

DRAFT Responsive Repairs Service – Joint Action Plan from the Housing Improvement Sub-Committee v3 18 February 2015

Ref	Recommendation	Action	Outcome(s)	By When	Lead	Progress
Theme: Business Intelligence						
1	Review the contractual set of KPIs to confirm that they remain fit for purpose, and document in detail the method of calculation of all agreed KPIs.	Report to Core Group in Jan 2015 setting out proposed changes to existing KPIs, including calculation and reporting	KPIs which are relevant to Core Group, reported at appropriate intervals, articulated, and upon which action can be based.	Apr 2015	WBC Alan Humphrey, Data Analyst	Report to Core group Feb 15
2	Introduce monitoring of the average length of time taken to complete a repair from the customer's standpoint.	Introduce new measure which captures time taken to complete repairs from customer standpoint. Part of KPI review reporting to Core Group in Jan 2015	Accurate picture of time taken to complete repairs	Apr 2015	WBC Alan Humphrey, Data Analyst	Part of KPI review – Report to Core group Feb 15
3	Analyse 'no access' cases and take action to reduce the incidence of these cases.	Introduce new measure which identifies volumes and causes of no access cases (around 6% as at Oct 15). Part of KPI review reporting to Core Group in Jan 2015	Proportion of no access appointments reduces from present level	Jun 2015	WBC Alan Humphrey, Data Analyst	
4	Improve quality of information held on stock	Enhance attribute/element data held on Keystone database – scope project	Better targeting of materials stock stocks	Sept 2015	WBC Pat Hatmil, Asset Manager.	
5	Reduce volume of reactive repairs	Review data to generate planned pro-active replacement programmes – scope project	Reduction in reactive element of asset management	Oct 2015	WBC Pat Hatmil, Asset Manager	
Theme: Communication						
6	Communication management	Intervention in the case of foreign language speakers – Ensure staff are aware of the Language Line service	Effective communication between customers and repair operatives	Apr 2015	WBC Annalisa Howson, Service Improvement Manager	Completed – Non-English speaking operatives now accompanied on site.
7	Improve Communication within the Partnership	Check that all formal meetings have clear terms of reference. Give a commitment to participation at operational meetings	More effective decision-making	Apr 2015	WBC Tony J)/Mears (Gerry R)	

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8	Improve Communication within the Partnership	Mears to Employees - Documented monthly briefings with improvement actions tracked.	Better informed staff	Mar 2015	Mears (Gerry R)	
9	Improve quality of data sharing between partners	Explore possibility of Contractor access to relevant parts of Keystone – scope project	Improved repair diagnoses Reduction in time taken to complete repairs	Oct 2015	WBC Pat Hatmil, Asset Manager	
Theme: Customer Care						
10	Greater role for the tenants' panel	Consider involvement of TP in scrutinising void quality. Meeting to explore.	Customer influence on the quality of product.	Jun 2015	WBC Jeanette Arnold, Tenant Involvement Officer	
11	More customer satisfaction monitoring in addition to the Mears figures.	Sample size of survey has been increased to 35% Sample base to be broadened to increase randomness by including sub-contractors' work Core Group to review survey collection method at its January 2015 meeting.	Sample confidence level 95%, with confidence interval of ± 4 . Sample which is properly representative of population The act of data collection itself does not distort the data results Improved confidence in data accuracy	Complete Apr 2015 Apr 2015	WBC Alan Humphrey, Data Analyst	Core Group considering move to phone-based data collection using independent survey company.
12	Introduce new monitoring of jobs coming into the customer service team which result from original works not being completed satisfactorily.	Sample failure demand transactions in Customer Services (ie calls in respect of existing repairs)	Areas in which service is weak more clearly understood	Jun 2015	WBC Chris Slade, Customer Services Manager	
13	Introduce a further method of customer satisfaction monitoring to verify the Mears produced figures.	Regular audit of results of customer opinion data gathered by Mears. Core Group to review mechanism for audit.	Management confidence in reliability of survey results is maintained. Detailed audit mechanism agreed	Apr 2015 Jan 2015	WBC Chris Slade, Customer Services Manager	Core Group considering move to phone-based data collection using independent survey company.
14	Review the value of the Council's commitment to a 2-hour appointment slot for customers.	Mears to propose move to am/pm slots to Core Group.	Net value added to service.	Jun 2015	WBC Tony Johnson, Property Services Manager	Mears to submit proposal to Core Group

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15	Improved Communication within the Partnership	Mears to Tenants - Tenants Meeting every two months	Improved dialogue with customers	Oct 2015	Mears (Gerry R)	
16	Need to understand where customers see there are gaps in the repairs service	WBC and Mears agree consultation plan with residents	Service improvements based on evidence	Oct 2015	Mears (Gerry R/WBC (Jeanette A)	
17	Improve repair diagnosis	Review quality of present diagnoses & generate targeted training programme	Reduction in time taken to complete repairs	Jun 2015	WBC (Tony J)	Training in correct use of SoRs being organised
Theme: Financial Control						
18	Strengthen monthly expenditure commitment monitoring sufficient to allow prompt remedial action in the event of deviation from budget.	Strengthen regular monitoring of expenditure by WBC management. Reports to include expenditure commitment and analytical commentary	(a) Deviation from budget is intercepted, and (b) remedial action is based on sound understanding of cost drivers	Jan 2015	WBC Alan Humphrey, Data Analyst	Completed – Monthly management reports now being produced.
19	Develop a responsive repairs budget for 2015/16 based on realistic job unit costs, and profile this across the year according to the seasonal experience of the last 3 years.	Proper budgeting process completed, using evidence of historic costs as basis for compilation	Realistic budgets agreed for responsive and void operations, based on auditable assumptions and easily monitored	Jan 2015	WBC Hugh Wagstaff, Head of Housing Operations	Complete.
Theme: IT Interface						
20	Explore the scope to develop a further interface between the Agresso (The Council's main financial system) and the main Housing system, Orchard.	Formal discussion with Finance in order to identify costs and benefits of an active interface, and draft a schedule of pre-requisite actions.	Elimination of some manual processing. Improve financial monitoring. Accurate financial reports to Members	Apr 2015	WBC Annalisa Howson, Service Improvement Manager	
21	Extend use of interface to other contractors for invoicing	To be considered by Service Improvement Team	Reduced manual processing	Apr 2015	WBC Annalisa Howson, Service Improvement Manager	Not Responsive Repairs. Separate project under way
22	Extend use of interface to assist with management of service	Review MCM/Orchard interface to identify opportunities to extend to planned, void and aids & adaptation works	Reduced manual processing	Sep 2015	WBC/Mears	

