

# Tenant Services Management Board – 23<sup>rd</sup> June 2015

## Responsive Repairs Performance

### Report of Phil Webb – Property Services Manager

(This matter is the responsibility of Executive Councillor Terry Beale)

## Executive Summary

This report identifies the responsive repairs performance data of Property Services contractors, including the DLO, that deliver responsive maintenance work for the HRA.

### 1. Purpose of the report

Following TSMB concerns from the responsive repairs report 20<sup>th</sup> April 2015, a review of our contractors' performance and our data gathering methodology has taken place in conjunction with the DLO Building Services Manager. This report aims to explain our new procedures and display our contractors' performance so far this year.

### 2. Background information

The DLO and Property Services have previously both been using different reporting methodologies. The Housing Service had been using the standard Housemark Performance criteria for assessment with data extracted from our Academy System, whilst our DLO had been taking results directly from their new Open Contractor management system. This is also because historically the DLO as a Council service had to report corporately, whereas Housing reporting included the DLO performance along with other external contractors.

From now and into the future one reporting methodology has been jointly developed to be used by both DLO and Housing Services (data source will be Open Contractor (OC) because all job tickets even for external contractors go from Academy to OC). A report frequency has been agreed at one month with quarterly reports to TSMB. Weekly reviews of performance will take place between the DLO and Property Services staff.

#### **Reporting Methodology for Jobs Completed on Time**

At the TSMB report 20<sup>th</sup> April 2015, the DLO reported job figures to TSMB. These figures ended by showing February 2015 performance all on target.

Reasons for difference in DLO figures and Housing figures:-

- Different source (one report from Academy one from OC) as described above. We have reviewed the situation and agreed a consistent methodology for the reporting performance for both Housing and the DLO, so we are now confident in the figures.
- Cumulative score versus monthly, with cumulative any non completed jobs from the month before are carried over, non cumulative reporting is likely to be better because you essentially start with a clean slate each month.
- Data only considering date (not time). Previously, reports used solely the date field to monitor completion times of repairs. Reporting from April is, and will continue to be, even more accurate because date and time will be taken into account when looking at completion performance. All completed jobs are now analysed against the system target time as well as date; those that are within date and time are successful and those that are not within date and time are unsuccessful. This is critical especially on the higher priority jobs where time of day the job is raised will give a more accurate picture against the priority time and be more challenging for the contractor, using calendar date only to complete the job gives more time to complete the job but does not strictly comply with the priority time.

### 3. Performance

Please refer to appendix A. A summary of all contractors' performance is shown again below but members will need to refer to the appendix A for breakdowns of an individual contractor's performance.

<b>Priority</b>	<b>Jobs Completed on time April 15</b>	<b>Jobs Completed on time May 15</b>
<b>P1 Target 98%</b>	83%	88%
<b>P2 Target 94%</b>	82%	87%
<b>P3/P4 (P3/4 combined target 85%)</b>	88%	90%

The report shows that whilst we are hitting our P3/P4 priorities (work completed within 28 days target) we still need to work with the majority of our contractors (one in particular) to identify precisely how to improve emergency (P1) and urgent (P2) three day repairs performance where the most effort is required to improve. Although low percentage performance may appear on the face of it to be an indicator of where to concentrate our efforts it is likely that we shall initially deal with higher risks areas where less than suitable performance might possibly have health or safety implications.

### **Reasons for problems in Job Completions**

We are still experiencing high numbers of internal failures within the new computer system which result in temporary stopping of job tickets going to contractors. This delays contractors receiving job tickets and starts to erode their completion time. In one incident during the last month there were almost 3 days of tickets held in the system. We have procedures for calling through emergency repairs but 3 day repairs will still be held in the system. It is virtually impossible to go back through hundreds of tickets and adjust completion times, so our only alternative is to rely on contractors flagging to us where they require completion target dates to be extended. Due to the volume of jobs and other pressures of workload there are occasions sometimes completing the job is prioritised and the statistic failure is not addressed. In this example the job may well have been completed by the contractor within three days of them receiving the ticket but the job would already be out of date from the time it was actually raised in the system.

