

# North Lanarkshire Council Report

## Housing and Regeneration Committee

approval  noting

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## Saltire Performance Report

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### Executive Summary

The purpose of this report is to provide a detailed update on the current 2020/21 performance of the Housing Property Central Heating Repairs & Maintenance service delivery contracts.

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### Recommendations

It is recommended that Committee note the report in relation to the continued ongoing improved performance of the service delivery contract.

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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. The works agreement would govern 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 and any agreed extensions that have been approved at Committee.
  - 1.3 In line with the role and nature of the previous strategic partnership vehicle, performance will continue to be reported to Committee.
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## **2. Report**

### **2.1 Performance Indicators**

- 2.1.1 KPI performance for 2020/21 in relation to Heating Repairs & Maintenance is attached as Appendix 1. Appendix 2 also contains the full KPI set for 2019/20. Appendix 3 contains the full breakdown of emergency and non-emergency repairs jobs carried out by month for all 3 linked contractors, as well as Saltires only.
- 2.1.2 The contract has continued to sustain a 100% gas certification record for the extensive gas heated housing asset base. This places the Council as a joint number one authority in Scotland for 7 consecutive years.
- 2.1.3 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.

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

- 2.2.1 The timescale in completing emergency repairs for year to date, April to September, is currently 3.01 hours in comparison with the Scottish Housing Regulator return of 4.3 hours for 2019/20. The 2019/20 Scottish average was 3.7 hours. the average length of time for emergency jobs carried out only by Saltire year to date is 3:00 hours.
- 2.2.2 The timescale for completing non-emergency repairs for year to date is currently 2.96 days, for all contractors, in comparison with the Scottish Housing Regulator return in 2019/20 of 7 days, with the Scottish average was 6.5 days. Saltires non-emergency average, year to date is 0.43 days.
- 2.2.3 It should be noted that performance in the first two quarters of 2020/21 have been affected by the impact of COVID19. Emergency repairs and legislative compliance works continued to be carried out, however all other non-emergency works were suspended in line with Scottish Government guidance. Non-emergency repairs were issued again on 3 August 2020 and continue to be progressed with Saltire. Although the improvement in performance is welcomed, this has been artificially improved as a

result of the impact of COVID19 on operations. A return to business as usual level of works being issued, will result in an increase in reported performance as more non-emergency works, with longer timescales to complete, will be raised.

2.2.4 It should also be noted that repairs carried out right first time has been reported at 99.25% over the same period. The 2019/20 Scottish average for repairs carried out right first time was 91.9%.

2.2.5 Current customer satisfaction level is 96.42% year to date. In 2019/20 it was reported to the Scottish Housing Regulator that 97% of tenants were satisfied with the repairs service. The 2019/20 Scottish average was 91.3%. We continue to receive completed surveys online from tenants and at the post inspection stage of works, undertaken face to face with tenants, by our Technical Officers. Customer satisfaction surveys also continue to be completed by 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.

2.2.5 **Frontline resolutions** - the number of Stage 1 complaints received for 2020/21 relating to all of Housing Property and Projects, have decreased in comparison with the same period last year (see table 1 below). This was due to the complaints handling being suspended during the COVID19 lockdown. Of the complaints logged and responded to year to date, a total of 41.18% have been upheld or partially upheld, in the same period last year 63.47% were upheld. 94.44% of complaints within Q1 and Q2 have been responded to within SPSO timescales, in comparison 100% of complaints in the same period in 2019/20. The one failure in timescale reported was due to operational reasons through COVID19. Although complaints were suspended during lockdown, several complaints were logged and responded to. One complaint during Q1 and 2 was received in relation to Saltire, it was responded to within timescale and it was upheld. A quarterly 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.

2.2.6 **Investigations** – Stage 2 complaints, received for 2020/21, relating to all Housing Property and Projects service, has reduced in comparison to the same period last year (see table 1 below) due to the impact of COVID19. Of the complaints responded to year to date, a total of 50% of closed cases have been upheld or partially upheld which is a decrease in comparison to 75% upheld or partially upheld in the same period last year. 100% of complaints received as stage 2 complaints were responded to within timescale for Q1 and Q2 of both 2019/20 and 2020/21. There have been no stage 2 complaints received in relation to Saltire within 20/20/21 to date. 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.

2.2.7 Table 1 below shows Housing Property and Projects complaints received via Council between each financial year. The final column shows the total received with the carry forward from the previous year.

	2020/21					2019/20 (for comparison)				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
<b>Stage 1</b>	5	13			18	44	83	59	38	226 + 2 cf
<b>Stage 2</b>	2	0			2	4	9	6	7	28 + 2 cf
<b>Total</b>	7	13			20	48	92	65	45	254 + 4 cf

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

- 3.1 North Lanarkshire Council should consider what they can do to reduce inequalities of outcomes caused by socioeconomic disadvantage when making strategic decisions. (Saltire)
  - 3.2 An equality impact assessment has not been completed for this report as this is an update on the performance of the current 2020/21 performance of the Business Housing Property Central Heating Repairs & Maintenance service delivery contracts.
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### **4. Implications**

- 4.1 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 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 There are no environmental impacts.
  - 4.4 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 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 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**

