

Living in Hackney Scrutiny Commission

12th December

Housing Repairs

Key Areas

- Impact on residents and progress made in clearing the backlog and returning services to business as usual
- What mechanisms have been put in place to allow residents to report issues easily, and how has the Council engaged with residents who may be in need of repairs but unable to report issues e.g. the digitally excluded
- How has the Council has learned from what happened, and how this learning will lead to service improvement going forward

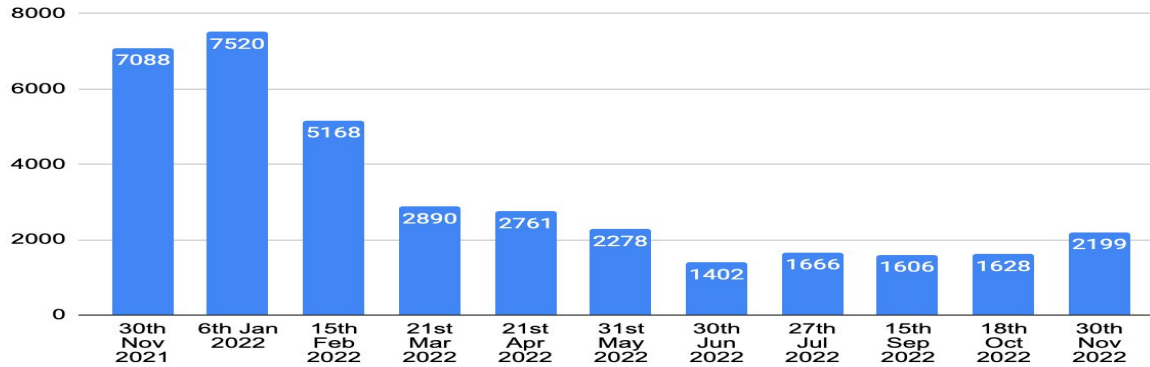
Repairs Backlog

Challenges and issues:

- Recovery from **Covid** and **Cyber Attack**
- **7,000+ Repairs Backlog @ 30/11/21 with newly arising cases every month**
- **700+ Disrepair Cases**
- **Recruitment and retention** of external supply chain contractors to back up the DLO
- Attracting **qualified operatives** to join our DLO to boost capacity and grow DLO, reducing reliance on sub contractors
- Development of **Repairs Hub IT system** to reduce paperwork and manual workarounds

Clearing Pandemic Backlog of Repairs

Overdue Orders Snapshots



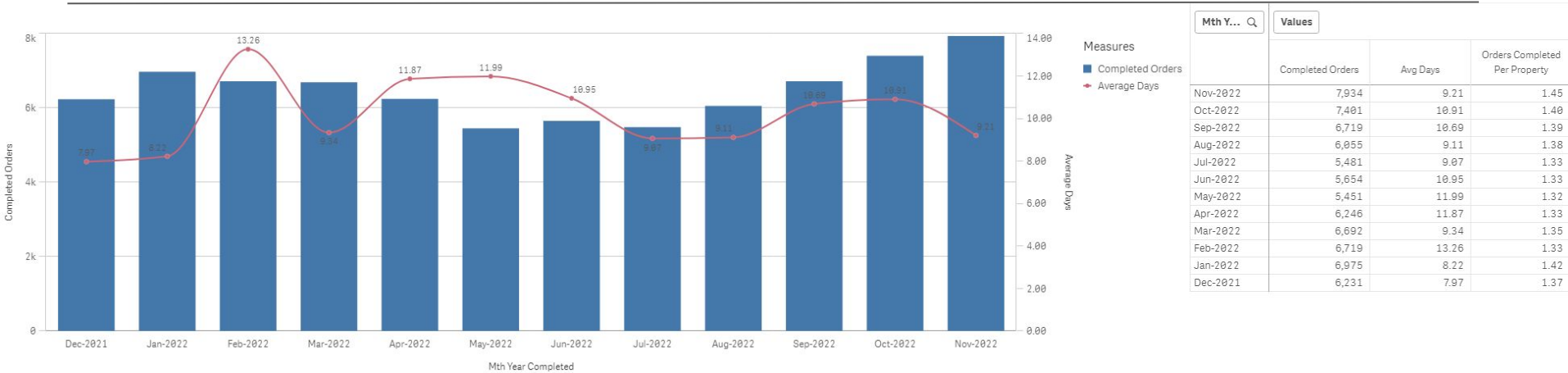
Completed Orders



All of the 7088 repairs that made up the backlog on 30th November 2021 have now been completed.

However, despite completing more repairs in November 2022 than any month since the pandemic, the number of repairs raised each month continues to rise and the number of repairs due is outweighing the number of repairs completed. This has resulted in there being 2199 overdue repairs at the end of November 2022.

