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| <b>SUBJECT:</b>       | <b>SCHEDULED REPAIRS REVIEW</b>         |
| <b>DIRECTORATE:</b>   | <b>HOUSING AND INVESTMENT</b>           |
| <b>REPORT AUTHOR:</b> | <b>AMY LARDER, RESOURCE TEAM LEADER</b> |

## 1. Purpose of Report

- 1.1 This report reviews the performance of Scheduled Repairs, which commenced on 07/02/2022 following a trial extension period ending on the 04/02/2022.

## 2. Executive Summary

- 2.1 Scheduled repairs commenced on the 07 February 2022 (The first day of a new cycle starting in North area) and ongoing today 12<sup>th</sup> June 2023. The data gathered in this report shows a comparison from the most recently completed cycle of scheduled repairs 2<sup>nd</sup> January 2023 (1<sup>st</sup> day of North Cycle) until the 16<sup>th</sup> April 2023 (Last day of South Cycle) and the first full cycle of 2022 to show a similar time of year comparison from 07<sup>th</sup> February 2022 (first day of North cycle) until 29<sup>th</sup> April 2022 (last day of south Cycle).

- 2.2 It is considered that there are numerous advantages and benefits, for tenants and for the Council, to delivering Scheduled Repairs when compared to service delivery via the previous system. These advantages relate to customer satisfaction, operational efficiency, operational performance, potential financial savings, and the environment.

- 2.3 The data\* gathered evidence's clear benefits of the Scheduled Repairs delivery mechanism in terms of

- An increase in the % of repairs completed "right first time."
- A reduction in the % of "follow on" appointments required.
- A reduction in the % of "no access" visits
- A reduction in the % of cancellations
- Substantial decreases in fuel spend and fleet milage.
- Substantial decreases in CO2 emissions

*\*Expressed as a percentage of the total number of repairs orders raised in each respective period in order that like for like comparisons can be made.*

- 2.4 Scheduled Repairs continue to be delivered following the completion of the extended trial on 4<sup>th</sup> February 2022.

### **3. Background**

- 3.1 Prior to August 2020 Housing Repairs Service (HRS) operated a Responsive Repairs service whereby all non-urgent repairs were completed within 20 days and emergency repairs within 24 hours. Operatives were assigned to attend repairs anywhere within the city boundary. Repairs were not organised by location and following the completion of a repair, operatives were deployed to undertake the next repair job without reference to the geographical proximity of the next repair to be undertaken.
- 3.2 Tenant feedback obtained previously regarding the repairs service indicated that tenants wanted fewer appointments in total, fewer missed appointments, less “follow on” work, a greater choice and flexibility in terms of appointment slots for repairs, less disruption and certainty that repairs would be carried out and completed on a pre-arranged date.
- 3.3 Prior to the Covid-19 pandemic HRS had begun to explore the possibility of using an alternative method of delivering Responsive Repairs that would potentially be more efficient, cheaper, and in line with previous feedback from tenants. This new method is termed Scheduled Repairs. A Scheduled Repair is a repair that needs to be completed that is not urgent and that is unlikely to cause a risk to tenants, their belongings, or their home.
- 3.4 In principle, carrying out scheduled repairs in one geographic area for a concentrated period means that overall, a greater number of repairs can be undertaken with the same amount of labour resource.
- Unproductive travelling time between different areas of the city is minimised as once a repair or batch of repairs in a property have been completed the operatives next repair appointment will be in the same geographic area of the city.
  - Material usage can be planned to ensure that the correct materials are delivered or obtained in time for the appointment. This reduces operative standing time as the materials required for a repair will be available on the operative’s vehicle or pre delivered to site to enable the repair or batch of repairs to be completed without delay. This also reduces operative visits to Hamilton House, the JPS Managed Stores, and local merchants.
  - If capacity allows Resource Planners are able to expedite other repairs at different properties in the same area. Increased efficiency means that labour resource can be redirected to other HRS work streams.
  - Improvement in housing stock standard. A greater repairs capacity obviously leads to a greater number of repairs being carried out which will have a direct impact upon the quality of housing stock overall as well as the standard of individual tenants’ homes and their quality of life. This will assist The Council in becoming the landlord of choice.

