

Report to Housing Scrutiny Commission

Repairs and Maintenance Service Performance Update Report 2024-25

April 2025

Lead Member: Councillor Cutkelvin

Lead director: Chris Burgin

Will need to be filled in for Governance Services to proceed with publishing the decision. DO NOT DELETE. Governance Services will delete once they are satisfied due diligence has been done and the report is ready to publish.

If this is a key decision has it appeared on the published forward plan	
Anticipated date for decision (if required)	
Date of relevant scrutiny commission – please detail name of commission(s)	
Date of paperwork entering public domain (note: if considered by scrutiny, this will be the scrutiny agenda publication date)	
Media considerations: Is a press release required? Will this be proactive or reactive?	
Please include details of other relevant meetings/briefings as part of decision/consultation process: This should include details of discussions with relevant stakeholders and/or ward councillors.	

Useful information

- Ward(s) affected: All
- Report author: Samuel Taylor and Nilkesh Patel, Head of Service
- Author contact details: 0116 4540674
- Report version number: - V1

1. Summary

This report is intended to provide an update on the current position of the Repairs and Maintenance Team and its performance throughout 2024-25. The report will detail the challenges faced, such as, changes in legislation, recruitment and increased demand. It will also outline improvement actions and projected timelines for reducing outstanding repairs. The report will also cover data reassurance.

All data within this report is accurate as of 28/02/2025.

2. Recommended actions/decision

It is recommended that the report is noted.

3. Scrutiny / stakeholder engagement

The report has been sent to the Heads of Service for Technical Services and Tenancy Management for comment. It has also been to the Housing Lead Member Briefing and the HRA Property Safety Oversight Board.

4. Background and options with supporting evidence

General

The Council has around 19,500 properties and 1,700 leaseholders across the city, the services provided are below (Leasehold properties may differ):

- Responsive repairs
- Emergency out of hours repairs
- Compliance works for Gas, Fire and Electrical
- Pre-planned maintenance
- Renovation of Void properties to prepare them for re-letting

The way in which repairs are reported can vary, but will generally be one of the following:

- Compliance works – driven by the Council as we have an obligation to complete.
- Responsive repairs – generally driven by the tenant due to something going wrong, usually reported via Housing Online, or Customer Services.
- Complaints/Enquiries – tenant driven by escalating through different routes, for example, complaints or via Councillors.
- Internally reported – where officers encounter repairs and pro-actively report them on behalf of the tenant.

Repairs will generally sit in three main categories:

- Priority 1 – these are emergency repairs, the SLA to respond is 24 hours.
- Priority 2 – these are routine repairs, the SLA to respond is 10 working days.
- Priority 3 – these are programmed repairs, the SLA to respond is between 8 to 52 weeks.

We also use additional categories, these are dictated by legislation or policies, for example, response times for damp and mould works are dictated by the damp and mould policy.

Data Quality Assurance – Provided by Helen McGarry, Programme Manager

Management Information and Reporting Analysts (MIRA's) within the Housing Transformation Team are responsible for producing independent performance reports for the Repairs Service.

Pre-2020 these reports were produced monthly to provide a snapshot of key performance measures. Whilst giving a useful overview of performance in the previous month, they lacked the detail of reporting on individual repair areas and the information was often out of date when the monthly report was produced.

In 2020/21 we started a journey to overhaul our repairs performance reporting arrangements, using new technology available to us, through the creation of Power BI dashboards for the Repairs Service. These dashboards present information on key performance areas such as reported repairs, completed repairs, outstanding repairs, repairs completed within target times and out of category repairs, to name but a few. The development of these dashboards mean that information can be filtered to enable reporting on individual trades as well as high level service wide performance, along with trend graphs to track the direction of travel over a longer period of time. Performance is also reported through the dashboards at an Operative level to provide information to Repairs Team Leaders and Repairs Managers to help them manage individual performance. The dashboards are updated every night, so the service now has access to much more up to date information than the monthly reports previously provided.

