

# Report to Housing Scrutiny Commission

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## Responsive Housing Repairs Performance Report

Housing Scrutiny Commission: Feb 2020

Lead Member: Councillor Cutkelvin

Lead director: Chris Burgin

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### Useful information

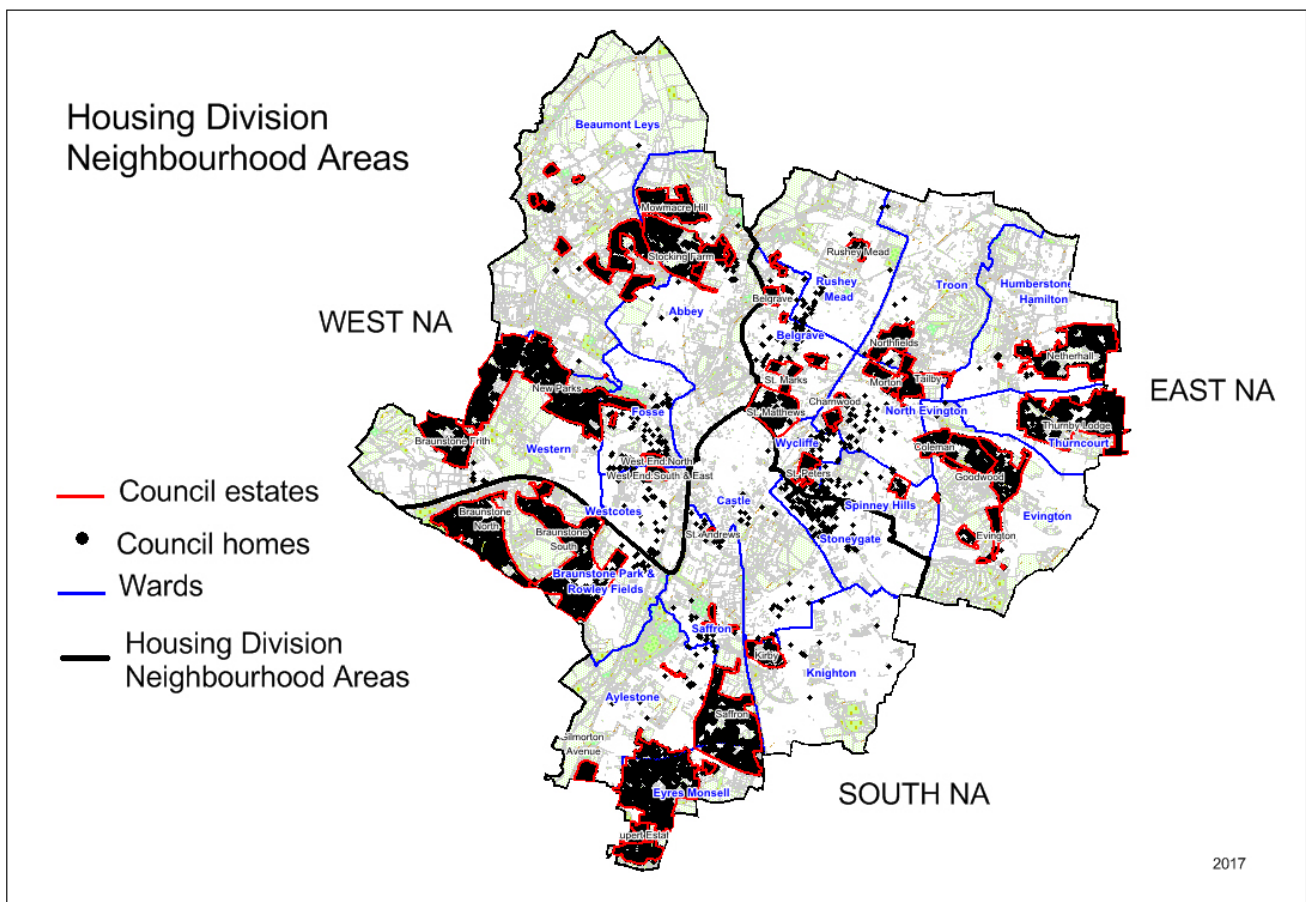
- Ward(s) affected: All
- Report author: Ian Craig, Head of Service
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- Report version number: v 1

## 1. Purpose of report

- 1.1 The purpose of this report is to provide an update on the Division's performance on the completion of responsive repairs to council properties.
- 1.2 The report will also provide an update about the implementation of service changes.

