


# Key Performance Indicators in Housing Repairs

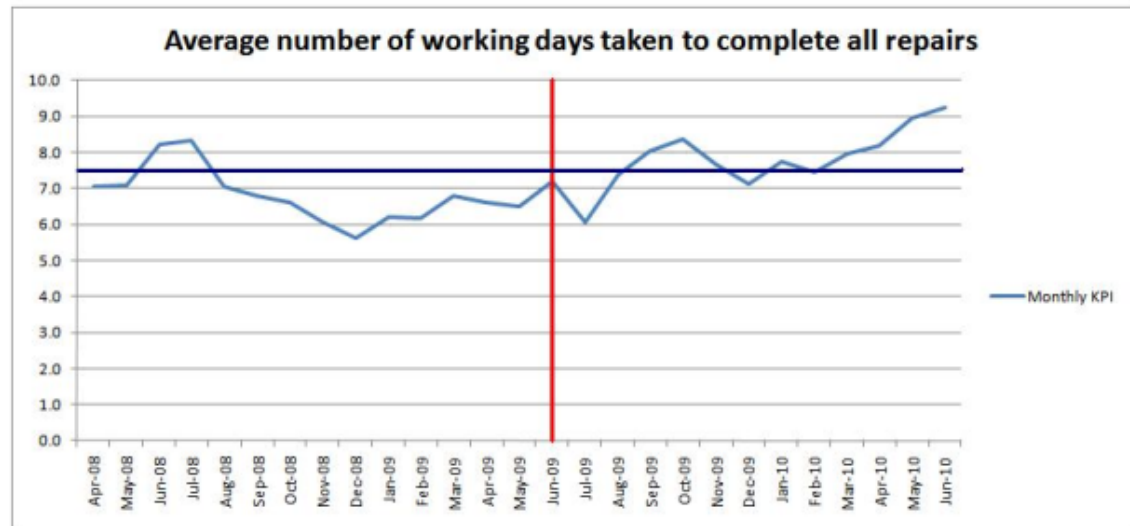
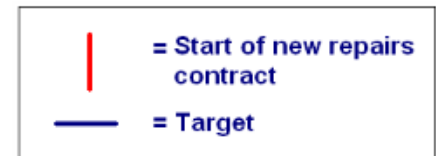
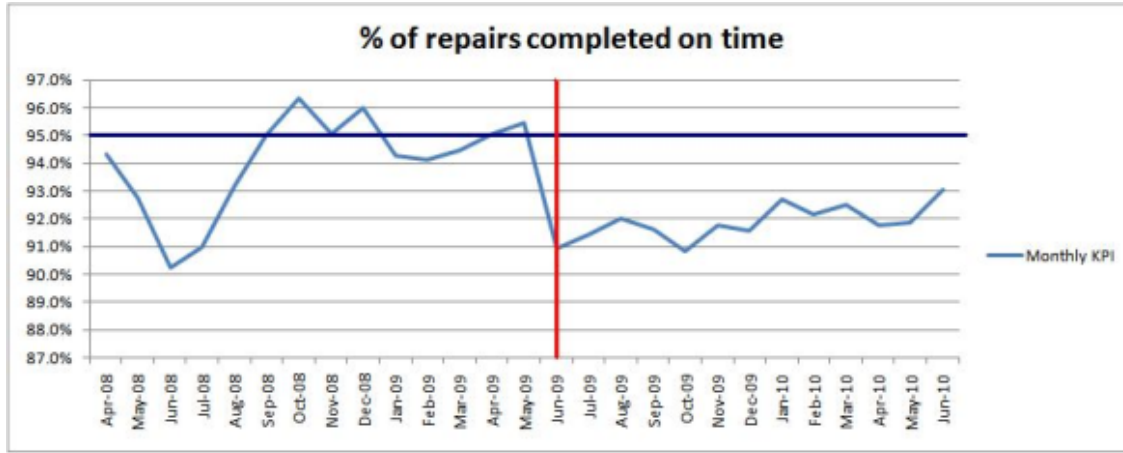
Councillor Gavin Edwards  
Housing Scrutiny Sub-Committee meeting

