Repairs Service Review

Outcomes Summary November 2023

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Approach

- 25 Consultation Meetings with stakeholders and frontline teams

Observation of frontline service onsite - repairs, planning, Customer Service Centre teams

Review of processes, data and information

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Key findings - themes

Post-pandemic recovery: significant improvements around systems and working practices

Data quality: low confidence - lack of transparency

Communication, Communication, Communication

Lack of documented processes, policy and procedures

Strengths & Achievements

- Post-Pandemic Recovery- stabilisation of service & reduction of service backlog

- Systems Development: Scheduling system (DRS) optimised & Info Suite providing real-time insights

- Booking hub - improved alignment with NEC

• Improved operational delivery model: collaboration with planners & repairs supervisors

Challenges

- No defined service model and standards
  - Performance Management
    - Customer Engagement
    - Employee Engagement

Data Quality:
Difficult to understand the true cost of service and current performance

Systems and processes: minimal documentation & knowledge limited

Improving Customer Experience:
- First time fix
- Complex/Major (unplanned) repairs take too long

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Opportunities

- Social Housing Reforms: opportunity to engage with customers to design high-preforming service

Housing Property Services Model: all repairs & asset management integrated as one team with intelligence led asset management approach

Leverage technology to become a digital business: improve efficiency and productivity and use insights to continuously improve service

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Key Recommendations

- **Customer Experience**: engage with customers to re-design customer journey. Develop customer engagement plan as part of preparations for implementation of Social Housing reforms.

- **Service Model**: Develop and embed the new Housing Property Services Function as a 'one stop shop' service covering repairs, maintenance and asset management capabilities, underpinned by intelligence led Asset Management.

- **Operating Processes & Standards:** Establish a Service Delivery framework setting out roles and responsibilities across the Housing Service. Develop service standards aligned with outcomes from customer engagement and develop a repairs service manual incorporating more efficient and effective processes and standard operating procedures, using digital technology wherever possible.

- **Internal Contractor Operating Model :** Review of the internal contractor operations to ensure value for money and long-term sustainability.

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People

- **Culture:** The stabilisation of the leadership and management of the service provides an opportunity to fully engage teams with planning and implementing service improvements.
- **Internal Contractor Resources (Capacity):** Continues to improve following post-pandemic stabilisation but a workforce plan needs to be developed which includes talent development and retention strategy.
- **Internal Contractor Delivery Model:** It is highly recommended that the workforce is reviewed and upskilled in line with best practice to enable more jobs to be completed right first time by a single operative as far as possible reinforced by a robust skills and development approach.
- **Digital Business**: There is the opportunity to transform Housing Property Services into a digital business, with people at the centre supported by technology and access to trusted information. It is recommended that an Operations Analyst capability is established within the internal contractor team; focus should be on utilising real time and historical insights from the systems to improve planning and service delivery to compliment the frontline technical staff.

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Systems and Technology

- **Operational Systems:** review gaps in the interactions between housing (NEC and DRS) systems and other core business solutions including Keystone Asset Management and the Integra finance system to inform the design of suitable solutions.

- **Systems & Technology Review:** prior to any significant investment in systems development/configurations to ensure alignment with Council wide IT roadmap and to establish any quick wins e.g. re-negotiation of licenses/software support agreements.

- **Customer Self-Serve:** customers can raise new repairs using the NEC self-service portal. It is recommended that this is expanded to include more repairs types (non-urgent) and functionality to view progress updates on existing repairs is introduced to improve customer service.

- **Staff Self-Serve:** Opportunity to explore technology options for staff within internal teams to raise repairs and be empowered to check progress on existing cases.

- **Knowledge Management:** Following launch of the service delivery framework and repairs manual, explore utilisation of 'Universal Knowledge' already used effectively in the CSC to provide digital access to processes and procedures. This will improve efficiency and service delivery.

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Data and Information

- **Data Quality:** A deep dive of systems and information should be carried out to inform the detailed design of the repairs systems and improved reporting.

- **Definitions and Standards:** Data definitions should be set out to ensure consistency and accuracy of performance reporting.

- **Data Governance:** Data governance protocols implemented to ensure information and insights are reliable, complete and accurate.

- **Information & Insights:** The Info Suite product (part of the DRS scheduling system) needs to be aligned with NEC (housing) and Integra (finance) data sources so that there is a single version of the truth to inform both operational and Executive level reporting and insights going forward.

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Key outcomes strategic summary

1	**Service Definition & Re-launch -** Use the opportunity afforded by the new Housing Property Services function to re-design a clear, fit for purpose service model. Develop a 'Repairs Service Manual' with clear policies, processes and Standard Operating Procedures (SOPs).
2	**Customer Engagement -** root cause analysis of customer complaints and customer engagement programme to ensure customers have opportunity to shape new service model.
3	**Repairs Service Delivery Model -** commission a detailed review of repairs service delivery model including financial performance, budgets, benchmarking against other delivery models and procurement strategy.
4	**Client & Contractor roles -** aligned with voids model needs clear definition and communication-recommend service delivery framework to enhance collaboration balanced with clear accountabilities.

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Key outcomes strategic summary

5	**Productivity & Efficiency -** Continue to build on and embed the improvements made to ways of working. Consider opportunities to upskill the workforce and maximise productivity to improve efficiency, first time fix rates and customer experience.
6	**Culture -** Ensure that staff are engaged with and aligned with the values of the new service model 'One Team' approach, considering a change and communication programme to be delivered as part of overall improvement programme.
7	**Information -** Re-design operational and Executive reporting. All frontline management should have access to trusted, up to date performance information and trends to support service improvement.
8	**Technology -** leverage the benefits of mobile solutions across repairs and housing teams to capture tasks and manage workflow. Frontline teams to be enabled to view existing repairs and raise new repairs. Utilise Universal Knowledge management system aligned with new service model.

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Next Steps – Delivering Change through Transformation Project approach

- Implement changes as a well-defined, resourced project underpinned by effective project governance

- Align with SBC Transformation Programme

- Utilise project toolkit developed for voids Improvement project

- Ensure project is fully resourced - Project Management, Business Analysis, Business Change, Systems Design and Implementation in addition to subject matter experts from Housing Property Services, Housing Management, Finance, HR and IT

- Following detailed design stage, identify project costs and ensure funding is in place to deliver (HRA Business Plan and 2024/25 budget-setting)

- Establish project communications plan and ensure change control protocols are implemented to avoid duplication of tasks between other projects and to maximise engagement with customers, staff, suppliers

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Improvement Programme: Recommended Themes

- 1. Customer Engagement

2. Service Delivery & Intelligence Led Asset Management

3. Productivity and Efficiency

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ANY QUESTIONS?