THE CITY OF SALFORD
HOUSING SERVICES
MAINTENANCE DIVISION

SALFORD NORTH

RESPONSIVE REPAIRS

PROPOSED PILOT SCHEME

DRAFT REPORT

City Of Salford
Housing Services
Maintenance Division
626 Eccles New Road
Salford

JANUARY 2002

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REPORT TO THE LEAD MEMBERS MEETING - DATED JANUARY 2002

REPORT OF THE ASSISTANT DIRECTOR, MAINTENANCE

SUBJECT: RESPONSIVE REPAIRS SERVICE - PROPOSED PILOT IN THE SALFORD NORTH AREA TO TEST ALTERNATIVE WAYS OF WORKING

1. PURPOSE OF REPORT

To seek approval to implement a pilot way of working over a 6 month period to test alternative ways of delivering our Responsive Repairs Service.

2. OBJECTIVE

To fully apply Best Value principles in process re-engineering the thirteen steps in the current repair process chain with 4 main objectives that are considered as follows:

- **Improved Service Delivery**
- **Get It Right First Time**
- **Improve Efficiency and The Process Chain**
- **Develop A Team Approach**

3. BACKGROUND

The first stage of organisational change with regard to the repair service has now been implemented from 1st April 2001. A Best Value review has been undertaken to look at the second stage to improve service delivery.

From the review findings an operational team from both the client and contractor involved in the current service along with the best value team has been developed. Their common objective is to look at ways of improving the current service that they undertake and also to look at and install new initiatives where possible in achieving the improvements and meeting Best Value criteria.

The team undertook an 'Operational Exercise Day' together in August 2001, to look at the introduction of the following seven proposed trials which were drawn from good practice innovation and would form the basis of the pilot scheme.

1) **Examine tradesmen being directly issued with the repair and undertaking pre-inspections.**

2) **Use of 'Just in Time' delivery of materials for void repairs.**

3) **Improvement in communications by means of supplying operatives with mobile phones.**

4) **Improve co-ordination of the repair process involving multiple contractors.**

5) **Examine the working of a more effective appointments system.**

6) **Improved management of small emergency repairs through the introduction of a rapid response repairs team.**

7) **Improved tracking through the void and repair process.**

From the operational exercise day the team were then tasked to research and develop the seven proposed trials within mini-task groups, which would look at re-engineering the existing processes by people currently involved with this process.

The team was therefore split into the mini-task groups, with people being involved in more than one group at any one time. The objective of each task group was to look at their tasks and develop detailed procedures within it to establish the implementation of the trial from an agreed date.

There were eleven mini-task groups looking at the same number of tasks which would form the basis for the proposed trials to be implemented in the pilot scheme, these tasks are outlined on the original trial tasks programme (Appendix A) attached with this report.

4. DETAIL

This report addresses the need to look at relationships in the repair's process chain and ways of changing working procedures to shorten the chain. These changes will not have a direct impact on Housing Management staff other than a simplification of the process and resultant improvement in service.

It is essential that opportunities are available to introduce in a limited pilot, new ways of working between the traditional client / contractor using the simple principle of closer and more integrated working procedures that will lead to a more efficient and effective service delivery that can be utilised with both the DLO and private contractor working practices.

The trial tasks within the proposed pilot have been identified for both the DLO and private contractor to utilise within their working practices and thus create common ways of working. The pilot however, does not address the very first link in the process, that of the receipt of the repair enquiries via the housing assistants. Whose accuracy and efficiency at that first stage has a significant impact on the rest of the repair process chain, and will continue to affect performance, as the maintenance team does not control them. This needs to be addressed at an early stage otherwise there will always remain a weakness in the process.

The management of service delivery within the group area is a key part of the proposed pilot; therefore it is proposed that there will be a management team of 'Two Maintenance Team Co-ordinators' giving complete integration of the process.

It is recognised there are proposed changes from the existing management culture and relationships with Group Managers. But to change from group to team working requires the two team co-ordinator posts to work as close as possible, with in fact the potential to improve communication with the two co-ordinators working as a team.

One of the maintenance team co-ordinators will focus on operational activities (which will involve 38 operatives in this area), and one will focus on technical issues, which will centre on inspections, planning and quality/monitoring issues (currently there are 5 technical staff).

The inter-relationship of these two Team Co-Coordinators work is such that they will work as a team. Both having knowledge and details as to the work flowing through the services and both having equal responsibility. It will be a necessity that the two are based in the main together, which will be identified within the relevant task item of the pilot.

The role of the existing 'Team Leader' will be removed due to the creation of the team co-ordinators. The role of the existing Technical Assistants will require widening and become more detailed than is at present at the pre-inspection stages, which will be explored and defined within this report.