Repairs Performance - Average time to complete Repairs



The average number of days to complete repairs was 9.21 in November. We are unable to compare this to pre-cyber attack data because the recovered data does not have completion dates so we are unable to compare our previous performance.

Unfortunately we cannot track repeat visits in Repairs Hub because each order only holds one appointment date and follow-ons and recalls are not linked. Whilst we can count the number of repairs completed per property, we cannot tell whether the repairs are for the same issue without checking the order descriptions. In November, for the properties attended, on average we completed 1.45 repairs per property.

Customer Care

Link Work - Customer Services

Customer services have a team of officers who are trained in link work .

The aim of link work is to ensure that vulnerable residents are supported early on and prevented from reaching crisis - specifically through supporting early referrals into the system.

Currently where a resident is over 70 years of age and has not contacted the council to raise a repair for over 2 years their details are flagged as a potential concern to their welfare and an officer trained in link work will proactively make contact.

Officers will have holistic conversations with residents and refer, recommend or navigate them to a services (particularly internal to the Council).

INCREASE IN COMPLAINTS AND CASE WORK

We have seen an expected increase in complaints and case work as a result of only providing an emergency repairs service for over 15 months.

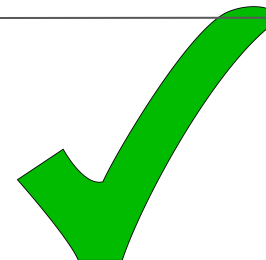
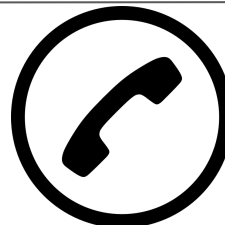
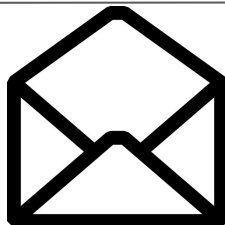
- 2019/20 - 928 Cases received
- 2020/21 763 cases received
- 2021/22 1320 cases received
- 2022/23 (so far) - 1362 cases received, we have already received our highest number ever, five months before the year end arrives and before we have experienced the worst of winter.

The above shows the scale of the increase that has been seen as a result of the pandemic / cyber attack. When considering our performance in responding:

- 73% increase in the number of cases closed per month comparing 2021 and 2022 (January - September)
- Average days taken to respond to a stage 1 complaint
 - September 2021 - 27.73 days and in October 2021 - 20.89 days,
 - September 2022 - 11.52 days and in October 2021 - 9.01 days

These results demonstrate how well new innovative ways of working have succeeded despite these challenging circumstances and how it puts us in a strong position to enter 2023 with a chance to provide better services to our residents than ever.

Complaint Process



The complaints process demands that we respond to all stage 1 Building Maintenance Complaints within ten working days. This year has seen great steps taken to improve the average day response time, at stage 1 for Building Maintenance, despite the continuing challenges with ICT systems and operational resources due to repairs backlogs that have impacted our complaints teams.

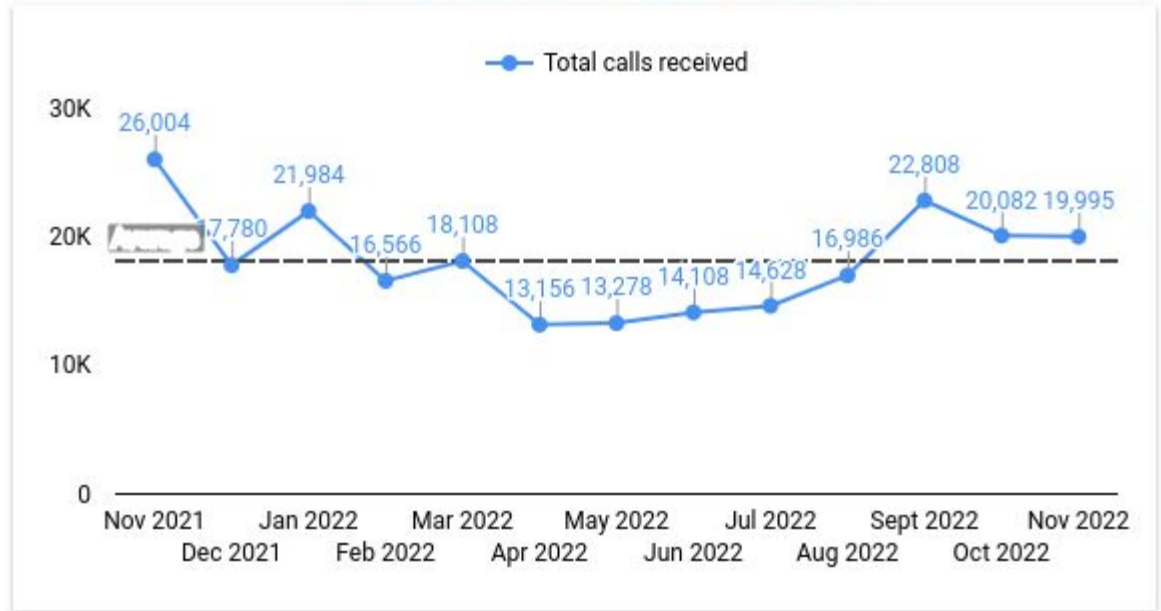
Month Completed	Total
October 2021	20.89
November 2021	12.98
December 2021	18.60
January 2022	16.33
February 2022	14.98
March 2022	13.98
April 2022	18.54
May 2022	15.82
June 2022	13.52
July 2022	10.30
August 2022	16.65
September 2022	11.52
October 2022	9.33