The benefit of introducing these dashboards and the information they provide, has been that we have been able to identify where data quality may have been an issue and steps have been taken to rectify this. The dashboards contain a huge amount of performance data and through their use it has helped to re-enforce the key indicators we need to monitor, broken down by trade where applicable, in the delivery of the Repairs Services which are:

- Repairs reported
- Repairs completed
- Outstanding repairs
- Outstanding repairs which are out of category (timescale for completion)
- Repairs cancelled as a result of the tenant not being at home
- Repairs cancelled by the council
- Gas compliance
- Electrical domestic compliance (EICRs)

- Electrical communal compliance (EICRs)

We have also learnt that we need to be clearer on what information is included within the dashboards and our counting rules. For example, our Operational Repairs Dashboard does not report on cancelled works orders. Whereas a bespoke report produced to show total reported repairs would include these, and therefore different figures would be produced to what is shown in the dashboard. We have found that this sometimes leads to confusion.

As we have now had the opportunity to learn from the implementation of our first Repairs Service dashboards, we have a project planned in during 2025 to redevelop these to ensure effective reporting mechanisms are in place for the future and to meet the changing needs of the service.

Consistency of Reporting

To ensure the data being produced for repairs reporting purposes is consistent, the approach will be to include all reports of repairs and to not remove cancellations from 'tenant not in' and 'duplicate' repairs. This will initially show an uplift in comparison to previous reporting; however, this will provide transparency, particularly in terms of jobs cancelled due to residents not being home, which is an important factor to consider.

This new approach to reporting on repairs performance and improvements will be consistent with the expectations of the Social Housing Regulator, therefore, they will be broken down into the following:

- Repairs
- Health and Safety Compliance
- Damp and Mould
- Voids

Challenges

There are various challenges which are consistent across all repairs teams, one of the main ones is resourcing. During the last 12 months we have consistently operated with vacancies, currently at 15FTEs, but it has at times been higher. To contextualise this, we have 13FTEs working on our damp team, they are generally completing around 50% of the work coming in, these vacancies, if deployed into the damp and mould team would remove the deficit.

Through collaboration with colleagues in recruitment, we have seen some recent success, and we currently have candidates going through our onboarding process, this will provide us with some much needed capacity. Growing our apprenticeship programme is another positive action that will help with succession planning, this is set to increase to 50 this year.

Job cancellations is another barrier for the team, these can be for various reasons, but in most cases, they relate to tenants not being home when we visit. Around 20,000 repairs have been cancelled so far this year, this equates to roughly 16% of all repairs. Work is required in this particular area with colleagues in tenancy management to help bring this figure down.

Repairs

Key Performance Indicators

Key Performance Indicator	Target	Actual	As a % of Repairs Reported
Repairs outstanding	6,000	10,897	14.16%
Repairs out of category	0	4,849	8.23%
Percentage of all repairs completed within category	85%	75.0%	N/A
Percentage of emergency repairs completed within category	90%	86.0%	N/A

There are various reasons why jobs remain outstanding for longer than they should, the main contributors for this are as follows:

- Lack of resources
- Difficulties engaging with tenants to book appointments
- Awaiting special order materials
- Other priorities, i.e. damp and mould
- Tenants not being home for appointments

Repairs Trends

Repairs Trends	2023-2024	2024-2025*
Repairs reported	80,772	81,449
Repairs completed	64,027	64,342
Repairs cancelled (including tenant not in, duplicates, misreporting)	15,774	16,113
Repairs deficit	971	994

*Based on projection from data between 01/04/2024-28/02/2025

Whilst the data above remains relatively stable, it is a concern to see an increase in repairs cancelled, this often results in wasted time for our works planning team in cancelling duplications, or for our operatives attending appointments, only for the tenant to not be in, or refuse access. This causes unnecessary administrative time and reduced productivity.

