



Meeting of the

# HOUSING & REGENERATION SCRUTINY SUB COMMITTEE

---

Tuesday, 3 November 2020 at 6.30 p.m.

---

## SUPPLEMENTAL AGENDA PACK A

---

|  | PAGE<br>NUMBER | WARD(S)<br>AFFECTED |
|--|----------------|---------------------|
| 5 .3 Social Landlords' Performance Report (Appendix 2b<br>Clarion Housing Performance in Tower Hamlets). | 3 - 6          | All Wards           |

This page is intentionally left blank

# Agenda Item 5.3

|                           |  |              |                      |
|---------------------------|--|--------------|----------------------|
| <b>AUTHOR:</b>            | <b>Catherine Kyne (Regional Director of Housing)</b><br><br><b>Helen Wilson – Head of Housing (North London)</b> | <b>DATE:</b> | <b>November 2020</b> |
| <b>REPORT TITLE:</b>      | <b>Clarion Housing performance in Tower Hamlets</b>  |              |                      |
| <b>PURPOSE / SUMMARY:</b> | <b>To provide the scrutiny committee with an overview of our performance and our plans for the future.</b>       |              |                      |
| <b>CONTACT:</b>           | <a href="mailto:Helen.wilson@clarionhq.com">Helen.wilson@clarionhq.com</a> , 07785 407766                        |              |                      |

|            |  |
|------------|--|
| <b>1.0</b> | <b>Background</b>  |
|            | <p>Clarion Housing last presented to the Scrutiny Committee in April 2019. The report presented reflected on service performance following the merger between Circle Housing and Affinity Sutton. Whilst members acknowledged the journey and improvements made it was recognised that performance was not where it should be particularly around the delivery of our repairs service.</p> <p>Whilst we can see and demonstrate service improvement there is still a high level of complaints being received. On Tuesday 20 October 2020 Clarion meet with the Mayor and Ward Councillors to discuss ongoing concerns which primarily but not exclusively related to the repairs and maintenance service. The meeting also reflected on cases in areas with high levels of anti-social behaviour (ASB) along with complaint numbers and response times. Whilst there was evidence of financial investment in the stock and service improvement leading to an increase in resident satisfaction, it was recognised that Councillors were not seeing or hearing about these improvements from their constituents. It was felt that at ground level there are a number of prolonged cases and poor performance patterns relating to missed repair appointments, security improvements and the length of time taken to carry out more complex repairs.</p> <p>Clarion is keen to improve perceptions and address concerns raised. It was agreed at the meeting that Clarion will develop an improvement action plan to address the areas of underperformance detailed by members. The Action plan content will be circulated and jointly monitored monthly with a follow on meeting with the same attendees to discuss progress. It is anticipated that the plan will be agreed over the next few weeks.</p> <p>This summary reports provides information relating to the borough's performance scorecard, planned investment, customer satisfaction and the results of the annual resident survey. It must be acknowledged however that our performance, in line with most other Has, has inevitably taken a dip in some key areas during the pandemic.</p> |

## 2.0 Repairs and Maintenance

Members have expressed concern around Clarion's performance in this area. Detailed below are the monthly performance trends. The quarterly performance trends are also detailed.

The data below shows a dip in service as contracts are remobilised to address back logs created by Covid restrictions, responsive repairs are showing recovery in September. The lower performance for emergency works is also reflective of the fact that at the height of the lockdown Clarion ensured more repairs were done as emergencies. Normal repairs categories have now been reintroduced and the volume of repairs done as emergencies has now reduced.

| KPI Measure   | Apr-20 | May-20 | Jun-20 | Jul-20 | Aug-20 | Sep-20 |
|---|--------|--------|--------|--------|--------|--------|
| First Time Fix (Responsive Repairs)                   | 99.36% | 98.95% | 95.94% | 97.83% | 96.10% | 97.95% |
| Responsive Repair Completions Times - Emergency Works | 99.86% | 99.37% | 99.14% | 94.23% | 85.71% | 87.99% |

