To: FINANCE, RESOURCES AND CUSTOMER SERVICES POLICY BOARD

On: 14 November 2018

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Report by: Director of Environment & Infrastructure

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Heading: Environment & Infrastructure Service Improvement Plan 2018/19: Mid-Year Monitoring Report

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1. Summary

1.1 The Environment & Infrastructure Service Improvement Plan 2018-19 was approved for Environment & Communities by the Infrastructure Land and Environment, Communities Housing and Planning and Finance and Customer Services Policy Boards in March 2018.

1.2 In April 2018, the Leadership Board agreed to implement changes to the senior management arrangements for the Council. A new service, Environment & Infrastructure was created in order to align services to reflect board remits. Environment & Infrastructure has responsibility for Roads and Transportation, Fleet, StreetScene and Land Services, Waste, and Hard and Soft Facilities Management, Building Services and strategic management of PPP contract.

1.3 The changes also included the transfer of the post and responsibilities of the Head of Communities and Public Protection to the newly formed Communities, Housing, and Planning service. A number of actions and indicators, relating to Communities and Public Protection, which were previously included in the Environment & Communities Service Improvement Plan 2018-21, will now be reported in the Communities and Housing Service Improvement Plan.

1.4 This report reflects these new structures and contains details of Environment & Infrastructure's performance over the period 1 April 2018 to 30 September 2018. This report acts as an interim report as the approved Service Improvement Plans were based on the previous service arrangements. New Service Improvement Plans will reflect the new service structure next year.

1.5   The attached Service Improvement Action plan and Performance Scorecard (Appendix 1) show progress against the agreed priorities for the service which are aligned against the 5 Strategic Outcomes in the Council Plan for 2017 – 2022. Although Environment & Infrastructure works in collaboration with other services to ensure the delivery of all priorities within the Council Plan, it should be noted that the service does not have any specific actions or performance indicators under Council Plan Priority 2 (Building strong, safe and resilient communities).

1.6   The main purpose of the report is to provide:

- Details of the key achievements of the service;
- How the work of the service contributes to the priorities set out in the Council Plan;
- A progress update on implementing the action plan;
- An assessment of performance in relation to the service scorecard of core performance indicators; and
- An overview of priorities for the service over the next six months.

1.7   Environment & Infrastructure has continued to progress an ambitious programme of service development over the first six months of 2018/19 covering the areas of activity overseen by the Infrastructure, Land and Environment Policy Board. Key achievements that are relevant to the remit of this Policy Board have included:

1.7.1   **Depot Refurbishment**
The refurbishment works to improve facilities for our frontline workforce has seen the completion of a £2.5 million investment project at Underwood Road. This has delivered new stores provision and workshops for Building Services, a new shed to store salt in preparation for winter gritting, modernised facilities to store StreetScene machinery, and a modern office space for the integrated workforce.

This programme has also integrated staff working in waste, StreetScene, roads, vehicle maintenance and building services.

1.7.2   **Mobile Platform – Building Services**
A contract has been awarded to provide a mobile ICT platform within the service. This will modernise the way services are delivered and allow staff to use handheld mobile devices, providing efficiencies in the way we work.

1.7.3   **FM Team and Project SEARCH**
The FM Team in Renfrewshire House supported Project SEARCH to assist young people with additional support needs and autism gain work experience within FM services and has been shortlisted in the Guardian Public Services Awards 2018.

1.8   Over the next six months, the key priorities to be delivered are:

1.8.1   **Staff Engagement**
Following the establishment of the new Environment & Infrastructure service a new approach to staff engagement will be implemented at all levels across the service with a particular focus on listening and supporting front line employees. Initial workshop

sessions have been held with trade unions and managers to agree the process of how this engagement will be delivered.

1.8.2 **Better Council Change Programme**
Delivering of key projects under the Council Better Council Change programme:
- Delivering changes to the waste collection service;
- Embedding an integrated FM approach for housing repairs and maintenance to provide an efficient responsive service to the public; and
- Deliver the agreed efficiencies within the vehicle maintenance activities.

1.8.3 **Responsiveness to Complaints**
Environment & Infrastructure received 1,243 frontline resolutions in the first quarter of 2018/2019 and 1,507 in quarter 2; with a response rate of 82% and 83% responded to on time respectively.

