



## Report to Policy Committee

**Author/Lead Officer of Report:**  
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**Report of:** Executive Director, Neighbourhood Services  
**Report to:** Housing Policy Committee  
**Date of Decision:** 8 June 2023  
**Subject:** Housing Performance Report (Quarter 4) 2022/23

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, what EIA reference number has it been given? <i>(Insert reference number)</i>				
Has appropriate consultation taken place?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>

### Purpose of Report:

This report provides the Committee with an overview of repairs and maintenance performance for a range of services within the remit of the Committee. This report covers the period up to Quarter 4 (January – March) of 2022/2023. The first part of the report provides an analysis of the performance, setting this within both the national and local context in which services are delivered.

A more detailed appendix is included with performance against a range of indicators. The report allows the Committee to understand and comment on the performance delivery of repairs and maintenance services to tenants.

**Recommendations:**

It is recommended that the Housing Policy Committee:

1. Notes the Performance Report update provided for up to Quarter 4 of 2022/2023.
2. Highlights any issues of concern that they may wish to discuss in future performance reports.

**Background Papers:**

Appendix 1 – Repairs and Maintenance Performance Report Q4 2022/23

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: Bethany Booth
		Legal: Nadine Wynter
		Equalities & Consultation: n/a
		Climate: n/a
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	<b>EMT member who approved submission:</b>	Ajman Ali
3	<b>Committee Chair consulted:</b>	Cllr Douglas Johnson
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	<b>Lead Officer Name:</b> Tom Smith	<b>Job Title:</b> Director of Operational Services
	<b>Date:</b> 30.05.23	

1.	<b>Proposal</b>	
1.1	<b>Housing Committee is responsible for regularly monitoring performance</b>	<p>The Constitution of Sheffield City Council delegates to Housing Policy Committee the responsibility for regular monitoring of data including performance and financial information, and for monitoring the performance of the housing repairs and maintenance service.</p> <p>This report summarises the performance information for the repairs and maintenance service up to the end of quarter four for the 2022/2023 financial year. The report highlights areas of note, providing explanation where possible, to facilitate the Committee in monitoring repairs and maintenance performance.</p>
1.2	<b>The report provides background on the operating context for the repairs service</b>	<p>This report provides an overview of the operating context for the repairs service and the challenges therein.</p>
1.3	<b>The report highlights several key performance areas</b>	<p><b>Key performance areas</b></p> <p>This report highlights several key areas for the Committee.</p> <p>The key areas are:</p> <ul style="list-style-type: none"> <li>• Repair volumes</li> <li>• Health and safety compliance</li> <li>• Damp and mould</li> <li>• Disrepair</li> <li>• Right First Time repairs</li> <li>• Void property repairs</li> <li>• Customer experience</li> </ul>
1.4	<b>The appendix report includes additional performance information</b>	<p>Additional information on performance of the repairs and maintenance service can be found in the appendix that accompanies this report.</p> <p>This is also shared with the tenant-led Customer Repairs Focus Group. This provides the opportunity for tenants to scrutinise our performance and provide feedback and thoughts.</p>
2.	<b>Background</b>	

**2.1 The service is operating within a challenging environment**

The repairs service continues to make progress in an extremely challenging environment.

The key areas impacting on the service are:

- i. Global material supply issues and the knock-on delays in completing overdue repairs.
- ii. Increasing costs of materials and pressure on the repairs and maintenance budget.
- iii. Labour market experiencing a boom in the construction industry. This has made it difficult to recruit and led to difficulties with our sub-contractors being able to attract additional resource.
- iv. Ongoing pressure on the service due to repair volumes increasing by over 40% compared to pre-pandemic levels.

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**2.2 There is a strong performance management culture in the service**

The repairs and maintenance service uses a range of key performance indicators to enable it to monitor performance (see Appendix One). These are underpinned by a larger number of operational indicators, used by managers to understand and address performance issues, and drive service improvement.

