

# Report

Report to:	<b>Housing and Technical Resources Committee</b>
Date of Meeting:	<b>16 September 2020</b>
Report by:	<b>Executive Director (Housing and Technical Resources)</b>

Subject:	<b>Housing and Technical Resource Plan - Quarter 4 Progress Report 2019/2020</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide the Resource Plan Quarter 4 Progress Report 2019/2020, for the period 1 April 2019 to 31 March 2020.

## 2. Recommendations

2.1. The Committee is asked to approve the following recommendations:-

- (1) that the HTR Quarter 4 Progress Report 2019/2020, summarised at paragraph 4.2. of this report and detailed at Appendix 1, be noted;
- (2) that the key achievements made by the Resource to date, detailed in paragraph 4.3 of this report, be noted;
- (3) that the areas for improvement and associated management actions as detailed in paragraph 4.4. of this report, be noted; and
- (4) that the additional scrutiny of changes in RAG status between Quarter 2 and Quarter 4 as summarised at paragraph 4.5 and detailed at Appendix 2 of this report, be noted.

## 3. Background

- 3.1. The Housing and Technical Resources Plan 2019/2020 was approved by Committee on 4 September 2019 and sets out the objectives and actions to be managed and delivered by the Resource for the financial year 2019/2020.
- 3.2. The Resource Plan follows the agreed corporate structure and style. The Plan is a key element of the council's performance management arrangements. It provides details of the context within which the Resource operates and establishes actions and measures for the year ahead based on the objectives set out in the Council Plan Connect 2017-22.
- 3.3. Performance management is a keystone of Best Value and ensures that the Council can demonstrate sound governance arrangements. The Resource Plan is one part of the Council's framework for planning and budgeting and demonstrates how this leads to effective front line service delivery.
- 3.4. As part of this framework the Resource Plan reflects the aspirations of the Council Plan, the Community Plan and the Neighbourhood Plans, as well as being complemented by the details of individual Service, Business and other Plans. Ultimately, these details are included in the key work objectives of individual officers. This demonstrates the 'Golden Thread' of performance management which ensures

a clear understanding of the Council's vision, values, ambitions and objectives at all levels.

- 3.5. The current format for performance reporting has been established since 2007 and is used for Executive Directors' reports to the Chief Executive, Resource Management Teams and Resource Committees. The focus has been on reporting progress on council objectives, statutory performance indicators, other key performance measures and high level Resource priorities.
- 3.6. In preparing the Plan, account has also been taken of the need to ensure a robust response to Risk Management and Control. Risks associated with delivery of the actions in this Resource Plan have been identified and evaluated and are listed in the Resource Risk Register. Where necessary, controls or further actions to mitigate these risks have been agreed. Such actions are tracked through the Resource Risk Control Plan which is kept under review by the Risk Sponsor for the Resource.
- 3.7. The latter part of the period covered by this report included the first stages as the Covid-19 pandemic took hold across the United Kingdom. Reference is made to the impact of the disease and the response to it in numerous places throughout the Quarter 4 Progress Report 2019/2020, which is attached as Appendix 1.
- 3.8. As Elected Members are aware, the Council was forced to suspend or reduce a number of services that could not be continued in full due to government advice, including adhering to physical distancing requirements for residents and for staff. The Council was also obliged to redirect resources so that it could deliver vital new services and supports for individuals, communities and businesses.
- 3.9. As a result there has been an inevitable impact on performance in some areas, though, as this report covers the period to 31 March 2020, this impact is not as great as might be expected in further performance reports that will follow, covering later periods.

#### **4. Quarter 4 Progress Report 2019/2020**

- 4.1. Progress against all 2019/2020 Resource Plan measures is contained in the Quarter 4 Progress Report 2019/2020, attached as Appendix 1. This report has been produced from the Council's performance management reporting system IMPROVe, and uses a traffic light format with the following definitions to give a status report on each measure:

<b>Status</b>	<b>Definition</b>
Green	The timescale or target has been met as per expectations
Amber	There has been minor slippage against timescale or minor shortfall against target
Red	There has been major slippage against timescale or major shortfall against target
Report later	The information is not yet available to allow us to say whether the target has been reached or not. These will be reported when available
Contextual	Included for 'information only', to set performance information in context

- 4.2. Measures which are classified as 'red' are considered in detail at section 4.4. of this report. To ensure adequate scrutiny of performance across all Resources, the council's Performance and Review Scrutiny Forum may consider 'red' and 'amber' measures at a future meeting.

The overall summary of progress to date is as follows:-

Status	Measures	
	Number	%
Green	75	85%
Amber	5	6%
Red	2	2%
Report later/Contextual	6	7%
<b>Totals</b>	<b>88</b>	<b>100%</b>

(Data correct as at 20 August 2020)

4.3. Key achievements for 2019/2020 are noted below:

4.3.1.

Connect Objective: Improve later life	
Resource Objective	Achievement
Improve services for older people	A further 35 new build affordable properties suitable for the needs of older people have been delivered.
	Over 1655 adaptations have been completed in Council and private homes allowing people to remain in their own home.
	All demand has been met for adaptations to Council housing. There is no waiting list for Council adaptations.