The complaints process has been changed to allow officers to respond more efficiently to elected members and public enquiries. The improvement between Quarter 1 to Quarter 2 was largely due to an increased focus being given to missed bin complaints within the waste service. The aim of this is to ensure repeat complaints will be thoroughly investigated and prevented in the future. Future area of focus is to develop a robust management of actions arising from enquiries and complaints.

1.8.4 **Sustainable Food Strategy**
Leading on the implementation of Renfrewshire's Sustainable Food Strategy and the delivery of food education programmes with partners, this project aims to deliver more local produce and sustainable food. Working in partnership with the Soil Association, the service will develop and deliver elected member training.

1.8.5 **Workforce Plan**
Taking forward the 4 strands of the Environment & Infrastructure workforce plan: Recruitment, Training, Absence, and Overtime. Senior managers within Environment & Infrastructure have been allocated these areas to take a focus and develop and deliver throughout the service.

1.8.6 **Use of Data and Technology**
The service will continue to work with the Chief Executive's data analytics team to develop innovative ways of working using existing data and new technology to improve the efficiency and performance of the service.

1.8.7 **Financial Position**
In September 2018, the Director of Finance and Resources submitted a report to full Council on the financial outlook for 2019-2021. The report noted that whilst the Council's current financial position remains stable, it is recognised that the Council will continue to face significant medium term financial challenges to maintain its financial stability and sustainability going forward. The scale of this challenge remains subject to a significant degree of uncertainty in relation to the local government settlement and also factors such as Brexit and pay inflation.
The report noted that each service is involved in an ongoing programme to identify existing resources which can be used to offset new emerging pressures, as well as new

opportunities for change and transformation. Environment & Infrastructure will continue to support these areas of activity.

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2.   **Recommendations**

It is recommended that the Finance, Resources and Customer Services Policy Board:

2.1   Note that this report reflects the new service structure for Environment & Infrastructure;

2.2   Notes the progress that has been made on service performance;

2.3   Notes the progress made on actions and performance in the action plan;

2.4   Agrees that an out-turn report in respect of areas of activity delegated to this Policy Board be provided to this Board in Spring 2019.

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3.   **Background**

3.1   The Environment & Infrastructure Service Improvement Plan provides a comprehensive statement of the outcomes the service aims to achieve, and the actions it will take to achieve these. It fits within the wider planning framework of the Council by taking account of Community Planning themes and Council priorities. It enables elected members to have oversight of developments within the service and to consider and develop policy options which reflect customer need and resource availability.

3.2   The Service Improvement Plan also provides a mechanism by which elected members can evaluate the performance of the service. The appendices to the plan contain an action plan and performance indicators against which progress can be measured. This mid-year monitoring report provides an update on progress against the 2018-19 Plan actions and performance indicators.

3.3   Service improvement plans are aligned to reflect the Council Plan's five strategic priority outcomes:
Priority 1:   Reshaping our place, our economy and our future
Priority 2:   Building strong, safe and resilient communities
Priority 3:   Tacking inequality, ensuring opportunities for all
Priority 4:   Creating a sustainable Renfrewshire for all to enjoy
Priority 5:   Working together to improve outcomes

Service Update

Role of Environment & Infrastructure and Key Service Activities

4.1   The principal role and purpose of Environment & Infrastructure is to provide:
- Operations and Infrastructure - Waste, StreetScene & Land Services, Roads & Transportation, Fleet & Transportation, Infrastructure;
- Facilities Management - Hard Services which include Building Services, repairs and compliance in all schools and public buildings and Soft Services including janitorial, catering, cleaning, caretaking and school crossing patrol services. This service also includes strategic management of the PPP contract.

4.2   Services are provided directly to the public of Renfrewshire, to other services within the Council and to community partners. Services are delivered by approximately 1,600 employees employed on a full-time or part-time basis, with a gross expenditure budget of approximately £66 million.

4.3   These wide ranging and highly visible services are delivered at around 270 Council premises, to over 89,000 households and businesses with more than 846km of roads and transport structure being maintained across Renfrewshire.

