

Living in Hackney Scrutiny Commission

11th December

Housing Repairs

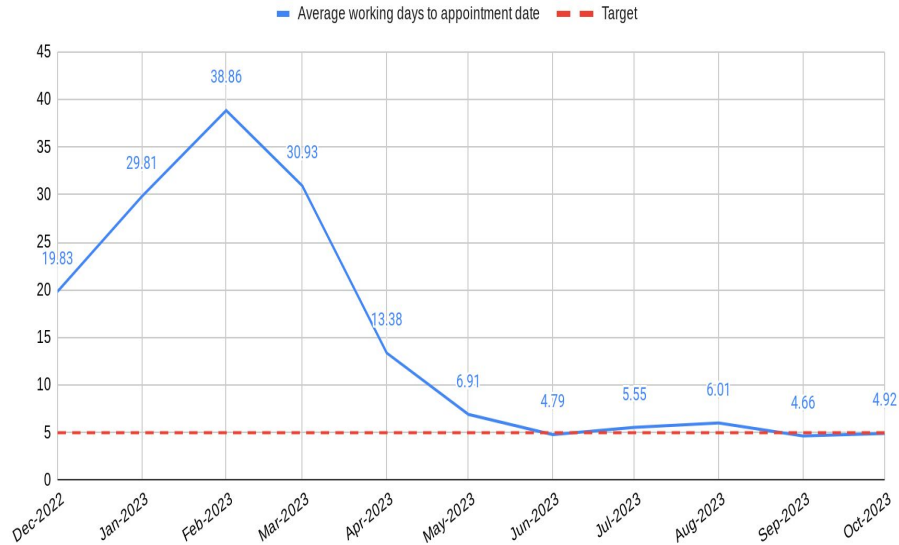
Key Areas

- The Commission is keen to follow up on progress against the improvement actions identified across the Building Maintenance and Customer Care services including:
 - Damp, Mould and Leaks Hub
 - Property MOTs
 - DLO growth
 - Roll out of Repairs Hub
 - Contract management
 - Disrepair case management
 - Alternative Dispute Resolution

Damp, Mould and Leaks

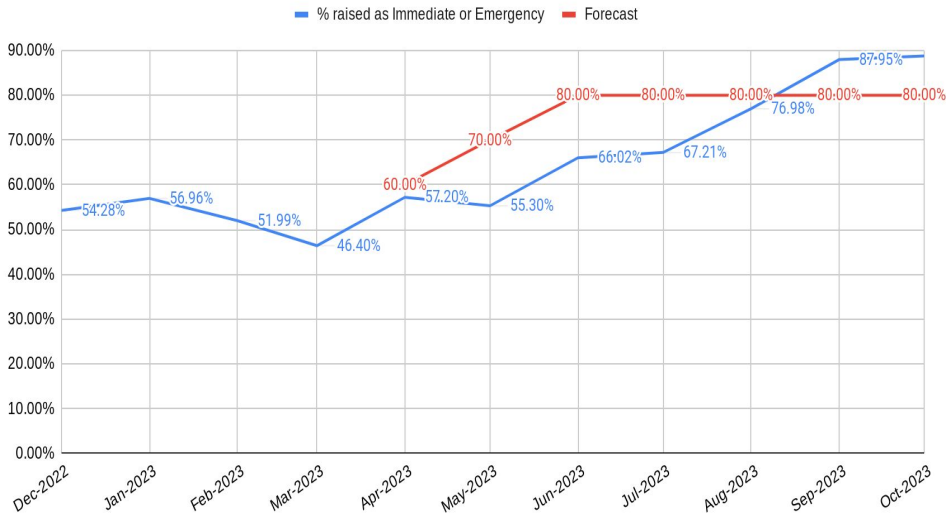
- 5 day target for reports of damp and mould - average time to inspect **4.92 days (Oct 23)**
- All plumbing jobs to be raised and attend by end of next working day -
 - **88%** of plumbing leaks are being raised as emergency (24hours) or immediate (2 hours) priority
 - Plumbing leaks are being completed on average in **1.45 days (Oct 23)**
- **Resident Satisfaction** with plumbing has increased from **56%** in Oct 2022 to **76%** in Oct 2023.
- Further improvements have been made to follow on work and leak hub referrals, plumbers fully completing one job at a time.
- The Leaks Hub team are handling complex cases that involve more than one home and taking a proactive approach to access and resolution.