Connect Objective: Improve the availability, quality and access of housing	
Resource Objective	Achievement
Improve the quality, access and availability of housing	During 2019/2020 a total of 95 new/affordable homes have been delivered, including the purchase of 60 properties from the open market.
	99.8% of homeless and potentially homeless decision notifications issued with 28 days of date of initial presentation achieved against target of 98%.
	The average time to relet empty homes was 22 days, which was consistent with the target.
	96% of response repairs were completed on time throughout the year and 94% of appointments were met.
	Emergency repairs were, on average, completed in 3 hours 44 minutes against a target of 24 hours.
	93% of tenants satisfied with repairs carried out against target of 90%.
	99% of reactive repairs completed right first time.

Connect Objective: Support our communities by tackling disadvantage and deprivation and supporting aspiration	
Resource Objective	Achievement
Work with communities and partners to promote high quality, thriving and sustainable communities	93.2% of dwellings meeting Scottish Housing Quality Standard (SHQS).
	The Local Housing Strategy 2017-2022 continued to be implemented with the most recent Annual Review reported to Executive Committee during December 2019.

<b>Connect Objective: Ensure schools and other places of learning are inspirational</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Ensure schools and other places of learning are inspirational	131 new primary schools/nurseries completed to date.

- 4.3.2. Resources have established their own Resource objectives to support the delivery of Connect objectives. In addition to working towards these objectives, we recognise that the Council will continually aim to improve and ensure effective and efficient use of resources, and that business will be conducted with integrity and transparency and will operate to the highest standards. In order to monitor and report progress against these values, Resource objectives have also been identified, under the heading Delivering the Plan and achieving Best Value.

<b>Delivering the Plan and achieving Best Value</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Compliance with statutory response timescales for information in terms of EI(S)Rs, FOISA and subject access requests under DPA	98.98% of all Freedom of Information requests completed within time.
	100% of Environmental Information (Scotland) Regulations completed within time.
	100% of Data Protection Act completed within time.
Maintain current high levels of income collection and generation	The level of rent arrears at 7.05% of gross rent debit, was significantly below the target of 8.68%.
Labour Turnover rate	2.6% labour turnover rate against target of 5%.

- 4.4. Areas for improvement  
Measures that have been classified as 'red' (major slippage against timescale or shortfall against target) are noted below, together with the reason why, and the management action now being taken, where required.

<b>Connect Objective: Improve later life</b>		
<b>Resource Objective: Improve services for older people</b>		
<b>Measure</b>	<b>Comments/Progress</b>	<b>Action by Manager (where applicable)</b>
% of standard adaptations to council houses within agreed appointment times	85.6% of standard adaptations completed against target of 97%, action plan implemented to improve current performance levels	Actions identified and implemented to improve performance.

<b>Connect objective: Delivering the Plan and achieving best value</b>		
<b>Resource objective:</b> Delivering the plan and achieving best value		
<b>Measure</b>	<b>Comments/Progress</b>	<b>Action by Manager (where applicable)</b>
100% coverage of Personal Appraisals (PAs) of employees in scope	At the end of quarter 4 the Resource completion rate was 84.3%.	Managers currently updating people connect as performance appraisals take place and returns are still being processed.

4.5. Scrutiny of change in RAG status

A further analysis introduced to aid scrutiny of performance, is to highlight and explain all measures that have changed RAG status from Quarter 2 to Quarter 4. On analysis of the measures falling into this category, many of the narrative updates input into the system clearly explained the reason for the change in status which illustrates the improved quality of the comments in the quarterly updates. However, the scrutiny did identify a number of measures where services were asked to review the RAG status and/or provide additional explanatory narrative or details to assist understanding. Appropriate amendments were made on the IMPROVe system. A summary of the measures falling into this category of further scrutiny is included at Appendix 2.

**5. Employee Implications**

- 5.1. The Resource objectives noted within the Resource Plan will inform Service Action Plans, where applicable, and in turn the Performance Appraisal process for individual employees.

**6. Financial Implications**

- 6.1. The objectives within the Resource Plan are reflected in the respective annual Resource Revenue and Capital budgets and, longer term, within the framework of the council's approved Financial Strategy.

**7. Climate Change, Sustainability and Environmental Implications**

- 7.1. There are no climate change implications, sustainability or environmental implications as a result of this report.

**8. Other Implications**

- 8.1. The Community Plan 2017-2027 was agreed at the Community Planning Partnership Board on 11 October 2017. A significant element of the delivery of the outcomes in the Community Plan will come through the achievement of the actions contained within Connect.
- 8.2. Resource Plan actions are assessed as part of the Resource's risk management arrangements and relevant issues have been added to the Resource Risk Register.
- 8.3. The Resource Plan takes into account Resource responsibilities in relation to sustainable development.

## **9. Equality Impact Assessment and Consultation Arrangements**

- 9.1. Many of the actions detailed within the Resource Plan reflect ongoing strategies and policies which will be or have been the subject of consultation and equality impact assessment.

**Daniel Lowe**

**Executive Director (Finance and Corporate Resources)**

20 August 2020

### **Link(s) to Council Values/Objectives**

- The Resource Plan has been structured upon the Vision, Values, Ambitions and Objectives in the Council Plan Connect 2017-22

### **Previous References**

- Housing and Technical Resources Committee, 4 September 2019

### **List of Background Papers**

- Council Plan Connect 2017-22
- Housing and Technical Resource Plan

### **Contact for Further Information**

If you would like to inspect the background papers or want further information, please contact:-

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