

Homes for Haringey Repairs Service Update

1. BACKGROUND

- 1.1 From March 2020 to June 2021, due to Government restrictions, Homes for Haringey only provided a full repairs service for 5 months (August to December). From the start of the 3rd lockdown, Homes for Haringey has only been carrying out Emergency and Urgent repairs within people's homes. The types of works which have not been completed are plastering, decoration and carpentry jobs where operatives would have to have been in properties for a prolonged period of time. All external and communal repairs have continued as normal, although the availability and lead in times for materials, has at times, impacted on the timescales for delivery of these repairs. The full service resumed on 21st June 2021.
- 1.2 At the point of service resumption there were 1,600 jobs which residents have raised and for which residents have not yet been given an appointment, these include follow on jobs for partially completed repairs for example plastering to a ceiling where there has been a leak.
- 1.3 In 20/21 circa 5,000 less repairs were completed than in the previous year. Therefore, it is possible that there maybe a number of repairs that are required but have not yet been ordered.
- 1.4 Cllr Bevan circulated a note to all Councillors making them aware of the issues which were currently being experienced by the repairs service and that as a full service resumed that there was likely to be dips in performance as the backlog in repairs were completed. There was also potential for an increase in members enquiries and complaints whilst this was happening. In May there was a 25 per cent increase in the number of complaints being received regarding repairs.
- 1.5 There have been significant changes in management within HfH Property Services since 2020. With the new Executive Director of Property Services starting in December 2020 and the permanent Director of Repairs and Maintenance starting in June 2021. One of the new Director's first priorities is to put in place a new management structure, as the current team has no staff in permanent positions and is reliant on existing staff taking on extra duties.

2. Year End Performance 2020/21

2.1

Metric	Target	Actual
% Emergency Repairs Completed within target	98.7%	97.5%
% Urgent repairs completed within target	99.8%	99.3%
Appointments made and kept	99%	96.5%
Customer Satisfaction	92%	90.3%
Average Void Turnaround	23 days	28.1 days

- 2.2 Performance in 2020/21 was slightly below target in all areas, although in most cases within tolerance. However, given the difficulties in delivering a service throughout 2020/21 the service maintained a comparable or better level of service compared to our peers.

3. Current Issues

- 3.1 The service is currently delivering a remobilisation plan which includes recruiting extra staff in permanent and temporary roles to enable the backlog of repairs to be cleared by the end of September. There are some trades where the backlog of work is having the most significant impact especially wet trades such as plastering, and residents are having to wait for appointments which are above the published standards. Once additional resource has been recruited these appointments should be brought forward.
- 3.2 HfH upgraded its Housing Management system in April and there were some issues with the repairs ordering process which were not identified through end user testing. These issues have had a significant impact on the call centre performance and customer journey. On average it is taking double the time to raise a repair compared to the previous system. This is resulting in increased waiting times for residents who wish to raise a repair. All of the residents who said they were dissatisfied with the repairs service in May gave the repairs ordering process as their reason for dissatisfaction. HfH are working closely with the call centre to resolve these issues.
- 3.3 The average age of the staff in HRS is 56 and approximately 10% of the staff were required to shield during Covid. As the service is resuming

personal risk assessments have been carried out for all staff and it is identifying the need to phase some staff members back into working in people's homes whilst the infection levels continue at their current rate.

4. Future Plans for Homes for Haringey Repairs Service (HRS)

4.1 Review of outsourcing of the gas contract

The delivery of Gas Servicing and repairs is currently outsourced. The first point at which the existing contracts can be broken is October 2022. There is a timetable in place to review this with a target date of November to bring a report with recommendations to the insourcing sub-group.

4.2 The Council's hard FM contracts

Last year a decision was taken to insource the hard facility management contracts which were being delivered by Amie. Initially, whilst HfH understood the requirements of the service, this was delivered as a standalone service. This is currently under review with the Council's team, as it is felt that a more integrated model would improve service delivery and offer greater value for money.

4.3 Use of supply chain.

Recent analysis has shown that balance of service delivery within the HRS has increased the use of sub-contractor within the service delivery model. The leadership with HRS is currently reviewing the use of sub-contractors and are identifying areas where it is felt that in-house delivery would offer a better service to residents and/or improve value for money.

4.4 Co-production of improvement to repairs and maintenance service

As the repairs and maintenance service comes out of the restrictions resulting from Covid, it is an opportunity to review the delivery model and identify areas of improvement for the long-term delivery of the service.

The intension is to work with residents, councillors, and frontline staff in designing, monitoring, and evaluating a new model of delivery. The first area of focus for improvement is voids and this work will be taking place this summer. The initial work on the wider delivery model will take place in the winter of 2021/22.

Date	Activity
June 2021	Remobilising of a full repairs service
Summer 2021	Review of voids service and gas delivery model

End September 2022	Backlog of Covid related repairs cleared
November 2021	Recommendations on in-sourcing of gas contracts to insourcing sub-groups
Winter 2021/22	Review of repairs and maintenance delivery model