Repair Call Demand Levels

Highlights:

- Demand reduced by **8%** in October.
- Predictions for November however show volumes have increased again by **15%** (estimate **23,700** calls in total)
- Average call volumes **5,520** per week
- Call demand is **15-20%** higher than pre-pandemic volumes.
- When comparing call numbers with job orders placed, the ratio is under 50%

Telephone: Call Volumes (Monthly)



Contact Centre Performance Comparison

January 22

- Total calls received - 11,602
- Total repair calls answered (including call backs) - 79%
- Total emergency calls answered - 83%
- Average wait routine calls - 2hrs 7 minutes
- Average wait emergency calls - 8 minutes

November 22

- Total calls received - 19,469
- Total repair calls answered (including call backs) - 81%
- Total emergency calls answered - 92%
- Average wait routine calls - 21 minutes
- Average wait emergency calls - 4 minutes

Difference

- Increase of 7867 calls
- 2% increase in total calls answered
- 9% increase in emergency calls answered
- 1hr 46 minute reduction in wait times for routine calls
- 4 minute (50%) reduction in wait time for emergency calls

Tenant Satisfaction

Contact Centre

Month by Month

- Oct - 69.62%
- Sep - 74.14%
- Aug - 70.51%
- Jul - 77.92%
- Jun - 69.47%
- May - 65.53%
- Apr 22 - 71.28%
- Mar - 71.89%
- Feb - 70.44%
- Jan - 64.39%
- Dec - 62.81%

Quality of Work

Month by Month

- Oct - 66.24%
- Sep - 69.40%
- Aug - 67.74%
- Jul - 73.33%
- Jun - 62.11%
- May - 59.00%
- Apr 22 - 67.84%
- Mar - 66.80%
- Feb - 66.18%
- Jan - 57.11%
- Dec - 59.43%


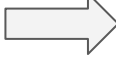




Overall Satisfaction

Month by Month

- Oct - 62/95%
- Sep - 68.53%
- Aug - 65.44%
- Jul - 69.58%
- Jun - 58.59%
- May - 56.90%
- Apr 22 - 66.33%
- Mar - 66.20%
- Feb - 60.87%
- Jan - 56.61%
- Dec - 59.43%

Lessons Learned and Service Improvement

Lessons Learned and Service Improvement

- Backlog of open and overdue repairs 
 - Poor contractor performance 
 - Low DLO productivity 
 - Lengthy wait for repairs e.g. leaks 
 - Long wait times for calls to be handled 
 - Increase in complaints and disrepair cases 
- Clear pandemic backlog and Grow DLO
 - Improve supply chain and contract management
 - Mobile working and bonus DLO
 - 24 Hour response time to leaks
 - Improvement in call handling and callbacks
 - Lessons learned from complaints and developing ADR to deal with disrepair quickly



Improvement Actions:

- Developing new approaches to tackle high demand repairs challenges **Damp & Mould** and **Leaks Hub**
- Shift in approaches to provide a customer focussed repairs service that is more proactive and reduce the risk of disrepair, **Property MOTs**
- Implementing **DLO growth** and solutions to deal with repairs backlog and simultaneously improve the customer journey experience for new repairs
- Designing and rolling out an integrated IT platform **Repairs Hub**, to include mobile working, planned works, bonus and stores
- The BM Commercial Team leading on **supply chain** procurement and management of existing contracts

Collaborative working:

- Continue to work with **PAM** to identify works which can be prioritised in the planned programme or delivered directly by BM
- Working closely with **Housing Transformation** and **RCC IT** teams to develop and implement Repairs Improvement Plan
- **Housing Management** working together with legal services to improve Disrepair case management and temporary decant process
- Collaborative work with **Allocations** to arrange decants and incoming tenancies into void properties

Grow the DLO

In the last year we have increased the number of in house DLO operatives to 150, an increase of 13 from 2021.