7th September 2010

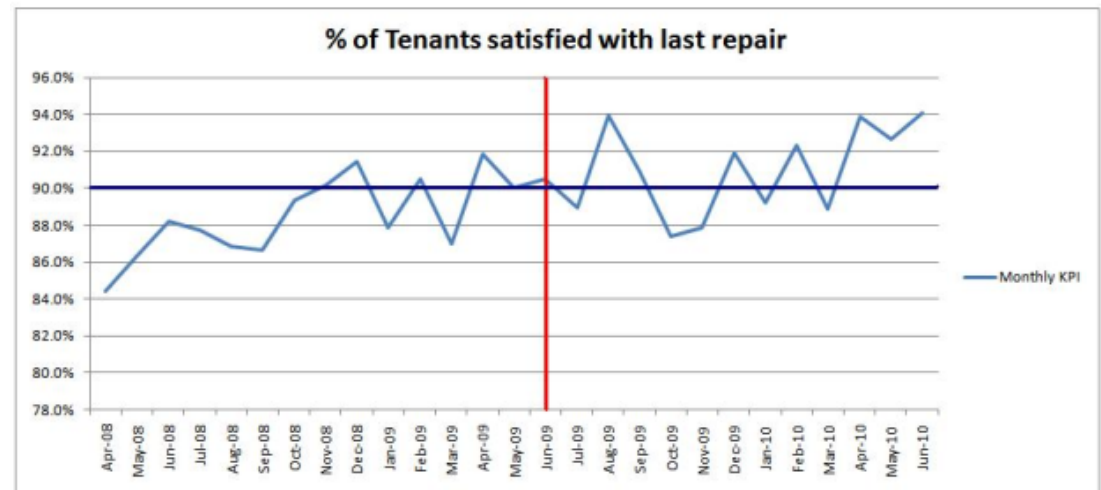
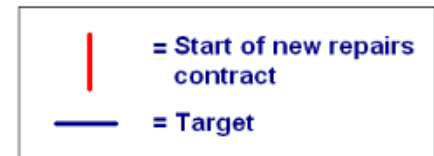
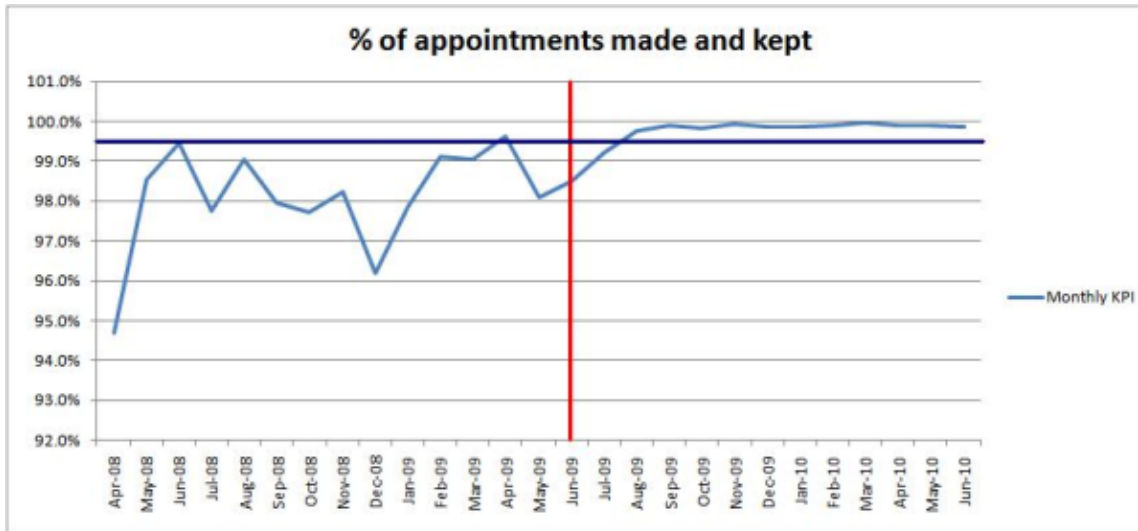
# Which KPIs are we looking at?

