

Item No. 8.	Classification: Open	Date: 15 March 2022	Meeting Name: Housing and Community Engagement Scrutiny Commission
Report title:		Performance report: Internal Responsive Repairs (Southwark Repairs and Heating and Hot Water)	
Ward(s) or groups affected:		All	
From:		Director of Asset Management/Head of Repairs and Maintenance/Head of Engineering Services	

RECOMMENDATION(S)

1. That the Housing and Community Engagement Scrutiny Commission notes the report on current performance on internal repairs carried out by Southwark Repairs, and heating and hot water repairs carried out by the Council's contractors, OCO and Smith & Byford.

BACKGROUND INFORMATION

2. Southwark Building Services moved into the Repairs Service with effect from 1 April 2020, shortly after the first lockdown due to the COVID-19 pandemic. The Service priority at this time was to maintain an essential repairs service in extraordinary circumstances. Staff responded well and continued to provide front-line services. We are grateful for the patient response from residents over this period as we focused on emergency and essential works only.
3. Engineering Services also made a number of changes to meet the challenges of the pandemic, with a focus on essential service provision. However, given the nature of heating and hot water repairs, many of these are always categorised as urgent and therefore that element of the Service was not subject to significant alteration.
4. Additionally, the Repairs Service provided support through deliveries of care packages to all of our registered 10,000 vulnerable residents on a daily basis, often on their way home and into work. This continued for a considerable time during this difficult period.
5. Satisfaction surveys, which determine the key performance indicators (KPIs) for both the Repairs Service and for the heating and hot water repairs carried out by Engineering Services, were suspended from spring 2020 as the customer experience staff undertaking them were assigned to other front-facing duties.

6. Surveys were due to restart in November 2021 but, following the resolution of some technical issues, data became available from December 2021.
7. The Repairs Service has now fully reopened for new works and there has been significant progress in clearing the backlog of follow on and larger works that had been reported during lockdown. However, demand on the service is high. We are still operating to strict COVID risk assessments and standard operating procedures to ensure the safety and wellbeing of residents and staff alike. This, among other factors, has meant that performance is not where it needs to be.
8. Throughout the pandemic, both the Repairs Service and Engineering Services have continued to report on performance with regard to the completion of emergency and urgent repairs within the stipulated time period. i.e. within four hours or same day depending on the nature of the required repair (see paragraph 17).
9. From April 2022, following further implementation of the TotalMobile Connect system in Repairs, the '*completed within stipulated time period*' KPI will be again be reported against non-urgent repairs, alongside the other metrics.

KEY ISSUES FOR CONSIDERATION

10. The Council currently records three main KPIs relating to responsive repairs: appointments kept, repairs completed right first time and customer satisfaction. The Customer Experience survey team receives a list of recently completed repairs each month and telephones residents to gather their feedback. The team tries to speak to 800 residents per Service.
11. This method - asking residents directly about their experiences rather than using an IT system to provide some of the data – was put in place following a Scrutiny recommendation in 2011.
12. Between December 2021 and February 2022, performance against the these KPIs, as measured through customer survey responses, is as follows:

Southwark Repairs

KPI	Dec 2021 Performance	Jan 2022 Performance	Feb 2022 Performance
Appointment Kept	91.7% (211/230)	92.4% (511/553)	93.6% (567/606)
Repair completed Right First Time	71.3% (171/240)	76.5% (427/558)	75.7% (455/601)
Satisfied customers	76.2% (160/210)	82% (434/529)	80.1% (478/597)

Heating and Hot Water (OCO and Smith & Byford)

KPI	Dec 2021 Performance	Jan 2022 Performance	Feb 2022 Performance
Appointment Kept	95.8% (275/287)	93.5% (650/695)	94.5% (733/776)
Repair completed Right First Time	73.6% (212/288)	71.4% (498/698)	75.6% (592/783)
Satisfied customers	78% (209/268)	76.3% (505/662)	80.6% (609/756)

13. Given that some customers will have been surveyed about a repair that was delayed due to the pandemic, it is perhaps unsurprising that overall customer satisfaction is currently lower than we would like.
14. It should also be noted that some jobs, such as radiator replacements, which cannot be completed on first visit, are included in the Right First Time figures above and therefore go some way to explaining the c.75% performance on that measure.
15. Evidence of an overall upward trend, however, reflects positively on the implementation of the Repairs Improvement Plan, as well as the Service beginning to operate closer to Business As Usual.
16. A report from Housemark, the leading provider of data and analytics services for the social housing sector, published in January 2022, shows the current median tenant satisfaction with repairs to be 62.5% across Councils in London.
17. During the 21/22 financial year to the end of January 2022, performance against the emergency/essential 'orders completed within the stipulated time period' KPI (target: 95%) is as follows:
 - Repairs Service: 96.4%
 - Heating and hot water repairs: 97.4%
18. Considerable progress has been made in reducing the number of 'backlog' non-urgent repairs, which were not carried out due to the pandemic. There were 4556 open orders for internal repairs on 12 April 2021, this figure as at 24 February 2022 stands at 128.

AUDIT TRAIL

Cabinet Member	Councillor Stephanie Cryan, Council Homes and Homelessness	
Lead Officer	David Hodgson, Director of Asset Management	
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Key Decision?	Yes/No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Governance	Yes/No	Yes/No
Strategic Director of Finance and Governance	Yes/No	Yes/No
List other officers here		
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	15/03/2022	