Essentially the duties will include pre-measuring, pre-planning and scheduling of work carried out by the trades operative, with follow up inspections on quality and monitoring of work in progress to completion and it is not seen that their job descriptions require changing.

Within the trial tasks in the proposed pilot scheme will be the need to look at the use of 'Just in Time' material deliveries, with materials for void repairs being directly delivered from a builder's merchant within pre-determined delivery time slots.

There will also be a need to trial and experiment-improving communications by issuing operatives with mobile phones and possible usage of new improved 'palm pad' operating systems to be investigated as a further improvement in the future.

The existing appointments system is not working effectively, and in some cases is being reported incorrectly within the Government BVPI's guidelines on performance, and therefore examination into new methods of making it more contractor/customer friendly will be explored with particular advantages seen with the introduction of operatives using mobile phones in extending the effectiveness of our appointments system.

On a pilot basis monitoring can be undertaken from existing management arrangements but as the pilot is implemented on a city-wide basis then a robust independent checking and validation will be required particularly for private contractors and it would be at that stage to re-designate the post of Group Leader (Contracts) to Responsive Repairs Team Manager with assistance to carry out this new role.

The co-ordination of the multiple contractors used within the repairs process by both parties will be explored within the pilot.

An exercise is to be undertaken within the pilot, to look at the introduction of an 'Estate Rapid Response Team', to further improve service delivery within specific estates. The team would work directly from and under the control of the St. Simons Street Office, so as to improve on site customer care issues.

The ability to monitor all the new trial tasks against the current processes will require the use of management control information in line with audit requirements and controls. These monitoring systems should demonstrate the ability to track cost and performance within both the responsive and void processes, and should include all work sections involved.

It can be seen that some of the above are potentially radical compared to existing working practices, and therefore the pilot along with its trials and tasks are required to test the workability and effectiveness of any new procedures.

There are cost consequences such as new telephones, Estate Rapid Response Team staffing that have to be considered.

5. PROPOSED PILOT TASKS

With respect to the seven trials put forward in this and previous reports. The task groups have explored and considered all points to develop their task items ready to implement within the pilot. This team approach illustrates both client and contractors desire to demonstrate a new improved 'service delivery' to customers. Each of the trial/task items within the proposed pilot will now be defined in more detail with consideration for the following; -

- Probity
- Audit requirements/recommendations
- Workability
- Team approach methodology
- Efficiency improvements
- Cost effectiveness
- Reduction of duplication
- Increased production and performance

5.1 TRIAL NO. 1 – 'Examine tradesmen being directly issued with repair and undertaking pre-inspections.'

This trial includes four task items within it, which have been looked at and are as follows;

- Audit checks
- Level of direct issue
- Reduction of emergency job issues
- Telephone guidelines/scripting

It is felt that the above four items all interlink in some way for the development of trial item number one and that they also have links into other trial items to be implemented within the proposed pilot.

5.1.1 Audit Checks

5.1.2 Introduction

The purpose of the Pilot Scheme in Salford North is to test in a live operational situation ways of improving how we organize and deliver our Responsive Repairs Service. We have identified a number of procedures in the repair process that can be improved. One of which is to reduce the number of visits we make to the property.

This can be achieved in two ways.

The technical officer can measure the work on the pre-inspection. We can extend the issue of work direct to an operative to carry out the repair work on the first visit. Which also links in with some modifications to the appointment system.

5.1.3 Control Measures

We will introduce control measures at each stage of the process to ensure the new method of working is providing a more efficient service.

A number of the trials are interlinked, for example the scripting of the Housing Assistants response to repair enquires will ensure a better diagnosis of the repair work required. This should reduce the number of variations requested and the operative should be able to do the job on the first visit.

At the moment we have to carry out minimum 10% post inspections of jobs completed. There are no minimum targets for work in progress inspections. It is intended that we increase the percentage of post inspections to a minimum of 20%. We will be able to achieve this due to the fact that we will be reducing the number of pre-inspections we carry out. We will also introduce a minimum of 10% work in progress inspections in the early stages of the pilot. This will identify any issues of job building or unnecessary variations as well as standards of workmanship and materials.

5.1.4 Monitoring

We have in place a comprehensive system of monitoring contractor and housing performance. This identifies where we are meeting Government and Local response times and targets. Once the pilot scheme is in operation we will be able to measure and monitor how successful the initiative is. This includes both contractor performance and customer care issues. (See examples of monitor sheets enclosed)

We are also able to control and monitor the financial position on a weekly basis. We will be able to identify over a period time if the spend pattern, is significantly different from when the pilot was introduced. (See examples of monitor sheets enclosed)

The existing customer care card information will indicate if there are any significant changes in customer satisfaction levels.

5.1.5 Conclusion

It is essential that we can control and monitor the new method of working. We will be extending the existing control systems already in place to identify quickly if the new process has any effect on increasing productivity, efficiency and customer satisfaction.