**Appendix 1:** Saltire Performance 2020/21

**Appendix 2:** Saltire Performance 2019/20

**Appendix 3:** Emergency Repair Timescales and Non-Emergency Repair Timescales

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*Brian Lafferty*

**Brian Lafferty**  
**Head of Housing Property and Projects**

## Appendix 1 SALTIRE PERFORMANCE 2020/21

		Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Cat 1a - Priority U (95%)	Total	0	2	6	2	3	2						
	% Within	N/A	50.00%	66.67%	100.00%	100.00%	100.00%						
Cat 1b - Priority E (95%)	Total	0	1	1	1	1	0						
	% Within	N/A	100.00%	100.00%	100.00%	100.00%	N/A						
Cat 2 - Routine - Priority 1 (95%)	Total	133	159	263	384	444	606						
	% Within	100.00%	100.00%	100.00%	99.74%	99.55%	99.67%						
Cat 3 - Routine - Priority 2 (95%)	Total	5	10	9	15	29	65						
	% Within	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%						
Cat 4 - Routine - Priority 3 (95%)	Total	1011	373	746	623	895	258						
	% Within	100.00%	98.66%	99.87%	100.00%	99.66%	99.22%						
Empty House Works - Priority 4 (95%)	Total	36	120	177	161	217	198						
	% Within	100.00%	100.00%	98.31%	97.52%	99.08%	99.49%						
Empty House Works - Priority 5 (95%)	Total	10	114	186	142	166	184						
	% Within	100.00%	99.12%	99.46%	100.00%	99.40%	98.91%						
Routine - P9	Total	0	0	0	0	0	0						
	% Within	N/A	N/A	N/A	N/A	N/A	N/A						
Priority P - Extended Priorities	Total	0	0	0	0	1	0						
	% Within	N/A	N/A	N/A	N/A	100.00%	N/A						
Priority C - 24hour Emergency (95%)	Total	902	2381	1257	1479	1462	1705						
	% Within	100.00%	99.92%	99.92%	99.80%	99.66%	99.53%						
Priority D - Capital Boiler renewals (95%)	Total	28	51	74	82	83	71						
	% Within	100.00%	100.00%	98.65%	98.78%	98.80%	97.18%						
Priority B - 2 hr Emergency within working hours (95%)	Total	7	16	22	15	10	12						
	% Within	100.00%	100.00%	95.45%	100.00%	100.00%	100.00%						
Priority F - 2 hr Emergency outwith working hours (95%)	Total	0	4	15	5	13	4						
	% Within	N/A	100.00%	100.00%	100.00%	100.00%	100.00%						
Adaptations - 40 Days	Total	0	0	0	0	0	0						
	% Within	N/A	N/A	N/A	N/A	N/A	N/A						

## Appendix 2 SALTIRE PERFORMANCE 2019/20

		Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Cat 1a - Priority U (95%)	Total	1	2	5	2	4	3	5	5	6	4	5	5
	% Within	100.00%	100.00%	100.00%	50.00%	50.00%	100.00%	60.00%	80.00%	66.67%	50.00%	80.00%	100.00%
Cat 1b - Priority E (95%)	Total	7	2	0	1	0	5	2	2	2	5	0	1
	% Within	100.00%	100.00%	N/A	100.00%	N/A	100.00%	0.00%	50.00%	50.00%	100.00%	N/A	N/A
Cat 2 - Routine - Priority 1 (95%)	Total	571	514	476	468	503	516	795	759	672	692	841	489
	% Within	99.82%	98.83%	99.79%	99.57%	99.60%	99.81%	99.87%	100.00%	99.70%	99.86%	99.76%	99.39%
Cat 3 - Routine - Priority 2 (95%)	Total	35	32	29	26	27	31	36	52	35	43	46	45
	% Within	97.14%	100.00%	96.55%	96.15%	96.30%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Cat 4 - Routine - Priority 3 (95%)	Total	957	1016	864	737	636	649	878	946	541	1226	1175	901
	% Within	98.43%	97.44%	98.61%	97.96%	96.38%	98.92%	99.43%	99.37%	98.15%	99.51%	99.40%	98.78%
Empty House Works - Priority 4 (95%)	Total	256	289	277	261	324	267	295	320	306	423	348	245
	% Within	100.00%	98.62%	99.28%	99.23%	99.69%	97.38%	98.98%	99.69%	99.35%	99.53%	98.85%	98.37%
Empty House Works - Priority 5 (95%)	Total	216	216	207	190	190	153	237	168	144	176	175	175
	% Within	97.69%	99.54%	100.00%	99.47%	97.89%	100.00%	99.58%	99.40%	98.61%	99.43%	100.00%	98.29%
Routine - P9	Total	0	0	0	0	0	0	1	0	0	0	0	0
	% Within	N/A	N/A	N/A	N/A	N/A	N/A	100.00%	N/A	N/A	N/A	N/A	N/A
Priority P - Extended Priorities	Total	0	0	0	0	0	0	0	0	0	0	2	0
	% Within	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100.00%	N/A
Priority C - 24hour Emergency (95%)	Total	2014	1679	1374	1206	1548	1603	2267	2118	2239	2331	1987	1787
	% Within	99.75%	99.82%	99.20%	99.67%	99.22%	99.81%	98.81%	99.29%	99.02%	99.70%	99.50%	99.44%
Priority D - Capital Boiler renewals (95%)	Total	86	64	50	67	68	73	86	79	65	81	76	109
	% Within	100.00%	100.00%	98.00%	98.51%	98.53%	100.00%	100.00%	100.00%	100.00%	97.53%	100.00%	100.00%
Priority B - 2 hr Emergency within 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
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	Total	2	1	0	0	0	1	0	2	0	0	2	3
	% Within	100.00%	100.00%	N/A	N/A	N/A	100.00%	N/A	100.00%	N/A	N/A	0.00%	100.00%