3.5 Scheduled Repairs were introduced on a permanent basis from the 7<sup>th</sup> February 2022. Priority repairs continue to be completed within 24 hours and urgent repairs within 3 days. Scheduled repairs are currently being carried out at set times of the year, across four set areas in the city. Using the Scheduled Repairs system non-urgent repairs are carried out at set times of the year, across four set areas in the city on a 12-week rolling basis. The Four Areas of the City are.

- North (Ermine East, West and Newport)
- East (St Giles and Monks Road)
- Central (Boultham Moor, Bracebridge, Manse, and City Centre)
- South (Birchwood and Hartsholme).

3.6 Central to the delivery is the welfare unit re-located to each of the 4 areas. The welfare unit provides.

- Welfare facilities for operatives
- A workspace for Team Leaders in each of the four areas
- A drop off point for materials
- A base from which to carry out area inspections.
- Increased capacity for employees to work from Hamilton House if required.

#### 4. Details

It was agreed that scheduled repair work would commence on a permanent basis on the 7<sup>th</sup> of February 2022 (the first day of the Scheduled Repairs North Area) and is currently ongoing.

##### 4.1 Data Comparison

*\*= expressed as a percentage of the total number of repairs orders raised in each respective period.*

| <b>Data Category</b>                           | <b>Cycle 1<br/>2022 Date<br/>range<br/>07/02/2022-<br/>29/04/2022</b> | <b>Cycle 1<br/>2023 Date<br/>range<br/>02/01/2023-<br/>16/04/2023</b> | <b>Outcome</b>   |
|--|---|---|--|
| <b>Number of<br/>repairs<br/>orders raised</b> | 3825  | 5262  | 27% Increase in repairs reported for the most recent cycle some of this increase can be attributed to damp and mould remedial repairs following an increase in demand for inspections since November |

|  |        |        |   |
|--|--------|--------|---|
|  |        |        | 2022. We have also highlighted several duplications being raised.   |
| <b>% of repairs orders attended and completed right first time</b> | 90.48% | 91.78% | 1.3% increase in first time fix being achieved.   |
| <b>Number of repairs orders cancelled</b>                          | 935    | 182    | 80% reduction in number of repairs being cancelled this is predominantly due to the ability to schedule repairs in at first point of contact we are not as reliant on correct telephone numbers to schedule repairs in. |
| <b>% of follow On's</b>  | 8.57 % | 5.89%  | 2.68% reduction in the number of follows On's being returned, and materials required.   |
| <b>% of no access appointments</b>                                 | 8.07%  | 9.08%  | 1.03% Increase currently in no access appointments.   |

#### 4.2 Developing the Scheduled Repairs Service

The Review of Scheduled Repairs has identified several improvements that could be introduced to further refine service delivery.

We have already implemented some improvements previously identified such as:

- Operatives are now able to book follow on works from site with resource planners.
- We have increased the number of team briefings to operatives and team leaders.
- We have automated the scheduling system to allow customer services and resource planners the ability to schedule repairs in for customers when first reporting their repair without the need for a call back.
- Customer satisfaction text messages have recently been implemented to gather feedback.

We would now look to introduce some further improvements to the service such as:

- The data shows a reduction in repairs being reported for certain areas of the city and with feedback from customers we would want to reduce the current 12 -weekly cycle to a 9-weekly cycle. Providing shorter cycle and wait time for the customer for completion of repairs as we would be working in the areas more frequently, we would look to split the 9-weekly cycle across the four areas based on property numbers per area and current repair levels.

|         |         |
|---------|---------|
| North   | 2 weeks |
| East    | 2 weeks |
| Central | 3 weeks |
| South   | 2 weeks |

