

Report to Housing Scrutiny Commission

Responsive Housing Repairs Performance Report

Housing Scrutiny Commission: 7th January 2019

Lead Assistant Mayor: Councillor Connelly

Lead director: Chris Burgin



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 Divisions' 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
- 1.3 To provide an update on Measures taken to prevent customer having no heating and Hot water during extreme weather.

2. Summary

- 2.1 In 2018 2nd quarter (July to September) a total of 21,361 repairs had been completed.
- 2.2 Over 89.1% of these repairs were completed within the target time and 88.3% of repairs undertaken have been completed on the first visit.
- 2.3 As of Sept 2018 a total of 460 jobs remaining outstanding and out of category.
- 2.3 Tenant complaints about the repairs service have continued to reduce and now stand at 0.27% of all repairs completed.
- 2.4 As of September 2018; the recruitment exercise for permanent jobs offered to the outgoing apprentices, has now been completed and a majority of apprentices have taken up permanent posts within Housing as craft workers.
- 2.5 The Repairs service continues to challenge its performance and operating practices and how services are provided. In 2018/19 the Mobile working system will be replaced, and an improved online repair reporting system is being developed to improve services and access for tenants.
- 2.6 Following last years extreme weather and challenges with frozen condenser pipes work has been ongoing to install boiler buoys to properties affected. AS planned, additional advice has been added to Leicester City Council's website on how to manage and address/avoid a frozen condenser pipe.

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 89.1% of repairs in 2nd Qtr. 2018 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 if any measures are needed to improve performance and address out of category jobs including setting Repair Managers targets and prioritising resources to ensuring that these jobs are completed. Some of these jobs are not completed within category because of tenant's unavailability and inconvenience regarding arranging appointments.

3.3 Number of Repairs which are outstanding and out of category

The number of outstanding repairs out of category at Sept 2018, stood at 460 almost the same as the first quarter when it stood at 459.

Further improvement are expected for 2018-19 as a result of the new mobile working system being introduced. A break of outstanding and out of category repairs is provided by area in Appendix 2.

3.4 Percentage of repairs completed on first visit

Performance in relation to jobs completed at first visit during July 2018- Sept18 was 88.3% This just fall's short of meeting the target of 90% but is an improvement on performance from the first quarter (87.4%)

Several operational challenges were identified around reaching this target during the review period and most of these issues have been addressed. However, there are still improvements to reaching and achieving this target. These include better planning of work and with rigorous challenges to ensure that we maximise completion on first visits. This situation is being monitored.

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 2018-9.

The latest target set for 201819 was to achieve below 1%; to date the Sept 2018 performance is currently 0.27% which remains below and better than targeted.

4. Service Changes

4.1 As reported back in February 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 tenant's responsibility
- To provide a normal repairs service between Monday and Friday 8am - 4pm
- Reclassify repairs and their timescales

Items 2, 3 and 4 have previously been reported upon and implemented in 2016. However a further update on progress in relation to communication is provided below;

4.2 Communication

Introduction of online reporting, tenants selecting appointments for jobs and satisfaction monitoring are to be introduced early 2019.

To achieve the introduction of online reporting it is necessary to change the existing mobile working solution. This work is currently 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 early 2019.

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

Electronic customer satisfaction monitoring was introduced early this year. This has enabled more timely satisfaction data to be reported and acted upon. Managers and team leaders now have in-day satisfaction monitoring reports for action to be taken to resolve issues quickly. This is being monitored to ensure maximum participation from customers and going forward will be report back to Scrutiny Commission.

5. Responsive and Planned Repairs Improvement Project update

- 5.1 The continued focus of this Project since last reporting to the commission in October 2018, has been to deliver on the commitments to tenants and the commission. This aim was to meet the existing service offer and have no responsive repair jobs outside of this service offer. The service has made strides towards achieving this.
- 5.2 The next stage of the Northgate IT system 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 With the new mobile working solution we will see improvements. Work is ongoing to minimise any impact during the transition from the old system to the new along with ensuring staff are training in readiness.
- 5.4 Vehicle trackers have brought more effective information on good driving behaviour and efficient fuel use. This continues to assist in better use of Housing vehicles in reducing expenditure on fuel, as well as reducing repairs and maintenance of the fleet. In addition, it has allowed better planning and use of resources. Also; it has helped in raising issues for management of miss-use of working time and vehicles.
- 5.5 Ongoing craft staffing training and development has been taking place to ensure that our front-line staff are as fully equipped as they can be to provide an excellent repairs service.

5.6 Further work is being carried out to introduce a formal planned maintenance strategy to communal areas across the city in early 2019.

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 roll out 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 continue. These are focused around improving our operating processes in being Customer focused and flexible to the tenants needs.
- Enhancing communications around material deliveries to homes so our tenants understand what is happening all the time through 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. This process is part of a review under the Corporate Technical Services Review.
 - The service is running a pilot with regard to delivery of glass from our supplier to help speed up our response on glazing.
 - 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 procurement of a suitable contractor
 - A managed stores service that provides materials for repair works is being procured during 2019-20
 - Introduction of de-scaling programme for soil and vent pipes in high rise dwelling 2019
- 6.5 To establish programme of planned work, making the service more efficient and effective, thus allowing early notification of works being carried out to tenants and reducing ad- hoc responsive repairs. Work to start on communal housing areas 2019.
- 6.6 Since Feb 2018 we have been installing boiler buoys to boilers affected by the severe weather (Beast from the East) to enable tenants to by-pass a frozen condensing pipe which was the cause of the problems in the severe weather this year, creating problems for us and for our Tenants. Ongoing installations.
- 6.6.1 Damage loft installations have been replaced to properties that where affected from leaks in roof spaces which will help towards keeping homes warm
- 6.6.2 Water tanks in roof spaces have been decommissioned where possible which also contributed to some of the issues with water burst and fallen ceilings

6.7 An overall review as taken place regarding our severe weather process to ensure that the service continues to challenge that it is providing an efficient and effective service. This has enabled staff to be more proactive to incidents of this nature

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

Measure	2016-17	2017-18	2018-19 Target	2018-19 Quarter 1	2018-19 Quarter 2	2018-19 YTD
Percentage of Day-to-Day Repairs carried out within target time	84.3%	85.7%	92.0% See note	86.1%	92.2%	89.1%
Number of outstanding repairs that are out of category	1,851 (1,418 excluding gas)	813 (628 excluding gas)	300	459 (296 excluding gas)	460 (386 excluding gas)	
Percentage of Repairs Completed on First Visit	89.7%	89.2% See note	95.0% See note	87.4%	89.1%	88.3%
Number of Repairs Related Complaints	416	296	N/A	85	31	116
Percentage of Repairs which lead to a complaint	0.32%	0.33%	< 1.00%	0.38%	0.15%	0.27%

Appendix 2 – Number of Repairs which are outstanding and out of Category by Type Sept 2018

Area 1		Area 2		Area 3	
Rob Pallatt		Tony Waterfield		Aidy Farmer	
	Out of Cat		Out of Cat		Out of Cat
Carpentry	12	Bathrooms	61	DPC / Timber Treatment	0
Manufactured Joinery	1	Kitchens	22	Damp / Condensation	0
W&D Glazing	14	Drainage / Jetting	5	Communal Internal	8
W&D Repairs	180	Wet Trades	54	External Ground Work	5
Communal Elec	0	Social Services	0	External Heights	2
Internal Electrics	10			G&T Site Repairs	1
				Metalwork	2
				Painting	4
				Sign Works	5
Area 1 Total	217	Area 2 Total	142	Area 3 Total	27
				Repairs Total	386
				Gas Total	74
				Total	460