

# North Lanarkshire Council Report

## Communities and Housing Committee

approval  noting

Ref

Date 20/11/19

### The Plan for North Lanarkshire : Strategic Performance Framework reporting arrangements

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#### Executive Summary

Elected Members are aware of The Plan for North Lanarkshire, Programme of Work, and four supporting Strategic Frameworks (i.e. Policy, Performance, Self-Evaluation, and Governance).

Having secured committee approval at Policy and Strategy Committee on 26<sup>th</sup> September 2019, this report outlines the next steps in terms of the reporting arrangements to service committees for the Strategic Performance Framework.

This aims to ensure evidence is presented to committee that allows for day to day activities, and progress towards achieving the shared ambition, to be regularly reported, monitored, assessed, and scrutinised.

This will also enable performance issues to be identified and remedial action to be undertaken to ensure the council remains on track towards achieving the shared ambition.

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#### Recommendations

It is recommended that the Communities and Housing Committee:

- (1) Note the contents of this report and accompanying appendices,
- (2) Review the performance presented and identify where further information is required to understand or investigate performance further, and
- (3) Note the next steps.

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#### The Plan for North Lanarkshire

Priority Improve economic opportunities and outcomes

Ambition statement (1) Ensure a housing mix that supports social inclusion and economic growth

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## 1. Background

- 1.1 Members will recall The Plan for North Lanarkshire (approved in February 2019) articulates the long-term vision for North Lanarkshire that focusses on inclusive growth and prosperity for all.
- 1.2 Having set the long-term vision it is important this is cascaded down to day to day activities that provide a consistent focus for resources and working practices.
- 1.3 In this respect, a Programme of Work is in place which outlines the activities required to underpin delivery of The Plan; this was approved at Committee in March 2019.
- 1.4 The Plan and Programme of Work are supported by four complementary frameworks designed to enable a regular structured approach to assessing progress, measuring success, and identifying (where necessary) areas requiring improvement. These are:
  - Strategic Policy Framework, approved at Committee in September 2018.
  - Strategic Self-Evaluation Framework, approved at Committee in February 2019.
  - Strategic Performance Framework, approved at Committee in February 2019.
  - Strategic Governance Framework, which is currently under development and will be presented to Corporate Management Team in the autumn of 2019.
- 1.5 This report provides the Communities and Housing Committee with an outline of their performance monitoring responsibilities in line with the Strategic Performance Framework. It outlines the Ambition Statement aligned to the Communities and Housing Committee and provides the accompanying *extract* from the Strategic Performance Framework.
- 1.6 The purpose of the report is to set the context, raise awareness, clarify responsibilities and present the performance information, in line with The Plan for North Lanarkshire, which the Committee will be responsible for scrutinising moving forward.

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## 2. Performance results

### Strategic Performance Framework

- 2.1 The Strategic Performance Framework comprises a group of performance indicators at three levels. These aim to collectively provide an overview of performance and demonstrate the impact of the programmes of work and service activities on the people and communities of North Lanarkshire.
- 2.2 As has been previously approved, the three levels are summarised below.

#### **(1) The North Lanarkshire context**

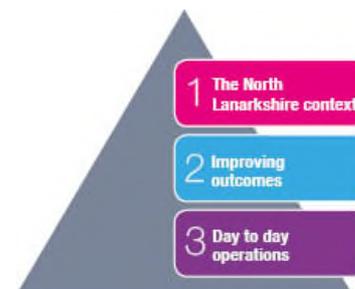
Suite of 28 Health Check Indicators that collectively provide the North Lanarkshire context.

#### **(2) Improving outcomes**

Suite of indicators and information to enable an assessment of progress towards improving the priorities and ambitions outlined in The Plan for North Lanarkshire.

#### **(3) Day to day operations**

Performance indicators that allow the quality, efficiency, and effectiveness of day to day operations to be assessed.



2.3 The detailed Strategic Performance Framework, approved in September 2019, aligns the indicators to one or more of the 25 Ambition Statements in The Plan for North Lanarkshire. It also shows the connections between the Ambition Statements, Programme of Work elements, Strategic Policy Framework, and performance indicators at the three levels in the Framework.