Damp & Mould Update - 5 Day Inspection



Month	Inspections Raised	Appointed within 5 working days	% Appointed within 5 working days	Average working days to appointment date
Oct-2023	269	164	60.97%	4.92
Sep-2023	213	142	66.67%	4.66
Aug-2023	205	100	48.78%	6.01
Jul-2023	203	107	52.71%	5.55
Jun-2023	206	144	69.90%	4.79
May-2023	187	96	51.34%	6.91
Apr-2023	169	50	29.59%	13.38
Mar-2023	324	40	12.35%	30.93
Feb-2023	322	6	1.86%	38.86
Jan-2023	488	24	4.92%	29.81
Dec-2022	303	53	17.49%	19.83

Plumbing Leaks - Response by end of next working day



Month	Plumbing Leaks Raised	Leaks where resident didnt want emergency appoitment	Leaks raised Immediate or Emergency	% raised as Immediate or Emergency	Average Working Days To Appointment Date
Oct-2023	729	142	521	88.76%	1.45
Sep-2023	611	80	467	87.95%	1.48
Aug-2023	655	73	448	76.98%	1.56
Jul-2023	672	59	412	67.21%	1.51
Jun-2023	678	57	410	66.02%	1.60
May-2023	681	77	334	55.30%	1.51
Apr-2023	594	52	310	57.20%	1.49
Mar-2023	708	27	316	46.40%	1.66
Feb-2023	719	15	366	51.99%	1.46
Jan-2023	793	10	446	56.96%	1.37
Dec-2022	578	5	311	54.28%	1.35

Property MOTs

- **Colville Estate** - visited properties at Higgins House, Girling House, Ray House, and Kellett House. We have completed further surveys and will now look to collate our survey information with the regeneration team.
- **Tradescant House** - where we have reviewed damp and mould issues within properties, with a long-term aim to develop a future works programme. Also while surveying the properties, any general build issues identified orders have been raised to address immediate issues.
- **Vain House** - We have inspected 8 properties following leaks, floods and upsurges in recent weeks, and are planning to extend these surveys to the whole block to review waste pipe services. We also have had a productive meeting with residents from Vaine House to progress their concerns.

Preventative approach

- We have been working closely with the Regen Team on the property condition survey for **Woodberry Down Estate** and actively addressing cases of damp and mould.
- We are commencing a data-insight led approach to predict likely cases of damp and mould and we will proactively contact those residents to arrange surveys.
- In addition we have reviewed our damp and mould process in line with Ombudsman recommendations and are following up with residents after works have been completed.

DLO Growth

- We have increased the trade operative base from 145 in 2021/22 to 165 today and are on track to achieve 20% manifesto target by end of 2023/24
- In addition to the 20% growth target we have approved a business case to expand by a further 20 trade posts over the next 2 years to increase our Alternative Dispute Resolution (ADR) team
- In addition to growing the number of operatives we are also looking to improve the infrastructure and invest in workforce development:
 - Improved Depot and Stores facility
 - Renew the fleet of trade vehicles
 - Skills and development of our workforce
- We took on a further 9 apprentices this September to continue our successful programme

