

North Lanarkshire Council Report

Finance and Resources Committee

Does this report require to be approved? Yes No

Ref JMcK Date 20/11/24

Strategic Performance Framework - latest performance results for Assets and Procurement

From James McKinstry, Chief Officer (Assets and Procurement)

E-mail MckinstryJ@northlan.gov.uk **Telephone** 07939 281102

Executive Summary

Assets and Procurement sits within the Enterprise and Communities service area of the council and comprises the following areas – asset management, estates management, enterprise project, forward planning and specification, town and community hub development programme, technical and design, procurement and support, and corporate property.

The teams play a key role in leading and developing on a number of key areas that support the delivery of the place based ambition set out in The Plan for North Lanarkshire. This includes the strategic commercial partnership for the enterprise project, asset rationalisation and development, the corporate asset management plan, the hub development and delivery programme, climate change – committing to net zero, and improving procurement capability and capacity.

The work carried out by the teams also supports the delivery of a number of other key areas across the council such as the new supply programme, economic regeneration delivery plan, planning and place making, city deal, the early learning and childcare expansion programme, additional support needs provision, and the leadership and operating model for the hubs.

Performance is measured across many of the above service areas and is monitored by the service's management team as well as within operational teams. This report provides an update of current performance reflecting the service's key areas of activity.

Recommendations


It is recommended that the Finance and Resources 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 evaluating the success of The Plan for North Lanarkshire and assessing 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)).
- 1.5 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>
- 1.6 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.
- 1.7 This report therefore presents the Finance and Resources Committee with the latest

performance results for Assets and Procurement for Members' further review and scrutiny.

2. Strategic Performance Framework

Finance and Resources Committee responsibilities

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

- 21. Continue to identify and access opportunities to leverage additional resources to support our ambitions.
- 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 (Assets and Procurement).

2.3 The information in Appendix 1 comprises the undernoted. Appendix 2 provides additional context in respect of the council's approach to the measurement of indicators and setting of targets.

- *Ideal direction* text - this 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 Assets and Procurement** 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 Assets and Procurement.xlsx](#)

Current context

- 2.5 Assets and Procurement continue to support management teams as they continue to adopt more agile and hybrid modes of operation. Whilst continuing to deliver at pace, the hub programme continues to experience significant cost increases linked to global and national influences and given the size and scale of spend linked to this programme – any increases are significant. The service continues to lead on the council response to climate change duties. The council have a largely decentralised procurement model, in which the Corporate Procurement Team (CPT) provide the strategic governance through GCSOs and provide professional expertise through officers that lead or support regulated procurement activity. CPT continue to be responsible for consolidating the council's Annual Procurement report (which is a legislative requirement), managing the council's contract register of external expenditure, and providing organisational procurement reporting. The overall procurement function of the council is assessed regularly by a third party agency through procurement capability assessments (PCIP) for which CPT is leading an internal procurement plan. The most recent assessment was carried out in 2024 and is reported separately to this committee.
- 2.6 As part of the council's Programme of Work governance structure, Assets and Procurement are heavily involved in the following Programmes of Work: -
- Transforming Places;
 - Invest in North Lanarkshire;
 - Sustainable Futures;
 - Digital North Lanarkshire, and
 - One Service

Recent Performance highlights

- 2.7 Within the area of corporate procurement, the vast majority of indicators are positive, with some notable areas being the council continuing to ensure 100% performance in areas such as: ensuring those contracts which exceed £1m include community benefit requirements; and ensuring all qualifying contracts are awarded to those who meet fair work criteria. In addition, the service is exceeding targets around the percentage of contracts that are awarded to SMEs. In the current financial year an update an updated positive PCIP assessment was conducted.
- 2.8 In addition, since the last report to Committee, the £22m state-of-the-art Chryston Community Hub, which is home to Chryston Primary School and the new Community Health Clinic for NHS Lanarkshire has officially opened. Approval has also been secured for an extension to Chryston High School and the development of a new St Stephen's Community in Sikeside to address capacity issues in the existing school estate and to enhance community facilities in the area and, the development of a new Gartcosh Community Hub to address capacity issues in the existing school estate, all three developments are expected to go to site in early 2025. Both the Orbiston Community Hub and St Kevins Community Hub are now on site, with both projects reporting that construction works are currently on programme. Against challenging budget settlements, we continue to manage our maintenance budgets pragmatically.