Repairs Profile for Priority 1,2 and 3 repairs

Repair Category	Number of	Average days	Number of	Number of
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	jobs out of category	job is out of category	jobs over 12 months out of category	jobs over 24 months out of category
R1	0	0	0	0
R2	2,508	70	0	0
R3	1,888	192	186	0

Out of Category Risk Management

Whilst the out of category repairs are of concern, from a safety perspective there are factors which help to reduce the risk associated with these repairs:

- Most repairs which are out of category are regarding:
 - External works
 - Windows and doors
 - Plastering
- All emergency repairs are either fully resolved during the first visit or made safe. In some scenarios, we may also look to decant tenants while repairs are undertaken.
- Most of the out of category repairs are 'in progress' in the sense that they have had an initial visit to survey for the repairs required.
- Operatives are able to recategorise repairs with their Team Leader if they feel it needs a quicker resolution.
- We will, where necessary, raise non-urgent jobs as emergencies if residents in the household have vulnerabilities.
- Tenants are able to report emergency repairs 24 hours per day, 365 days per year, even if they already have a repair logged for the same issue.
- Tenants are able to liaise directly with the appropriate Works Planner should they have any issues relating to repairs already raised. Based on the concerns, this may expedite the appointment.
- We visit most properties at least once per year where they have the opportunity to raise concerns directly with operatives.

Repairs Improvements

Due to the backlog of works and continued consistency with repairs reported, the following measures are being implemented to increase capacity and reduce cancellations:

- Use of contractors and other internal resources, i.e. Highways for external repairs
- Increased performance expectations
- Availability of overtime for repairs staff
- Follow-up repairs appointments confirmed by telephone wherever possible
- Housekeeping
- Migration of resources to meet demand

The current projections for improvements are as follows:

Key Performance Indicator	Actual	Projection by 31/03/2025	Projection by 30/04/2025	Projection by 31/05/2025	Projection by 30/06/2025	Projection by 31/07/2025	Projection by 31/08/2025
Repairs out of category	4,849	4,383	3,823	3,263	2,703	2,143	1,583

This will be a welcomed improvement on the current position but does come with the caveat outlined later in the report in relation to damp and mould remediations, which could slow down progress in these repairs area in order to expediate much needed progress with addressing the backlog in the damp and mould service area.

The areas with the most significant reduction are external works, which is projected to see a reduction of around 1,400 repairs during the period outlined above.

In addition to this, we will also be arranging a further meeting with colleagues in Procurement to explore other options available to assist in delivering further reductions to the outstanding repairs figures.

Compliance

Key Performance Indicators

Compliance	Target	2024-2025
Annual Gas Safety Checks	100%	99.66%
Communal EICRs	100%	63%
Domestic EICRs	100%	24.28%
Fire Inspections	100%	100%
Smoke Alarm Checks	100%	95%
Carbon Monoxide Alarm Checks	100%	97.7%

Compliance will always be a priority, and we will always strive to be at 100%, where we are not, we endeavour to demonstrate reasonable attempts have been made to undertake the necessary checks. One of the main challenges we face is where tenants do not allow access or are not home for appointments, an example of this is annual gas safety checks, where we have a tenant not in rate of 25%. As explained above, this results in increased administrative work and reduced productivity and reduces our ability to effectively maintain high compliancy levels.

Compliance related works are setup to ensure they cannot be cancelled, and we follow our access procedure in conjunction with colleagues in Tenancy Management, whilst this can be effective, it is another time-consuming task that prevents officers from being

effective in delivering on their core duties; this is at the detriment to other residents and service users.

Compliance Related Repairs Key Performance Indicators

Whilst not all compliance related repairs naturally sit within compliance, for simplicity and consistency, this report includes them here.

