

# North Lanarkshire Council Report

## Communities and Housing Committee

approval  noting

Ref BL/MH

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## Partnership Performance Report

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

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### Executive Summary

The purpose of this report is to provide a detailed update on the current 2019/2020 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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### The Plan for North Lanarkshire

Priority                      Improve North Lanarkshire's resource base

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

## **1. Background**

- 1.1 As per the recommendation 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 on the contract in January 2021.
  - 1.3 In line with the 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 2019/20 to date in relation to completed housing repairs (including void management) for the Mears partnership is attached as appendix 1.
  - 2.1.1 Performance has continued to demonstrate ongoing improvements in 2019/20. Appendix 2 contains the full KPI set for 2018/19 for comparative purposes.

### **Saltire**

- 2.2 KPI performance for 2019/20 in relation to Housing heating repairs is attached as appendix 3. Appendix 4 also contains the full KPI set for 2018/19.
  - 2.2.1 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 one authority in Scotland for 6 consecutive years.
  - 2.2.2 All KPI areas continued to be subject to a full audit programme to ensure validity, with wider associated improvement actions details via the formal liaison structure to ensure full transparency and accountability.

### **Business Housing Property and Projects Performance / Developments**

- 2.3 The timescale in completing emergency repairs for year to date is currently 4.13 hours (see appendix 5) in comparison with the Scottish Housing Regulator return of 4.38 hours for 2018/19. The 2017/18 Scottish average for local authorities was 4.0 hours. The 2018/19 Scottish average for local authorities will be available from September 2019.
  - 2.3.1 The timescale in completing non-emergency repairs for year to date is currently 7.19 days in comparison with the 2018/19 Scottish Housing Regulator return of 7.72 days (see appendix 5). The 2017/18 Scottish average for local authorities was 6.4 days. The 2018/19 Scottish average for local authorities will be available from September 2019. It should also be noted that repairs carried out right first time has been reported

at over 97.8% over the same period. The 2017/18 Scottish average for local authorities for repairs carried out right first time was 92.2%. The 2018/19 Scottish average for local authorities will be available from September 2019.

- 2.3.2 Current customer satisfaction level for Local Homes is 98.21% year to date. In 2018/19 it was reported to the Scottish Housing Regulator that 98.63% of tenants were satisfied with the repairs service. The 2017/18 Scottish average for local authorities was 92.1%. The 2018/19 Scottish average for local authorities will be available from September 2019. We continue to receive completed surveys online from tenants and also at the post inspection stage of works undertaken by our Technical Officers face to face. Customer satisfaction surveys also continue to be completed by Mears and Saltire tradespersons following completion of a repair via handheld technology. Customer satisfaction surveys continue to inform action and help ensure that any areas of dissatisfaction are immediately followed up.
- 2.3.3 Frontline resolutions – the number of Stage 1 complaints received year to date 2019/20 have decreased by more than 50% in comparison to the same period last year (see appendix 6). Of the complaints responded to year to date, a total of 68.18% have been upheld or partially upheld which is an increase of almost 2% in comparison to 66.33% 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.
- 2.3.4 Investigations – Stage 2 complaints, received year to date 2019/20 have decreased by 50% in comparison to the same period last year (see appendix 6). Of the complaints responded to year to date, a total of 80% have been upheld or partially upheld which is a decrease in comparison to 85.71% 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.
- 2.3.5 Member enquiries received have increased overall by 5% year to date 2019/20 in comparison to the same period in 2018/19. Performance for member enquiries for year to date 2019/20 is 100% of enquiries responded to within timescale which is a slight increase in comparison to the same period in 2018/19. MSP/MP enquiries received have decreased overall by 21% in comparison to the same period last year. Performance for MSP/MP enquiries for year to date 2019/20 is 100% of enquiries responded within timescale which is the same level of performance in comparison to the same period last year (see appendix 6).

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### **3. Equality and Diversity**

#### **3.1 Fairer Scotland Duty**

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 2019/20 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 performance 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**

- 5.1 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 Plan for North Lanarkshire as well as producing a high level of service delivery, legal compliance and customer satisfaction.

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## **6. Supporting documents**

- 6.1 Appendix 1 Mears Performance 2019/20  
Appendix 2 Mears Performance 2018/19  
Appendix 3 Saltire Performance 2019/20  
Appendix 4 Saltire Performance 2018/19  
Appendix 5 Emergency & Non-Emergency Repair Timescales 2019/20  
Appendix 6 Complaints, Members Enquiries and MSP/MP Enquiries



