

Repairs Update Procurement and Performance

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New Responsive Repairs Contractors

- New responsive repair contracts commenced 1st August 2023
- **Wates** – Responsive repairs and voids covering 70% of council's stock plus Out Of Hours contact centre
- **Mears** - Responsive repairs and voids covering 30% of council's stock
- **K&T Heating** – Heating related services covering 100% of council's stock
- LBC insourced Contact Centre – Mon – Fri 8am - 6pm

Contact Centre – First 6 Months

Reporting month	Calls Offered	Calls answered
AUG	12709	10600
SEPT	11604	9900
OCT	14474	12178
NOV	15903	10801
DEC	9794	7934

- Since the three repair contracts went live in August 2023 we have noted:
 - Significant increase in call volume (c2,000 additional calls per month)
 - Significant increase in additional repair orders raised (c1,500 per month)
 - High levels of sickness absence amongst the temporary staff impacting service

Contact Centre – Call Handling

	Contact Centre KPI Data					
Key Performance Indicator	Bigger or Smaller is better	Frequency	Target	Croydon position (Dec 2023)	Croydon position (Nov 2023)	Croydon position (Oct 2023)
Average contact centre wait time (Housing call centre only)	Smaller is better	Monthly	20 secs	6m 02s	9m23s	3m49s
Average contact centre call handling time	Smaller is better	Monthly	5mins 30 secs	6m 48s	8m 09s	5m 20s
% of residents that ended the call before we spoke to them (housing call centre only)	Smaller is better	Monthly	5%	19%	31%	16%

Contact Centre Improvement Plan – January to March 2024

- The repair process starts with the information logged by the contact centre, so we need to ***focus on getting this right, first time:***
 - Do we have the right level of **resource**?
 - Recruitment Plan – adverts placed for permanent staff; large number of applicants (>200) & we expect a new team in place by mid/end March 2024;
 - Training and Induction Plan - our focus must be on competency and driving the right behaviours; performance monitoring including objectives & targets;
 - Harnessing IT to drive service improvements – following the correct process; use of NEC; use of Repair Finder;
 - Regular feedback– Wallboards to be erected; performance dashboard; feedback from contractors to drive improvements in service

Contractor Performance

- Wates Property Services Ltd (Lot 1) - responsive repairs and voids excluding heating, with optional planned programmed works. This covers approximately 70% of the Council's housing stock (tenanted/leasehold dwellings and shared ownership dwellings).
- The **Out of Hours (OOH) Emergency repairs Contact Centre** is also managed by Wates
- Mears Group Services (Lot 2) - responsive repairs and voids excluding heating, with optional planned programmed works.
- K&T Heating (Lot 3) - heating related services covering all of the Council's housing stock.

Repair Contractor Performance

All Contractor Performance				
		Target	Dec-23	Nov-23
% of Responsive Repairs completed within target times - Emergency (Mears & Wates)	Bigger is better	100%	95%	94%
% of Non-Emergency Responsive Repairs completed within target time (Mears & Wates)	Bigger is better	97%	72%	68%
% of Emergency Repairs completed on time (K&T Heating)	Bigger is better	100%	24%	23%
% of non-emergency Heating Repairs completed on time - K&T Heating	Bigger is better	97%	54%	59%

Contract Management

- Monthly Strategic Core Group Meetings
- Weekly performance review meetings
- Additional contractor resources approved
- NEC Housekeeping/data validation underway

* Figures from NEC – housekeeping and data validation underway for all KPIs

Customer Satisfaction with Repairs

Just over half the tenants (55%) are satisfied that the Council provides them with a home that is well maintained, although satisfaction is down by 5p.p since the previous survey. A significant proportion remain dissatisfied (40%).

Slightly more tenants feel their home is safe, although this is also down, from 65% in Q2. A third of tenants are dissatisfied with the safety of their home.

Three-fifths of tenants (59%) said they had a repairs completed by Croydon Council Housing Services in the last 12 months and 56% of these are satisfied with the repairs service over this period, whilst 38% are dissatisfied. Again, satisfaction is down, this time by a significant 19p.p.

Even fewer are satisfied with the time taken to complete their most recent repair (down 11%), and again 38% of tenants are dissatisfied.