- To develop the departmental guidance document to include scheduled repairs processes. Regularly reviewing the processes and delivery of these through regular team briefings and training where required to ensure service consistency across all team members.
- To increase the number of post inspections to ensure customer satisfaction and completion or rectification of unsatisfactory works.
- Any future excess resource deployed on Scheduled repairs to be redeployed to support other work streams such as minor aids and adaptations and voids.
- Resource Planners to seek more repairs advice from HRS operatives and encourage job shadowing to increase knowledge.
- Keeping tenants informed by sending regular reminders about appointments and how they can cancel them in advance if required.
- Introducing an improved Impress stock and ordering system to improve first time fix .
- Technical support for Resource Planners and Customer Services to improve their technical understanding of repairs. This will enable Customer Services to pre-load the appointments more accurately.
- Up to date contact details for tenants are required to assist in further reducing “No access appointments.”
- Review the online repairs reporting process as the current process is creating incorrect resources being allocated, creating less availability within the scheduler for genuine appointment.
- A new mobile working IT platform will ensure that operatives will have instant access to job tickets via their mobile working device, this not only removes the need for paper-based systems but also allows jobs to be updated and amended by the operative whilst on site. This will ensure that all repairs are closed off with the correct completion status allowing HRS to accurately report on performance.

## 5. Strategic Priorities

### 5.1 Let's reduce all kinds of inequality.

Scheduled Repairs are aligned with The Councils strategic priorities.

- Let's improve the health and quality of life of people living in Lincoln.

Scheduled Repairs provides an increased repairs capacity to deal with repairs that, if delayed could impact upon health and wellbeing. In addition, the delivery mechanism reduces tenant inconvenience.

## 5.2 **Let's deliver quality housing.**

Scheduled Repairs are aligned with The Councils strategic priorities.

- Let's improve housing standards for all.

Scheduled Repairs mean better maintained housing stock as repairs are being completed in a more efficient way for The Council, which increases HRS repair capacity as well as enabling a tenant centric service.

## 5.3 **Let's enhance our remarkable place.**

Scheduled Repairs are aligned with The Councils strategic priorities.

- Let's preserve the unique character of our city.

The development of the localised welfare unit for operatives on Greetwellgate has been delivered in a way which blends in with the existing historic surroundings and buildings and enhances the aesthetic of the area. The site, which was formerly a poorly maintained garage block, now visibly enhances its location. The presence of maintenance Team Leaders on site and at the welfare unit provides an opportunity for them to undertake regular walkabouts and area inspections so that any visible issues such as fly tipping can be resolved and reported in a timely manner. Further local welfare units are being planned at present.

## 5.4 **Let's address the challenge of climate change.**

Scheduled Repairs are aligned with The Councils strategic priorities.

- Let's ensure our development approach reduces our carbon footprint.

Scheduled repairs have decreased fuel consumption and carbon emissions as fewer journeys need to be made by operatives and the length of journeys that do need to be made are reduced.

# 6. **Organisational Impacts**

## 6.1 **Finance**

The delivery of Scheduled Repairs will reduce the amount of money The Council spends on these types of repairs and enable labour resource to be re-directed. This means.

- A reduction in fuel consumption and spend.

- Labour resource generated through more efficient processes can be redirected to other HRS projects.
- That subcontractor spend is minimised via increasing the capacity for works to be carried out in house with the existing labour resource.

## 6.2 **Legal Implications including Procurement Rules**

N/A

## 6.3 **Equality, Diversity and Human Rights**

The Public Sector Equality Duty means that the Council must consider all individuals when carrying out their day-to-day work, in shaping policy, delivering services and in relation to their own employees.

It requires that public bodies have due regard to the need to:

- Eliminate discrimination.
- Advance equality of opportunity
- Foster good relations between different people when carrying out their activities.

## 6.4 **Human Resources**

N/A

## 6.5 **Land, Property and Accommodation**

N/A

## 6.6 **Significant Community Impact**

N/A

## 6.7 **Corporate Health and Safety Implications**

N/A

## 7. **Risk Implications**

### 7.1 (i) Options Explored

N/A. Scheduled Repairs have been delivered since 17<sup>th</sup> August 2020 and the service continues to operate in a more efficient manner than would be the case if the previous repairs delivery process was utilised.

### 7.2 (ii) Key Risks Associated with the Preferred Approach

It is not considered that there are any risks associated with delivering Scheduled Repairs as opposed to the system used previously.

## 8. Recommendations

- Continue to deliver Scheduled Repairs.
- Introduce North, Central and South welfare units at Lenton Green, Newland Street West, and Birchwood respectively and continue to utilise the Greetwellgate site subject to planning.

**Is this a key decision?** Yes

**Do the exempt information categories apply?** No

**Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply?** No

**How many appendices does the report contain?** None

**List of Background Papers:** None

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