

## London Borough of Hackney Stock Profile

We have 1916 properties in the borough of Hackney, comprising of freehold (113), general needs (1304), leasehold (129), market rent (23), shared ownership (118), sheltered (139) and supported (88). Of these, 1319 are flats, 468 house, 43 maisonette, Housing in multiply occupation move on accommodation, one four room and one 12 room accommodation.

### 1. Clarion

Clarion Housing Group was established through the merger of Circle Housing and Affinity Sutton Housing the transfer of engagement took place in November 2016. Our Hackney stock is a mix of legacy Affinity Sutton and Circle Housing properties. Clarion is a national organisation with a stock portfolio of 125,000 units.

### 2. Repairs operating model

Following a full review of resident complaints and customer satisfaction results in 2018, it became clear that our external repairs service for North London was not where we wanted it to be. Our in house service provider, Clarion Response (CR) provided the repair service to approximately 70% of our properties and regularly achieved customer satisfaction levels in the high 80% early 90%, this compared to an average achievement by our external providers of 70%- 80% for the combined North London outsourced service. In line with our merger objectives, we brought forward the insourcing of the reactive repair service for the North London region going live with the in-house service in November 2018.

With any service integration project of notable size, bedding down period is required as the contract and new structures are mobilised. We expected a dip in our service provision; however, this dip was noticeable across a number of key performance indicators (KPI). As a result, a full review was carried out and a number of new monitoring systems and a staff restructure was implemented. A Service Improvement and Customer Satisfaction plan was developed to address KPI dips, organisational concerns and issues raised by our residents and local Councillors. High customer satisfaction with the repair service is our objective and to achieve this CR follow the Customer satisfaction 5C's principals detailed below:

Customer Satisfaction 5C's	
Confirm	To the customer that you are on route to complete their repair
Communicate	To the customer who you are and what you intend to do
Complete	The required repair(s) to a high standard
Clarify	To the customer what you have done
Close	The job after adding required SOR's and Diary Notes

Performance measures are monitored on a weekly basis by operational staff across CR and the regional repairs and maintenance team (R&M). Senior staff, (client and service provider) attend a monthly meeting hosted by two Clarion Executive team members, this meeting reviews performance and progression towards our action plan targets. We are seeing month on month service improvement across all areas.

### 3. Resident involvement and Journey

As part of our continual improvement plan, we work with our resident scrutiny panels to identify service processes that require improvement in the region. We are a large but local social housing provider and use resident feedback from a number of involvement structures to inform our service improvement plans and direction of travel. Our residents have told us via resident complaints, member enquires and through our quarterly customer survey, that they would like repairs resolved at the first visit and a date and appointment time for the works to be carried out. We have identified that many repairs require more than one trade to rectify. To address this we have now recruited to our staff team multi trade operatives, this has helped to ensure a repair can be completed at first visit without the need to refer back for a different trade to attend. This strategy is paying dividend as fewer repairs a referred back, in addition to address appointment times, the CR planning and operation teams have been centralised and resources across the region reallocated to ensure we can meet local demand. This is monitored through our completed at first visit KPI.

Part of our commitment to improve customer services is to enhance our customer journey and improve our service provision at the first point of customer contact. To support this objective we have made some fundamental changes to the way we work across the group. We have introduced a new computer system and changed the housing operational team structures.

Our new Customer Relationship Management (CRM) system means Clarion Housing now holds all customer information and data in one place. Front line staff using this system can access all information about tenancy matters, repairs, complaints and general enquiries from one source. This means when a customer gets in touch with us we can resolve more issues (including repairs) at first contact and can easily provide updates on other matters that may be outstanding (if required). The new system and team structures went live on the 5<sup>th</sup> November 2019.

### 4. Performance

Below is the key performance information for the North London Repairs Service\*

\* Repair contract boundaries do not match borough wards.

Target	KPI Measure	YTD 19/20
85%	Resident Satisfaction (Responsive Repairs)	83.69%
95%	First Time Fix (Responsive Repairs)	84.83%
95%	Responsive Repair Completions Times – Emergency Works	99.85%
95%	Responsive Repair Completions Times – Routine Repair Priority Repairs	92.65%
95%	Communal Repair Completions Times – Emergency Works	99.66%
95%	Communal Repair Completion Times – Routine Repair Priority Repairs	93.44%
95%	Appointments made and kept – Property	95.03%

The above table shows a steady improvement with the repair service KPIs with most indicators either almost achieved or exceeding target. We are keen to get our first time fix (responsive repairs) on target that is still under target.

### 5. CUSTOMER SATISFACTION

Our Customer Satisfaction target is 85%. The customer satisfaction results for October saw a slight drop in the overall satisfaction score for North London, down to 85.30 % from the Septembers score of 86.60%, however, this is still an increase on the average score for the year with the YTD result now being 83.8%.

The table below shows the regions Customer Satisfaction Performance for the last reporting quarter.

## Customer Satisfaction

Month	Performance
August	76.60%
September	86.60%
October	85.30%

## 6. Repairs Service Standards

Clarion operates with two repairs service standards these are as follows:

- Routine – at resident convenience but within 28 day calendar days
- Emergency – 4 hour attendance to make safe and 24 hour fix

## 7. Complaints information

We had 32 complaints this year in the borough for repairs and maintenance. We currently have no outstanding member enquires or repair complaints. In relation to disrepair complaints we have 15 live cases in Hackney.

## 8. Capital works

We are committed to improving our stock and are investing £10 million in the borough; key planned works include component replacement, communal decoration, and window replacement. We know that residents do not want to take too much time of work for repairs to be completed. To support this we have changed our approach to the delivery of planned investment; we now operate an area-focused approach to stock and estates. Our intention is to complete all associated works in a concentrated area, this process allows for improved business planning at a local level and minimises disruption to residents. We continue to work on a small number of units that require planned works now and where required we will carry out bespoke projects to address urgent complex works. We currently carry out a full option appraisal on all our voids and assess the work required to bring the unit up to our 20:40 standard. Our intention where practicable is to carry out the works while the unit is void.

The bulk of our planned works across the whole borough are provisionally scheduled for the financial year 2021/22. In the mean time, we are carrying out a full property assessment to inform the works programme and to ensure we capture all work requirements.

## Clarion Housing