5.   Performance of Environment & Infrastructure from 1 April 2018 to 30 September 2018

5.1   The main achievements of the service over the first 6 months of the plan that are of particular relevance to the remit of this Policy Board are provided in Appendix 1 which provides a summary of progress achieved over the period April to September 2018. The Appendix highlights areas where significant advances have been made and gives clear targets for completing actions that have been reviewed or delayed.

6.   Areas where actions have been reviewed or delayed

6.1   All actions in the areas of activity delegated to this Policy Board are progressing in line with anticipated timescales.

7.   Progress against service scorecard

7.1   The performance scorecard for Environment & Infrastructure contains 33 indicators of which 8 are for information only and have no target. A third of this total, 11 indicators, are covered by the areas of activity delegated to this Policy Board.

7.2   The full performance scorecard is included as part of Appendix 1 of this report.

7.3   Several performance indicators in the service scorecard are reported as part of the Local Government Benchmarking Framework (LGBF). The Improvement Service will release a first draft of the 2017/18 data in late November early December 2018.

7.4 A final validated version of the LGBF data for 2017/18 will be published by the Improvement Service in late February 2019. A summary of Renfrewshire Council's performance will be reported to the Audit, Risk and Scrutiny Board in March 2019.

7.5 Some examples of good performance with particular relevance to this Policy Board include:

100% of reported street lighting faults were attended within the 7-day timescale and achieved the operational target. Performance has improved continuously since the service was brought in house in February 2016.
This performance represents the attendance to site only. Once attended the fault is triaged into 3 streams:

1. Dealt with internally and repaired.
2. Subject to Scottish Power (28 days max)
3. Subject to Procurement (56 days max).

7.6 A few of the performance indicators are currently performing below target and require improvement:

- The cumulative free school meal uptake for the first 6 months of 2018/19 was 68.6%. This is below the annual target of 75%.

  The service continues to work with Head Teachers, Parents and young people to provide food that will help attract an increase in school meals uptake and to target schools where uptake is less than expected. Work is being undertaken to change the school meal service in order to improve efficiency whilst continuing to increase uptake for both free and paid school meals. Active Communities and Healthy Lives groups within schools are also involved to consider menus in line with Health and Well Being initiatives.

- Absence at the end of quarter 2, at 3.18 days lost per FTE, was above the quarterly target of 2.15. A working group, through the workforce plan, has been set up to ensure the department is monitoring the progress of employees through the absence management process. Actions are now in place and are showing an improvement in performance on last year at the same time.

- The number of frontline resolutions and complaint investigations dealt with within timescale are below the 100% target. Over 2,750 frontline resolutions or complaints were received by the service in the first 2 quarters with 82% completed on time.

  The complaints process has been changed to allow officers to respond more efficiently to elected members and public enquiries. This has led to performance improvements between Quarter 1 and Quarter 2. These were largely due to an increased focus being given to missed bin complaints within the waste service. The aim of this is to ensure repeat complaints will be thoroughly investigated and prevented in the future. Future area of focus is to develop a robust management of actions arising from enquiries and complaints.

7.7   **Changes to measures or targets since last report**

Two of the performance indicators within Environment & Infrastructure have targets that require to be reviewed:

- The overtime rate for Environment & Infrastructure, now includes four services previously classified as Trading Accounts, namely Catering, Roads, Transport & Building Services. Each Trading Account had its own target, which has historically been set above the 5% set for Environment & Infrastructure in the Plan. A revised Environment & Infrastructure target of 8% is proposed for this indicator; and

- Environment & Infrastructure absence performance has previously been reported in the Service Improvement Plan as the percentage of work days lost. To ensure consistency with corporate reporting this has been changed with absence now being measured by days lost per FTE.

- Information on the number of managers with a completed 360 report and employees being supported to obtain SVQ qualifications or having completed an IDP are no longer being gathered. This will be addressed by the role out of the service's workforce plan and will include the Aspire and Leaders of the Future programmes. New performance indicators will be developed for the 2019/20 Service Improvement Plan.

7.8   A refreshed scorecard will be presented in the new Service Improvement Plan for 2019/20

Implications of the Report

1.   **Financial** – The Service Improvement Plan includes an analysis of the Revenue and Capital Estimates for 2017/18.