A major piece of work has been undertaken during 2022-23 to further embed a performance management culture within the repairs and maintenance service. Managers and Team Leaders in the service have clear performance targets and all staff have regular quality conversations planned in with their managers throughout the year. A programme of Management Masterclasses was held to further support and develop managers and team leaders.

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**2.3 An increase in larger repairs has impacted upon productivity**

There has been an increased demand on the repairs service for larger scale repairs. A proportion of these fall within the remit of capital works, however there is a significant amount that do not. These repairs are costly from both a time and financial perspective, and impacts upon our ability to complete routine repairs. The increase in these types of works is mainly attributable to the condition of our stock.

<b>3.</b>	<b>How is the repairs and maintenance service performing?</b>	
<b>3.1</b>	<b>Repair volumes</b>	
<b>3.1.1</b>	<b>The service has experienced sustained volume pressures</b>	<p>The demand for our responsive repairs service has increased by 30-40% compared to pre-pandemic levels.</p> <p>We completed over 103,000 repairs during the year, equating to nearly 2,000 orders each week.</p> <p>We have seen the volume of repairs relating to damp and mould increase in line with national awareness on this issue, and proactive identification and reporting by repairs staff.</p>
<b>3.1.2</b>	<b>Overdue repairs are reducing</b>	<p>Overall the number of overdue repairs is reducing, however there is more to do, and the pace of improvement needs to accelerate during the year ahead.</p> <p>More responsive and planned repairs are being completed on time – we completed over 90% of responsive repairs on time during the last quarter of the year and kept over 94% of appointments.</p> <p>We will continue to drive productivity in the workforce through a focus on right first time and customer excellence.</p>
<b>3.2</b>	<b>Health and Safety Compliance</b>	
<b>3.2.1</b>	<b>Gas safety compliance has improved significantly</b>	<p>There has been a resolute focus on gas compliance throughout the year. The repairs service has deployed additional resource and worked closely with colleagues in housing and legal services to improve compliance from 92% of properties at the end of quarter 1 to 99% at the end of quarter 4.</p> <p>All the properties out of compliance have access issues where we have been unable to get into the property. Focused efforts are in place to reduce the number of non access cases in partnership with housing and legal services.</p>
<b>3.2.2</b>	<b>Fire stopping performance is below target due to access</b>	<p>Performance on completing repairs identified through Fire Risk Assessments remains below target.</p>

**and supply issues**

Performance has been impacted by ongoing supply chain issues regarding the manufacturing and delivery of fit for purpose, fully accredited fire doors.

In addition the service is working with housing and legal services to resolve an ongoing level of no access cases.

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**3.3 Damp and Mould**

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**3.3.1 We are working with tenants to tackle damp and mould**

Our approach to addressing damp and mould has focussed on encouraging maximum reporting and visibility. This has included training all repairs operatives how to report and identify damp and mould.

We have seen a sharp increase in the volume of damp and mould repairs in quarter four. We have re-directed resources into a dedicated damp and mould team who are responding well to the challenge. We aim to attend and assess reports of damp and mould within a five day target, always with an emphasis on working with the tenant.

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**3.4 Right First Time**

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**3.4.1 Right First Time is a key indicator for the repairs service**

Right First Time is a key indicator for the service, as this drives both customer satisfaction with the repairs service, and greater efficiency.

This measure excludes certain types of repair which we would not be expected to complete on the initial visit; in the case of a broken window, for example, we will need to measure the size of the window pane on our first visit and then return at a later date with the glass cut correctly to size, and in the case of treating mould, this requires three separate visits at regular intervals.

Right First Time performance stands at 82.90% at the end of quarter four, the highest performance throughout the year. As a key indicator for the service, more focus will be placed on achieving improved performance during 2023-2024 - through analysis of incorrect diagnosis of repairs, remedying under performance in relation to parts, materials, and standard of work.