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



# MEARS PERFORMANCE 2018/19

## Appendix 2

|   |             | Apr   | May   | June  | July  | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   |
|---|-------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Cat 1a -<br>Emergency<br>Within Hours<br>(95%)  | Total       | 1573  | 1567  | 1548  | 1634  | 1683  | 1534  | 1649  | 1675  | 1489  | 1654  | 1710  | 1678  |
|   | %<br>Within | 97.1% | 97.5% | 96.7% | 97.9% | 96.0% | 97.3% | 96.5% | 96.1% | 96.2% | 96.2% | 97.4% | 99.1% |
| Cat 1b -<br>Emergency<br>Outwith Hours<br>(95%) | Total       | 937   | 752   | 903   | 869   | 835   | 853   | 783   | 882   | 1012  | 878   | 919   | 874   |
|   | %<br>Within | 97.7% | 99.9% | 98.8% | 98.5% | 98.0% | 98.7% | 99.0% | 98.2% | 99.2% | 97.7% | 98.0% | 99.1% |
| Cat 2 - Routine<br>3 Day Works<br>(95%)         | Total       | 828   | 800   | 849   | 805   | 835   | 784   | 817   | 771   | 666   | 869   | 874   | 791   |
|   | %<br>Within | 99.3% | 99.1% | 98.9% | 99.1% | 99.6% | 99.2% | 99.1% | 99.1% | 99.7% | 99.5% | 99.1% | 99.5% |
| Cat 3 - Routine<br>7 Day Works<br>(95%)         | Total       | 3     | 6     | 0     | 5     | 6     | 8     | 12    | 4     | 2     | 7     | 3     | 5     |
|   | %<br>Within | 100%  | 83.3% | N/A   | 100%  | 100%  | 87.5% | 100%  | 100%  | 100%  | 100%  | 100%  | 100%  |
| Cat 4 - Routine<br>20 Day Works<br>(95%)        | Total       | 2713  | 2824  | 2694  | 2642  | 3249  | 2384  | 2846  | 2534  | 1723  | 2251  | 2521  | 2593  |
|   | %<br>Within | 97.5% | 96.0% | 96.4% | 97.7% | 98.2% | 99.4% | 99.3% | 99.1% | 98.7% | 99.2% | 98.9% | 99.0% |
| Empty House<br>Works - 3 Days<br>(95%)          | Total       | 275   | 286   | 240   | 217   | 261   | 199   | 222   | 314   | 232   | 249   | 264   | 231   |
|   | %<br>Within | 100%  | 99.7% | 100%  | 100%  | 100%  | 99.5% | 100%  | 100%  | 100%  | 100%  | 99.6% | 100%  |
| Empty House<br>Works -10 Days<br>(95%)          | Total       | 428   | 441   | 348   | 374   | 369   | 350   | 448   | 354   | 279   | 317   | 317   | 378   |
|   | %<br>Within | 98.6% | 98.9% | 100%  | 99.5% | 99.5% | 99.7% | 100%  | 98.6% | 98.9% | 100%  | 99.7% | 99.7% |
| Routine Works -<br>P9 (95%)                     | Total       | 1     | 1     | 3     | 3     | 1     | 1     | 1     | 1     | 2     | 4     | 1     | 1     |
|   | %<br>Within | 100%  | 100%  | 100%  | 100%  | 100%  | 100%  | 100%  | 100%  | 100%  | 100%  | 100%  | 100%  |
| Glazing Pilot<br>Works (95%)                    | Total       | 156   | 131   | 136   | 144   | 177   | 102   | 192   | 161   | 79    | 135   | 143   | 143   |
|   | %<br>Within | 100%  | 100%  | 99.3% | 100%  | 100%  | 100%  | 99.5% | 100%  | 100%  | 100%  | 100%  | 100%  |
| Priority P -<br>Extended<br>Priorities (95%)    | Total       | 60    | 38    | 51    | 36    | 23    | 32    | 22    | 15    | 10    | 24    | 43    | 26    |
|   | %<br>Within | 98.3% | 97.4% | 96.1% | 100%  | 100%  | 100%  | 100%  | 100%  | 100%  | 100%  | 100%  | 100%  |
| Adaptations -<br>40 Days (95%)                  | Total       | 110   | 95    | 102   | 75    | 81    | 87    | 104   | 100   | 77    | 124   | 65    | 104   |
|   | %<br>Within | 100%  | 100%  | 100%  | 100%  | 100%  | 100%  | 100%  | 100%  | 98.7% | 100%  | 100%  | 97.1% |
| Rotworks - 40<br>Days (95%)                     | Total       | 28    | 53    | 52    | 33    | 33    | 34    | 51    | 28    | 49    | 37    | 53    | 71    |
|   | %<br>Within | 100%  | 100%  | 100%  | 100%  | 100%  | 100%  | 100%  | 100%  | 100%  | 100%  | 100%  | 100%  |
| Priority T - 1<br>Day (100%)                    | Total       | 283   | 293   | 259   | 297   | 322   | 353   | 464   | 460   | 379   | 513   | 374   | 325   |
|   | %<br>Within | 95.1% | 93.5% | 98.1% | 92.9% | 94.1% | 91.8% | 95.5% | 96.3% | 91.6% | 96.1% | 94.7% | 93.8% |