## 2. Background

- 2.1 The Repairs service operates across the City, undertaking repairs and maintenance to Leicester City Council owned homes (20,187).



- 2.2 Between 1<sup>st</sup> April 2019 and 31<sup>st</sup> December 2019 the repairs service completed a total of 66,281 repairs. Of these, 62,454 were completed at the residential dwellings themselves, with the remainder mainly relating to communal areas. Based on the residential dwellings alone, we are averaging 3.09 repairs per property.
- 2.3 A total of 6,548 properties (32.4%) have had four or more repairs during the current year-to-date (April to December).
- 2.4 The average cost per repair in 2019-20 has been quantified at £82.96. This is a reduction on the £85.10 figure quantified at year-end in 2018-19.

- 2.5 Between April and December 2019 the repairs service completed 77.3% of repairs on the first visit and 87.1% of repairs within target time.
- 2.6 A total of 68 repairs related complaints have been made in 2019-20 (April to December), equating to 0.10% of overall repairs.
- 2.7 The current primary channel of access to the service is through the telephone by calling 0116 4541007 (option 1), Monday to Friday 8am to 6pm. Outside of these hours' customers call 0116 2549439. Between 1<sup>st</sup> April 2019 and 31<sup>st</sup> December 2019, the Call Centre received a total of 92,795 calls.
- 2.8 The online service of 'My Account' is also currently available to report repairs online 24 hours a day.
- 2.9 Front line staff such as Housing officers are also able to take reports of repairs.
- 2.10 Appointments are offered between the following times:
- Morning appointments between 8am and midday
  - Afternoon appointments are between 12pm and 4pm.
- 2.11 There are 3 different categories of repairs.

Category	Description	Timescale
Priority 1	Emergency Work	to be completed within 24Hr
Priority 2	Routine Repairs	to be completed within 10 working days
Priority 3	Programmed Repairs	Surveyed within 10 working days and completed within 8 weeks to 12 months according to job

Examples of priority 1 repairs are:

- Total failure of electrical power and/or lights
- Serious water leak
- Total loss of heating

Examples of priority 2 repairs are:

- Minor repairs to windows or doors
- Repairs to kitchens
- Ceiling repairs

Examples of priority 3 repairs are:

- Repairs to paths
- Repairs to guttering
- Repairs to communal areas

2.12 Tenants can access the Repairs handbook online which gives them detailed information about their property, the council's responsibilities and their own responsibilities.

### 3. Responsive Repairs Performance

3.1 Four key indicators evaluate the success of the repairs service. These are:

- Percentage of repairs completed on first visit
- Number of Repairs which are outstanding and out of category
- Percentage of Day to Day repairs carried out within target time
- Percentage of repairs which lead to a complaint

More detailed performance information against each is set out in 3.2 to 3.5 of this report.

Indicator	DoT	2016-17	2017-18	2018-19	2019-20 YTD
Percentage of repairs completed at first visit – excluding external works	Higher is better	80.6%	89.3%	87.6%	77.3%
Number of repairs which are out of category	Lower is better	1,851	813	753	652
Percentage of repairs completed within target time	Higher is better	84.3%	85.7%	88.4%	87.1%
Percentage of repairs reported where a complaint has been received	Lower is better	0.5%	0.33%	0.21%	0.10%

#### 3.2 Percentage of repairs completed on first visit

For Quarter Three (October to December), the percentage of jobs completed on first visit has been calculated at 75.9%. This compares with figures of 76.1% and 80.1% for Quarters One and Two respectively. The stretch target was set at 92.0%.

Several operational challenges were identified around reaching this target during the review period. Most of these issues have been addressed, however there are still improvements to reach. These include better planning of work and rigorous challenges to ensure that we maximise completion on first visits.