### Quarterly KPI performance (please note that these stats show the quarterly average)

| KPI Measures |  | 2019-20 | Q1 2020-21 | Q2 2020-21 |
|--------------|--|---------|------------|------------|
| 1            | % Repairs completed in target  | 86.39%  | 99.88%     | 83.95%     |
| 2            | % respondents satisfied with last completed repair                                     | 89.01%  | 91.00%     | 82.80%     |
| 3            | % appointments kept as % of appointments made  | 95.47%  | 99.53%     | 97.46%     |
| 4            | % properties with a valid gas safety certificate                                       | 99.72%  | 96.20%     | 99.81%     |
| 5            | % residents satisfied with how the ASB case was handled                                | N/A     | N/A        | N/A        |
| 6            | % complaints responded to in target  | 20.00%  | 53.00%     | 58.00%     |
| 7            | % Members Enquiries answered in target   | 32.00%  | 58.00%     | 50.00%     |
| 8            | Average relet time (days)  | 102     | 119        | 211        |
| 9            | % General Needs Income collected (Rent including eligible service charges only)        | N/A     | 95.88%     | 99.69%     |
| 10           | % of tall buildings (over 18 metres) owned by RPs that have an up to date FRA in place | 80.56%  | 100%       | 91.66%     |
| 11           | General Needs Stock Numbers  | 3840    | 4102       | 3995       |

### Performance Summary

**Reactive Repairs:** Quarter 2 shows a dip in performance which has been mirrored nationally by most if not all Housing Associations as the sector faced delays on completing repairs due to Covid health and safety, supply chain shortages and changes to repair priorities. As Clarion return to normal service following removal of restrictions we anticipate that performance levels will return to pre Covid times for Clarion and its third party contractors.

**Complaints:** The slight reduction in percentages is as a result of the significant increase in Member Enquiry in Q2 when we returned to business as usual. Below are the number of cases we have received in the last two quarters.

| Measures  | 2019-20 | Q1 2020-21 | Q2 2020-21 |
|---|---------|------------|------------|
| Number of complaints received each quarter        | 602     | 48         | 93         |
| Number of Members Enquiries received each quarter | 485     | 39         | 81         |

**Property re-let times:** The number of days to re-let a void unit has increased, this is due to a number of factors; viewing restrictions during lockdown, Northgate permissions, staff shortages, Lemon Tree House decants and delays to void works during lockdown. We are now operating at full staff capacity, permissions to the Northgate system have been approved by the borough, and we have reintroduced multi viewings with safe distancing measures in place this coupled with the introduction of digital tenancy sign-ups will help to speed up the re-let process.

**FRA:** We have 22 out of 24 buildings over 18m in the borough with an in date FRA. The two buildings that are overdue are due to be completed by the end of this month. Our FRA programme was suspended for 2 months during the lockdown and we are continuing to catch up with our programme of FRAs in the month of October.

**Stock count:** Members will note a differential on the stock numbers for the borough. Clarion went through a comprehensive data cleansing exercise over the past few months and rectified issues with the stock type and tenure allocation on our master data.

### 3.0 Planned Investment Summary

Following a number of comments relating to underinvestment in the stock particularly around cyclical and communal works, we have increased our planned investment in the borough and detailed below is a summary of that investment over the next 5 years.