Areas of performance requiring improvement

- 2.9 Within procurement one measure has fallen short of the expected target range, which relates to the performance in relation to the award of qualifying contracts to local organisations within the reporting period. It should be noted that cyclical renewals will result in fluctuation in year-on-year percentages across measures when multi-year

contracts are awarded due to the nature of the Framework Agreement award process. Across all of the reporting periods, performance ranges from 40% to 72% as a result of this. The service is currently reviewing the data around this area to establish whether the cyclical nature of contract awards requires to be reflected in the measure.

- 2.10 The two indicators linked to occupancy levels in schools continue to be lower than the agreed target. As detailed within previous reports, whilst the service continues to look for other uses for under occupied schools, it is preferred that any given school is under capacity than over capacity. In line with our SARIS programme, where opportunity exists we may look at alternative usage for spare capacity.
- 2.11 Significant work continues to be progressed for office accommodation in order that services can operate in an agile and digital manner to ensure that our office estate is adaptable in this regard.
- 2.12 Within commercial properties ongoing changes in the external economic environment is affecting the mix of properties being let whilst income levels continue to remain high and the financial performance of North Lanarkshire Properties remains high.

Next steps

- 2.13 As noted in paragraph 1.6, 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 Assets and Procurement areas of work for 2024 to 2025.

Report	Description	Committee	Committee cycle
Public Sector Duties Climate Change annual report	As part of the climate change duties, the council is required to complete an annual submission to demonstrate that as a public sector organisation it is contributing to the nationally set climate change targets as well as adhering to its other responsibilities in terms of both adaptation and sustainability. <ul style="list-style-type: none"> Latest report in February 2024: Document.ashx (cmis.uk.com) 	Environment and Climate Change Committee	Cycle 1 in 2025
Annual procurement report	This report discharges the council's duties in terms of the Procurement Reform (Scotland) Act 2014, to prepare an annual report on its regulated procurement activities. <ul style="list-style-type: none"> Latest report in September 2024: Document.ashx (cmis.uk.com) 	Finance and Resources Committee	Cycle 3 in 2025
North Lanarkshire Properties	NLP LLP is a limited liability partnership established in 2013 between the council and its wholly owned company, North Lanarkshire Property Investments Ltd. NLP LLP undertakes the marketing, leasing, and management of the council's commercial property portfolio (shop units, office accommodation, business centres, industrial yards, and storage units) and, on behalf of the Council, manages legacy properties which remain in the council's	Finance and Resources Committee	Cycles 2 and 4 in 2025

	investment property portfolio. It also delivers services in relation to externally owned properties that the council leases for its own operational use and provides general advice on lease transactions. A six-monthly report provides a performance and finance update to Committee: <ul style="list-style-type: none">• Latest report in May 2024: Document.ashx (cmis.uk.com)		
--	--	--	--

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

Appendix 2 - Note for information in respect of performance indicators and targets.



James McKinstry
Chief Officer (Assets and Procurement)

5. Impacts

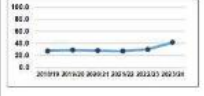
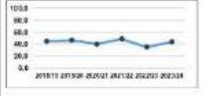
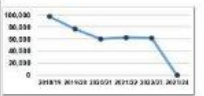



5.1 Public Sector Equality Duty and Fairer Scotland Duty Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the 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"/>

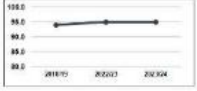
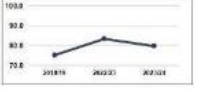
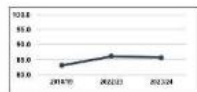
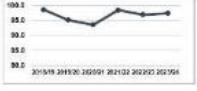
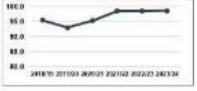
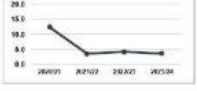


<p>5.7</p>	<p>Environmental / Carbon impact Does the report / project / practice contain information that has an impact on any environmental or carbon matters? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
<p>5.8</p>	<p>Communications 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?</p>
<p>5.9</p>	<p>Risk impact Is there a risk impact? Yes <input checked="" type="checkbox"/> No <input 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? Managing and monitoring service performance supports the ongoing monitoring the service's risk register.</p>
<p>5.10</p>	<p>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.</p>
<p>5.11</p>	<p>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"/></p>