2.   **HR & Organisational Development** – The Service Improvement Plan links closely with the Workforce Plan for Environment & Infrastructure, ensuring that the workforce is in a strong position to deliver key priorities now and in the future.

3.   **Community & Council Planning**

Reshaping our place, our economy and our future – contributing towards the Economic Framework and Paisley Town Centre Action Plan with focus on providing facilities management support to the annual events programme in support of growing the evening and night time economy. The service is also actively involved in the Invest in Renfrewshire scheme.

Tackling inequality, ensuring opportunities for all – delivering free meals for the most vulnerable children in early years establishments and morning clubs for our most vulnerable children. Free school meals and activities will also be provided during holiday periods.

Creating a sustainable Renfrewshire for all to enjoy – working with the Soil Association to achieve Sustainable Food Cities status and leading on the implementation of Renfrewshire's Sustainable Food Strategy.

Working together to improve outcomes – the service is committed to the delivery of the Better Council Change Programme to deliver workforce integration and make better use of the Council's assets.

4. **Legal** – None.

5. **Property/Assets** – Section 10.5 of the 2018/19 – 2020/21 plan sets out the asset management priorities for 2018/19.

6. **Information Technology** – The Service Improvement Plan supports the implementation of the Enterprise Resource Planning System.

7. **Equality & Human Rights** - The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website. The Service Improvement Plan also links with the Council's Equality Outcomes and Mainstreaming Equality Report and includes actions to ensure the Service contributes positively to reducing inequality.

8. **Health & Safety** – The Service Improvement Plan supports Environment & Infrastructure's commitment to ensuring effective Health & Safety management.

9. **Procurement** – None.

10. **Risk** – The Service Improvement Plan supports the overarching management of risk within Renfrewshire Council and aligns closely with the Environment & Infrastructure Risk Register.

11. **Privacy Impact** – None.

12. **CoSLA Policy Position** – Not applicable

List of Background Papers: None

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Environment & Infrastructure Service Improvement Plan 2018-2021
Mid-Year Monitoring Report

Action Status				
	Cancelled			Completed
	Overdue; Neglected			Not Started; In Progress; Assigned
	Unassigned; Check Progress			

Council Plan Strategic Outcome 1: Reshaping our place, our economy and our future					Priority Actions
Code	**Action**	**Status**	**Progress**	**Due Date**	**Update**
01	Participate in the Invest in Renfrewshire strategy to support young people into work		50%	31-Mar-2021	Environment & Infrastructure work in partnership with Invest in Renfrewshire to provide opportunities for Young People with modern apprenticeships, traineeships, graduate interns and Project SEARCH. The Facilities Management Team in Renfrewshire House, who supported the young people through their training, have been shortlisted for the Guardian Public Service Awards to be held in London in November 2018. Four individuals have moved into work during the reporting period via the Invest in Renfrewshire

Council Plan Strategic Outcome 1: Reshaping our place, our economy and our future					Priority Actions
Code	**Action**	**Status**	**Progress**	**Due Date**	**Update**
					Programme Project SEARCH. The roles are Housekeeper, Catering Assistant and Seasonal Operative. In addition, the service has provided 23 placements for Mechanics, Admin and Facilities Management. StreetScene has continued to support young people through apprenticeships in horticultural, sports pitch prep and arbour areas.

Council Plan Strategic Outcome 3:
Tackling inequality, ensuring opportunities for all

Priority Actions

Code	Action	Status	Progress	Due Date	Update
01	Promote equality and diversity through all services	▶	50%	31-Mar-2021	Service planning and delivery continue to support all Renfrewshire's residents.
02	Provide healthy hot meals during designated holiday periods through the Families First project	▶	75%	31-Mar-2019	Work is ongoing with Children's Services to deliver hot meals to eligible children during holiday periods. During the summer holiday period nearly 16,000 healthy meals were served.
03	Deliver morning clubs in targeted areas	▶	50%	31-Mar-2019	Tackling Poverty morning clubs continue to be delivered in 9 primary schools and 1 secondary school serving more than 2,000 healthy breakfasts on a daily basis.

