



To: Cllr Catherine Smart
Report by: Bob Hadfield
Relevant scrutiny committee: Housing Management Board 25/11/2011
Wards affected: All

Housing Repairs improvement plan Key decision

1. Executive summary

1.1 This paper outlines progress made to date on the Housing Repairs Service improvement plan. The paper also requests an extension to the plan's approved timescale due to constraints, which have arisen during the first year of the plan.

2. Recommendations

The Executive Councillor is recommended:

- 2.1 To note progress made to date.
- 2.2 To grant an extension of one year until September 2013 for completion of the improvement plan, subsequent to which, Members will determine if sufficient progress has been demonstrated and consider future options for service delivery.

3. Background

3.1 Following a soft market testing exercise, the September 2010 meeting of this committee considered and approved recommendations for improving the performance of the housing repairs service and adoption of a rigorous improvement plan. The improvement plan was to be undertaken over a challenging timescale of two years and was to specifically address the following:

- That productivity levels be monitored and aligned to an output of £75,000 per Technicians for response repairs and voids at current values.
- The Introduction and application of hand held repair ordering and scheduling technology with associated appointments.
- Raise Customer Satisfaction levels in relative and absolute terms.

- The number of cancelled works orders to be tracked and reduced significantly.
- Work completion within target times to be improved in relative and absolute terms.

3.2 The recommendations also included the establishment of a scrutiny panel incorporating a range of officers and tenants representatives. The panel will monitor progress against the improvement plan and ultimately contribute to the review by Members at the end of the improvement plan timeframe.

4. Implications

(a) **Financial Implications**
N/A

(b) **Staffing Implications** (if not covered in Consultations Section)
N/A

(c) **Equal Opportunities Implications**
N/A

(d) **Environmental Implications**
Nil

(e) **Consultation**
N/A

(f) **Community Safety**
N/A

5. Progress to date

5.1 Key improvement milestones relating to the foregoing are:

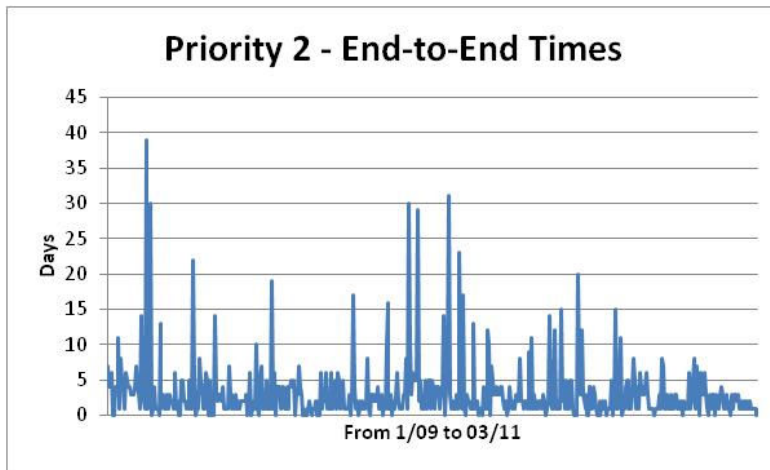
- Resource levels have been aligned to a nominal output of £75,000 per Technician for response repairs and voids at current values.
- Customer satisfaction is increasing in all four main areas.

	2007/8	2008/9	2009/10	2010/11	2011/12
How satisfied were you with the helpfulness of staff when you reported the repair?	89	88	89	90	91
How satisfied were you with the operative's attitude/politeness?	92	93	94	94	95
How satisfied were you with the quality of the repair work?	92	91	92	93	93
Overall how satisfied were you with the repairs service?	91	90	92	91	92

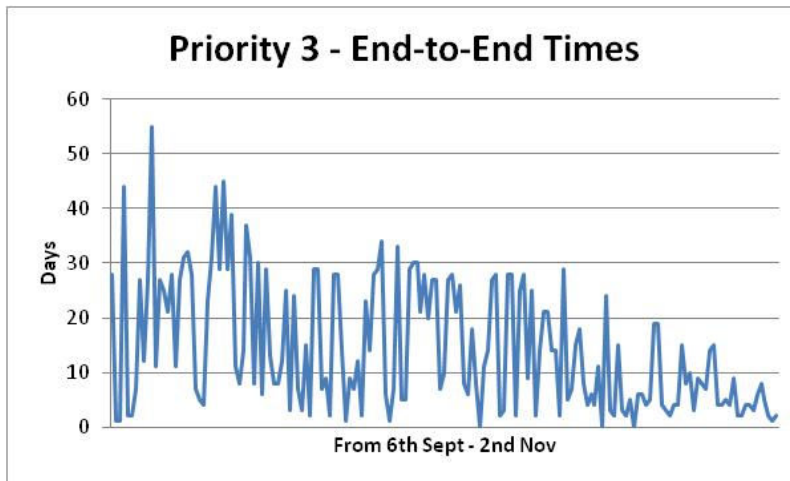
- The number of works orders being cancelled has been reduced significantly from 10% to 4% overall.
- The number of works orders where the target date has been extended has been reduced from 7.6% to 2.9%.
- Work completed within target times has been improved in relative and absolute terms. All 4 priorities of work demonstrate incremental improvements throughout the term of the improvement plan to date.
- Construction time within void properties currently has a target of 10 days with 7.5 days being achieved to date.