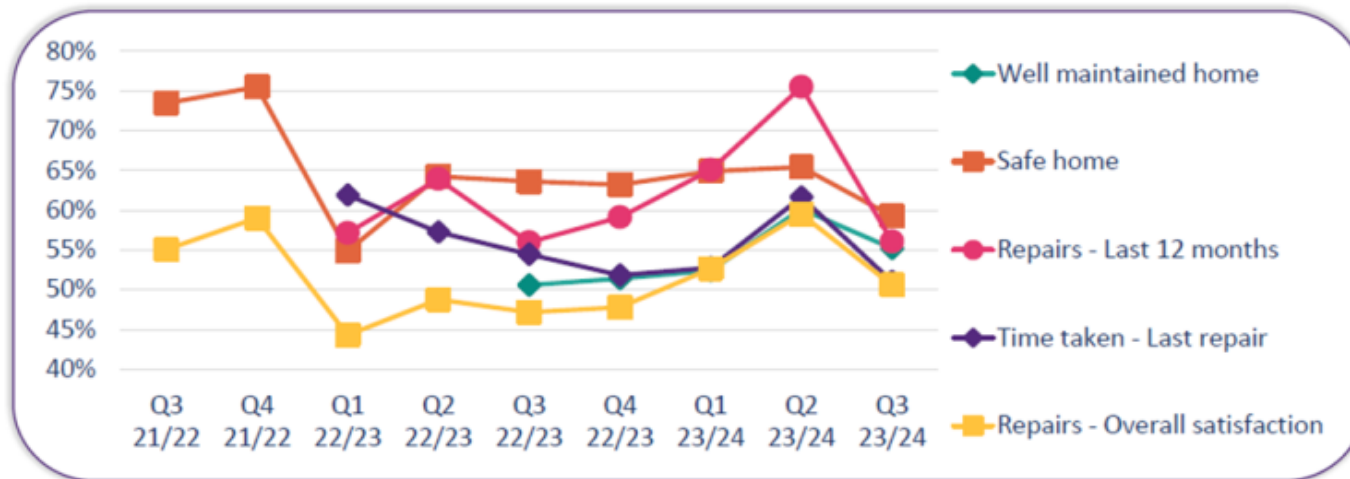
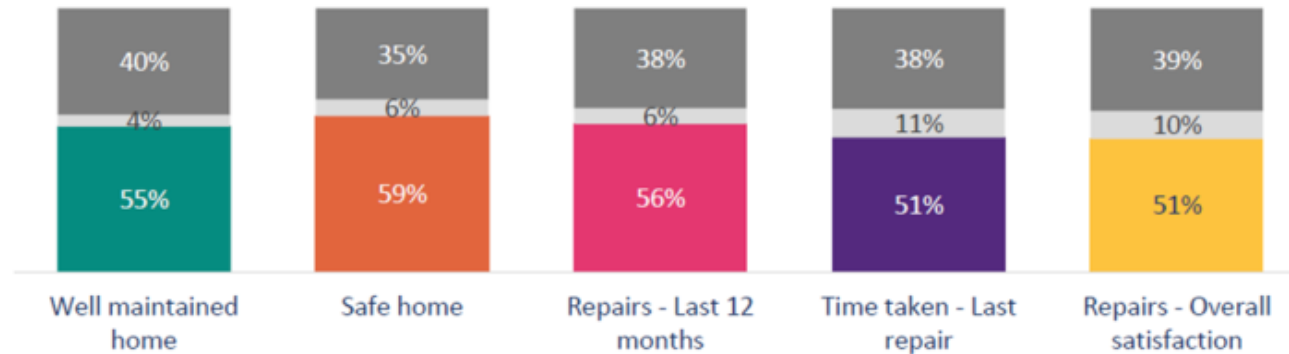
Satisfaction with the overall repairs and maintenance service is down by 9p.p since Q2 from 60% to 51% and 39% are dissatisfied.

Probing questions were added to the survey to find out what is the route of the high levels of dissatisfaction and these are shown below.



Keeping Properties in Good Repair

CROYDON



*Safe home changed from "safe and secure" to "well maintained and safe" in Q1 22/23 and to just "safe" in Q3 22/23.