Council Plan Strategic Outcome 3:
Tackling inequality, ensuring opportunities for all

Performance Indicators

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17		2017/18		Q1	Q2	2018/19	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
01	% uptake of free school meals in primary and secondary schools	🛑	⬇	⬇	69.4%	73%	73%	75%	70.2%	65%	75%	School meal uptake at the end of Period 6 was 68.6%. This is below the target of 75%. The service continues to work with Head Teachers, Parents and young people to provide food that will help attract an increase in school meals uptake and to target schools where uptake is less than expected. Work is being undertaken to change the school meal service in order to improve efficiency whilst continuing to increase uptake for both free and paid school meals. Active Communities and Healthy Lives groups are also involved to consider menus in line with Health and Well Being initiatives in schools.

Council Plan Strategic Outcome 4: Creating a sustainable Renfrewshire for all to enjoy			Priority Actions		
Code	**Action**	**Status**	**Progress**	**Due Date**	**Update**
01	Work to meet the challenging targets set out in our carbon management plan – through our council fleet, street lighting, public realm and floodlight strategy (**Council Plan Action**)	▶	50%	31-Mar-2022	The Council fleet continues to purchase electric vehicles within the fleet, with an additional 10 electric vehicles added within the first six months of 2018/19.
02	Review and update Renfrewshire's Sustainable Food Strategy and achieve Sustainable Food City Status (Council Plan Action)	▶	50%	31-Mar-2022	Work continues with the Soil Association and Renfrewshire Council representatives to progress Sustainable Food Cities status. The school meal service in primaries currently holds the Soil Association 'Food for Life' served here Bronze Award. Joint working continues to explore the possibility of extending this to Silver Award. Environment & Infrastructure continues to lead the Sustainable Food Strategy, delivering food education programmes with partners.

Council Plan Strategic Outcome 5: Working together to improve outcomes

Priority Actions

Code	Action	Status	Progress	Due Date	Update
01	Provide our employees with the appropriate support to manage their attendance	▶	50%	31-Mar-2022	A working group has been set up to ensure that the whole department is monitoring the progress of employees through the absence management process and ensuring they are provided with the appropriate support required to return to work.
02	Ensure effective management of overtime	▶	50%	31-Mar-2021	Overtime reports are discussed with managers on a four-weekly basis, to identify areas of concern and agree action to be taken.
03	Implement the Council's new Organisational Development Strategy	▶	50%	31-Mar-2021	Environment & Infrastructure has implemented a Workforce Planning Action Group to take forward the key priorities of the OD & Workforce Planning Strategies.
04	A strategic planning approach to future skills and service requirements will be implemented	▶	50%	31-Mar-2021	A key priority of the Workforce Planning Action Plan is the recruitment, training and retention of employees. An action plan has been developed and a Senior Manager identified to take forward the key actions.
05	Active participation in phase 3 of the Better Council Change Programme	▶	50%	31-Mar-2020	Environment & Infrastructure plays an active role in each phase of the Better Council Change Programme, achieving outcomes within the Better Council Change Programme.
06	Embed an integrated FM approach for housing repairs and maintenance and	▶	50%	31-Mar-2020	A working group has been established to ensure that the approach to integrating FM services is a lean as

Code	Action	Status	Progress	Due Date	Update
	stores provision				possible to provide the maximum efficiencies.
07	Support the Council to implement the Enterprise Resource Planning system	▶	80%	31-Mar-2019	Environment & Infrastructure are participating in user testing sessions and staff training to support preparedness to go live.
08	Progress the schools PPP contract and finalise the benchmarking of cleaning and catering services	▶	50%	31-Mar-2019	Negotiations are currently taking place through the RSP steering group to finalise benchmarking costs. This will follow the conclusion of external validation of Planned, Preventative maintenance capital within the contract.
09	Review and maintain continuous improvement frameworks	▶	50%	31-Mar-2019	Environment and Infrastructure continue to demonstrate compliance with ISO9001 for quality management systems. The Facilities Management Catering Service in Secondary Schools and Council run Care Homes operate to ISO22000 for Food Safety Management Systems, providing confidence in the food produced within the kitchens and served to customers.