### **Communities and Housing Committee responsibilities**

2.4 In line with terms of reference outlined in the Scheme of Administration, the Communities and Housing Committee will be responsible for monitoring and reviewing performance information for the following Ambition Statement:

**1. Ensure a housing mix that supports social inclusion and economic growth.**

2.5 The Strategic Performance Framework *extract*, relevant to the Communities and Housing Committee (see Appendix 1), provides all relevant information that aligns to The Plan for North Lanarkshire for this Ambition Statement. This information comprises the following:

- **Priorities** - Ambition Statement 1 mainly impacts on two priorities:
  - (1) Improve economic outcomes and opportunities
  - (5) Improve North Lanarkshire's resource base.
- **Strategic Policy Framework** - there are 8 service policies / strategies in place to facilitate delivery of Ambition Statement 1:
  - Economic Regeneration Delivery Plan
  - Glasgow City Region Economic Strategy
  - Local Development Plan
  - Local Housing Strategy
  - Strategic Development Plan - Clydeplan
  - Tenant Participation Strategy
  - Communication Strategy
  - Digital and IT Strategy
- **Programme of Work** - there are four corresponding elements in the Programme of Work:
  - P013 New supply programme (including open market purchase scheme update and approve Strategic Housing Improvement Plan)
  - P014 Tower Strategy
  - P015 Housing Investment Programme
  - P016 Homelessness and related support
- **Health Check Indicators** (level 1) - there are four main indicators which activities towards Ambition Statement 1 are expected to have an impact on:
  - Population projections - % change
  - Mid-year population estimates
  - Total net migration - rate per 1,000
  - Estimated housing by tenure (i.e. population, migration, housing tenure)
- **Performance Indicators** (for level 2 and 3) - this contains the detail for each performance indicator in the Strategic Performance Framework relevant for the Communities and Housing Committee. Where provided by services, this also shows baseline, trend, and target/threshold information for each indicator.

2.6 The Strategic Performance Framework established a set of guiding principles to ensure the right information to the right audience at the right time. Members may wish to use

this as a guide when reviewing the performance information presented to Committee.

2.7 The guiding principles are that reporting is:

- **Aligned** - to The Plan for North Lanarkshire to give stakeholders an insight into the performance of council activities in the short-term and against the shared ambition in the long-term.
- **Consistent** - to ensure a standard process across time and each committee. This aims to help build credibility, reliability, and a common understanding.
- **Transparent** - to allow stakeholders to understand what is being measured, what it means, and what level of performance has actually been achieved and what change has taken place.
- **In context** - to avoid the *So What?* question and provide a coherent narrative to ensure fully informed review, scrutiny, and decision making processes.
- **Balanced** - to ensure any text adds value and tells a balanced narrative that identifies areas requiring improvement and any remedial action undertaken.

### Next steps

2.8 Having set the scene, future reports in 2020 will thereafter update the Communities and Housing Committee on performance against the items outlined in the Strategic Performance Framework *extract*.

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## 3. Equality and Diversity

### 3.1 Fairer Scotland Duty

There is no requirement to carry out a Fairer Scotland Duty assessment on this report. However, services will provide further information to the Communities and Housing Committee, where relevant, in this respect.

### 3.2 Equality Impact Assessment

There is no requirement to carry out an equality impact assessment on this report. However, services will provide further information to the Communities and Housing Committee, where relevant, in this respect.

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## 4. Implications

### 4.1 Financial impact

There is no financial impact arising from the performance information presented in this report. However, services will provide further information to the Communities and Housing Committee, where relevant, in response to any matter in this respect arising from the performance results and scrutiny process.

### 4.2 HR/Policy/Legislative impact

There are no HR/policy/legislative impacts arising from the performance information presented in this report. However, services will provide further information to the Communities and Housing Committee, where relevant, in response to any matter in this respect arising from the performance results and scrutiny process.

### 4.3 Environmental impact

There is no environmental impact arising from the performance information presented in this report. However, services will provide further information to the Communities and Housing Committee, where relevant, in response to any matter in this respect

arising from the performance results and scrutiny process.

#### 4.4 **Risk impact**

Risks are identified in each service specific report when the respective policies/strategies are presented to committee. Risks are also identified within each Programme of Work report. This identifies what the risk is and where the risk is managed (i.e. through the corporate risk register, service risk register, or a particular project management framework).

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### 5. **Measures of success**

5.1 Key measures of success include the following:

- The evidence presented demonstrates a positive impact on day to day operations and improving outcomes for the people and communities of North Lanarkshire.
- The evidence presented supports the delivery of The Plan for North Lanarkshire.