5.1.6 Level of Direct Issue

Within the Pilot Scheme it is hoped that the repairs service can be improved by, issuing work more direct to the Team Co-ordinators, reducing the number of repair requests going onto the held work list, and also reducing the number of pre-inspection visits to a property.

In order to achieve this it was first necessary to analysis the Inner City Schedule of Rates, to identify which items could be issued direct to the Team Co-ordinator for attention by his team of operatives, and which items that would require pre-inspection by the technical assistants.

The criteria used to identify the items that can be classed as Direct Issue are as follows; -

- Work that can be completed on the first visit by an operative using materials from the vehicles.
- Work that may require a pre-inspection by the operative but where materials are readily available from the Divisions stores.
- The value of the work in most cases would be no more than the average cost for a responsive repair.

The criteria used to identify the items that must be pre-inspected is as follows; -

- Work of a high value to control the area budgets.
- Work that cannot be quantified from the tenants report.
- Work that could be subject to a tenant recharge.
- Work that could be the subject of a forthcoming improvement scheme.

Therefore the existing Schedule of Rates has been amended so as to clearly identify where an item is now either to be ‘Inspected’ or ‘Direct Issue’ see (Appendix B) attached.

A percentage of the new S.O.R’s List overall for Direct Issue is 58% and that of Inspected work is 42% (inspected work is due to budget cost requirements/constraints).

The procedure that is currently used by the area office repairs staff to decide which items should be pre-inspected or issued direct to the contractor, is one of familiarity and experience, there are no prompts from within the computer system.

If it is accepted that Direct Issue is to be introduced as part of the pilot scheme, then the following procedure should be used.

The amended Schedule of Rates would be issued to the housing assistants and or call centre staff for reference.

- When a repair request is received, the hosing assistant or call centre staff, would decide from the Schedule of Rates whether the work was for Direct Issue or for pre-inspection.

- Work for pre-inspection would be entered into the computer system and the existing procedures should then be followed.

- If after the pre-inspection it is decided to issue the work, then all material details, sizes, colours, hand and any relevant special instructions must be included by the Technical Assistant on the order, to avoid having to make a further visit to the property.

- Work for direct issue should be entered into the computer system with all the relevant information and then issued to the Team Co-ordinators on the correct priority, with an appointment where required, and the existing procedures should then be followed.

It must be noted that the already agreed contractual emergency jobs issued direct to the operative on a daily basis should remain in its current format, as it is successful in its way of working.

However the introduction of a 'Hand held palm pads' for operatives to work with in the future is the next step forward for the issuing of work direct to the operatives on all priorities of work, which will cut out the current radio room/Inspector chains in the current process.

Process Maps of the existing and proposed procedures, along with summary sheets accompany this report on the following categories of work that can be issued; -

- Inspected Day-to-Day Repairs (Appendix C)

- Non-Inspected Day-to-Day Repairs (Appendix D)

From these new process maps it can be seen that duplication and a reduction in the chain of the repair process is achieved, by re-engineering certain job roles.

5.1.7 Reduction of Emergency Job Issues

The Best Value Review through the reality checks undertaken, have confirmed that on average 56% of all work is issued on a emergency priority to the contractor to complete within timescales laid down. Compared to neighbouring authorities targets this issue of work is far in excess of the norm.

The contractor however currently performs well in completing this excessive amount of emergencies. However when you compound this with the 'Urgent' priority job issues then over 75% of all work received by the contractor is to be completed in short time scales and with low value content.

If you further compound this with the large number of voids to be completed, due to the new void procedure, then the downside is that Normal and Low priority work performances suffer due to flexibility of the contractor's resources not being available.

The reason for the high percentage of emergency work issues is solely down to work of a non-emergency nature and outside the specified contractual guidelines for emergency work, being issued by the Housing Assistant from the tenant's initial request. An exercise to confirm this was undertaken within Salford North over a four day period and the following confirmed the above; -

Period 23/07/01 – 26/07/01

Tickets issued	-	205 No.
Incorrectly Prioritised	-	75 No.
Incorrect Percentage	-	36.5%

Therefore it can be seen that out of an average 56% of emergency work issued, 36.5% is incorrectly prioritised. An investigation into HS2000 revealed that out of 60 S.O.R. Codes that come under the tenants 'right to repair status' 54 of these codes default to emergency priority when input onto the system, and are not under the emergency contract heading, and the housing assistant **can override all of these priorities to a different priority if required.** After discussions with housing assistants on the high percentage of emergencies being raised, a brief summary of the reasons why is shown; -

- Systems defaults, so it must be an emergency!
- Service of emergency contractor is extremely good and reliable
- Unsure of exact repairs issued
- Placed under extreme pressure by hostile tenants.
- They are responsible should anything go wrong.