## SALTIRE PERFORMANCE 2018/19

### Appendix 4

|   |          | 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     | 6     | 4     | 2     | 5     |
|   | % Within | 100%  | 100%  | 100%  | 100%  | 71.4% | 75.0% | 100%  | 100%  | 83.3% | 100%  | 100%  | 60.0% |
| Cat 1b - Priority E (95%)                               | Total    | 2     | 2     | 0     | 0     | 1     | 1     | 3     | 3     | 3     | 0     | 3     | 0     |
|   | % Within | 100%  | 100%  | N/A   | N/A   | 0.0%  | 0.0%  | 100%  | 66.7% | 100%  | N/A   | 100%  | N/A   |
| Cat 2 - Routine - Priority 1 (95%)                      | Total    | 649   | 587   | 495   | 491   | 586   | 675   | 938   | 823   | 676   | 794   | 701   | 695   |
|   | % Within | 99.9% | 99.5% | 99.8% | 99.6% | 99.8% | 99.4% | 99.9% | 99.9% | 99.9% | 99.9% | 99.4% | 99.9% |
| Cat 3 - Routine - Priority 2 (95%)                      | Total    | 29    | 31    | 37    | 20    | 25    | 40    | 39    | 33    | 29    | 24    | 37    | 48    |
|   | % Within | 100%  | 100%  | 97.3% | 100%  | 100%  | 100%  | 97.4% | 100%  | 96.6% | 100%  | 100%  | 100%  |
| Cat 4 - Routine - Priority 3 (95%)                      | Total    | 895   | 1214  | 1071  | 906   | 1005  | 904   | 897   | 571   | 480   | 951   | 829   | 2009  |
|   | % Within | 99.4% | 99.1% | 98.8% | 97.5% | 98.0% | 98.9% | 99.0% | 94.4% | 98.8% | 99.1% | 98.3% | 99.1% |
| Empty House Works - Priority 4 (95%)                    | Total    | 244   | 270   | 238   | 177   | 220   | 194   | 232   | 335   | 284   | 330   | 321   | 331   |
|   | % Within | 95.9% | 99.3% | 97.1% | 97.2% | 95.5% | 96.9% | 96.6% | 95.2% | 96.5% | 99.4% | 98.1% | 98.5% |
| Empty House Works - Priority 5 (95%)                    | Total    | 225   | 229   | 184   | 223   | 213   | 250   | 233   | 198   | 159   | 172   | 161   | 195   |
|   | % Within | 99.6% | 98.3% | 98.4% | 99.6% | 99.1% | 99.2% | 98.7% | 96.5% | 98.7% | 99.4% | 97.5% | 99.0% |
| Routine Works - P9 (95%)                                | Total    | 2     | 0     | 0     | 0     | 2     | 0     | 0     | 0     | 0     | 0     | 0     | 0     |
|   | % Within | 100%  | N/A   | N/A   | N/A   | 100%  | N/A   | N/A   | N/A   | N/A   | N/A   | N/A   | N/A   |
| Priority P - Extended Priorities (95%)                  | Total    | 0     | 0     | 1     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     |
|   | % Within | N/A   | N/A   | 100%  | N/A   | N/A   | N/A   | N/A   | N/A   | N/A   | N/A   | N/A   | N/A   |
| Priority C - 24hour Emergency (95%)                     | Total    | 2295  | 1765  | 1505  | 1262  | 1683  | 1931  | 2235  | 2265  | 2410  | 2469  | 2276  | 2299  |
|   | % Within | 99.6% | 99.5% | 99.4% | 99.8% | 99.6% | 99.5% | 99.4% | 99.3% | 99.2% | 99.8% | 99.3% | 99.9% |
| Priority D - Capital Boiler renewals (95%)              | Total    | 204   | 210   | 144   | 43    | 235   | 114   | 43    | 46    | 79    | 67    | 80    | 89    |
|   | % Within | 99.5% | 100%  | 99.3% | 97.7% | 98.3% | 99.1% | 100%  | 95.7% | 98.7% | 98.5% | 100%  | 98.9% |
| Priority B - 2 hr Emergency within working hours (95%)  | Total    | 0     | 1     | 0     | 0     | 1     | 2     | 1     | 2     | 0     | 1     | 0     | 0     |
|   | % Within | N/A   | 100%  | N/A   | N/A   | 0.0%  | 0.0%  | 0.0%  | 0.0%  | N/A   | 100%  | N/A   | N/A   |
| Priority F - 2 hr Emergency outwith working hours (95%) | Total    | 0     | 0     | 0     | 0     | 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   | N/A   | N/A   | N/A   | N/A   |
| Adaptations - 40 Days (95%)                             | Total    | 2     | 0     | 1     | 0     | 1     | 0     | 1     | 2     | 0     | 1     | 0     | 0     |
|   | % Within | 100%  | N/A   | 100%  | N/A   | 100%  | N/A   | 100%  | 100%  | N/A   | 100%  | N/A   | N/A   |