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### 6. **Supporting documents**

6.1 Appendix 1 - Strategic Performance Framework *extract* relevant to the Communities and Housing Committee



**Katrina Hassell**  
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# Inclusive growth and prosperity for all - where North Lanarkshire is the place to Live, Learn, Work, Invest, and Visit

**Shared Ambition**

**The Plan for North Lanarkshire**

**5 priorities  
25 ambition statements  
28 health check indicators**

**Strategic Policy Framework**

**Programme of Work / Activities**

## Strategic Policy Framework

- \* Economic Regeneration Delivery Plan
- \* Glasgow City Region Economic Strategy
- \* Local Development Plan
- \* Local Housing Strategy
- \* Strategic Development Plan - Clydeplan
- \* Tenant Participation Strategy
- \* Communication Strategy
- \* Digital and IT Strategy

## Programme of Work

- \* **P013** New Supply Programme, including open market purchase scheme update and approve Strategic Housing Investment Plan (SHIP)
- \* **P014** Tower Strategy
- \* **P015** Housing Investment Programme
- \* **P016** Homelessness and related support

## Priorities:

1. Improve economic opportunities and outcomes.
2. Improve the council's resource base.
3. Improve the council's resource base.
4. Improve the council's resource base.
5. Improve the council's resource base.

**Ambition statement 1** Ensure a housing mix that supports social inclusion and economic growth

1. Health Check Indicators	Baseline -NL	Baseline-Scotland	Measuring this indicator will tell us if we have we have	What does success look like	The North Lanarkshire context
C01: <b>Population projections - % change</b> <i>Every 2 years</i>	+1.0% 2016-26	+3.2% 2016-26	Increased our population and net inward migration	Steadily increasing population in NL, and in particular growth in the number of school age children and the working age population.	The NL population is projected to increase 1% by 2026, then decrease by 0.9% to 2041, meaning a net change overall of 0.1% (+233 people) by 2041. Of note is the change in the structure of the population which will see a 16% reduction in the number of school age children and a 10% reduction in the working age population, but a 51% increase in adults aged 65+.
C02: <b>Mid-year population estimates</b> <i>Annual</i>	339,960 Mid-2017	5,424,800 Mid-2017			NLs population has been growing since 2008 (+2%, +6,900 people), however this is at a lower growth rate than the national average. It is estimated NLs population growth will continue to be favourable for the next 10 years.
C03: <b>Total net migration - rate per 1,000</b> <i>Annual</i>	2.16 2017	4.4 2017	Increased the housing choice available to our existing and future residents	Having a range of housing stock that meets population growth demands and also changes in household composition.	Inward migration in NL has been positive in recent years, meaning more people have moved in than out. Inward migration is a general sign of a positive economic picture. It is anticipated that the level of investment underway across NL will result in inward migration continuing.
C04: <b>Estimated housing by tenure</b> Owner occupied, Private rented, Vacant or second home Housing association Local authority <i>Annual</i>	57% 12% 1% 6% 24%	58% 15% 4% 11% 12%			The council remains the largest local authority landlord in Scotland with a stock of 36,315 homes (2018). While the population is expected to grow by only 0.1% by 2041, household numbers are projected to rise by 9% - this will mean increased demand for homes. More significantly, single adult households are projected to increase by 60% (almost 15,000 people) by 2041.

## 2. Improving Outcomes

- \* **New build affordable homes** - number delivered in NL, council and social registered landlord.
- \* **Council new supply homes** - number of new build, second hand purchases / buy back, and total supply.

\* **Empty homes** - number brought into use.

\* **New build affordable homes** - % built to wheelchair standard.

\* **Households presenting as homeless** - % decisions made within 28 days.

\* **Households, under 25 years old, presenting as homeless** - % decisions made within 28 days.

\* **Homeless households** - % lets to homeless.

\* **New tenancies** - % commenced during previous reporting year and sustained for more than a year.

\* **Antisocial behaviour** - % cases reported in the last year that were resolved.

\* **Tenant participation** - % tenants satisfied with opportunities to participate in service decision making.

## 3. Day to Day Operations

- \* **Scottish Housing Quality Standards (SHQS)** - % council housing stock meeting the standards.
- \* **Energy Efficiency Standard for Social Housing (ESSH)** - % of properties in scope that meet the standard.
- \* **Housing repairs** - average time (days) to complete non-emergency repairs; average time (hours) to complete emergency repairs; % of reactive repairs carried out in the last year right first time; % of reactive repair appointments kept; % satisfied with overall service.
- \* **Customer satisfaction, housing** - % satisfied with the standard of their home when moving in; % satisfied with overall service; % satisfied with the quality of temporary or emergency accommodation; % satisfied with the quality of their home.