Assets and Procurement

High-level performance overview - as at September 2024

Indicator	id	ideal direction	unit of measurement	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24 target	2023/24 RAG status	2024/25 ytd (for monthly or quarterly monitored indicators only)	2024/25 target	2024/25 RAG status (for monthly or quarterly monitored indicators only)	trend	comments
Procurement spend - % through collaborative contracts with other publicly funded bodies	i097	higher figure is better	%	29.3	32.5	43.0	30.3	21.8	42.3	30.0	blue	only measured annually	30.0			<p>The % of spend on collaborative contracts can vary significantly from year to year. Performance has ranged from a low of 21.8% to a high of 43%. The performance for 2023/24 was 42.3% which sits at the high end of the results. In all reporting years, the majority of our spend is based on our own competitively tendered arrangements.</p> <p>In accordance with the Council's procurement procedures, all high value expenditure is subject to an options appraisal prior to contracting, with consideration given using collaborative contracts where these are available. If a collaborative contract is available, it would then be for the procuring service to determine if that is likely to represent better value than what the council could secure by tendering its requirements on its own.</p> <p>Because of the large fluctuations in the performance over recent years the target is set to reflect a stable position moving forward; this will be kept under review to ensure it reflects the actual position.</p>
Procurement spend - % with contracted suppliers	i098	higher figure is better	%	89.8	88.2	91.0	91.0	94.0	95.6	94.0	green	only measured annually	95.0			<p>Performance has continued to improve, with latest figures showing 95.6% of council spend now through formally contracted agreements with suppliers.</p>
Procurement contracts - % qualifying contracts >£1m containing a community benefit requirement	PI025	higher figure is better	%	66.7	83.3	89.0	100.0	100.0	100.0	100.0	blue	only measured annually	100.0			<p>Legislation requires the council to consider whether to incorporate Community Benefit requirements as part of a procurement when the estimated contract value is greater than or equal to £4 million. Community benefits are a key objective of the council's Procurement Strategy and as such internal arrangements require that community benefits must be considered for inclusion in all procurements with an estimated value greater than £1 million - a considerably lower financial threshold than required by legislation. The council awarded 22 regulated contracts within these thresholds during 2023/24, of which 100% contained community benefits.</p>
Procurement contracts - % qualifying contracts awarded to clients who meet fair work criteria	PI022	higher figure is better	%	83.6	81.3	100.0	100.0	100.0	100.0	100.0	blue	only measured annually	100.0			<p>102 regulated contracts were awarded during 2023/24 that have included a scored fair work criterion, a range of Fair Work practices were secured across 100% of these contracts thus improving pay and conditions for those working in the council's supply chain.</p>
Procurement assessment score - procurement and commercial improvement programme (PCIP)	i091	higher figure is better	%	n/a	70.0	n/a	n/a	n/a	72.7		N/A	only measured in years when cyclical national assessment is undertaken.	n/a			<p>The national appraisal undertaken in 2023/24 has seen an increase in score to 72.7% from the score of 70% in the last assessment undertaken in 2019/20. Assessments are undertaken on an bi-annual basis with the next assessment due to take place in 2025/26. Note: no assessment was undertaken in 2012/22 due to Covid restrictions.</p>
Procurement contracts - % qualifying contracts in reporting period to local organisations	PI023	higher figure is better	%	52.5	72.4	71.8	41.9	58.0	40.3	65.0	red	only measured annually	70.0			<p>Whilst there has been a slight decrease within this indicator from the previous year, this can be attributed to take account of cyclical renewals which increase awards to local providers. For example, there are peaks in the volumes in years 2019/20, 2020/21 and 2022/23 due to Frameworks being established for Early Years and Childcare (generation 1 in 2019/20 (185 local providers added), and renewal/generation 2 in 2022/23 (140 local providers added), and Self-Directed Support Services (generation 1 in 2019/20 (29 local providers added), and renewal/generation 2 in 2020/21 (47 local providers added) when the Framework Agreements were established.</p>
Procurement contracts - % qualifying contracts in reporting period to small medium enterprises	PI024	higher figure is better	%	80.9	86.7	87.9	83.8	86.3	81.6	80.0	green	only measured annually	80.0			<p>160 out of 196 (81.6%) regulated contract awards were made to small medium enterprises during 2023/24 continuing the trend of being above target.</p>