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**3.5 Disrepair**

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**3.5.1 The service is completing**

The council has experienced a steep increase in the number of disrepair claims over the last few years in

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**more disrepair cases against a backdrop of increased claims**

line with the nationwide trend. There are several factors at play; a growth in 'no win, no fee' type work following the changes to personal injury claims and the introduction of the Homes (Fitness for Human Habitation) Act 2018, which came into force in March 2020; an exacerbation of claims former type lawyers canvassing estates for potential cases; and finally the condition of the housing stock and the amount of overdue repairs.

The service is working with housing and legal services to respond to new cases more quickly, including an alternative complaints process to avert cases from following the disrepair route.

The service has prioritised completing the oldest cases first, resulting in a drop in cases completed within time. (N.B. This relates to jobs completed within the council's timescale of 55 days rather than a legal timescale).

The number of disrepair cases completed during the year has increased significantly from 34 in quarter one to 123 in quarter four.

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### **3.6 Void property repairs**

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**3.6.1 Performance on void repairs has remained strong during Quarter 4**

The service has worked hard to turn around empty properties as efficiently as possible, completing works to 3,248 properties during 2022-2023.

The average days a void property is with the repairs service has reduced significantly from 80 days in April 2022 to 42 days at the end of quarter four. Performance has further improved in April 2023 to 37 days.

The number of voids with the repairs service reduced considerably as works were completed, from 532 in April 2022 to just 326 at the end of quarter four.

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### **3.7 The Customer Experience**

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**3.7.1 Customer satisfaction scores have been consistent in 2022/23 but performed below target**

Customer satisfaction has remained consistent during 2022-2023 with levels around the 80% mark.

The main areas of dissatisfaction lie in the customer experience regarding the contact centre, in particular the waiting times for calls to be answered. Other areas of dissatisfaction relate to back office organisation and communication with tenants relating to appointment

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dates. As an illustration of the former point the Q4 customer satisfaction score excluding the contact centre performance is over four percentage points higher at 84.32%.

More encouraging, the responsive repair visit itself and the customer service provided by operatives is highlighted by tenants as a positive experience. Customer satisfaction with gas servicing is also consistently high with the Q4 score at 98.87%.

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**3.7.2 Customer satisfaction is a priority area for the service**

Improving customer satisfaction is an area of particular focus for the service.

The last quarter has seen a more robust investigation process into service failures that are highlighted in satisfaction surveys and includes quality assurance visits to instances of unsatisfactory work and subsequent performance discussions with individuals. These failures are also reported at Senior Management Team level.

The service expects to see an ongoing increase in satisfaction as further improvements to systems and communication around appointments are made. In addition, the service is working closely with the contact centre to identify avoidable contact and joint solutions to improve call handling performance. Central to this is our focus on improving levels of no access, completing a higher number of jobs right first time and re-appointing follow on works to reduce avoidable contact.

The service expects to see a demonstrable improvement by the end of quarter one 2023-24

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**3.7.3 Customer satisfaction is measured using transactional and perception surveys**

This figure is calculated using a transactional survey. The nature of a transactional survey means that the tenant is being asked if they are happy with a service, or transaction, (in this case a repair), when it has been completed.

It is important to note that the satisfaction measure reported in the Housing Performance Report elsewhere on this agenda uses the results from a perception survey. The perception survey asks a sample of tenants about their satisfaction with the repairs service if they had received a repair within the last 12 months.

The perception survey scores are the ones that will be made public by the Regulator of Social Housing.