\* **Void re-lets** - average number of days to re-let properties.

\* **Gas safety** - number of times statutory obligation to complete gas safety check in 12 months was not met.

\* **Customer contact centre** - % calls taken within 60 seconds.

\* **Home owners** - number assisted through the scheme to improve their property's condition.

\* **First reports** - % issued within 20 days.

\* **Building warrants** - % released within 6 days.

\* **Completion certificates** - % requests responded to within 6 working days.

## 2. Improving Outcomes

What is being measured?	Baseline	Trend	2019/20 Target / threshold	2020/21 Target / threshold	2021/22 Target / threshold
<b>Pi001</b> New build affordable homes - number delivered in NL, council and social registered landlord	<b>246</b> 2018/19		<b>300</b> + / - 10%	<b>300</b> + / - 10%	<b>300</b> + / - 10%
<b>Pi002</b> Council new supply homes: (a) Number of new build (b) Number of second hand purchases / buy back (c) Total supply	(a) <b>116</b> (b) <b>130</b> Of the 130 homes, 44 were empty homes and 86 were open market purchase scheme (c) <b>246</b> 2018/19		(a) <b>149</b> (b) <b>150</b> (c) <b>299</b>	(a) <b>250</b> (b) <b>125</b> (c) <b>375</b>	(a) <b>250</b> (b) <b>125</b> (c) <b>375</b>
<b>Pi003</b> Empty homes - number brought into use	<b>104</b> (of the 104 homes, 60 were from the help / advice / support route and 44 from the empty homes purchase scheme) 2018/19		<b>30</b> + / - 10%	<b>30</b> + / - 10%	<b>30</b> + / - 10%
<b>Pi004</b> New build affordable homes - % built to wheelchair standard	<b>5.3%</b> 2018/19  (13 out of 246 units)	↑	<b>5%</b> + / - 1	<b>5%</b> + / - 1	<b>5%</b> + / - 1
<b>Pi005</b> Households presenting as homeless - % decisions made within 28 days	<b>2,190</b> presentations <b>94.6%</b> within 28 days 2018/19		<b>94%</b> + / - 5	<b>95%</b> + / - 5	<b>95%</b> + / - 5
<b>Pi006</b> Households, under 25 years old, presenting as homeless - % decisions made within 28 days	<b>485</b> presentations <b>94%</b> within 28 days 2018/19		<b>94%</b> + / - 5	<b>95%</b> + / - 5	<b>95%</b> + / - 5
<b>Pi007</b> Homeless households - % lets to homeless	<b>41.0%</b> 2018/19		<b>37%</b> + / - 5	<b>37%</b> + / - 5	<b>37%</b> + / - 5
<b>Pi008</b> New tenancies - % commenced during previous reporting year and sustained for more than a year	<b>88.5%</b> 2018/19	↑	<b>88%</b> + / - 5	<b>88.5%</b> + / - 5	<b>89%</b> + / - 5
<b>Pi100</b> Antisocial behaviour - % cases reported in the last year that were resolved	<b>96.3%</b> 2018/19	↓	<b>95%</b> + / - 5	<b>95%</b> + / - 4	<b>95%</b> + / - 3
<b>Pi110</b> Tenant participation - % satisfaction with opportunities to participate in service decision making process	<b>92.5%</b> 2018/19	↑	<b>90%</b> + / - 5	<b>90%</b> + / - 5	<b>90%</b> + / - 5