#### 3.3 Number of Repairs which are outstanding and out of category

Latest data shows the number of outstanding repairs at 652. This figure does not include any gas or communal heating repairs, or any repairs being completed to void properties.

A break down by area is provided in Appendix 2.

### **3.4 Percentage of Day to Day repairs carried out within target time**

In Quarter Three of 2019-20 (October to December), 86.7% of repairs were completed within target time, compared against 87.1% and 87.5% for Quarters 1 and 2 respectively. The stretch target for 2019-20 was set at 92.0%.

In relation to the out of category jobs, Management meet monthly to see what measures are needed to improve performance and address out of category jobs including setting Repair Managers targets, prioritising resources to ensuring that these jobs are completed. Some of these jobs are not completed within category because of tenant's availability and convenience regarding arranging appointments.

### **3.5 Percentage of repairs which lead to a complaint**

Tenant's complaints about the repairs service have matched the significant reduction in historic outstanding jobs and these have remained consistently low in 2019-20.

The latest target set for 2019-20 was to achieve below 0.5%; this performance was exceeded in every single month between April and December 2019. The current year-to-date performance is calculated at 0.10%.

### **3.6 Performance in 2019/20**

3.7 Between 1<sup>st</sup> April 2019 and 31<sup>st</sup> December 2019 a total of 66,281 repairs have been completed.

3.8 87.1% of these repairs were completed within the target time and 77.3% of repairs undertaken have been completed on the first visit. This is a reduction from the first 2 quarters; however, the service has experienced difficulties in recruiting trade operatives i.e. Electricians and at this moment we have 6 Vacancy's. This has been a testing time for the service, which included the need to move operatives on to help carry out work needed to enable the elections to go ahead. We also a further 2.5 vacancy's for Team Leaders which we are looking to recruit to. We have been out on more than 2 occasion to fill both Team Leaders and Electricians. When these posts are filled it should help to improve the first visit completion rate. In addition, the service is focusing on challenging staff to complete their work on the first visit where possible.

3.9 Latest data shows a total of 652 repair jobs remained outstanding and out of category. This figure does not include gas or district heating repairs or voids. The service is working to reduce this to the set target of 300 and has such will be introducing guidelines to Works

Planners on time allowed to complete second appointments bringing consistence and better monitoring of performance amongst staff.

Further measures have been put into place to ensure that team leader record all site visits in their outlook dairy this will enable the service to monitor numbers of site visits and communication between Team leader and operatives around performance and Health and safety issues

3.10 Tenant complaints about the repairs service have continued to reduce now standing at 0.10% of all repairs completed.

## **4. Service Changes**

### **4.1 Channel Shift**

4.1.1 The Northgate IT system has now been running since January 2016 the next stage for day to day repairs is to introduce channel shift to provide tenants the opportunity to make their own arrangements in appointing repair work at their property. This will improve services for tenants, specifically improving communication with tenants and flexibility around appointments.

4.1.2 To achieve the introduction of online reporting it was necessary to change the existing mobile working solution. This work is now complete, the new Mobile working system was introduced in early 2019 work has been ongoing to bed the system in including addressing teething issues.

This implementation will enable much more effective online services for the repairs service, including tenants booking their own repairs alongside pictorial repairs related information to aid tenants select the correct repair details.

### **4.2 Customer Satisfaction Monitoring**

4.2.1 Customer Satisfaction monitoring has been introduced and the business is working through embedding this as part of its standard procedures ensuring it is embedded with staff. This will eventually enable the business to collect more timely data and respond to this quickly where there is dissatisfaction.

### **4.3 Communal Area Planned Maintenance**

4.3.1 A programme of planned maintenance has now been introduced across the 1,035 internal communal areas. This will make the service more efficient and effective allowing early notification of works being carried out to tenants and reducing ad- hoc responsive repairs.