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<b>3.7.4 Contact centre waiting times have increased</b>	<p>Contact centre waiting times increased by an average of six minutes during quarter four to over 27 minutes.</p> <p>We continue to work with the contact centre to reduce avoidable contact, and in particular the amount of chase calls in relation to repairs.</p>
<b>3.7.5 Our online repairs portal has proved popular with tenants</b>	<p>Tenants are using the online repairs portal to report repairs, with up to 1,000 orders being placed each week.</p> <p>We are working on improving the information we provide to tenants on our website and will be involving our Customer Repairs Focus Group in reviewing content and style on an ongoing basis.</p>
<b>4. How does this decision contribute?</b>	
<b>4.1 Repairs and maintenance performance feeds into the broader corporate priorities in several areas</b>	<p><b>Our Sheffield – Priorities and Delivery Plan 2022-23</b></p> <p>The Council have developed a new set of strategic priorities for 2023/2024 (Our Sheffield – Administration Priorities) with the intention for these priorities to form the basis of the new medium term Corporate Plan which is currently in development. To help support this, the Our Sheffield Delivery Plan 022-23 has been developed. The plan focuses on some of the key challenges the Council need to address before more longer-term strategic goals can be achieved. There are several areas in which housing performance feeds into broader corporate priorities, and as the new Corporate Plan emerges from the administration priorities, we will continue to monitor and report on how we are performing against broader corporate priorities.</p>
<b>5. Has there been any consultation?</b>	
<b>5.1 Consultation may be undertaken in response to issues documented in this report</b>	<p>There has been no consultation on this report, however, it is anticipated that the Committee’s response to issues documented in the report may necessitate future consultation. We regularly report performance to the Customer Repairs Focus Group and to the Housing and Neighbourhoods Advisory Panel (HANAP). We seek tenant input and feedback on our performance reporting, and our targets or performance.</p>
<b>5.2 We will look at other ways we can share performance information</b>	<p>As part of the Housing Engagement Strategy, we will look at other ways we can involve tenants and share our performance information more widely.</p>

<b>6. Risk analysis and implications of the decision</b>		
<b>6.1</b>	<b>No new equality implications but some may arise from our response to highlighted issues</b>	<p><b>Equality Implications</b></p> <p>There are no direct equality implications arising from this report. There are likely to be equality implications arising from the Council's response to many of the issues documented in this report equality impact assessments will be undertaken for these as needed.</p>
<b>6.2</b>	<b>No new financial implications but some may arise from our response to highlighted issues</b>	<p><b>Financial and Commercial Implications</b></p> <p>There are no direct financial and commercial implications arising from this report. There may be financial and commercial implications arising from the Council's response to many of the issues documented in this report. Any budgetary implications that arise will need Member approval and decisions around this may to be made at a future Housing Policy Committee.</p>
<b>6.3</b>	<b>No new legal implications but some may arise from our response to highlighted issues</b>	<p><b>Legal Implications</b></p> <p>Specific legal issues arising for consideration have been correctly explained at the relevant points in the report. Save for those no legal implications arise from this report. Any further legal implications will be considered in any future reports to the Housing Policy Committee.</p>
<b>6.4</b>	<b>No new climate implications but some may arise from our response to highlighted issues</b>	<p><b>Climate implications</b></p> <p>There are no direct climate implications arising from this report. There are likely to be climate implications arising from the Council's response to many of the issues documented in the first part of this report: climate impact assessments will be undertaken for these as needed.</p>
<b>6.5</b>	<b>No other new implications but some may arise from our response to highlighted issues</b>	<p><b>Other Implications</b></p> <p>There are no other direct implications of this report. There may be other implications arising from the Council's response to many of the issues documented in this report.</p>
<b>7. Alternative options considered</b>		

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**7.1 No other options were considered** The Housing Policy Committee has delegated responsibility for the regular monitoring of data including performance and financial information, and the performance monitoring of Housing Repairs services. Therefore, no alternative options to the production of this report have been considered.

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**8. Reasons for recommendations**

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**8.1 Housing Policy Committee has delegated authority to monitor performance** The Housing Policy Committee has delegated authority to monitor the performance of repairs and maintenance services to ensure that:

- The service is delivering for tenants, and that tenant satisfaction is closely monitored
- Limited resources are maximised due to budgetary pressures
- The Council is delivering on corporate priorities
- Performance information is shared with external organisations such as the Regulator of Social Housing and the Housing Ombudsman for scrutiny

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