Progress & Performance

Measure	2021/22	2022/23	2023/24
No. of FTE DLO Operatives	145	157	165
No. of completed repairs (DLO & Contractors)	58,000	91,000	101,000 (Forecast)
Void Turnaround Times	107 Days (March 2022)	118 Days (March 2023)	84 Days (Nov 2023)
24 Hour Leaks Jobs Completed	2,250	7,600	12,000 (Forecast)
ADR / Disrepair Settled Cases	60	120 (13 ADR)	285 (79 ADR) YTD

Building Maintenance

- The backlog of over 7000 jobs from November 2022 has been cleared. However, there are currently 460 overdue repairs with the DLO, and 1,800 with contractors. The vast majority of these are only just out of time and the external contractor element is, in the main, linked to the demobilisation of the current contract.
- Each month we undertake transaction satisfaction surveys (see below)

Performance Indicator	October 2022	October 2023
Overall Satisfaction	63.06%	71.11%
Average days to complete a repair	11.07 days	10.20 days
Satisfaction with quality of work	67.57%	68.82%
Satisfaction with complete on first visit	65.77%	63.33%

Building Maintenance

- Return visits for same job, compared to previous six months (if this has begun to be recorded since the meeting in December)
 - It is still not possible to record this until new IT systems are implemented.

Repairs Hub & IT Systems

- All repairs DLO and main contractor is on the Repairs Hub system
- Work ongoing with IT to onboard all remaining contractors on to the system (new contractors will be on the system from day one)
- Recently went live with 'one job at a time' for plumbers which improves efficiency and responsiveness
 - roll out planned for other trades
- Scoping and requirement gathering underway for integrated housing IT systems and will be going out to tender shortly.
- Priority area to procure a data and information management system