Gas Repairs (including district heating)

Key Performance Indicator	Target	Actual
Gas Repairs outstanding	500	1,307
Gas Repairs out of category	0	582
Percentage of all repairs completed within category	85%	84%
Percentage of emergency repairs completed within category	90%	84%

Work is already underway to reduce the outstanding works within the gas repairs team, this includes:

- Use of contractors
- Increased performance expectations
- Availability of overtime for repairs staff
- Follow-up repairs appointments confirmed by telephone wherever possible
- Housekeeping

This has already had a positive impact and we continue to push this forward. One of the main issues we have seen when looking at the data is device management, an example of this is a recent exercise to look at 123 emergency jobs that remained open longer than 24 hours, all 123 had been visited and either completed, cancelled or surveyed for materials, however, all were left open. Briefings have been held with operatives to advise them on the correct process for each scenario they may encounter so we do expect this to improve.

Gas Repairs Trends

Repairs Trends	2021-2022	2022-2023	2023-2024	2024-2025*
Gas Repairs reported	20,769	22,140	21,507	23,481
Gas Repairs completed	17,025	18,116	17,211	18,337
Gas Repairs cancelled (including tenant not in, duplicates, misreporting)	3,683	4,004	4,487	4,713

Gas Repairs deficit	61	20	-191	431
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*Based on projection from data between 01/04/2024-28/02/2025

As can be seen above, there has been a significant uplift in repairs over the last 12 months, most of these can be attributed to the heat metering project, where we have identified a lot of system improvements being required.

Gas Repairs Improvements

Key Performance Indicator	Actual	Projection by 31/03/2025	Projection by 30/04/2025	Projection by 31/05/2025	Projection by 30/06/2025	Projection by 31/07/2025	Projection by 31/08/2025
Repairs out of category	582	502	422	342	262	182	102

Fire Inspection Repairs

Fire inspections are undertaken by tenancy management as part of their building responsible officer role, the frequency of the inspections will vary depending on the risk associated with the building. We currently have a 100% compliance rate with all inspections.

Following an inspection, repairs are raised under a variety of categories, these are:

- F1/R1 – 24 hours
- F2/R2 – 10 days
- F2A – 13 weeks
- F2B – 26 weeks
- F3/R3 – 1 year

We measure performance based on whether we complete the necessary repairs within the target time. Whilst some improvement is required, generally the performance is good.

	24/25 YTD		
	Completed	On Time #	On Time %
F2	420	320	76.2%
F2A	135	135	100.0%
F2B	146	143	97.9%
F3	588	585	99.5%
R1	67	57	85.1%
R2	345	282	81.7%
R3	53	52	98.1%
Total	1,754	1,574	89.7%

As with all repairs, we still have issues with access and in some cases ordering bespoke materials, such as windows and fire doors, this can prolong the time taken to complete the job.

Damp and Mould

Key Performance Indicators

Key Performance Indicator	Target	Actual
Repairs outstanding	500	1,787
Repairs out of category	0	1,514
Percentage of all repairs completed within category	85%	24.6%

Again, the current performance is not where we expect it to be, the number of out of category repairs is of grave concern and requires immediate intervention, as outlined below.

Damp and Mould Trends

Repairs Trends	2021-2022	2022-2023	2023-2024	2024-2025*
Repairs reported	904	844	1,620	1,601
Repairs completed	549	673	840	735
Repairs cancelled (including tenant not in, duplicates, misreporting)	192	163	146	92
Repairs deficit	163	8	634	774

*Based on projection from data between 01/04/2024-28/02/2025

The table above gives an insight into the increase in reports of damp and mould remediations which has put a huge strain on the team to meet the demand coming in.

One of the main challenges has been the increased works being specified to provide lasting defences against damp and mould, whilst this is of course a positive, it does somewhat inhibit the team in completing as many damp and mould remediations as we would like.

Jobs being cancelled continues to be a consistent theme throughout this report. Generally, as indicated above, damp and mould remediations tend to be much larger than the average repair, it can often be several days' worth of work and involve larger quantities of materials. It is therefore extremely disruptive when tenants do not accommodate the repairs to go ahead, this leads to excessive downtime and administrative commitment in returning materials and re-booking appointments. It is important to note that all damp and mould appointments are booked in agreement with the tenant and a courtesy call is undertaken the working day before to confirm our attendance. Despite the improvements this has evidenced, cancellations remain high.