- ▶ Repairs completed on time
  - ▶ Time taken to complete repairs
  - ▶ Appointments made and kept
  - ▶ Satisfaction with last repair
  - ▶ Repairs completed on first visit
  - ▶ Overall satisfaction
- 

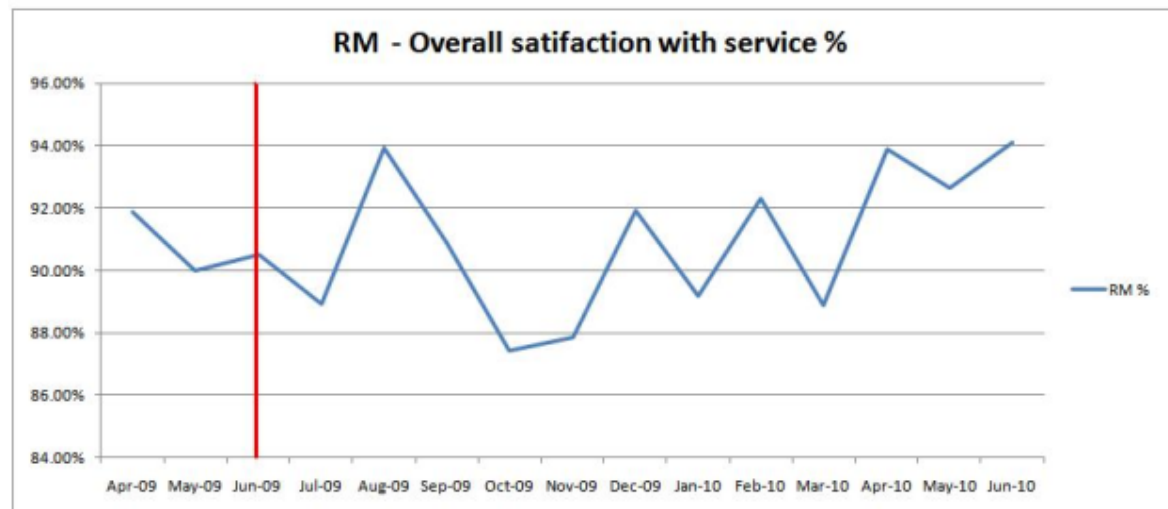
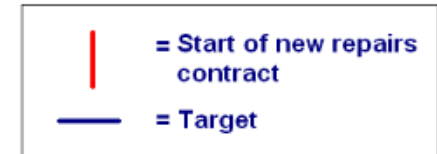
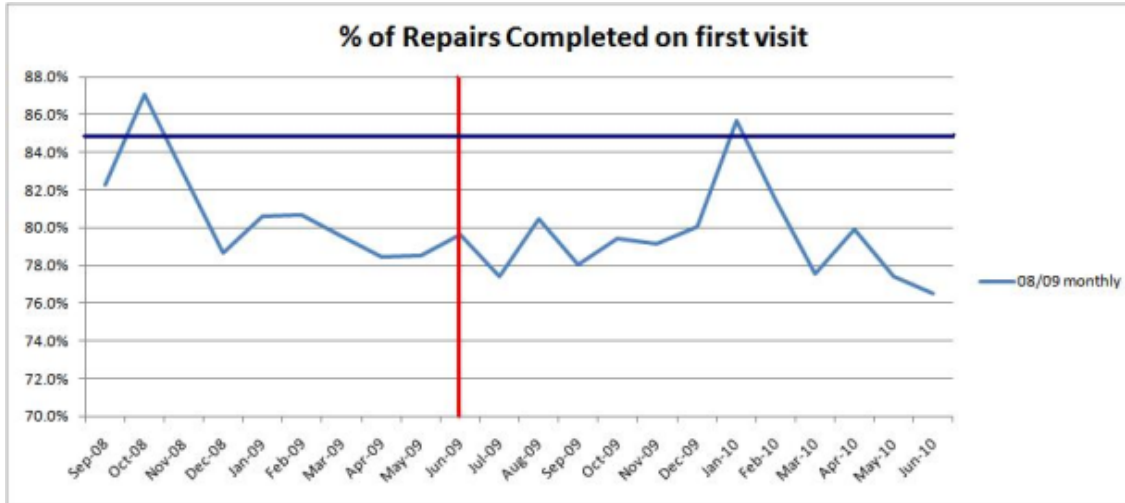
# What do the KPIs say?