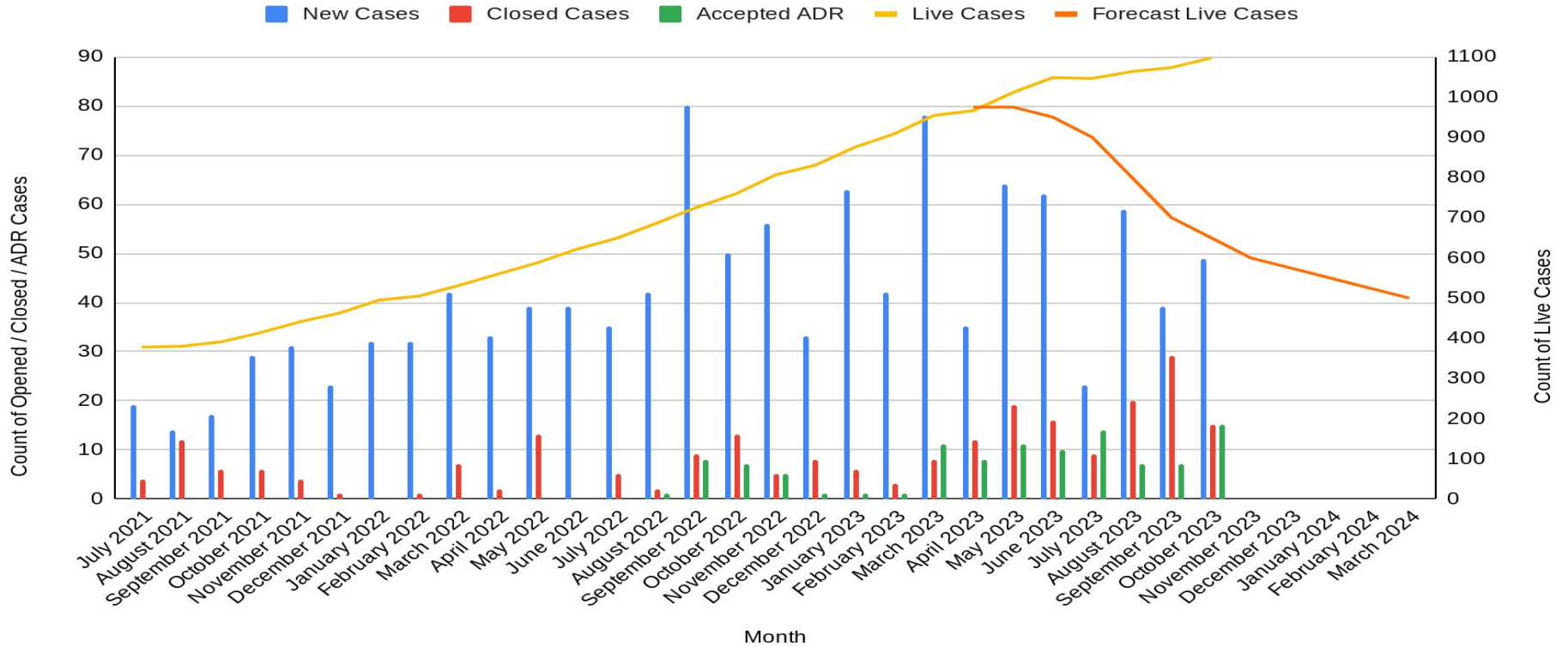
Contract Management

- Improved management and performance of contractors:
 - Onboarding all contractors to Repairs Hub will further improve visibility and management of contractor performance.
 - Expanded supply chain with onboarding of specialist contractors, particularly to support our approach to damp and mould.
 - Regular contractor performance management meetings, review of suite of reporting data and information.
 - Added Quantity Surveyors and audit team function to the commercial and contracts team to scrutinise contractor and DLO performance
- Re-tendering of DLO support contract with 4 contractors rather than one
 - 2 large / 2 small

Disrepair & Alternative Dispute Resolution (ADR)

- The overall number of disrepair cases continues to increase as is the case across London (current position 1,100) but over the last 6 months we have seen the trend of new cases reducing.
- More cases are being completed and closed with 3 times more cases closed / completed in the last 12 months than the previous 12 months. The ADR approach will make a significant positive impact.
- We are expanding the resources of the legal disrepair and ADR team to resolve a higher number of cases more quickly.
- The ADR approach has fully resolved 92 cases so far, with repairs completed much more quickly, and the resident receiving 100% of any compensation.

Legal Disrepair Cases



Disrepair & Alternative Dispute Resolution (ADR)

- Breakdown of spend on disrepair cases since November 2022, compared to previous six months -
 - Repair costs - to be confirmed at the meeting
 - Compensation - to be confirmed at the meeting
 - Legal fees - to be confirmed at the meeting
- It was expected that spend would increase as more cases are completed, however there are significant savings for cases completed via ADR instead of legal disrepair.

Customer Care

- Complaint numbers have continued to increase however our time to respond has reduced (we do not break complaints by issue)*:
 - 2021/22 - 672 complaints / 19.15 average days to respond
 - 2022/23 - 1323 complaints / 13.50 average days to respond
 - 2023/24 (to date) 832 complaints / 14.78 average days to respond
- We have had a 27% increase in stage 1 responses being provided on target compared to 2021/22 and an 11% increase compared to 2022/23.
- So far this year only around 1% of DLO reactive repairs have turned into stage 1 complaints.