The OC system is still not completely automated thus requiring manual input. One of the original problems of the old system still therefore exists in that a certain amount of jobs still have to be completed manually. If the actual work within the job were to be completed on time there is a need to ensure that the relevant paperwork follows swiftly to ensure a timely completion. Manual handling of what should be automated exacerbates the workload situation and can lead to tardiness in paperwork completion.

### **DLO Action Plan**

On the 20<sup>th</sup> April 2015 Paul Grant, Building Services Manager, reported a number of actions to TSMB. TSMB asked for precise timescales against these actions, detailed below:

1. We have logged calls with Capita and Xbrace to help resolve the text messaging issue and have switched off the function temporarily.  
**The system was tested and we believe it now to be working correctly. (Timescale – Resolved)**

2. We are reviewing procedures for linked trades' jobs such that Job Planners keep all job elements together.  
**We have now discussed multi-faceted jobs with Housing colleagues and agreed that separate jobs would be raised for each trade with the Planners scheduling in as appropriate. (Timescale – Resolved)**
3. The issue of VPN connection reliability for hand-held devices is being looked at through an existing request.  
**We are awaiting our I.T. colleagues' proposal for another connection option. Having had discussions with PDA users this afternoon, this appears to be the biggest cause of lost time, inconvenience, the need for additional work-arounds and loss of confidence in the PDA/Total Mobile system. (Timescale – tbc with I.T.)**
4. There is a call logged with Capita to progress the transfer of PDA users' notes.  
**Cost estimate has been received from Capita – decision required whether to progress. (Timescale – End August)**
5. New 'Insight' reports will be produced using a new reporting tool so that there is accurate management information available to Works Managers.  
**New insight reports are being generated by Housing Business Support. There are no other people within Building Services currently with adequate Insight knowledge to be able to set up further reports. (Timescale – ongoing)**
6. A review of the Schedule of Rates is underway with a view to re-importing this data into all system component parts. This will improve consistency of information and increase the number of jobs that can be appointed immediately.  
**The separate SOR tables have been produced and require uploading as part of system changes/improvements. (Timescale – tbc with Capita)**

Chris Hall, Assistant Director for Operational Delivery is undertaking a review of Organisational Challenges to incorporate ICT issues within the DLO.

In summary actions for improvement:

- Report using one methodology monthly and examine performance with all contractors
- Meet weekly with DLO to establish early trends in performance and identify improvements
- Establish regular performance meetings with other contractors (Property Services currently meet with Alhco monthly)
- Discuss performance with other contractors to identify improvements
- Assistant Director led review of Organisational Challenges to incorporate ICT issues.

#### **4. Financial implications**

None specific to this report.

#### **5. Legal Comments**

There are no legal implications of this report.

#### **6. Links to Corporate Aims**

This work has a positive effect on Corporate Aim 1 – Quality and sustainable growth and development.

#### **7. Diversity**

Some people may need specific help to fully access this information.

Additionally, information may be required in different formats:

- Large font
- Audio visual
- Different languages
- Website page
- Welcome pack for new tenants

#### **8. Recommendations**

The Tenant Services Management Board is asked to note the contents of this report and that similar suitable and relevant information will be provided with future quarterly score card information.

#### **9. Contact Officer**

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## Appendix A

### Job Completion Statistics for April and May 2015

Priority	Jobs Completed on time April 15	Jobs Completed on time May 15
<b>P1 Emergency Jobs 24 hours Target 98%</b>	83%	88%
<b>P2 Urgent Jobs 3 Days Target 94%</b>	82%	87%
<b>P3/P4 Non Urgent Jobs 28 days Target 85%</b>	88%	90%

Priority	DLO Jobs Completed on time April 15	DLO Jobs Completed on time May 15	Fixit Jobs Completed on time April 15	Fixit Jobs Completed on time May 15	Alhco Jobs Completed on time April 15	Alhco Jobs Completed on time May 15	Home Aerials Jobs Completed on time April 15	Home Aerials Jobs Completed on time May 15
<b>P1 Emergency Jobs 24 hours Target 98%</b>	81%	91%	72%	80%	86%	83%	100%	No jobs
<b>P2 Urgent Jobs 3 Days Target 94%</b>	84%	95%	78%	100%	83%	75%	100%	No jobs
<b>P3/P4 Non Urgent Jobs 28 days Target 85%</b>	94%	95%	81%	84%	79%	76%	100%	No jobs