As at September 2019

## 3. Day to Day Operations

What is being measured?	Baseline	Trend	2019/20 Target / threshold	2020/21 Target / threshold	2021/22 Target / threshold
Scottish Housing Quality Standards (SHQS) - % council housing stock meeting the standards	<b>97.9%</b> 2018/19  <b>95.5%</b> 2017/18 <i>ranked 16 out of 32</i>  Family group average: <b>95.7%</b>  National average: <b>93.9%</b>	↑  ↑	<b>100%</b> + 0 / - 3	<b>100%</b> + 0 / - 3	<b>100%</b> + 0 / - 3
Energy Efficiency Standard for Social Housing (ESSH) - % of properties in scope that meet the standard	<b>79.3%</b> 2018/19	↑	<b>100%</b> + 0 / - 15	<b>100%</b> + 0 / - 15	<b>100%</b> + 0 / - 15
Housing repairs - average time (working days) taken to complete non-emergency repairs	<b>7.7 days</b> 2018/19  <b>7.3 days</b> 2017/18 <i>ranked 11 out of 32</i>  Family group average: <b>6.0 days</b>  National average: <b>7.5 days</b>	↑  ↓	<b>8 days</b> + / - 1	<b>8 days</b> + / - 1	<b>8 days</b> + / - 1
Housing repairs - average time (hours) taken to complete emergency repairs	<b>4.4 hours</b> 2018/19	↓	<b>4 hours</b> + / - 0.5	<b>4 hours</b> + / - 0.5	<b>4 hours</b> + / - 0.5
Housing repairs - % of reactive repairs carried out in the last year right first time	<b>97.6%</b> 2018/19	↑	<b>97%</b> + / - 2	<b>97.5%</b> + / - 2	<b>98%</b> + / - 2
Housing repairs - % of reactive repair appointments kept	<b>93.6%</b> 2018/19 new for 2018/19		<b>95%</b> + / - 3	<b>95.5%</b> + / - 3	<b>96%</b> + / - 3
Gas safety - number of times statutory obligation to complete gas safety check in 12 months was not met	<b>100%</b> compliance <b>0 fails</b> 2018/19	↔	<b>0 fails</b>	<b>0 fails</b>	<b>0 fails</b>
Customer satisfaction, housing - % satisfied with overall services	<b>91%</b> 2018/19	↑	<b>90%</b> + / - 5	<b>90%</b> + / - 5	<b>90%</b> + / - 5
Customer satisfaction, housing repairs - % satisfied with overall service	<b>98.6%</b> 2018/19	↑	<b>95%</b> + / - 5	<b>95.5%</b> + 4.5 / - 5	<b>96%</b> + 4 / - 5
Customer satisfaction, housing - % satisfied with the standard of their home when moving in	<b>91.9%</b> 2018/19	↓	<b>90%</b> + / - 5	<b>91%</b> + / - 5	<b>92%</b> + / - 5
Customer satisfaction, housing - % satisfied with quality of temporary / emergency accommodation	<b>94.4%</b> 2018/19	↑	<b>90%</b> + / - 5	<b>91%</b> + / - 5	<b>92%</b> + / - 5
Customer satisfaction, housing - % satisfied with the quality of their home	<b>92%</b> 2018/19	↑	<b>90%</b> + / - 5	<b>90%</b> + / - 5	<b>90%</b> + / - 5
Void re-lets - average number of days to re-let properties	<b>23.5</b> 2018/19	↑	<b>24</b> + / - 10%	<b>23</b> + / - 10%	<b>23</b> + / - 10%
Customer contact centre - % calls taken within 60 seconds	<b>55.4%</b> 2018/19	↑	<b>90%</b> + / - 6	<b>91%</b> + / - 6	<b>91.5%</b> + / - 6
Home owners - number assisted through the scheme to improve their property's condition.	<b>824</b> 2018/19	↑	<b>700</b> + / - 10%	<b>720</b> + / - 10%	<b>740</b> + / - 10%
First reports - % issued within 20 days	<b>91.6%</b> 2018/19	↑	<b>90%</b> + / - 5	<b>92%</b> + / - 5	<b>94%</b> + / - 5
Building warrants - % released within 6 days	<b>83.3%</b> 2018/19	↓	<b>96%</b> + 4 / - 5	<b>97%</b> + 3 / - 5	<b>97%</b> + 3 / - 5
Completion certificates - % requests responded to within 6 working days	<b>90.4%</b> 2018/19	↓	<b>95%</b> + / - 3	<b>95%</b> + / - 3	<b>95%</b> + / - 3

## Trend

This arrow shows the pattern of change from the data in the previous period compared to the current period.

↔ Performance has remained the same since last figure reported

For indicators where a higher number is the preferred direction of travel:

↑ Performance has improved since last figure reported  
↓ Performance has not improved since last figure reported

For indicators where a lower number is the preferred direction of travel:

↓ Performance has improved since last figure reported  
↑ Performance has not improved since last figure reported

The trend arrow is based on a simple statistical comparison of the data from one reporting period to the next, e.g. one year to the next year.