

# North Lanarkshire Council Report

## Communities and Housing Committee

approval  noting

Ref BL/MH/NB

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## Partnership Performance Report

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### Executive Summary

The purpose of this report is to provide a detailed update on the current 2018/19 performance of the Business Housing Property Repairs & Maintenance and Central Heating Repairs & Maintenance service delivery contracts.

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### Recommendations

It is recommended that the Committee note the report in relation to the continued ongoing improved performance of the Strategic Partnership vehicles.

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### Supporting Documents

<b>Council business plan to 2020</b>	Council plan to 2020: Improving the council's resource base <a href="#">Council Business Plan 2020</a>
<b>Appendix 1</b>	Mears Performance
<b>Appendix 2</b>	2017/18 Comparison
<b>Appendix 3</b>	Emergency Repair Timescales and Non-Emergency Repair Timescales
<b>Appendix 4</b>	Saltire Performance
<b>Appendix 5</b>	2017/18 Comparison
<b>Appendix 6</b>	Complaints, Member Enquiries and MSP/MP Enquiries

## **1. Background**

- 1.1 As per the recommendations to Committee on 7 June 2012, it was agreed that a six monthly report be established to detail performance across agreed Key Performance Indicators (KPI's), customer satisfaction and complaints to support the ongoing review and associated improvement actions within the delivery of the strategic partnership vehicles.
  - 1.2 Following consideration and approval by the Policy & Resources Committee in March 2017, the Council's Strategic Adviser (External Organisations) concluded the sale of the Council's 33% shareholding in Saltire in May 2017, with the Works Agreement governing the Central Heating Repairs and Maintenance Delivery service also being varied to maintain the benefits and protections which the Council had previously enjoyed from its shareholding until expiry of the contract in January 2021.
  - 1.3 In line with role and nature of the previous partnership vehicle, performance will continue to be reported to Committee.
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## **2. Report**

### Mears

- 2.1 KPI performance for 2018/19 to date in relation to completed housing repairs (including void management) for the Mears partnership is attached as appendix 1.
- 2.2 Performance has continued to demonstrate strong ongoing improvement in 2018/19. Appendix 2 contains the full KPI set for 2017/18 for comparative purposes.
- 2.3 The timescale in completing emergency repairs for year to date is currently 4.24 hours (see appendix 3) in comparison with the Scottish Housing Regulator return of 5.02 hours for 2017/18. The 2017/18 Scottish average for local authorities was 4.0 hours. It should be noted that all linked contractors timescales are combined within this emergency timescale and that Saltire have a 24hr emergency timescale to complete emergency repairs.
- 2.4 The timescale in completing non-emergency repairs for year to date is currently 7.72 days in comparison with the 2017/18 Scottish Housing Regulator return of 7.34 days (see appendix 3). The 2017/18 Scottish average for local authorities was 6.4 days. Whilst timescales have increased slightly, high customer satisfaction with the service and repairs carried out right first time has been maintained at over 95% over the same period. The 2017/18 Scottish average for local authorities for repairs carried out right first time was 92.2% and 92.1% for customer satisfaction with the repairs and maintenance service.

## Saltire

- 2.5 Saltire – KPI performance for 2018/19 in relation to Housing heating repairs is attached as appendix 4. Appendix 5 also contains the full KPI set for 2017/18. Please note that within Appendix 4 and 5 in predominately priorities U, E and F respectively that there are a small number of jobs that have failed the KPI. These jobs were issued incorrectly by staff and they have been reminded that they should not use these priorities. The reason it has not been removed to alleviate this error occurring again is that these priorities are linked to other contracts and cannot be removed.
- 2.6 The contract has continued to sustain a 100% property gas certification record for the extensive gas heated housing asset base. This places the Council as a joint number 1 authority in Scotland for 5 consecutive years.
- 2.7 All KPI areas continue to be subject to a full audit programme to ensure validity, with wider associated improvement actions detailed via the formal liaison structure to ensure full transparency and accountability.