These are just some of the reasons that work is placed on the wrong priority and therefore a re-emphasis of the contractual guidelines and improved management is required. This will be carried out by, explaining to the housing assistants the importance of correctly identifying the right priority for the right job. That incorrectly issuing emergency work would only have a knock on effect on lower priority work.

This information has been delivered in form of a memorandum (Appendix E) to every Housing assistant in Salford North and also discussed on a one to one basis. The request was also passed onto the Senior Housing Assistants to re-enforce this message with their staff.

The Maintenance Team explained to the housing assistants that if they were unsure of which priority or any other aspect in relation to maintenance matters that their team would fully support them and they were all contactable on mobiles, if they were out of the office.

As previously stated the emergency issue percentage was averaging 56% of all work issued (Appendix F). Following the action taken a measure of its affect over the first week has shown an issue rate down to 36% (Appendix G), with a target of 20%-25% required achieving during the proposed pilot period.

It is therefore felt with the combination of the new telephone script being developed and close monitoring from the maintenance team of the orders being released, it will be possible to reduce the number of emergencies to the proposed target level, without reducing the level of service provided.

5.1.8 Telephone Guidelines/Scripting

The Best Value Review has identified that specific information on the job repair ticket issued to the contractor was lacking or not up to date, which led to poor service delivery and poor customer care. Such items are as follows; -

- Tenants phone numbers.
- Access arrangements for the property.
- Tenants name.
- Re-chargeable repair.
- Detailed description of the work.
- Correct SOR code issued.
- Persons name shown who has either raised or inspected the work and their contact number.
- Non-availability periods in undertaking the work.

It was agreed by all the task members, that at the initial tenant request for a repair, as much information as possible was required putting on the job repair ticket for the contractor to complete first time.

Under the first stage of the organisational change in April 2001, Salford North Area Housing Office, like the other four area offices have their own new mini call centre installed. This call centre receives all calls for that area with the majority being repair related.

The mini call centre comprises of a bank of eight phone lines, all working from one telephone number. Its performance is monitored weekly within the system to produce data on the following; -

- Numbers of calls answered within set times.
- Numbers of calls engaged.
- Numbers of calls not answered.

Its success is dependent upon it being fully staffed by housing assistants at all times.

When it was introduced it had with it a fourteen page 'Guide to ordering repairs' manual with it for staff to use. This manual was also built into the system (HS2000) to act as a 'drop down' friendly user guide. However due to the age and capacity of the machines and their software this drop down facility cannot be achieved without major investment.

It was proposed by the task members that to improve the current ways of working and produce as much correct information on the job repair ticket first time, the lengthy 'Guide To Ordering Repairs' needed re-formatting onto a two sided A4 laminated guidance sheet for housing assistants to work through on receipt of repair calls, in conjunction with this where 'LG Repair Finder' is available on the housing assistant's P.C's, it should be used to diagnose the repair more accurately with the tenant.

The task members in conjunction put the new 'Guidance Sheet' together with a housing assistant from the Salford North office, which uses the system. The sheet specifically goes through the scripting required with the tenant to gain all relevant information, unlike the original manual it does not go through the system for the raising of the order, as this is well understood by the housing assistant already. A copy of the new 'Guidance Sheet' is attached (Appendix H).

5.2 TRIAL NO. 2 - 'Use of Just in Time (JIT) delivery of materials for void repairs'.

A proposed trial is to be undertaken within the pilot directly using a national builders merchant (Builder centre) on void work only. Who will fully stock, package and deliver all the materials for a void property to the named address on an agreed date and time with the contractor.

This proposal endeavours to eliminate wasted time on sourcing and collecting materials, and allows the trade operatives to have all materials on site and carry out the work more efficiently. If the trial is successful on the voids pilot, it will be then developed into the responsive day-to-day repairs service in the future.

The proposal will allow the proposed team co-ordinators to undertake up-front planning of voids and thus increase productivity of both void property returns to the Marketing Team and Tenants, but also increase operatives performances . The following is the procedure for this new initiative way of working; -

Four stages have been identified in the process; -

- Inspection & Material Requisitioning.
- Ordering.
- Delivery.
- Invoicing.

5.2.1 Inspections & Material Requisitioning

During the pre-inspection of the void property, a Technical Inspector will also identify the materials required measuring as necessary. These materials will be recorded on a 'Void Repairs Material Requisition', which will detail: -

- Property Address
- Client Reference (HS2000 ref)
- Date inspected
- Inspectors Name/Mobile & Office phone number
- Description of material/unit of measure/quantity/code (if known)

The requisition will then be passed onto the Team Co-Coordinators who will match it with the contractors (ConSol) job ticket(s) once received, recording the ConSol job number on the requisition.