In addition, Environment & Infrastructure, successfully contribute to the Corporate Occupational Health and Safety accreditation, OHSAS18001, a commitment to comply with defined health and safety standards to safeguard employees and customers. |

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17		2017/18		Q1	Q2	2018/19	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
01	% of E&I managers in the 360 process with a completed 360 report	🛑	▬	▬	88%	100%	88%	100%	Not measured for Quarters		100%	Information on the number of managers with a completed 360 report and employees being supported to obtain SVQ qualifications or having completed an IDP are no longer being gathered. This will be addressed by the role out of the Aspire and Leaders of the Future programmes, part of the corporate workforce and organisational development process.
02	% of E&I employees having completed IDPs (from MDP/MTIPD)	🛑	▬	▬	84%	100%	84%	100%	Not measured for Quarters		100%	
03	Improve SVQ levels across the front-line workforce - number of staff obtaining SVQ qualifications	🛑	▬	▬	39	50	0	50	Not measured for Quarters		50	New performance indicators will be developed for the 2019/20 Service Improvement Plan.
04	Environment & Infrastructure - Absence %	🛑	⬆	⬇	12.59	10.74	15.74	10.74	3.75	3.18	10.74	The absence performance, measured by days lost per FTE, was 3.18 at the end of quarter 2 of 2018/19 and was above the quarterly target of 2.15.\n\nA working group has been set up to ensure that the department is monitoring the progress of employees through the absence management process and ensuring they are provided with support

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17		2017/18		Q1	Q2	2018/19	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
												required to return to work.
05	% of reported street lighting faults which were repaired within the 7-day timescale	✅	⬆	⬆	93%	95%	97.1%	95%	100%	100%	95%	100% of reported street lighting repairs were attended to within the 7-day timescale in the first 6 months of 2018/19.
												If a light is reported as faulty the service is confirming that it has attended 100% of faults within the timescale of 7 days. However, it should be noted that not all been resolved.
												Once attended the fault is triaged into 3 streams:
												1. Dealt with internally and repaired.
												2. Subject to Scottish Power (28 days max)
												3. Subject to Procurement (56 days max).
06	Environment & Infrastructure - Overtime as a % of total employee costs (cumulative)	🛑	⬇	⬇	7.3%	7%	7.2%	6%	8.3%	9.2%	8% **(Revised target)**	The overtime rate now includes four services previously classified as Trading Accounts, namely Catering, Roads, Transport & Building Services. Each Trading Account had its own target, which has historically been set above the 5% target approved for this Service Improvement Plan.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17 Value	2016/17 Target	2017/18 Value	2017/18 Target	Q1 Value	Q2 Value	2018/19 Target	Explanation of Performance
												To reflect this change the performance indicator will be revised to an annual target of 8%. Overtime costs to the end of period 6 were 9.2% of total employee costs which, just outside the revised target of 8%.
07	% of FOI requests completed within timescale by Environment & Infrastructure	🔺	⬆	⬇	100%	100%	99%	100%	97%	98%	100%	Environment & Infrastructure dealt with 330 Freedom of Information Requests in the first 2 quarters of 2018/19 with 98% completed within the required timescale against a target of 100%. Of the 330 FOI requests received, 324 of which were departmental specific and the other 82 were cross-departmental.
08	% of front line resolutions dealt with within timescale by Environment & Infrastructure	🔴	⬆	⬇	84%	100%	85%	100%	82%	83%	100%	Environment & Infrastructure received 2,750 front line resolutions in the first 2 quarters of 2018/19, of which 2,293 (83%) were responded to within timescale.
09	% of complaint investigations completed within timescale by	🔴	⬆	⬇	91%	100%	72%	100%	40%	62%	100%	Environment & Infrastructure dealt with 184 complaint investigations in the first 2 quarters of 2018/19, 106 (57%) of which were dealt with within the agreed

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17		2017/18		Q1	Q2	2018/19	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
	Environment & Infrastructure											timescale.
10	Building Services - % of overall housing repairs completed within target	⚠️	⬇️	⬇️	95%	95%	94.6%	95%	94%	94%	95%	At the end of quarter 2 of 2018/19, performance was 94%, slightly under the 95% target. There were 27,713 repairs completed in this period with 26,049 completed within the target timescales for emergency, right to repair, urgent, and routine repairs. Sourcing materials and the manufacture of items continues to have an effect on the completion of repairs on target.