

# Report to Housing Scrutiny Commission

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## **Responsive Housing Repairs: Update Report**

Housing Scrutiny Commission: 4<sup>th</sup> February 2016

Lead director: Ann Branson

Lead Assistant Mayor : Councillor Connelly

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**City Mayor**

## **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 reported to the Housing Scrutiny commission and agreed by the Executive in November 2014.

### **2. Summary**

- 2.1 Since the introduction of this project repairs performance has significantly improved. All key performance indicators for this project have improved. (See Appendix 1)
- 2.2 As at November 2015 a total of 350 jobs remain outstanding and out of category. This has fallen from 8,825 outstanding in March 2013 when we first reported to the Housing Scrutiny commission about this project. This achievement is very close to meeting the commitment given by Councillor Connelly and Management at the August 2014 Housing Scrutiny commission meeting.
- 2.3 Tenant complaints about the repairs service have matched the significant reduction in outstanding jobs and these have also fallen down to only 0.58% of all repairs undertaken in November 2015.
- 2.4 Service changes proposed to tenants and the Housing Scrutiny commission in 2014 and agreed by the Executive in November 2014 have been introduced in 2015.
- 2.5 Staffing and structural changes required to improve and make the service more effective are currently in progress linked to the Housing Transformation staffing review that started in December 2015.

### **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.

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

Over 90% of repairs in November have been completed within target time bringing the year to date performance to 86.3%. This continues to improve towards the target of 95%.

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

Tenants set the target of 4,000 jobs outstanding and out of category, this was revised by the Director and Assistant Mayor to no jobs outstanding and out of category by the end of March 2015.

We have come close to successfully achieving this target with 350 jobs now remaining outstanding and out of category in responsive repairs. A breakdown by area is provided in Appendix 2.

The oldest repair jobs are 4 months old. When we first reported to Housing Scrutiny the oldest job was in excess of 13 months old.

This indicator has been the primary focus for staff working on responsive repairs. It affects all other key performance indicators.

### **3.4 Percentage of repairs completed on first visit**

Performance throughout 2014-15 has generally been better than for 2013-14. The year end performance for 2014-15 was 81.8% of jobs completed at first visit. This does not meet the target of 90%. To date in 2015-16 the year to date performance has improved to 82.6%

A number of operational challenges exist around reaching this target. There are primarily being addressed as part of the wider structure changes in 2016, with some continuing to be challenged within the Responsive repairs project. The key areas that will significantly improve performance in this area include;

- Review of van stocks
- Amended functional roles of Craft Operatives
- Amendment to the length of appointment times for different trades
- Operational procedure changes (including pursuing in day access to properties)
- Changes to the way we manage failed access
- More robust in day management of repairs
- Ownership of jobs by craft operatives
- In day capacity of operatives to focus upon completion

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

Tenants complaints about the repairs service have matched the significant reduction in outstanding jobs and these have also fallen from 1,544 (1.3% of all repairs) in the financial year 2012-13.

The target set for 2014-15 was below 1%. The year-end performance was better at 0.95%. The year to date performance at November 2015 is currently 0.58% which is a further improvement and reduction in complaints.

## **4. Service Changes**

4.1 The Executive agreed four key service changes in November 2014 after consideration by our tenants and the Housing Scrutiny Commission. These are;

- Improved communications with tenants
- Increase the range of small repair jobs that are the tenants responsibility
- To provide the normal repairs service between Monday and Friday 8am - 4pm
- Reclassify repairs and their timescales

An update on progress is provided in this report from 4.2 to 4.5.

### **4.2 Communication**

Introduction of online reporting, tenants selecting appointments for jobs and satisfaction monitoring are subject to the implementation of the new Housing IT solution Northgate. The planned introduction date for this solution is January 2016. Development of the repairs functionality will then commence after this later in 2016.

### **4.3 Tenant Responsibilities**

The revised range of small jobs repairs that are a tenant responsibility was introduced on the 15<sup>th</sup> December 2014.

4.3.1 Since this date this change has been monitored and reviewed twice. This led to the re-introduction of the repair and maintenance of sealed bathroom light units following feedback from our Tenants Forum. A final review took place in November 2015 which identified no further issues with this service change.