Where the job is appropriate for 'Just in Time' Supply of Materials, the Co-Coordinators will check and approve the materials to be ordered and identify a suitable delivery date & time within a schedule or diary. It will then be passed onto the person responsible for ordering from the supplier (either Tech. Assistant/Storekeeper).

5.2.2 Ordering

Ordering will be undertaken by using the Builder centre Internet website, further information and training with Builder centre of the detail of this stage will be required. However, the main elements of the ordering stage are as follows; -

- Log on to the Builder centre Internet website using an account number and password.
- Select ordering.
- Identify materials and quantities required.
- Specify delivery dates and times
- Give contact details, our reference (job number) and payment details.

An acknowledgement is sent from Builder centre by e-mail confirming the order. This should be stapled to the requisition and returned to either the Technical Assistant/Storekeeper.

5.2.3 Delivery

The Team Co-ordinators will organise through them who will inform the person responsible for taking delivery of the materials at the void property on an agreed date and time, through a diary system. A copy of the requisition and order acknowledgement should be made available for checking the delivery.

Builder centre, which must be signed to confirm receipt of the goods supplied, will produce a delivery note. A copy will be retained by the person accepting delivery and passed to the Team Co-ordinators. This should be then stapled to the original requisition and order acknowledgement and sent to the Administration Section.

All materials delivered are to be checked off before signing, as it is essential that any items supplied incorrectly, missing or damaged are identified and noted to Builder centre immediately, for remedial action to be taken.

5.2.4 Invoicing

Builder centre will either invoice Salford directly themselves, or invoice a bank for the goods supplied, who will in turn invoice Salford, the former is preferred. Invoices can take the form of an itemised schedule for all deliveries for say a month or individual invoices for each order, again the former is preferred.

Invoices will be verified by comparison against the requisition, order acknowledgement and delivery note. Prices are held by and retrieved from the Builder Centre Internet website at the time of ordering. Consideration must be given as to how these should be independently verified against the prices agreed by Salford, at the point of ordering or at the point of invoicing. Approved invoices will be certified and then input into the ConSol system, then file transfer into the corporate SAP AP system, in accordance with established procedures so as to allow for effective payment.

5.2.5 Risks Identified

The following risks have been identified and should be minimised by appropriate training and adherence to the procedure; -

- Materials required incorrectly identified at inspection.
- Materials required incorrectly ordered.
- Materials required incorrectly supplied.
- Material shortages, damage and theft.
- Disputes with the supplier/ bank over the above.

Other unforeseen risks may become apparent, constant monitoring of the pilot scheme will be needed and if necessary a modified procedure adopted.

A Process Map of the existing and proposed procedures, along with summary sheets accompanies this report on this category of work that is issued; -

- Void Property Repairs (Appendix I)

From these new process maps it can be seen that duplication and a reduction in the chain of the repair process is achieved, by re-engineering certain job roles.

5.2.6 Future Developments

Greater benefits could be gained by electronic links between customer and supplier IT systems, giving better control and reducing data input requirements. Assuming that the pilot achieves the anticipated operational benefits, further and more detailed investigation of this aspect would be the next logical step.

5.3 TRIAL NO. 3 - 'Improvement in communications by means of supplying operatives with mobile phones.'

Good communication between all the parties involved in the whole of the repair process is essential, and therefore it is proposed as an improvement, that all trade operatives involved in the proposed pilot scheme area, are to receive individual mobile phones so as to improve the following; -

- Improved customer care initiatives.
- Improved appointments.
- Improved production/performance of individuals.
- Improved communications as an overall team and to all customers.

The initiative will involve investment by the maintenance division and the business case for this is attached to this report (Appendix J).

From an audit and probity status a standard mobile phone issue/receipt letter along with guidelines for usage will be issued to all individual trade operatives, a copy of these are attached (Appendix K).

5.4 TRIAL NO. 4 - 'Improve co-ordination of the repairs process involving multiple contractors.'

With the development of the two-team coordinators working together, improved pre-planning and programming of workloads should become apparent. In that existing high volumes of in-house trade work can be supplemented by use of subcontractors prior to issuing the work orders. This action can be decided upon either on a daily/weekly basis developed by the team.

Therefore within the ConSol system each of the approved subcontractors should be given an identification reference number, so that when work is issued to them monitoring of job progress and performance can be established at any given time.

This reference would hopefully be linked to the original client order for a similar exercise to be undertaken within the HS2000 system. This should encourage the performance of subcontractor's work being monitored in the same way as the Maintenance Division's priorities at present.

With respect to void property work it is suggested that the Maintenance Division undertakes, 'The One Contractor for Voids' role. In that it will ultimately control the work of all possible contractors that can be involved in any particular void property, which includes specialists an example of the different types of contractors to be controlled are highlighted in (Appendix L). This ability of control will allow full management of all work from start to finish within the repair process by one main contractor, so as to update at regular weekly meetings exactly where work is at within a particular void.