Damp and Mould Improvements

The Council has initiated the following interventions to increase capacity and complete more damp and mould remediation works:

- Use of contractors
- Increased performance expectations
- Availability of overtime for repairs staff
- Housekeeping
- Migration of resources to meet demand

Despite these efforts it is still proving to be a challenge to make a significant impact into the overall out of category damp repairs. However, due to the elevated concerns with the impacts of damp and mould, the Council are proposing 2 significant changes:

1. Migrating all damp and mould remediations to the Voids Team: this will considerably increase the most effective resources for this type of work.
2. Cleaning and applying a mould inhibiting solution to all damp and mould jobs where a priority has been identified; this will remove the immediate risk to the residents. All necessary remediations will then be treated as programmed works and provisions will be in place to allow tenants to report any reoccurrence in the interim period and we will revisit where required.

Applying these two changes will drastically improve the overriding priority: to remove the risk. This will result in having 0 outstanding properties within 3 months with an immediate risk of damp and mould in the following scenarios:

- Within living areas, such as bedrooms.
- Properties where residents have ailments that may be exacerbated by damp and mould.
- Properties where vulnerabilities are identified, i.e. age.

We will then treat all new damp and mould remediation repairs in the same way as this approach becomes embedded into business-as-usual processes. This will also meet the requirements of the pending Awaab's Law due to come into effect in October 2025.

The impact of this option has been alluded to previously in this report, in increasing efforts to focus on damp and mould, there may be slippage against other areas. However, it is advisable to concentrate efforts to tackle the current backlog of repairs in this specific work area to mitigate against the associated risks.

Voids

Our Voids team have been on an improvement journey for the last 3 years, this has seen positive trends, and we are now in a relatively stable position, as outlined above, we will be looking to merge our damp and mould team within the voids team, whilst this may have a slightly negative impact on voids initially, it will in the long run ensure we have adequate resources and skills to undertake both elements at the required pace.

It is important to note that we often use the void stage to undertake our capital investment works, such as, kitchens, bathrooms, rewires, boilers. Also, where required, we try to remove asbestos while properties are empty as this is the safest time to remove it.

Voids Key Performance Indicators

Key Performance Indicator	Year end 2021-22	Year end 2022-23	Year end 2023-24	Year end 2024-25
Number of Voids (excluding projects, decants, RTL and supported living)	404	426	363	285
Number of Voids as a % of total housing stock	2.06%	2.17%	1.85%	1.45%
New Void to Let Time (days)	169	195	188	159
Void with 'Repairs to Ready to Let' time (days)	89	87	63	70

The above illustrates the positive voids journey over the last few years, this helps towards reducing rent-loss, providing decent homes for those in need, particularly in relation to homelessness and those staying in temporary accommodation.

The voids team will continue with the improvement actions, with one of the main priorities being the transition to mobile working in 2026-27 to align them with the rest of the workforce and allow better management of the end-to-end process.

Senior management will be monitoring any impacts resulting from the additional damp and mould works to ensure properties are still being prepared for letting at a reasonable pace.

5. Financial, legal, equalities, climate emergency and other implications

5.1 Financial implications

Finance-Capital@leicester.gov.uk

TBC

Signed:

Dated:

5.2 Legal implications

legal.property@leicester.gov.uk

legal.commercial@leicester.gov.uk

TBC
Signed:
Dated:

5.3 Equalities implications

equality@leicester.gov.uk
TBC
Signed:
Dated:

5.4 Climate Emergency implications

climatechangeimplications@leicester.gov.uk
TBC
Signed:
Dated:

5.5 Other implications (You will need to have considered other implications in preparing this report. Please indicate which ones apply?)

6. Background information and other papers:

7. Summary of appendices:

8. Is this a private report (If so, please indicate the reasons and state why it is not in the public interest to be dealt with publicly)?

9. Is this a “key decision”? If so, why?