### **4.4 Repairs Service Hours**

In order to introduce a change to the repairs service hours the business is required to make a number of operational changes including changes to craft employment terms and conditions. This work is underway and subject to staff consultation, implementation is expected Summer 2016.

### **4.5 Reclassifying Repairs and timescales**

This approved change was introduced successfully on the 30<sup>th</sup> April 2015. This change has enabled the operational service to prioritise emergency and routine repairs ahead of batched repairs which are commonly external repairs. This change has supported and aided the key performance indicators.

## **5. Responsive and Planned Repairs Improvement Project update**

5.1 The focus of this Project since last reporting to the commission in August 2014 has been to deliver on the commitments to tenants and the commission to meet the existing service offer and have no district responsive repair jobs outside of

this service offer. The service has made significant strides towards achieving this.

- 5.2 Other changes are linked to the transition from our current IT system 'Open Housing' to the new IT system 'Northgate'. This change will be the basis for further planned improvements to the responsive repairs service over the next 18 months and are critical to improving services for tenants specifically improving communication with tenants and flexibility around appointments..
- 5.3 Corporately, vehicle trackers have been introduced to Leicester City Council fleet and this has included Repairs fleet vehicles. Staff within the Repairs service have been involved in this implementation and are working to introduce it as an effective tool to make best use of Housing fleet vehicles, reduce expenditure on fleet and fuel and reduce repairs and maintenance of the fleet.

## **6. Next Steps**

- 6.1 The Responsive and Planned Repairs projects is part of the Housing Transformation Programme.( to implement the Housing Revenue Account Spending Review) The Housing Director reported to the commission in February 2015 about this programme and in December 2015 reported to the Commission on the HRA Budget.
- 6.2 The Director is currently carrying out an internal staffing review that will help address and improve a number of core operating challenges and aid performance in areas such as the amount of work completed on first visit ((3.4). Alongside this work will be undertaken to change current working methods and operating processes.
- 6.3 A number of ongoing service and operational improvements continue. These are focussed around, improving our operating processes to speed up our services to tenants, capturing tenant satisfaction electronically upon job completion to help us respond in a more timely way when things do not go right and 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.

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

- Executive report 13<sup>th</sup> November 2012 (Annual Homes Check and Repair).
- Housing Scrutiny Commission Report 10<sup>th</sup> December 2013 (Housing Repairs Improvement Programme Progress Report).
- Equality Impact Assessment for repairs service offer reduction and change in service hours.

**10. Summary of appendices:**

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

**11. Is this a “key decision”?**

No

## Appendix 1 – Key Performance Indicators

Previous Years Performance				Target	Last Months Performance
Measure	2012-13	2013-14	2014-15		November 2015
Percentage of Day-to-Day Repairs Carried out within target time	75.3%	70.7%	71.4%	95%	90.6%
Number of Repairs which are outstanding and out of category	8,825	6,959	1,413	0	350
Percentage of Repairs Completed on First Visit	80.7%	73.8%	81.8%	90%	84.6%
Number of Repairs Related Complaints	1,544	1,378	1,106	n/a	51
Percentage of Repairs which lead to a complaint	1.3%	1.29%	0.95%	1.00%	0.58%

## Appendix 2 – Number of Repairs which are outstanding and out of Category by Area

### PERFORMANCE BY PATCH 2015-16

	April	May	June	July	August	September	October	November	December	January	February	March
<b>P1</b>	<b>Braunstone</b>											
Count	73	79	55	30	25	31	22	11				
<b>P2</b>	<b>Centre</b>											
Count	83	99	53	63	62	55	54	36				
<b>P3</b>	<b>New Parks</b>											
Count	9	23	8	8	4	26	21	4				
<b>P4</b>	<b>Saffron &amp; Eyres Monsell</b>											
Count	20	17	25	36	40	48	66	39				
<b>P5</b>	<b>Humberstone &amp; Rowlatts Hill</b>											
Count	47	37	72	49	68	118	45	5				
<b>P6</b>	<b>Beaumont Leys &amp; Mowmacre</b>											
Count	21	28	73	53	43	58	56	34				