

Report to Housing Scrutiny Commission

Responsive Housing Repairs Performance Report

Housing Scrutiny Commission: October 2019

Lead Member: Councillor Cutkelvin

Lead director: Chris Burgin

Useful information

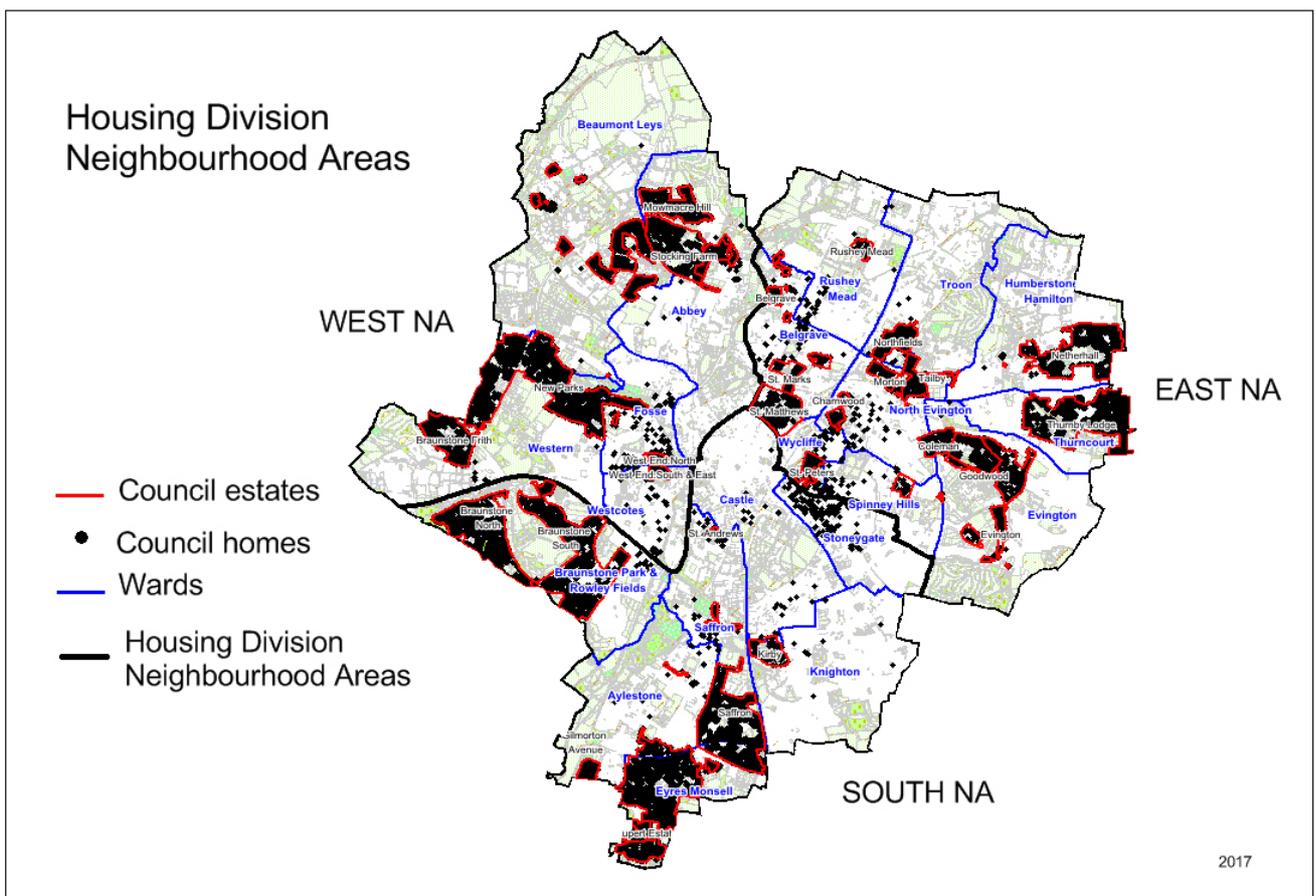
- Ward(s) affected: All
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- Report version number: v 1

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 (20,830).



- 2.2 In 2018/19 the repairs service completed a total of 90,039 repairs equating to an average of 4.37 repairs per property. Over 9,150 properties had more than 4 repairs undertaken.
- 2.3 The average cost per repair for 2018/19 was £85.10, down from £96.11 in 2017/18.