Indicator	id	ideal direction	unit of measurement	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24 target	2023/24 RAG status	2024/25 ytd (for monthly or quarterly monitored indicators only)	2024/25 target	2024/25 RAG status (for monthly or quarterly monitored indicators only)	trend	comments
Procurement spend - % awarded to local organisations	I024	higher figure is better	%	27.3	28.1	27.6	26.5	29.3	41.3	27.5	blue	only measured annually	27.5			41.3% of the council's procurement spend was awarded to local organisations in 2023/24; this is an improvement from 29.3% in 2022/23 and also previous years performance.
Procurement spend - % with small medium enterprises	I025	higher figure is better	%	45.0	46.5	40.5	49.0	35.2	44.1	45.0	green	only measured annually	45.0			In accordance with the procurement Regulations and Council's GCSSOs, all public contracts should be competitively tendered to secure best value. The tender procedures used should ensure fair and equal treatment of Contractors. As a consequence, there will always be natural fluctuations in procurement metrics due to competitive tendering procedures not discriminating between large or SMEs, and award is based on whichever Contractor provides best value. To ensure SME's are aware of procurement opportunities, the council jointly hosts with South Lanarkshire Council, an annual meet the real buyer Lanarkshire event. In addition, officers from the council support annual national meet the buyer events.
Carbon footprint for the council - tCO2e of carbon emissions	PI129	lower figure is better	number	97,900	77,113	60,361	62,770	61,909		62,278		only measured annually	58,161			The council's footprint for the year 2022/23 was reported as 61,909 carbon tonnes equivalent, a decrease of 1.4% from the previous year's reporting and an overall reduction of 47.1% from the baseline year in 2015/16. Data for 2023/24 will be available in November in line with the annual submission deadline to the Sustainable Scotland Network/Scottish Government.
Carbon footprint for the council - tCO2e of carbon emissions per FTE employee	PI130	lower figure is better	number	7.9	6.2	4.9	4.7	4.8		4.9		only measured annually	4.5			The results for 2022/23 shows a slight decrease of 0.1 tCO2e of carbon emissions per FTE employee, which continues the downward trend from previous years. Data for 2023/24 will be available in November in line with the annual submission deadline to the Sustainable Scotland Network/Scottish Government.
Occupancy level, primary schools - % with occupancy level above 75%	PI127	higher figure is better	%	55.0	55.5	54.6	52.1	52.1	44.1	58.5	red	only measured annually	58.5			Whilst there are optimum levels of occupancy, it is preferred (from an operational perspective) for a school to have too much space than too little. The council is constantly looking at alternative uses for excess spaces - such as cluster hubs or touchdown spaces. These may help adjust the figures positively in the medium term. Increased capacity in both Chryston Primary School and St Barbara's Primary School has reduced the utilisation in the short to medium term. Other schools are under 75% as a result of falling school rolls. 52 out of 118 primary schools currently have an occupancy level greater than 75%.
Occupancy level, secondary schools - % with occupancy level above 75%	PI128	higher figure is better	%	52.2	69.6	65.2	60.9	60.9	56.5	63.0	red	only measured annually	63.0			Whilst there are optimum levels of occupancy, it is preferred (from an operational perspective) for a school to have too much space than too little. The council is constantly looking at alternative uses for excess spaces - such as cluster hubs or touchdown spaces. These may help adjust the figures positively in the medium term. The reduction in this indicator from 2022/23 to 2023/24 is primarily as a result of falling school rolls, with 13 out of 23 secondary schools currently having an occupancy level greater than 75%.