## Business Housing Property and Projects Performance / Developments

- 2.8 Current customer satisfaction level for Local Homes has decreased slightly to 95.81% year to date 2018/19 in comparison to the 2017/18 return to the Scottish Housing Regulator within which 96.61% of customers who responded were satisfied with the repairs service. The 2017/18 Scottish average for local authorities was 92.1%. We continue to receive completed surveys online from tenants and also at the post inspection stage of works which is undertaken by our Technical Officers via face to face assessment. Customer satisfaction surveys also continue to be completed by Mears tradespersons when the job has been undertaken via handheld technology. Saltire tradespersons are now also capturing customer satisfaction surveys following completion of repairs. Customer satisfaction surveys continue to inform action and help ensure that any areas of dissatisfaction are immediately followed up.
- 2.9 Frontline resolutions – the number of Stage 1 complaints received year to date 2018/19 have reduced by in comparison to the same period as last year (see appendix 6). Of the complaints responded to year to date, a total of 65.64% have been upheld or partially upheld to date which is a decrease of approximately 4% in comparison to 69.49% upheld or partially upheld in the same period last year. A monthly analysis of all complaints received is undertaken by Local Homes to allow any re-occurring issues to be addressed and associated service improvement actions to be progressed.
- 2.10 Investigation – Stage 2 complaints, received year to date 2018/19 have decreased by 19% in comparison to last year (see appendix 6). Of the complaints responded to year to date, a total of 76.92% have been upheld or partially upheld to date which is an increase in comparison to 42.42% upheld or partially upheld in the same period last year. All such complaints continue to be reviewed and monitored via four weekly management reports to ensure procedures are continually reviewed to reduce and prevent complaints being escalated to stage 2.

- 2.11 Member enquiries have decreased overall by 19% for year to date 2018/19 in comparison to the same period in 2017/18. Performance for member enquiries for year to date 2018/19 is 99.6% of enquiries responded to within timescale which is an increase of almost 1% in comparison to the same period in 2017/18. MSP/MP enquiries have increased overall by 5% in comparison to the same period last year. Performance for MSP/MP enquiries for year to date 2018/19 is 100% of enquiries responded to within timescale which is an increase of 1% in comparison to the same period last year (see appendix 6).
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### **3. Equality and Diversity**

#### **3.1 Fairer Scotland**

North Lanarkshire Council should consider what they can do to reduce inequalities of outcomes caused by socioeconomic disadvantage when making strategic decisions.

#### **3.2 Equality Impact Assessment**

An equality impact assessment has not been completed for this report as this is an update on the performance of the current 2018/19 performance of the Business Housing Property Repairs & Maintenance and Central Heating Repairs & Maintenance service delivery contracts.

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### **4. Implications**

#### **4.1 Financial Impact**

Separate management committee arrangements are well established in line with the legal and contractual nature of both partnerships. Each management committee deals primarily with the internal financial and operational performances of each partnership vehicle.

#### **4.2 HR/Policy/Legislative Impact**

Any developments which relate to the council's finances, personnel, legal position, policies or issues of equality will continue to be managed via the respective process and reported to committee individually as required to ensure effective scrutiny and review.

#### **4.3 Environmental Impact**

There are no environmental impacts.

#### **4.4 Risk Impact**

Risk will be minimised and managed by a designated Project Manager in accordance with the contract specification and in accordance with the Council's agreed approach to Contract and Supplier Management.

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## **5. Measures of success**

The ongoing Partnership Performance monitoring report requires Committee to consider Mears LLP and Saltire Facilities Management Limited performance twice per year. These reports detail the activities which are expected to support delivery of the Council's priority outcomes, as well as the organisation's performance against these and should therefore ensure elected members have sufficient information to assess how Mears and Saltire service delivery supports the Council in delivering against the approved Business Plan to 2020 as well as producing a high level of service delivery, legal compliance and customer satisfaction.

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**Brian Lafferty**  
**Head of Business (Housing Property and Projects)**