5.5 TRIAL NO. 5 - 'Examine the working of a more effective appointments system.'

5.5.1 Introduction

The purpose of the Pilot Scheme in Salford North is to test in a live operational situation ways of improving how we organize and deliver our Responsive Repair Service.
We have identified a number of procedures in the repairs process that can be improved. One of which is to change the appointment system to be more efficient and effective.

5.5.2 The Existing Appointment System

The existing computerised appointment system allocates contractors appointments 5 days from the repair enquiry on all priorities except emergencies. We have identified two main problem areas for the contractors.

1. Appointments that are made for work that is issued in bulk off the held work report without consultation with the tenant.
2. Appointments that are made for the contractors inspectors.

The problems with held work appointments are:

a) The tenant has not asked for the appointment, and the time and date of the appointment may not be convenient.
b) The contractor can be inundated with appointments for specific trades on specific days. This will result in failed appointments.

The problems with appointments for the contractor's inspector are:

a) The contractor does not employ an inspector which means an operative will be used to pre-measure the work. With all the other work already with the operative the inspections cannot be met.
b) The tenant will expect the work to be carried out on the first visit, not for the work to be measured and another appointment to be made.

5.5.3 Proposed Changes

For the trial in Salford North we have decided the best option is to only issue appointments for work that can be completed on the first visit. The effect of this would be to ensure that the vast majority of appointments would be met. We will not therefore be offering a full appointment system, but because we receive so many complaints regarding failed appointments, it will be more beneficial and provide more customer satisfaction if we are able to meet all the appointments we make.

We will not be able to inform tenants when the work will be done, only that the work should be completed within the priority response time.

5.6 TRIAL NO. 6 - 'Improved management of small emergency repairs through the introduction of a rapid response repairs team.'

It is proposed to further improve service delivery and customer care by introducing a 'Rapid Response Repairs Team,' consisting of a plumber and joiner.

These individuals would work directly from the Salford North Housing Office under the client's control, dealing with a range of 'easy hit first time' jobs shown on the attached list (Appendix M). They would ideally under the control of the client make an impression on the following; -

- Target repair problem Estates.
- Individual customer appointments with 5 days.
- Deal with member enquiries/issues quickly.
- Deal with urgent issues for the office.

A charge of £1200 per operative per week which would also include a vehicle and materials would be passed to the client, and an all in hourly rate would be agreed with the operatives concerned by the contractor, so that bonus issues would be eliminated.

Using the attached list of jobs that the team can undertake would require each individual completing 18 jobs per day off it, however as they are under the full control of the client, any schedule of rate code could be issued to make it more cost effective on the client's behalf.

The client would need to on a monthly basis undertake a cost comparison exercise of work completed against charges incurred, so as to establish viability and also consider customer satisfaction level.

The elimination of bonus means that low value, low priority jobs (gutter cleaning etc), which in the past caused most of the tenant follow up complaints, can be more quickly undertaken. An introduction at the same time of a customer satisfaction card issued by the team and completed by the tenant when the repair is completed in the property can be used for monitoring the success of the trial.

The team would through one of the Team Co-ordinators have their work diared on a daily basis (am/pm) for five days in front. In conjunction with this by targeting individual estates during fixed periods of time would utilise their time better with regards to the geography of the repairs and avoid unnecessary lost time due to travelling. By also targeting these estates would create and develop an instant impression of the teams' service to the tenants on the estate.

A possible name for the team could be 'C.R.E.S.T' which could stand for 'Community Response Estate Service Team,' however the name for this team is open to suggestions, but it must be remembered should link into the theme of Best Value.

5.7 TRIAL NO 7 - 'Improved tracking through the new responsive and void processes'

With respect to monitoring the proposed pilot scheme, it is suggested that once the pilot scheme has been completed, monitoring and effectiveness will be paramount. The success or failure of each of the given pilot schemes or tasks will have to be scrutinised and shown in detail to the Best Value Inspectorate.

A meeting has taken place by the best value team and the HS2000 team to determine what could be extracted from the HS2000 in the way of; -

Monitoring progress throughout a given list of jobs/priorities.
Cost effectiveness of certain types of work i.e. voids.
Customer Care/Satisfaction.

The need for the meeting was to establish the outcomes required to monitor the pilot scheme successfully. Therefore after lengthy discussion looking at ways of doing all of the above, it was decided that a manual system would be more beneficial and this would mean no alterations would be required to the two computer systems that the departments use.

For instance it is decided that the Rapid Response work will be monitored then a list of the job numbers could be kept manually by the Housing Assistants and the same for perhaps void work with JIT deliveries. It is then suggested that the relevant job numbers for a given priority or pilot could then be fed into HS2000 and all the required information extracted and analysed. This operation would have to be matched and possibly improved with the introduction of the new client ISYS system due mid 2002.