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23	Extend use of interface to assist with management of service	Develop interface to deliver automated invoicing	Reduced manual processing	Sept 2015	WBC Annalisa Howson, Service Improvement Manager	Subject to the outcome of Action (5)
24	Extend use of interface to assist with management of service	Develop process for receipting completed jobs to enable automatic accruals	Reduced manual processing	Sept 2015	WBC Annalisa Howson, Service Improvement Manager	Complete – Jobs on Orchard are automatically receipted when completion date field is populated.
Theme: Process Control						
25	Tackle the number of open jobs – ie completed but not yet invoiced.	Introduce regular monitoring of open jobs to facilitate ageing control Introduce regular housekeeping regime to maintain job ageing within agreed limits	Unexpected build-up of aged jobs prevented Control of job closure achieved	Complete Mar 2015	WBC Tony Johnson, Property Services Manager	Regular monitoring now under way. Housekeeping regime to be introduced.
26	Improve invoice processing	Introduce measure to monitor interval between completion & invoicing, and between Invoicing & payment. Part of KPI review reporting to Core Group in Jan 2015 90-day invoice limit trial under way on kit & bthrm programme.	Minimised volume of open jobs, and improved cash flow for contractor. Any obstacles to a wider roll-out identified.	Apr 2015 Apr 2015	WBC Tony Johnson, Property Services Manager	Part of KPI review – Report to Core group Feb 15
27	Improve timeliness of invoicing	Introduce smarter targets for 30/60/90 day invoicing	Reduced process bottlenecks	Sep 2015	WBC Tony Johnson PSM	To be reviewed with reference to contract provisions.
28	Monitor core processes adequately	Review processes to identify improvements to reducing end to end time and achieving efficiency savings	Process bottlenecks systematically identified & removed	Oct 2015	Mears (Gerry R)	

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29	Reduce number of overdue works orders arising from disputed claims	Agree parameters for addressing historic claims	Open jobs backlog minimised	Mar 2015	Mears	Settlement agreed on pre-Apr 14 jobs.
30	Reduce number of overdue works orders arise from disputed claims	Develop resolution process for disputed claims via formal meetings	Open jobs backlog minimised	Mar 2015	Mears (Gerry R)/ WBC (Keith F)	
Theme: Service Delivery						
31	Inventory management	Mears to report on use of parts to identify opportunities for more efficient stocking and standardisation programmes.	Reduction in time taken to complete repairs	Jul 2015	Mears (Gerry R)	Project to improve stock management under way
32	Improve materials stock control	Undertake a van stock exercise by trade for main trades	Reduced delays in repair completion	Jul 2015	Mears (Gerry R)	Project to improve stock management under way
33	Improve materials stock control	Update and standardise van stocks for all these trades	Reduced delays in repair completion	Oct 2015	Mears (Gerry R)	Project to improve stock management under way
34	Improve operatives' control of materials stock	Provide full training to operatives in order to order replacement van stocks through PDA	Reduced delays in repair completion	Oct 2015	Mears (Gerry R)	Project to improve stock management under way
35	Regular checking of van stock requirements	Review van stock requirement annually to maximise ability to complete job right first time	Material stocks closely matched to workstreams	Nov 2015	Mears (Gerry R)	Project to improve stock management under way
36	Reduce the reliance on sub-contracted workforce	Reduce works allocated to sub-contractors. Work with client to develop target	Service management more straightforward for contractor	Sep 2015	Mears (Gerry R)	Monitoring commenced.
37	Improve management of subcontractors	Closer monitoring to ensure consistency of service	Improved consistency of service delivery	Jun 2015	Mears (Gerry R)	Monitoring commenced.
Theme: Training						
38	Arrange for refresher training on the use and interpretation of the schedule of rates codes (both client and contractor)	All SoR users exposed to refresher training on correct usage of codes.	Clearer understanding of SoR codes, with disputes and re-work minimised.	Jun 2015	WBC Tony Johnson, Property Services Manager	SoR authors (Rand) to provide training.

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39	Undertake training across a broader range of staff, both managerial and technical	All staff to undertake retraining on Mears' Red Thread in order to improve customer experience and improve Branch culture	Better informed staff More consistent service delivery	Sep 2015	Mears (Gary McF)	
40	Strengthen middle management staff team	Deliver a Management/Supervisor training programme	Improved management of service	Nov 2015	Mears (Gary McF)	
41	Improve relevance of staff training	Review H&S training programme in response to operation issues	Better targeting of training resources	Apr 2015	Mears (Gary McF)	