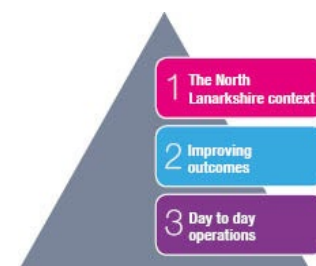
Programme of Work Statutory / corporate / service requirement

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 Property Services 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. |
| 22. | Facilitate a North Lanarkshire wide approach to asset rationalisation, including with communities and partners. |

- 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 Property Services).

- 2.3 The information in Appendix 1 comprises the following:

- An *ideal direction* arrow - this

↓	A lower figure is better
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 indicates whether a higher or lower figure is the preferred direction of travel.
- *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 Property Services*** 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 Property Services.xlsx](#)

Current context

- 2.5 The service continues to deliver and manage their contractors across multiple work disciplines, they engage with multiple stakeholders to discuss any service related matters.

Recent Performance highlights

- 2.6 Our repairs timescale for completing emergency repairs within our housing stock for all 3 linked contractors continues to improve, with a year to date average of 2.19 hours, 1.56 hours less than the 3.75 hours target. Our performance for the non emergency repairs is also above our 2022/23 target of 7 days at 6.4 days. The percentage of reactive repairs carried out in the last year completed right 1st time is also above our target of 95% at 97.7%.

Our corporate property repairs performance continues to improve with the percentage of routine repairs completed within timescale at 98.7% with an average time to complete routine repairs at 9.4 days.

Areas of performance requiring improvement

- 2.7 The Corporate Property Repairs indicator for the percentage of emergency repairs completed within timescale is 97.5%, this is 0.5% lower than the 98% target, however it is an increase of 0.6% in the year end outturn for 2022/23 at 96.9%. The average time in hours taken to complete emergency repairs is 0.5 hours above the 3.1 hour target. Remedial actions include having weekly meetings with contractors where issues are highlighted at the earliest stage to allow proactive resolution.

Next steps

- 2.8 From cycle 3 onwards Strategic Performance Framework reporting for Housing Property Services will be combined within the six-monthly report for Housing Management, with corporate property repairs transferred to Assets and Procurement.

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



Brian Lafferty
Chief Officer (Housing Property Services)

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 ☐ No ☒

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 ☐ No ☐

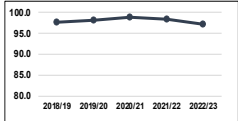
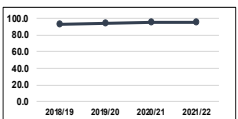
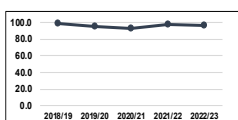
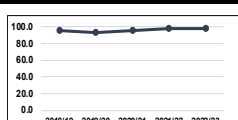

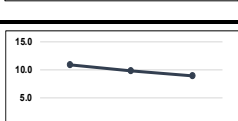
5.2	Financial impact Does the report contain any financial impacts? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant financial impacts been discussed and agreed with Finance? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a 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 <input type="checkbox"/> No <input checked="" type="checkbox"/> 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 <input type="checkbox"/> No <input type="checkbox"/>

Housing Property Services

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
Scottish Housing Quality Standard (SHQS) - % council dwellings meeting SHQS	i001	higher figure is better	%	97.9	98.8	89.8	70.0	80.4	94.0	red	only measured annually	85.0			In 2021/22 compliance dropped due to 2 significant changes in SHQS. Firstly the introduction of the Electrical Safety Testing and the impact of replacing Section C of the SHQS with EESSH. A new forced entry process for electrical safety testing was implemented and increased our performance from 21/22 to 2022/23 by 10%. This was 13.6% below the target of 94% predominantly due to properties which fail to pass EESSH (see comment below)
Energy efficiency - % of council dwellings that meet the Energy Efficiency Standard for Social Housing (EESH) standard	i002	higher figure is better	%	79.3	87.2	90.4	91.1	82.1	93.0	green	only measured annually	86.0			The 2022/23 target was based on the compliance rates in 2020/21 and 2021/22. However, with the introduction of a new IT system in 2022/23 this enabled us to more accurately measure EESH and identify the measures that are required to ensure compliance
Housing repairs - average number of days taken to complete non-emergency housing repairs	i003	lower figure is better	number	7.7	7.0	4.3	6.2	6.8	7.0	green	6.4	7.0			Performance remains strong and below target in this area and the Scottish average of 8.7 days for 2022-2023.
Housing repairs - average number of hours taken to complete emergency housing repairs	i004	lower figure is better	number	4.38	4.25	3.05	3.18	3.31	3.75	green	2.19	3.75			Performance remains strong and below target in this area, and in comparison to peers and the Scottish Average of 4.2 hours for 2022-23.
Gas safety - number of times statutory obligation to complete gas safety checks in 12 months was not met	i007	lower figure is better	number	new indicator in 2019/20	0	1	0	0	0	blue	only measured annually	0			Performance remains strong in this area with no fails to date in 2023
Housing repairs - % of tenants who have had housing repairs or maintenance carried out in last 12 months satisfied with the repairs and maintenance service	i008	higher figure is better	%	98.6	97.0	98.8	94.8	95.2	95.0	green	only measured annually	95.0			Performance remains strong and above target in this area

Housing repairs - % of reactive repairs carried out in the last year completed right first time	i005	higher figure is better	%	97.6	98.3	98.9	98.5	97.3	95.0	blue		97.7	95.0				Performance remains strong and above target in this area, and in comparison to peers and the Scottish Average of 87.8% for 2022-23.
Housing repairs - % of reactive repairs appointments kept	i006	higher figure is better	%	93.6	94.8	95.6	95.7		95.0			only measured annually	95.0				A new system has been implemented and performance reports are in development. Testing is ongoing with the new system reports, and early indications show that performance is still within the 95% threshold.
Corporate property repairs - % emergency repairs completed within timescale	i103	higher figure is better	%	98.6	95.1	93.6	98.4	96.9	97.0	green		97.5	98.0				Performance remains strong, however slightly below target as at February 2024
Corporate property repairs - % routine repairs completed within timescale	i104	higher figure is better	%	95.5	93.0	95.3	98.6	98.5	97.0	blue		98.7	98.0				Performance remains strong and above target in this area
Corporate property repairs - average time, hours, taken to complete emergency repairs	i118	lower figure is better	number	new indicator in 2020/21	new indicator in 2020/21	12.4	3.5	4.2	3.3	red		3.6	3.1				The corporate property repairs indicator for the average time in hours taken to complete emergency repairs is 0.5 hours above the target of 3.1 hours. Although above target this is an improvement on the outturn in 2022-23 of 4.2.
Corporate property repairs - average time, working days, taken to complete non-emergency repairs	i117	lower figure is better	number	new indicator in 2020/21	new indicator in 2020/21	10.9	9.9	9.0	9.9	green		9.4	9.5				Performance is strong and above target in this area.