5.2 A Lean systems project pilot recently undertaken in conjunction with the Customer Service Centre has highlighted some dramatic improvement to end to end times for the completion of repairs from a customer's point of view, as illustrated below:

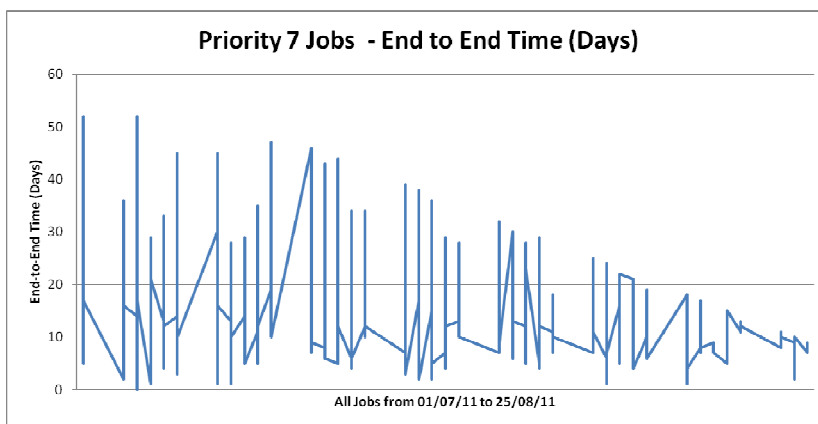
5.3 Priority 2 (Urgent) jobs end to end times have improved from 3.2 days to 2.2 days. Priority 3 (Routine) jobs end to end times have improved from 16 days to 4 days. Priority 7 (Appointments) jobs end to end times have improved from 16 days to 7.85 days.



Former Average = 3.2 days
 Average since 10/10 = 2.5 days
 Average since 21/10 = 2.2 days



Former Average = 16 days
 Average since 10/10 = 6 days
 Average since 21/10 = 4 days



Former Average = 16 days
 Average since 10/10 = 10 days
 Average since 21/10 = 7.85 days

5.4 Milestones still to be met:

- Ongoing efficiency and value generated by each Technician/job type is not currently measured.
- Works management system is still traditional and paper based.
- Lean system recommendations are still in the process of being implemented.
- Multiple IT systems are still in use reflecting the old client and contractor perspectives and duplicating process input requirements.
- Value for money of current supply chain arrangements and stores are still to be determined
- Efficiencies in allocation of geographically dispersed repairs are yet to be achieved.
- Real time works information cannot be supplied to the Customer Service Centre when dealing with enquiries.
- Jobs continue to be collected manually from the depot by Technicians.
- More comprehensive customer satisfaction information yet to be captured on site in real time via hand held technology.
- Emergency repairs remain stubbornly high at approximately 20% of all orders.
- Less than 5% of households account for more than 10% of the available budget the reasons for this need to be identified together with appropriate remedial actions.
- Demand by customers for amended working hours has yet to be determined.

6. Constraints

- 6.1 Since the improvement plan was adopted, the Housing Repairs Service has been the subject of a major corporate change programme including merger of the housing client and contracting service elements of the service, the outsourcing of planned housing maintenance activity and merger with facilities management elements of the corporate property services function.
- 6.2 The restructure above is still in the process of being implemented.
- 6.3 The service is also subject to a corporate Support Service Review examining provision of back office support together with methodology and systems.
- 6.4 The introduction of mobile working technology is core to the housing repairs improvement plan in order to improve the efficiency of work

allocation, site operations and provision of real time information to customers and service centre.

- 6.5 A lean systems approach being adopted for 'end to end' service delivery requires elimination of the existing paper based system and implementation of a graphical repairs recognition system being located in the Customer Service Centre.
- 6.6 The elimination of duplicated processes is also required subsequent to the merger of the Client and Contractor functions, giving rise to a requirement to rationalise and integrate IT systems.
- 6.7 Due to the costs involved, procurement of any new information technology systems will be the subject of European procurement rules which could take up to a year to complete.

7. Request for an extension of time

- 7.1 In view of the foregoing, an extension of one year until September 2013 is requested for completion of the improvement plan, subsequent to which, Members will determine if sufficient progress has been demonstrated and future options for service delivery.

8. Conclusions

- 8.1 Significant progress can be demonstrated to date.
- 8.2 Major change has been experienced during the first year of the plan
- 8.3 Procurement timescales preclude achievement of the overall aims of the plan within available timescale.

9. Background papers

- 9.1 Soft Market testing of the Housing repairs service report Sept 2010.

10. Appendices

N/A

11. Inspection of papers

To inspect the background papers or if you have a query on the report please contact:

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