# MEARS PERFORMANCE

## Appendix 1

2018/2019		Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Cat 1a - Emergency Within Hours (95%)	<b>Total</b>	1573	1567	1548	1634	1683	1534	1649	1675				
	<b>% Within</b>	97.1%	97.5%	96.7%	97.9%	96.0%	97.3%	96.5%	96.1%				
Cat 1b - Emergency Outwith Hours (95%)	<b>Total</b>	937	752	903	869	835	853	783	882				
	<b>% Within</b>	97.7%	99.9%	98.8%	98.5%	98.0%	98.7%	99.0%	98.2%				
Cat 2 - Routine 3 Day Works (95%)	<b>Total</b>	828	800	849	805	832	784	817	771				
	<b>% Within</b>	99.3%	99.1%	98.9%	99.1%	99.6%	99.2%	99.1%	99.1%				
Cat 3 - Routine 7 Day Works (95%)	<b>Total</b>	3	6	0	5	6	8	12	4				
	<b>% Within</b>	100%	83.3	N/A	100%	100%	87.5%	100%	100%				
Cat 4 - Routine 20 Day Works (95%)	<b>Total</b>	2713	2824	2694	2642	3249	2384	2846	2534				
	<b>% Within</b>	97.5%	96.0%	96.4%	97.7%	98.2%	99.4%	99.3%	99.1%				
Empty House Works - 3 Days (95%)	<b>Total</b>	275	286	240	217	261	199	222	314				
	<b>% Within</b>	100%	99.7%	100%	100%	100%	99.5%	100%	100%				
Empty House Works -10 Days (95%)	<b>Total</b>	428	441	348	374	369	350	448	354				
	<b>% Within</b>	98.6%	98.9%	100%	99.5%	99.5%	99.7%	100%	98.6%				
Routine Works - P9 (95%)	<b>Total</b>	1	1	3	3	1	1	1	1				
	<b>% Within</b>	100%	100%	100%	100%	100%	100%	100%	100%				
Glazing Pilot Works (95%)	<b>Total</b>	156	131	136	144	177	102	192	161				
	<b>% Within</b>	100%	100%	99.3%	100%	100%	100%	99.5%	100%				
Priority P - Extended Priorities (95%)	<b>Total</b>	60	38	51	36	23	32	22	15				
	<b>% Within</b>	98.3%	97.4%	96.1%	100%	100%	100%	100%	100%				
Adaptations – 40 Days (95%)	<b>Total</b>	110	95	102	75	81	87	104	100				
	<b>% Within</b>	100%	100%	100%	100%	100%	100%	100%	100%				
Rotworks – 40 Days (95%)	<b>Total</b>	28	53	52	33	33	34	51	28				
	<b>% Within</b>	100%	100%	100%	100%	100%	100%	100%	100%				
Priority T – 1 Day (100%)	<b>Total</b>	283	293	259	297	322	353	464	460				
	<b>% Within</b>	98.9%	99.3%	100%	100%	100%	100%	99.6%	100%				

## MEARS PERFORMANCE

### Appendix 2

#### (2017/2018 Comparison)

		Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Cat 1a - Emergency Within Hours (95%)	<b>Total</b>	1385	1763	1771	1622	1680	1519	1862	1815	1869	1973	1599	1302
	<b>% Within</b>	98.1%	97.6%	96.8%	97.2%	97.9%	99.0%	95.6%	97.0%	96.8%	96.0%	97.6%	98.4%
Cat 1b - Emergency Outwith Hours (95%)	<b>Total</b>	850	816	705	796	784	837	789	803	1121	904	691	666
	<b>% Within</b>	99.4%	99.4%	96.6%	97.9%	95.9%	99.0%	98.5%	97.5%	96.3%	98.1%	98.6%	98.1%
Cat 2 - Routine 3 Day Works (95%)	<b>Total</b>	811	852	757	777	864	792	824	883	742	941	847	733
	<b>% Within</b>	99.9%	99.3%	99.7%	99.9%	99.2%	99.5%	99.5%	99.7%	99.3%	99.6%	99.4%	99.3%
Cat 3 - Routine 7 Day Works (95%)	<b>Total</b>	7	4	5	6	8	5	2	3	5	0	2	1
	<b>% Within</b>	100%	100%	100%	100%	100%	100%	100%	100%	100%	N/A	100%	100%
Cat 4 - Routine 20 Day Works (95%)	<b>Total</b>	2567	2988	2694	2534	2939	2792	2913	3220	1889	2160	2711	2284
	<b>% Within</b>	98.1%	97.3%	96.8%	95.8%	96.5%	97.1%	97.2%	98.3%	98.4%	99.2%	98.5%	97.9%
Empty House Works - 3 Days (95%)	<b>Total</b>	223	285	219	201	229	209	252	333	308	274	322	323
	<b>% Within</b>	100%	100%	100%	99.5%	100%	100%	100%	100%	100%	100%	99.7%	100%
Empty House Works -10 Days (95%)	<b>Total</b>	316	381	399	407	482	398	510	457	335	312	336	373
	<b>% Within</b>	99.4%	98.4%	99.3%	97.5%	99.6%	99.8%	99.8%	99.1%	100%	99.0%	99.7%	99.7%
Routine Works - P9 (95%)	<b>Total</b>	2	4	2	4	2	1	0	3	2	2	0	0
	<b>% Within</b>	100%	100%	100%	100%	100%	100%	N/A	100%	100%	100%	N/A	N/A
Glazing Pilot Works (95%)	<b>Total</b>	128	160	133	145	107	111	151	147	131	150	113	123
	<b>% Within</b>	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Priority P - Extended Priorities (95%)	<b>Total</b>	26	50	20	21	20	42	38	23	47	59	62	51
	<b>% Within</b>	96.2%	100%	100%	100%	100%	100%	100%	100%	97.9%	100%	98.4%	100%
Adaptations – 40 Days (95%)	<b>Total</b>	94	108	126	85	99	119	115	83	68	140	95	70
	<b>% Within</b>	100%	99.1%	100%	98.8%	100%	99.2%	100%	100%	100%	100%	99.0%	100%
Rotworks – 40 Days (95%)	<b>Total</b>	37	51	47	27	51	44	60	50	35	53	54	41
	<b>% Within</b>	97.3%	100%	97.9%	96.3%	100%	100%	100%	100%	100%	100%	98.2%	100%
Priority T – 1 Day (100%)	<b>Total</b>	251	266	265	245	281	354	393	468	377	468	390	281
	<b>% Within</b>	100%	100%	100%	100%	99.6%	99.7%	99.8%	99.8%	98.7%	100%	99.0%	100%