Indicator	id	ideal direction	unit of measurement	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24 target	2023/24 RAG status	2024/25 ytd (for monthly or quarterly monitored indicators only)	2024/25 target	2024/25 RAG status (for monthly or quarterly monitored indicators only)	trend	comments
Council assets - % of internal floor area of operational buildings that is in a satisfactory condition	PI124	higher figure is better	%	94.0	-	-	-	95.0	95.0	89.0	blue	only measured annually	90.0			Building closures during the reporting period have reduced the size of the operational base. Latest figures show 95% of the internal floor area in council buildings is in a satisfactory condition, which is consistent with the position in 2022/23. This should further improve on completion of the investment works ongoing at the Civic Square.
Council assets - % operational buildings that are suitable for their current use	PI125	higher figure is better	%	75.2	-	-	-	83.4	79.8	89.0	red	only measured annually	90.0			Latest figures show 79.8% of council buildings are suitable for their current use, which is a slight drop from the previous year which was 83.4%. This continues to be higher when compared to the pre-pandemic survey of 75.2%. The acceleration of the office rationalisation programme which delivered the closures of Fleming House, Kildonan St, Coats House and Scott House, required services and staff to be relocated to the remaining operational properties at the Dalziel Building, Buchanan Centre, Motherwell Civic Centre and Holdsworth Centre. Capital funds have been allocated within the 2023/24-2028/29 programme for all four facilities to make the required alterations to ensure they are aligned to the future operating models identified by the services therefore increasing the suitability for use in future years.
Public access - % of public areas in council buildings that are suitable for and accessible to disabled people	i052	higher figure is better	%	83.1	-	-	-	86.2	85.7	90.0	green	only measured annually	90.0			Improvements continue to be made to improve accessibility in council buildings, with latest figures showing 85.7% compared to the pre-pandemic survey of 83.1%.
Corporate property repairs - % emergency repairs completed within timescale	i103	higher figure is better	%	98.6	95.1	93.6	98.4	96.9	97.4	98.0	green	only measured annually	98.0			
Corporate property repairs - % routine repairs completed within timescale	i104	higher figure is better	%	95.5	93.0	95.3	98.6	98.5	98.6	98.0	green	only measured annually	98.0			
Corporate property repairs - average time, hours, taken to complete emergency repairs	i118	higher figure is better	%			12.4	3.5	4.2	3.6	3.1	green	only measured annually	3.0			
Corporate property repairs - average time, working days, taken to complete non-emergency repairs	i117	higher figure is better	%			10.9	9.9	9.0	9.4	9.5	green	only measured annually	9.0			
Properties - % properties within the commercial property portfolio occupied	PI020	higher figure is better	%	88.8	89.0	90.5	89.3	88.0	75.9	90.0	red	only measured annually	91.0			75.9% of properties (748 out of 985) within the commercial property portfolio (consisting of retail, industrial, office premises and other commercial property types managed by North Lanarkshire Properties) are currently occupied. This is a decrease from the previous year when 88% of properties were occupied and can be attributed to a general slowing down of the business within the retail sector, the recent Cost of Living crisis, the increase in costs in regard to occupying business and retail premises and the ongoing lag from the impact of Covid. Limited capital funds have been committed to invest on vacant properties and only committed projects have been progressed which has targeted new development opportunities. The investment programme is being reviewed with a focus on identifying appropriate measures, including ongoing investment, to increase occupancy rates.

Note for information in respect of performance indicators and targets

It should be noted that the nature of particular areas of service being measured in order to assess and manage performance do not always lend themselves to a traditional approach to either measuring performance or setting targets, for example:

- Some indicators (and targets) are required to monitor performance against a commitment or minimum standard the council has made in advance to achieve a stated level of performance when delivering a service.
- Some indicators (and targets) are required to assess compliance with legislative requirements.
- Some targets represent the level of performance that the council aims to achieve from a particular activity in either the short, medium, or long-term.
- Some indicators are needed to help present a complete picture of performance in the round, as a single performance indicator used in isolation rarely tells the whole performance story and a range of indicators are required to reflect the economic, efficient, and effective aspects of demonstrating best value.
- Some indicators and targets can help to support accountability to the public in terms of demonstrating best value and an efficient and effective approach to the delivery of services.
- Some indicators are monitored to ensure the council complies with specific requirements, such as information governance or health and safety.
- Some indicators are monitored to provide added context in order to help interpret performance results or supplement other existing measures. Information such as this can be critical to enhance knowledge and decision making in terms of demand to help determine priorities and allocate resources.
- For some indicators it is not appropriate to set targets as it is the trend in the data (i.e. the direction of travel) that provides more meaningful information to allow for an assessment in relation to whether performance has improved.
- Some indicators are national benchmarking indicators where their purpose is to allow for comparisons with other councils and the national average. These benchmarks are, in essence, can openers designed to focus questions on why variations in cost and performance are occurring between similar councils.
- Some indicators are proxy measures, particularly in the case of measuring outcomes, as without directly measurable data for a desired outcome the only alternative is to use a proxy that is an indirect measure of the desired outcome but which is itself strongly correlated to that outcome.