Customer Satisfaction – Improvement Plan

- Resource contact centre to meet current call levels
- Training & induction for new contact centre
- Accurate repair diagnosis by the Contact Centre with support from new IT tool 'repair finder'
- Increase operative resources so more appointments available in 'target time'
- Drive improvement in contractor 'first time fix' and reduce the need for follow-on visits
- Improve communication with our tenants
- Use complaints to learn lessons and identify 'root cause' of service failure

Complaints

Contractor	Stage 1 complaints allocated to contractor	Stage 2 complaints allocated to contractor	Compliments
Wates	8	0	1
Mears	4	0	0
K&T Heating	6	0	1

Damp and Mould Update

Our Approach



Stage 1 – Initial inspection – mould wash & reviewing heating/ventilation. Each home has a further visit at 3 months to determine if damp/mould resolved.



Stage 2 – Additional measures – may require changes to building



Stage 3 – 6 month visit to ensure damp/mould eradicated

Damp and Mould Overview

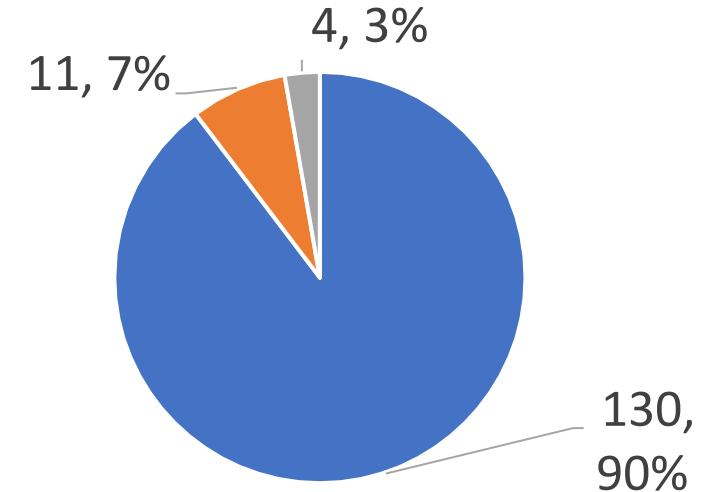
Measurement	Cases	Percentage of Total cases
Total number of cases received since Jan-2023*	2,481	
Current number of cases awaiting a stage 1 visit	817	33%
	Wates	567
	Mears	250
Total number of cases moved to Stage 2 since Jan-2023*	330	
Total number awaiting Stage 2 works	135	41%
Total number of cases completed	638	26%

* Jan-23 was the creation of the damp and mould department

Damp and Mould 3 month check process

Measurement	Cases
Total number of cases passed to 3-month inspection	638
Total number of 3 months inspections completed	145
Total number of cases passed to 6-month inspection	130
Total number of cases passed back to stage 1	11
Total number of cases passed to Disrepair	4
Total Number of Visits overdue	493

Completed 3 Month Inspection
Process outcomes



- Total number of cases passed to 6 month check
- Total number of cases passed back to stage 1
- Total number of cases now with Disrepair

Wates and Mears Summary

Measurement	Wates	Wates KPI	Mears	Mears KPI
Total number of jobs raised	507		277	
Total number of jobs in progress	139	27%	182	66%
Total number of jobs completed	368	73%	95	34%
Total number of jobs outside 6-day process window	101	74%	143	79%
Oldest outstanding job	133 days		65 days	

Asset Management Update

Stock Condition Surveys

Current situation

- 31 Dec 2023 – 33% stock surveyed
- Target 31/03/24 – 40%
- Target 30/09/24 – 60% stock surveyed to inform budget preparation for 2025/26 & future investment plan
- Future years (2024/5 onwards 20% survey per annum)

Stock to survey	13,446
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To date	4,439	33%
Current programme estimation (year end)	5,089	38%
Stretch	5,380	40%

Challenges

- Data hasn't been received in the format requested & Contractors slow to quality check their own data
- Photographs received poor quality; naming conventions not used; feedback mixed
- Data being loaded onto Apex as currently unable to use NEC (expect to use NEC summer 2024)
- No Access – currently between 50-60%