### Emergency Repair Timescales – 2018/2019

### Appendix 3

	April	May	June	July	August	September	October	November	December	January	February	March	YTD
<b>Total Time Taken</b>	24607:13:52	19470:08:46	18665:48:56	14680:00:50	20276:06:11	22471:16:13	22756:12:38	21219:15:01					164146:02:27
<b>Total Jobs</b>	5201	4551	4460	4210	4533	4593	4781	4934					37263
<b>Average Timescale</b>	4:43:52	4:16:42	4:11:07	3:29:13	4:28:23	4:53:33	4:45:35	4:18:02					4:24:18

### Non-Emergency Repair Timescales – 2018/2019

	April	May	June	July	August	September	October	November	December	January	February	March	YTD
<b>No. of Non-Emergency Repairs</b>	6364	6707	6139	5848	6794	5691	6822	5992					50357
<b>Total Number of Days Taken</b>	50457	51516	46642	49772	56683	37903	48986	46709					388668
<b>Average Length of Time Taken</b>	7.93	7.68	7.60	8.51	8.34	6.66	7.18	7.80					7.72



# SALTIRE PERFORMANCE

## Appendix 4

2018/2019

		April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Cat 1a - Priority U (95%)	Total	2	2	1	3	7	4	3	4				
	% Within	100%	100%	100%	100%	71.4%	75.0%	100%	100%				
Cat 1b - Priority E (95%)	Total	2	2	0	0	1	1	3	3				
	% Within	100%	100%	N/A	N/A	0%	0%	100%	66.7%				
Cat 2 - Routine - Priority 1 (95%)	Total	649	587	495	491	585	673	937	823				
	% Within	99.9%	99.5%	99.8%	99.6%	99.8%	99.4%	99.9%	99.9%				
Cat 3 - Routine - Priority 2 (95%)	Total	29	31	37	20	25	40	39	33				
	% Within	100%	100%	97.3%	100%	100%	100%	97.4%	100%				
Cat 4 - Routine - Priority 3 (95%)	Total	895	1214	1066	898	1003	889	891	570				
	% Within	99.4%	99.1%	98.8%	97.4%	98.1%	99.0%	99.0%	94.4%				
Empty House Works - Priority 4 (95%)	Total	244	270	233	173	218	191	231	334				
	% Within	95.9%	99.3%	97.0%	97.1%	95.4%	97.4%	96.5%	95.2%				
Empty House Works - Priority 5 (95%)	Total	225	229	174	216	200	235	225	196				
	% Within	99.6%	98.3%	98.3%	99.5%	99.0%	99.2%	98.7%	96.4%				
Routine Works – P9 (95%)	Total	2	0	0	0	2	0	0	0				
	% Within	100%	N/A	N/A	N/A	100%	N/A	N/A	N/A				
Priority P - Extended Priorities (95%)	Total	0	0	1	0	0	0	0	0				
	% Within	N/A	N/A	100%	N/A	N/A	N/A	N/A	N/A				
Priority C - 24hour Emergency (95%)	Total	2295	1765	1504	1262	1683	1931	2235	2265				
	% Within	99.6%	99.5%	99.4%	99.8%	99.6%	99.4%	99.3%	99.3%				
Priority D - Capital Boiler renewals (95%)	Total	204	210	144	43	233	114	43	46				
	% Within	99.5%	100%	99.3%	97.7%	98.3%	99.1%	100%	95.7%				
Priority B - 2 hr Emergency within working hours (95%)	Total	0	1	0	0	1	2	1	2				
	% Within	N/A	100%	N/A	N/A	0%	0%	0%	0%				
Priority F - 2 hr Emergency outwith working hours (95%)	Total	0	0	0	0	0	0	0	0				