Annual STAR Resident Satisfaction Survey

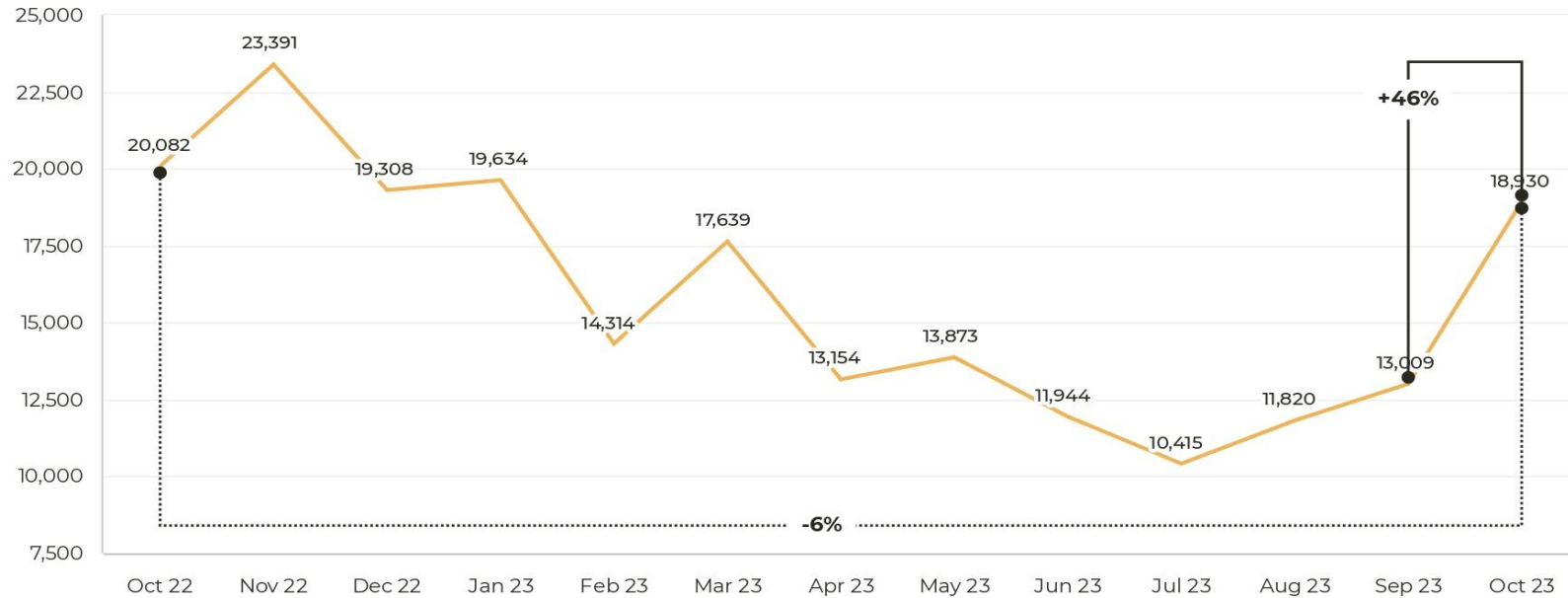
Measure	2023/24	2022/23
Overall Satisfaction	59%	52%
Satisfaction with overall repairs service in the last 12 months	63%	58%
Satisfaction with time taken to complete the most recent repair	60%	52%
Satisfaction that home is well maintained	61%	53%
Satisfaction that home is safe	63%	58%
Satisfaction that landlord listens to views and acts on them	54%	44%
Satisfaction that landlord keeps tenants informed about things that matter	71%	56%
Agreement that landlord treats tenants fairly and with respect	70%	61%
Satisfaction with landlords approach to handling complaints	28%	26%
Satisfaction landlord keeps communal areas clean and well maintained	62%	59%
Satisfaction landlord makes a positive contribution to neighbourhood	69%	56%

Repair Call - Key Statistics

- Demand reduced by **6%** - 1,152 calls less in Oct 23 compared to Oct 22
- However, we have seen a seasonal increase in the volume of calls by **46%** from Sept 23 - Oct 23. (**18,930** calls received in total)
- Average call volumes **4,400** per week
- Call demand is **15-20%** higher than pre-pandemic volumes.
- 9% increase in routine repair calls answered - 74% Oct 22 / 83% Oct 23
- 7% increase in emergency calls answered - 87% Oct 22 / 94% Oct 23
- 47% improvement in wait time for routine repair calls - 17 mins / 9 mins
- 50% improvement in wait time for emergency calls - 6 mins / 3 mins

Contact Centre: Repair call volumes

Call volumes increased 46% from September 23, with a 6% decrease Y/Y.



Questions and Discussion