Mystery Shopping by the Team Co-ordinators will also lead to a further separate monitoring process on a weekly basis for both contractor and end user/customer.

It should also be noted that encouragement on feedback of complaints from clients/customers should be promoted as a positive step to understand the areas that need improving.

Monitoring The Tasks Within The Pilot

The numbers below refer to each of the trial items numbers 1 to 7.

1. The objective of this trial is to reduce the overall cost and the time to deliver the service within the area by, in some cases, eliminating the contractor inspection role.

Measure

a. Average time to complete the pilot works orders (without contractor inspections) from reporting of repair to completion of work ticket, compared to orders completed under the existing system.

b. Average time saved by operative per order for the pilot works orders (without contractor inspections) compared to average extra time expended by Housing Inspector to measure up works.

c. Future long term saving or costs estimated by attaching the relevant cost to the times established under above item (b) and multiplying this by estimated workload.

2. The main objective of this trial is to get materials to site quicker and complete void works in less overall time to relet and also to reduce current unproductive time travelling collecting materials.

Measure

a. Average time taken from void issue to starting void work.

b. Average time taken to complete void works.

c. Compare average non-productive time currently against new void JIT procedure. Estimate potential cost savings by attaching the relevant cost to this time and multiply out by estimated workload.

d. Long term objective is to save control storage costs and overheads. These costs cannot be measured at this stage.

3 & 5. The combined objectives of trials 3 and 5 are to improve communications and use of the appointments system so that through improved access to properties the effectiveness of the service, customer satisfaction and overall completion of priorities should increase.

Measure

a. The number of contractor failed appointments (which should reduce as the contractor will be able to make contact direct with customers if workloads are high) compared to previous number.

b. The number of tenant no-accesses compared to the previous number (which should improve due to up-front contact with contractor).

c. Overall performance of the contractor (which due to (a) and (b) above should improve) compared to previous.

4. In the absence of interfaced computer systems with the numerous sub-contractors used on the repairs, manual systems for control and reporting will be used and updated into the contractors own I.T. system for reporting performance on either a weekly/fortnightly basis on each individual sub-contractor measured against pre-pilot.

Measure

a. Overall performance of the contractor (which due to (a) and (b) above should improve) compared to previous.

5. The main objective of this trial is to improve the management of small emergency repairs through the use of rapid response repairs team.

Measure

a. Current average satisfaction for the area/estate concerned will be measured by the returns for the Rapid Response team cards and compared.

6. The main objective of this trial is to improve the tracking of repairs through process

Measure

a. The overall measurable item for this trial is completion performance compared to the same period twelve months ago.

6. Operational Issues Within the Proposed Pilot

It has been established by the task group for this area, that the current workforce will carry onto 'Clock On' and collect daily workloads, materials and plant from the Divisional Depot, due to geographical location of the current workforce home addresses.

However flexibility is to be given to the 'Clocking Off' being via the new mobile phones that are to be issued under the pilot, and they will clock off with the Team Coordinators at the end of a job within the repair area. This will demonstrate 'Trust' being put onto the operative, but still maintaining Health & Safety Issues. A copy of a new start and finish location procedure along with a copy of an attendance record sheet is attached see (Appendix N)

Also discussed and considered was the current duties undertaken by the operational supervisor included in their duties, at least 25-40% of their daily duties were being took up as a clerical function.

After considering this fact and linking it to the new 'JIT Initiative', it was considered by all, that one person, who could order the work, materials, could undertake this work, assign work and complete work undertaken within their daily duty. Thus allowing more flexibility of time for the Team Coordinators to plan, programme, look at held work and control/supervise the current works in-hand.

It was acknowledged by all that the people who have the most knowledge of the defect/work rectification to be undertaken would be the tradesman and more ownership with them should be given to them.

Increased Internet and e-mail facilities along with customer care, IT and other training in-house would be required to all the parties involved within the pilot scheme, so as to streamline the current practices, especially identified to the Team Coordinators and their Lead staff so as to improve communications links for all involved in the process.

The development of a 'Quality Control Team' (which would act as a tenants champion) Is the approach that is needed within the current Inspectors roles. This new role could be independent of the repair service performance, in the form of a weekly telephone survey of tenants, who've had work done and have had repairs inspected but not repaired yet, this type of 'post-inspecting' could be undertaken from the area office.

The current roles of the Team Leader and Technical Assistants would become a team of one inspecting, measuring work, surveying tenants by either visiting/phoning and undertaking a quality control client function from start to finish for all responsive & minor work repair contracts. Also included in their duties would be Member Issues, tenant enquiries, insurance claim issues and minor sites that would be all fully co-ordinated by the Team Coordinators alike.