4.3.2 In addition an inner-city program of cutting back overgrown shrubbery and metal fence painting, including general repairs as commenced in the St Peters and St Matthews area involving several internal agency's Neighbour Improvement team, Grounds Maintenance

And the Repairs Metal works these is to be rolled out across the city

#### **4.3.3 Area Planned de-scaling**

4.3.4 A programme of planned di-scaling of soil pipes in towel blocks is to be launched March 2020 this will help prevent blockages and reduce significant damage and disruption when occurs to customers.

#### **4.4 Apprentices**

4.4.1 The Housing Division continues to invest in apprentices and is now starting the process of recruitment for the 2020 intake. This will consist of 7 multi-skilled apprentices following a core trade programme. In 2018, we started focusing on core trade apprenticeship programmes and recruited 4 Electrical apprentices. In 2019 we recruited a further 19 apprentices in a variety of core trades. Once the 2020 apprentices have been recruited, we will have a total of 30 apprentices, all of whom will be completing single-trade programmes with an element of 'multi-skilling' included in their programme.

4.4.2 This March 4 Property Maintenance Apprentices are due to complete their programmes and opportunities are currently being made available for them to secure work with the Council after the successful completion of their apprenticeships.

#### **5. Next Steps**

6.1 Channel shift - The introduction of online booking of appointments will enable tenants to book an appointment online directly and to choose a suitable appointment slot.

6.2 The service is still driving forward with improvements to bring about better service performance and ownership within the workforce.

6.3 Introduce a pilot to encourage high performance and accountability with better planning of time allocated to work jobs, to help towards a more effective and efficient customer service in helping reduce waiting times for works to be carried out.

6.4. Other ongoing service and operational improvements continue. These are focused around, improving our operating processes in being Customer focused and flexible to the tenants needs.

- Enhancing communications around materials, deliveries to homes so our tenants understand what is happening all the time in the repairs process.
- We also continue to challenge our fleet usage to make sure we are using it effectively and challenge our supply and delivery of materials to the Housing Service as part of a review under the Corporate Technical Services Review.
- Vehicles fitted with more modern internal racking to ensure that storage in vehicles is maximised and materials are available to complete as many repairs first time. Delayed due to contact issues with bidding contractors.
- A managed stores service that provides materials for repair works is being procured during 2020 and is expected to be introduced starting Oct 2020
- Introduction of de-scaling programme for soil and vent pipes in high rise dwellings 2020 still some delay due to specialised vehicle being delayed

- We are looking to improve overall productivity by providing guidelines for estimated completion times for the Work Planners to enable them to more effectively plan their work.



**9. Background information and other papers:**

**10. Summary of appendices:**

- Appendix 1 – Project key Performance Indicators
- Appendix 2 - Number of Repairs which are outstanding and out of Category by Type

**11. Is this a “key decision”?**

No

**Appendix 1 – Key Performance Indicators**

<b>Indicator</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20 Target</b>	<b>2019-20 YTD</b>
Percentage of repairs completed at first visit – excluding external works	89.3%	87.6%	92.0%	77.3%
Number of repairs which are out of category	813	753	300	652
Percentage of repairs completed within target time	85.7%	88.4%	92.0%	87.1%
Numbers of repairs related complaints	296	190	n/a	68
Percentage of repairs reported where a complaint has been received	0.33%	0.21%	< 0.5%	0.10%

**Appendix 2 – Number of Repairs which are outstanding and out of Category by Type  
December 2019**

Function 1	Out of Cat	Function 2	Out of Cat	Function 3	Out of Cat
Rob Pallatt		Tony Waterfield		Aidy Farmer	
Carpentry	9	Bathrooms	81	DPC / Timber Treatment	0
Manufactured Joinery	0	Kitchens	46	Damp / Condensation	0
W&D Glazing	50	Drainage	3	Communal Internal	0
W&D Repairs	250	Wet Trades	59	External Ground Work	1
Communal Elec	6	Social Services	0	External Heights	0
Internal Elec	146			G&T Sites	0
				Metalwork	1
				Painting	0
				Signworks	0
<b>Function 1 Total</b>	<b>461</b>	<b>Function 2 Total</b>	<b>189</b>	<b>Function 3 Total</b>	<b>2</b>
				<b>Repairs Totals</b>	<b>652</b>