

## **Overview & Scrutiny – 5<sup>th</sup> September 2022**

### **CBH Repairs & Maintenance**

This note contains the information to keep Members informed of matters relating to the work of the Committee, but where no decisions from Members are needed

#### **1. Introduction**

1.1 At the heart of CBH are our customers and we are always looking ahead to ensure we provide excellent services. Maintaining and improving our customers' homes at the right cost, through an excellent repairs and maintenance service, is crucial to maintaining high levels of customer satisfaction. It also ensures CBH is delivering value for money while effectively maintaining a strong service and continuing to achieve positive outcomes for our customers.

1.2 This Overview & Scrutiny report sets out a rounded view of the repairs and maintenance service, takes into consideration the impact of the Covid-19 crisis on this essential service, how well the service coped during this time, where we are now in terms of performance and the aspirations for the future for our customers and colleagues.

#### **2. Context**

2.1 Carrying out responsive repairs is a large and complex part of CBH's operation. The Government imposed lockdown restrictions which meant we were unable to complete repairs as normal during the Covid-19 crisis had a significant impact on the service. The crisis led to a backlog of repairs, increased costs through price inflation, labour and material shortages and the end-to-end target of 10 days to complete routine repairs was exceeded – resulting in a negative impact on customer satisfaction.

The table below sets out a summary of the challenges CBH faced, the approach taken to adapt and the impact on the service longer term.

<b>Challenge</b>	<b>Approach</b>	<b>Impact</b>
Unable to enter tenants' homes	CBH delivered emergency repairs only within occupied homes and focused on delivering external routine repairs and empty void properties, to keep colleagues and customers safe. Trades colleagues were also redistributed to support other service areas such as delivering medication and food within communities	16% increase in routine repair delivery during 2021/22 once the restrictions were lifted, compared to previous 2 years
Emergency repairs only	Communicated with tenants' the jobs that could be carried out within homes in an emergency to keep them safe. Continued to receive all repair requests and held them until restrictions were lifted.	A backlog of routine repairs built up during 2020 & 2021 which was cleared over a period of months following the easing of lockdown restrictions
Achieving compliance	Requirement to continue to deliver 100% property compliance through prioritised resource and adapted working procedures and worked with contractors available.	Achieved 100% property compliance to provide safe and decent homes throughout lockdown
Backlog of repairs	Agency staff and sub-contractors were used to support CBH colleagues to deliver the backlog of routine repairs during the months after lockdown restrictions were eased	CBH exceeded 10 days to complete routine repair target which ultimately impacted customer satisfaction
Price inflation	Cost impact on the overall budget from price inflation was mitigated slightly due to reduced levels of routine repairs being delivered, however agency staff costs and increased material costs had to be absorbed	Slight impact with an increased Cost Per Property during 2020/21 however this has since reduced the following year (as noted in 3.4)
Material shortages	Benefit of strong, ongoing relationship with Travis Perkins, with CBH's priority customer	CBH did not experience the level of material

	status	shortages that others have
Labour shortages	Reviewed approach to recruitment and retention and accelerated a 'grow your own' route to skilled trades persons through recruitment of apprentices and trainees	Customer satisfaction levels initially decreased due to a restricted ability to deliver repairs as usual

### 3. Performance

3.1 Delivering this service during the crisis was demanding for all involved however CBH coped extremely well. The table below provides an overview, demonstrating a strong performing and improving repairs and maintenance service with high levels of customer satisfaction which shows how quickly CBH were able to turn the post pandemic service around.

Performance measure	2020/21	Quartile performance benchmark	2021/22	Quartile performance benchmark
Number of repairs	10,671	-	12,964	-
Overall satisfaction with Repairs and Maintenance Service	78.3%	Q2	77%	Q2
Average time take to complete repairs	6.88 days	Q1	11.53 days	Q2
% of repairs completed at first visit	90.82%	Q2	90.87%	Q2
Average repairs per property	2.3	Q2	2.9	Q2
Emergency repairs as % of all repairs	12.29%	Q1	10.43%	Q1
Cost Per Property of maintenance and void works	£866.49	Q2	£757.99	Benchmarking not yet available

3.2 This positive performance, and response to the pandemic, has been achieved through a strong in-house repairs and maintenance team, who were the first in Gloucestershire to reduce and deliver the entirety of the backlog of repairs. This performance is attributed to the ability to control and deliver a high percentage of the workload in-house, which reduces the reliance on subcontractors. This enables CBH be able to respond to customer need and deliver high levels of customer satisfaction.

3.3 Reassuringly, the latest customer feedback data returned during Q1 2022/23 is demonstrating an increase in satisfaction to 82%. These indicators are closely monitored through the year.

3.4 The average cost per property (CPP) to deliver our responsive repairs and void works were £866.79 during 2020/21, slightly higher than previous years and a Q2 performance when compared to the peer group. Last year's performance (2021/22) was improved with CPP reported as £757.99, derived from service improvements, an investment in systems and IT hardware, automation of and better procedures whilst still focussing on customer priorities.

#### **4. Customer feedback & service improvements**

4.1 Listening & acting on our customers' feedback is crucial to maintaining and improving CBH's services. Our customers are telling us, through regular day to day contact and survey responses that while satisfaction levels are high, developing the repairs and maintenance service needs to continue to be a focus for our organisation. In addition, there is a need to ensure services remain fit for purpose in a post pandemic environment as reflected in the CBC CBH Strategic Housing Review.

4.2 Therefore, a change programme of work was initiated in August 2021, which aims to increase customer satisfaction through the delivery of excellent services, alongside ensuring maximum value for money by encouraging process and cashable efficiencies wherever possible. Some key benefits that have been delivered and realised during the delivery of the programme so far include:

- New and revised system processes implemented with £15,500 savings per annum delivered to date through automation and streamlining
- Commenced a 'grow your own' route for skilled trades persons through recruitment of apprentices and a trainees
- Commencing a condensed 4 day working week pilot in August 2022
- All supervisors enrolled on manager development training
- Delivered business intelligence reporting to support efficiencies
- Developing automated communication with the customer on repairs bookings

#### **5. Summary**

5.1 Overall, CBH continues to demonstrate a robust and strong performing repairs and

maintenance service with high levels of customer satisfaction. Further improvements are underway to deliver an anticipated increase in customer satisfaction, through focusing on;

- Reduction in time to complete individual repairs
- Improved quality of service overall and for each individual repair
- Further efficiency through development of IT systems and automation of processes
- Supporting colleagues learning and development

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**Background Papers**

N/A

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**Accountability**

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