- 2.4 In 2018/19 the repairs service completed 89.4% of repairs on the first visit and 88.4% within target time.
- 2.5 A total of 190 repairs complaints made in 2018/19 equating to 0.21% of all repairs completed.
- 2.6 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. In 2018/19 the Call Centre received a total of 123,371 repairs related calls.
- 2.7 The online service of 'My Account' is also currently available to report repairs online 24 hours a day.
- 2.8 Front line staff such as Housing officers are also able to take reports of repairs.
- 2.9 Appointments are offered between the following times:
- Morning appointments between 8am and midday
 - Afternoon appointments are between 12pm and 4pm.
- 2.10 There are 3 different categories of repairs.

Category	Description	Timescale
Priority 1	Emergency Work	to be completed with 24 hr
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

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

<https://www.leicester.gov.uk/media/180950/repairs-handbook-2016.pdf>

3. Responsive Repairs Performance

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

- Percentage of Day to Day repairs carried out within target time
- Number of Repairs which are outstanding and out of category
- Percentage of repairs completed on first visit
- 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
Percentage of repairs completed at first visit – excluding external works	Higher is better	80.6%	89.3%	89.4%
Number of repairs which are out of category	Lower is better	1,851	813	753
Percentage of repairs completed within target time	Higher is better	84.3%	85.7%	88.4%
Percentage of repairs reported where a complaint has been received	Lower is better	0.5%	0.33%	0.2%

3.2 Percentage of Day to Day repairs carried out within target time

Over 87.9% of repairs in 1st Qtr. 2019 have been completed within target time which continues to improve towards the target of 95%. In relation to the out of category jobs, management meet monthly to see what measures are needed to improve performance and address out of cat 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.

3.3 Number of Repairs which are outstanding and out of category

The number of outstanding repairs out of category at 18th July 2019 stood at 737 for responsive repairs and a further 205 relating to gas repairs and/or district heating.

This figure continues to reduce month-on-month now that the benefits of changed working arrangements implemented in November 2016 being realised, with further improvement expected for 2019-20. A break down by area is provided in Appendix 2.

3.4 Percentage of repairs completed on first visit

Performance in relation to jobs completed at first visit during was 85.5%, exceeding the target set at 85%.

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.

3.5 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%; to date performance at June 2019 performance is currently 0.17% which remains below and better than target.

3.6 Performance in 2019/20

3.6.1 In 2019-20 1st quarter (April to June) a total of 21,715 repairs have been completed.

3.6.2 Over 87.9% of these repairs were completed within the target time and 85.5% of repairs undertaken have been completed on the first visit.

3.6.3 As at 14th July 2019 a total of 737 repair jobs remained outstanding and out of category. This figure does not include gas or district heating repairs.

3.6.4 Tenant complaints about the repairs service have continued to reduce now standing at 0.17% 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 is necessary to change the existing mobile working solution. This work is now complete, the new Mobile working system was introduced in early 2019 and work has been ongoing to bed the system in including addressing some 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. 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 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.

4.4 **Apprentices**

4.4.1 The Housing Division continues to invest in apprentices and is now undertaking the annual process of recruiting the next group of 15 craft apprentices.

4.4.2 This September one group of apprentices will complete, and permanent opportunities are currently being made available to them to secure work with the Council after the successful completion of their apprenticeships.

5. **Next Steps**

5.1 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.

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

5.3 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 2018-19 and is expected to be introduced starting Oct 2020
- Introduction of de-scaling programme for soil and vent pipes in high rise dwelling 2019 there has been a delay due to specialised vehicle being delayed

6. Background information and other papers:

7. Summary of appendices:

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

8. Key Decision

Is this a “key decision”? - No

Appendix 1 – Key Performance Indicators

Measure	2017-18	2018-19	2019-20 Target	YTD June 2019
Percentage of Day-to-Day Repairs carried out within target time	85.7%	88.4%	92.0%	87.9%
Number of outstanding repairs that are out of category	813	753	300	737 (As at 14 th July)
Percentage of repairs completed on first visit	89.3%	89.4%	92.0%	85.5%
Number of repairs related complaints	296	190	n/a	38
Percentage of repairs which lead to a complaint	0.33%	0.21%	0.50%	0.17%

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

Function 1	Out of Cat	Function 2	Out of Cat	Function 3	Out of Cat
Rob Pallatt		Tony Waterfield		Aidy Farmer	
Carpentry	39	Bathrooms	79	DPC / Timber Treatment	0
Manufactured Joinery	0	Kitchens	56	Damp / Condensation	0
W&D Glazing	34	Drainage	6	Communal Internal	0
W&D Repairs	391	Wet Trades	34	External Ground Work	0
Communal Elec	4	Social Services	0	External Heights	0
Internal Elec	79			G&T Sites	0
				Metalwork	9
				Painting	0
				Signworks	6
Function 1 Total	547	Function 2 Total	175	Function 3 Total	15
				Repairs Totals	737