| Tower Hamlets Summary of Investment |                               |             |             |             |             |              |              |
|-------------------------------------|-------------------------------|-------------|-------------|-------------|-------------|--------------|--------------|
| Item                                | 2019/20                       | 2020/21     | 2021/22     | 2022/23     | 2023/24     | 2024/25      | Total        |
| Capital & Cyclical Works            |                               | £ 277,882   | £ 2,000,000 | £ 5,095,229 | £ 8,588,780 | £ 6,000,000  | £ 21,961,892 |
| Door Entry Maintenance and repairs  |                               | £ 7,500     |             |             |             |              | £ 7,500      |
| Gas Servicing and Repair (Communal) | Item s breakdown on 19-20 tab | £ 615,000   | £ 245,000   |             |             |              | £ 860,000    |
| Lift Servicing and Maintenance      |                               |             |             | £ 216,000   | £ 78,000    |              | £ 294,000    |
| Ventilation Servicing and Repairs   |                               | £ 300,000   | £ 1,550,000 | £ 1,500,000 | £ 1,500,000 |              | £ 4,850,000  |
| <b>Total</b>                        |                               | £ 2,629,140 | £ 1,200,382 | £ 3,795,000 | £ 6,811,229 | £ 10,166,780 | £ 6,000,000  |

| Tower Hamlets 2040 Investment |             |           |            |             |              |
|-------------------------------|-------------|-----------|------------|-------------|--------------|
| Spend                         | SAP         | NDSS      | Door Entry | Lifts       | Total        |
| Confirmed                     | £ 4,885,379 | £ 421,200 | £ 14,933   | £ 3,284,816 | £ 8,606,328  |
| Potential Additional          | £ -         | £ 62,400  | £ 6,067    | £ 1,417,104 | £ 1,485,570  |
| <b>Total</b>                  | £ 4,885,379 | £ 483,600 | £ 21,000   | £ 4,701,920 | £ 10,091,899 |

### 4.0 Customer Satisfaction

Customer satisfaction is surveyed by the Leadership Factor and is independent to Clarion. The results tell us that our customers were quite satisfied with the service but that there was room for improvement across key service areas. At the beginning of the calendar year 2020 customer satisfaction for the Clarion repairs service in North London was 77.9%. We saw improvement in the last quarter and this improvement was maintained through the first quarter of this financial year despite Covid restrictions affecting how we deliver our services.

Following the bedding in of our lessons learnt actions we have seen customer satisfaction has improved and by the end of summer 2020, the customer satisfaction rate increased from 77.9% to 87.6%. Our survey shows that the improvements in satisfaction are a result of better quality of work, keeping appointments and finishing work to agreed deadline, we recognise this, particularly on complex /multiply trade repairs as our complaint analysis and lessons learnt show this is an area complained about the most.

|            |  |
|------------|--|
|            | <p>We have seen in our complaints from members that this is an area we need to work harder on.</p> <p>Our Borough action plan will capture this and ensure all departments work more cohesively together and the delays seen as repairs are moved to external and internal specialist are streamlined to ensure prompt transition and attention. This will help on addressing issues relating to lifts, water pumps, keys and fobs and automatic closing gates.</p>  |
| <b>5.0</b> | <b>Areas for Improvement and Proposed Actions</b>  |
|            | <p>Whilst the information provided does show service improvements and increased resident satisfaction there is still further work required around repairs, complaint response times and lettings and we have agreed to put in place intense oversight to ensure a speedy recovery.</p> <p>During 2020, we have received 413 member enquiries and complaints, which we acknowledge is too high and highlights further work is required. Analysis of complaints show that 213 of these were related to the repair service. Whilst there has been a 45% reduction in volume when comparing the period of January- September for 2020 against the same timeframe in 2019. A full review of issues and the areas they relate to has indicate a high level of complaints in and around the Bow area but not exclusively, these relate to ASB, repair response times, security concerns and general delays in responding to complaint correspondence. Following the recent meeting with the Mayor and Ward Councillors these areas will form the basis of the action plan and individual resident issues will be detailed and action monitored to conclusion.</p> <p>Whilst some of the performance issue do relate to “lockdown” repairs does still feature as our most corresponded about issue followed by ASB and planned investment in communal areas.</p> |
| <b>6.0</b> | <b>Next steps</b>  |
|            | <p>Clarion will produce a service improvement action plan to address all issues raised by members and residents, the plan will include conclusion time frames and a joint monitoring /reporting structure.</p>   |