

# Report to Housing Scrutiny Commission

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

Housing Scrutiny Commission: 14<sup>th</sup> Aug 2017

Lead director: Chris Burgin

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 3

### **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 Feb 2016.

### **2. Summary**

- 2.1 As at July 2017 a total of 699 jobs remain outstanding and out of category.
- 2.2 Tenant complaints about the repairs service have matched the significant reduction in outstanding jobs and these have again fallen down to only 0.25% of all repairs undertaken since October 2016.
- 2.3 On the 1<sup>st</sup> November 2016, the Repairs service and the staffing structures changed significantly, with geographical working changing to functional repairs operating arrangements.
- 2.4 The period of change has been the most significant for many years for the Repairs service and during this period of change service levels did fall for a short time. This was as a result of the change itself, craft staffing levels and also challenges with the existing IT Mobile working solution.

### **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 84% of repairs in 16/17 have been completed within target time bringing the year to date performance to 84.4%. This continues to improve towards the target of 95%.

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

The amount of outstanding repairs out of category increased for a short time after the implementation of the new structure, at its peak in January 2017 this stood at 2707.

The outstanding and out of category repairs now stands at 699 jobs.

This figure continues to reduce month on month now the new service is bedding down. A breakdown 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 2015-16 was 78.2% with an increase to 80.7% in 2016-17. This does not meet the target of 90%. To date in 2017-18 performance is 77.8%

A number of operational challenges were identified around reaching this target during the review period. These are primarily being addressed as part of the wider structure changes from implementation in November 2016, with some continuing to be challenged within the Responsive Repairs project. Some aspects have been delivered. Other areas continue to be a focus to work to further improve performance in this area.

- 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**

Tenant's complaints about the repairs service have matched the significant reduction in historic outstanding jobs and these have also fallen from 0.32% 2016-17.

The latest target set for 2017-18 was to achieve below 1%. The year to date performance at July 2017 is currently 0.25% which is a further improvement and reduction in complaints.

## **4. Service Changes**

4.1 As reported back in Feb 2016, the Executive had agreed four key service changes after consideration by our tenants and the Housing Scrutiny Commission. These were;

- 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

A further update on progress is provided from 4.2 to 4.5.

### **4.2 Communication**

Introduction of online reporting, tenants selecting appointments for jobs and satisfaction monitoring are yet to be introduced.

In order to achieve the introduction of online reporting it is necessary to change the existing mobile working solution. This work is in progress; it is a very large piece of work and will take some time to successfully implement. It is anticipated that a new mobile working solution will be implemented in 2018.

This implementation will enable much more effective online services for the repairs service, including tenants booking their own repairs.

Electronic customer satisfaction monitoring will be rolled out at the start of August 2017. This will enable more timely satisfaction data to be reported and acted upon. The aim ultimately is to have in day satisfaction monitoring reports to line managers in order for action to be taken to resolve issues quickly.

### **4.3 Tenant Responsibilities**

As reported back in Feb 2016 this change was implemented and to date there has not been any significant reaction or complaints with the revised range of small jobs repairs that are a tenant's responsibility.

### **4.4 Repairs Service Hours**

This change has also been implemented from September 2016 with new operating hours for in day being 8am to 4pm Monday to Friday with an out of hour's emergency repairs service operating at all other times.

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

This approved change was introduced since April 2015. It has enabled the operational service to prioritise emergency and routine repairs ahead of batched repairs further work in creating programmed and planned maintenance will help deliver a more strategic and efficient service.

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

- 5.1 The continued focus of this Project since last reporting to the commission in Feb 2016 has been to deliver on the commitments to tenants and the commission to meet the existing service offer and have no responsive repair jobs outside of this service offer. The service has made significant strides towards achieving this.
- 5.2 The new Northgate system has now been running from Jan 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.
- 5.3 There have been issues with reference to the software for planning works which have created difficulties for the service which are being address and have affected some job recording completions (6.3.)
- 5.4 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 now using it as part of an overall effective tool to make best use of Housing fleet vehicles, reduce expenditure on fuel and reduce repairs and maintenance of the fleet. Housing fleet has reduced by 70 vehicles since 2014 and significant savings have been achieved in conjunction with this and reduced fuel usage.
- 5.5 Skills development plans have been created following the completion of the staffing review and implemented to develop craft workers in undertaking their role more effectively and completing more jobs first visit.

## **6. 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. The service is working to procure a new Mobile working solution. There is also an ongoing programme of hardware replacement involving the replacement of hand held PDAs/Tablets.
- 6.4 Other ongoing service and operational improvements still continue. These are focussed 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.

- The service is looking to run a pilot with regard to delivery of Glass from our supplier to help speed up our response on Glazing.

6.6 To establish programme and planed work making the service more efficient and effective allowing early notification of works being carried out to tenants and reducing ad hoc responsive repairs.

**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 Area

**11. Is this a “key decision”?**

No

## Appendix 1 – Key Performance Indicators

Measure	Previous Years		Target	Jun-17
	2015/16	2016/17		
Percentage of Day-to-Day Repairs Carried Out Within Target Time	90.7%	84.3%	95.0%	84.4%
Number of Outstanding Repairs That Are Out of Category	789	1,851	0	682
Percentage of Repairs Completed on First Visit	78.2%	80.7%	90.0%	77.8%
Number of Repairs Related Complaints	670	416	Not Set	13
Percentage of Repairs Which Lead to a Complaint	0.65%	0.45%	1.00%	0.17%