We have recruitment ongoing to increase the number of operatives to 170, by a further 15 posts, in line with the manifesto commitment of growing the DLO by 20%.

The number of jobs being completed by the DLO in the last 3 months is over 30% than the same period last year.

There is scope to further increase the in house team and reduce the amount of work that is currently being contracted out, however we need to invest in the development of the service, IT systems, depot and stores, fleet, training and skills.

We have a successful apprenticeship programme and need to plan ahead for succession of staff and skills, particularly with regards to new technology and approaches.

Contract Management

Main contractor had been overwhelmed with volume of work raised and as a result not performing as required across multiple work streams.

We have Increased DLO capacity and onboarded additional contractor capacity to reduce reliance on single main contractor.

Simultaneously we have added contractors on to the Repairs Hub system and produced regular performance data to hold them to account at performance contract review meetings.

Financial penalties have been introduced where poor performance has led to delays in completing works within timescale.

Procurement ongoing for main contract suppliers, as well as continued growth of our in house team to reduce reliance on external contractors.

Resolving Leaks

- 24 Hour leaks has been in pilot since August with the Leaks Hub Team and has now expanded to the Repairs Contact Centre.
- We are this week going live with a new inbox for the plumbers, that will mean they can send follow on reports and pictures directly from site to the Leaks Hub Team instantly for the first time since the Cyber Attack.
- We are also in the first stage pilot of the new Leaks Hub Case Management system, that will be the hub for all Housing Teams to see live information on what the status is of an ongoing leak. This system will fully go live across the service in January 2023 and will be a huge step forward in information sharing and joined up working across Building Maintenance.

Tackling Damp and Mould

In addition to the targeted approach to respond quickly to leaks, we have also implemented changes in the way we tackle damp and mould in homes.

All cases are referred to a surveyor and inspected within 5 days of customer contact.

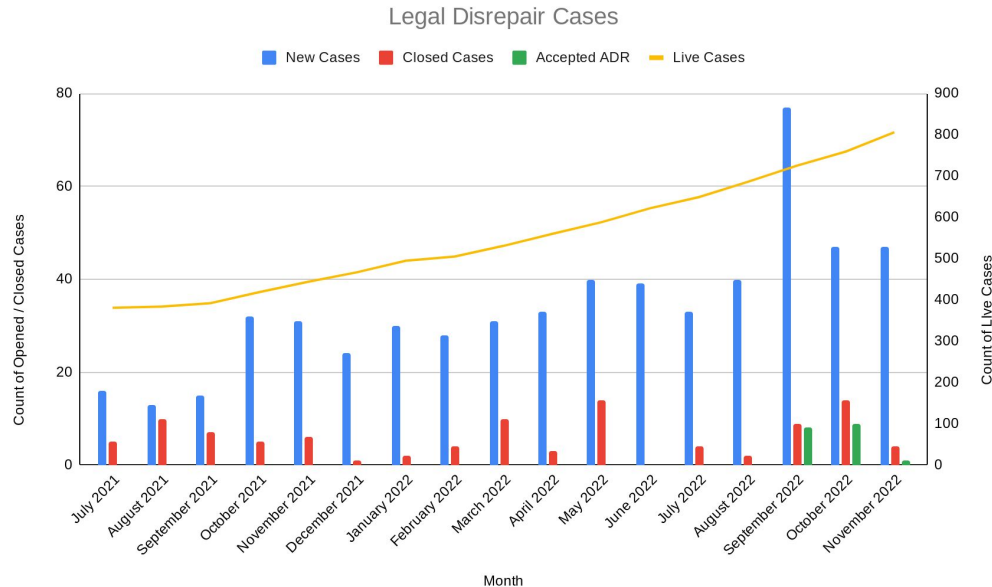
We have been advising residents on how to prevent and manage condensation in the home, with our guides, online content, and social media and comms campaign.

Surveyors are using damp monitoring equipment and providing residents with comfort monitors that identify and advise the resident on heating and ventilating the home, by reading temperature, humidity, and air quality.

We are reviewing damp and mould as part of our stock condition surveys via PAM next year, and developing targeted MOT style inspections where data and intel suggests there may be a wider issue in a block.

Alternative Dispute Resolution (ADR)

A new ADR (Alternative Dispute Resolution Team) has been piloted within the Customer Relationship Team, to change the way we deal with potential Legal Disrepair claims in the future. The pilot has been successful in showing that an ADR process can work for the residents, in getting issues resolved fairly and speedily and also for the organisation, in already demonstrating its ability to avoid legal litigation and potentially save the Council lots of money in the future. A new system, process and designated team within the Customer Relationship Team is in the process of being set up for this and will go live in January 2023.



Questions and Discussion