# What do the KPIs say?




# What do the KPIs say?



# Is there a problem with KPIs?

## **Housing Repairs Review, Draft Report of Scrutiny Sub-Committee A, March 2010**

Recommendation 4: “There are concerns regarding the figures for customer satisfaction. A clear analysis is required, along with a knowledge of the end to end process, to provide better use of information which would inspire tenants’ and member confidence.



# Is there a problem with KPIs?

## Members' enquiries and complaints\*

	Total complaints	Total member enquiries	Total
2007	2291	943	3234
2008	1623	724	2347
2009	1754	746	2500
2010 (up to 30th Jul 2010)	1686	727	2413

\*These figures do not include any complaints and members enquiries which are not reported through the icasework system.

# An example of casework...

“...basically there has been a leak in the roof of the property. It was reported in March this year. Southwark council were surprised to hear that the work had not been carried out as the sub-contractor had stated they had completed the work.

Upon investigation of the property from both a representative from Southwark council and the sub-contractor it was agreed that no work had been undertaken. This has only been recently recognised, so why was there a huge delay in this matter either being acknowledged or acted upon?”



# Is there a problem with KPIs?

The HQN Report – June 2010

---

2.15 **Quality of repairs** – during the time we were in the call centre, we observed that a number of telephone calls were from customers who were concerned with the quality of their repair. During a two-hour period we listened to a total of 16 calls, 13 of which specifically relating to a repair. Out of those 13, five were concerning dissatisfaction with the work undertaken. This is 38.4%.

- Levels of pre- and post-inspections not robustly monitored. Staff interviewed did not know the levels generally and there is a lack of data in the performance monitoring information

. . . A KPI working party has been set up

# How are the stats collected?

## 1. % of Repairs completed on time

On time means within the priority period set (i.e. 2 hours, 24 hours etc.)

Recorded on “iworld” by the contractors themselves.

## 2. Average number of working days taken to complete a repair

Recorded on “iworld” by the contractors themselves.

# How are the stats collected?

## **3. % of appointments made and kept**

Figures come from the appointment system used by the contractors and they record their own missed appointments

## **4. % of tenants satisfied with last repair**

Tenants are called back by the CSC after a repair is completed. The % is the number of people who scored the service 3, 4, or 5 out of 5.

# How are the stats collected?

## 5. % of repairs completed on first visit


Again, reported through contractors on “iworld”

## 6. Overall satisfaction rate with repairs service

Customer call back.



# Possible weaknesses in the system...

- ▶ Self-reporting by the contractor
  - ▶ Incentives in the contract?
  - ▶ Bonus payments to senior managers?
  - ▶ Numbering system used for satisfaction survey
  - ▶ Do the contract workers know what counts as “on time” or as an “appointment kept”? (HQN report)
  - ▶ Coverage. Doesn't seem to capture the residents experience.
- 

# How can we investigate further?

- ▶ Visit the call centre
  - ▶ Case tracking
  - ▶ Mystery shopper
  - ▶ Cabinet member interview
  - ▶ Our own survey
  - ▶ What else?
- 