	% Within	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A				
Adaptations – 40 Days (95%)	Total	2	0	1	0	1	0	0	2				
	% Within	100%	N/A	100%	N/A	100%	N/A	N/A	100%				
Priority T – 1 day	Total	0	0	0	0	0	0	0	0				
	% Within	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A				



## Appendix 6

### Complaints Frontline Resolution – Stage 1

Complaints Received	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Qtr 1	Qtr 2	Qtr 3	YTD
	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar				
2018/2019	39	32	26	33	37	20	16	19					97	90	35	222
2017/2018	18	38	33	33	23	23	26	29					89	79	55	223
Difference %	117%	-16%	-21%	0%	61%	-13%	-38%	-34%					9%	14%	-36%	0%

### Complaints Investigation – Stage 2

Complaints Received	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Qtr 1	Qtr 2	Qtr 3	YTD
	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar				
2018/2019	2	3	3	7	2	3	3	3					8	12	6	26
2017/2018	4	3	5	6	5	3	2	4					12	14	6	32
Difference %	-50%	0%	-40%	17%	-60%	0%	50%	-25%					-33%	-14%	0%	-19%

### Member Enquiries

	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Qtr 1	Qtr 2	Qtr 3	YTD
	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar				
2018/2019	146	133	120	125	133	119	103	97					399	377	200	976
Within Target	146	132	120	124	133	118	102	97					398	375	199	972
% Within Timescale	100%	99%	100%	99%	100%	99%	99%	100%					99.7%	99.5%	99.5%	99.6%
2017/2018	187	143	129	148	162	168	131	138					459	478	269	1206
Within Target	182	143	129	145	158	167	129	137					454	470	266	1190
% Within Timescale	97%	100%	100%	98%	98%	99%	98%	99%					98.9%	98.3%	98.9%	98.7%
% Difference (no. of enquiries responded to)	-22%	-7%	-7%	-16%	-18%	-29%	-21%	-30%					-13%	-21%	-26%	-19%
% Difference Within Timescale	3%	-1%	0%	1%	2%	0%	1%	1%	0%	0%	0%	0%	0.8%	1.1%	0.6%	0.9%

### MSP/MP Enquiries

	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Qtr 1	Qtr 2	Qtr 3	YTD
	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar				
2018/2019	21	26	21	25	18	14	30	20					68	57	50	175
Within Target	21	26	21	25	18	14	30	20					68	57	50	175
% Within Timescale	100%	100%	100%	100%	100%	100%	100%	100%					100.0%	100.0%	100.0%	100.0%
2017/2018	20	12	22	19	20	15	36	23					54	54	59	167
Within Target	20	12	22	19	20	15	34	23					54	54	57	165
% Within Timescale	100%	100%	100%	100%	100%	100%	94%	100%					100.0%	100.0%	96.6%	98.8%
Difference (no. of enquiries responded to)	5%	117%	-5%	32%	-10%	-7%	-17%	-13%					26%	6%	-15%	5%
% Difference Within Timescale	0%	0%	0%	0%	0%	0%	6%	0%					0.0%	0.0%	3.4%	1.2%