7. **Staffing Implications**

Currently there is a Contract Admin. Surveyor with a staff of Team Leader, Maintenance, and 4 no. Technical Assistants based at St. Simon's Street offices with 2 no. Assistant Contracts Managers with 38 no. operatives on averages working from the sub-depot adjacent. The working of the whole of this group would form the pilot exercise. The management of this group would be split between the two posts of one Assistant Contracts Manager and one Contract Admin Surveyor, both to be graded PO1. This involves short term extra costs for the Maintenance Team Co-ordinator of £305.

Long term if the pilot were to be extended, then a VER scheme would be required to enable a full organisational change.

8. CONCLUSION

It can be seen that many new initiatives have been put forward, and on both sides of the repair service existing repairs work roles are to be re-engineered. This is in line with the thinking of ' The Egan Report', which requests improvement in services with savings in efficiencies.

However it should be noted that where certain trials under the pilot show that proposals are unachievable once tried then through continuous improvement principles other ways of working must be explored.

It must be focused in our minds that the whole concept of this report is to push boundaries, try new initiatives and improve service delivery using the teams (client/contractor) already in place, after listening to the comments from the Best Value Review and Tenants alike.

It should be noted that the roles of the Team Coordinators is one of planning, programming and budget control of the work of thirty eight operatives and the team of inspectors who will inspect, order, quality control, undertake tenant surveys along with complaint monitoring of the service.

The concept being applied is one of developing the dynamics of team working with the greater advantages that can be achieved by the synergy co-operation of a well-organised team.

Our pilot should demonstrate that the service delivers 'Step Change' where the customer will see and notice the benefits to them against the current service provided, which in turn will provide the 'Incremental Change' that the managers will see from improved management data on performances, but this should never be the reverse.

This is the first proposal for real change in working practices within the Directorate with true innovation in the way we currently work. And it is because of the extent of change proposed that we must be prepared to face resistance in changing the way our staff currently work.

The overriding conclusion is the new 'Team' approach and the working together of Client/Contractor to improve 'Service Delivery' to the end 'Customer' which emulates Egan's definition of 'Partnering' for the construction industry which states; -

"Involving two or more organisations working together to improve performance through mutual objectives, devising a way for resolving disputes and committing to continuous improvement, measuring progress and sharing gains."

This accomplishment can only lead to full satisfaction by all those involved including the end user, the customer.

9. RECOMMENDATION

That the contents of this report is agreed for the implementation of a six month pilot trial from **Early February 2002**, in line with Best Value Concepts into new ways of providing an improved repairs service delivery. This can be monitored throughout and up to the date of inspection by the Audit Commission's Inspectorate in **June 2002**, and can show evidence to improvement.

That a pilot way of new working is approved for a six-month period.

Signed	……. Director	Dated	……
Signed	……. Lead Member	Dated	…….
Signed	……. Deputy Lead Member	Dated	…….
Contact Officer	…….	Tel No.	……

APPENDIX - A

SALFORD NORTH PILOT SCHEME

TRIAL TASKS PROGRAMME

TASK NO.	TASK	MEETING DATE	TIME	TASK MEMBERS	LEAD MEMBER
1a	Audit Checks (incl'g Task 2)	17/09/01	1.00pm	JB,JJC,IB,MW	JB
1b	Level of direct issue	12/09/01	10.00am	DR,MM,JW	DR
1c	Reduction of Emergencies	17/09/01	N/A	JW	JW
1d	Telephone guidelines/scripting	05/09/01	1.30pm	GB,PD,JJC	GB
2	Just in Time Deliveries	17/09/01	1.00pm	IB,JJC,MW	IB
3	Mobile phones/protocol	10/09/01	9.30am	DR,JJC,MM	DR
4	Review of Subcontractors	18/09/01	10.00am	DR,JJC,KVP	DR
5	Appointment System	17/09/01	10.00am	JB,DR,MM	JB
6	Rapid Response Team	12/09/01	9.00am	JJC,IB,JW,PD	JJC
7	Operational Monitoring	19/09/01	N/A	IB	IB
8	Operational Items	14/09/01	1.00pm	JJC,DR,MM,JW, JB,PD,KVP	JJC
9	Feedback Day For All Tasks			ALL	KVP

TASK	VENUE
1a	Meeting Room Cabin Maintenance Division
1b	Meeting Room Cabin Maintenance Division
1c	N/A
1d	Salford North Housing Office
2	Meeting Room Cabin Maintenance Division
3	Meeting Room Cabin Maintenance Division
4	Meeting Room Cabin Maintenance Division
5	Meeting Room Cabin Maintenance Division
6	Salford North Housing Office
7	N/A
8	Meeting Room Cabin Maintenance Division
9	TO BE ADVISED

NOTE;- As lead member please arrange the booking of the meeting room

SALFORD NORTH PILOT SCHEME

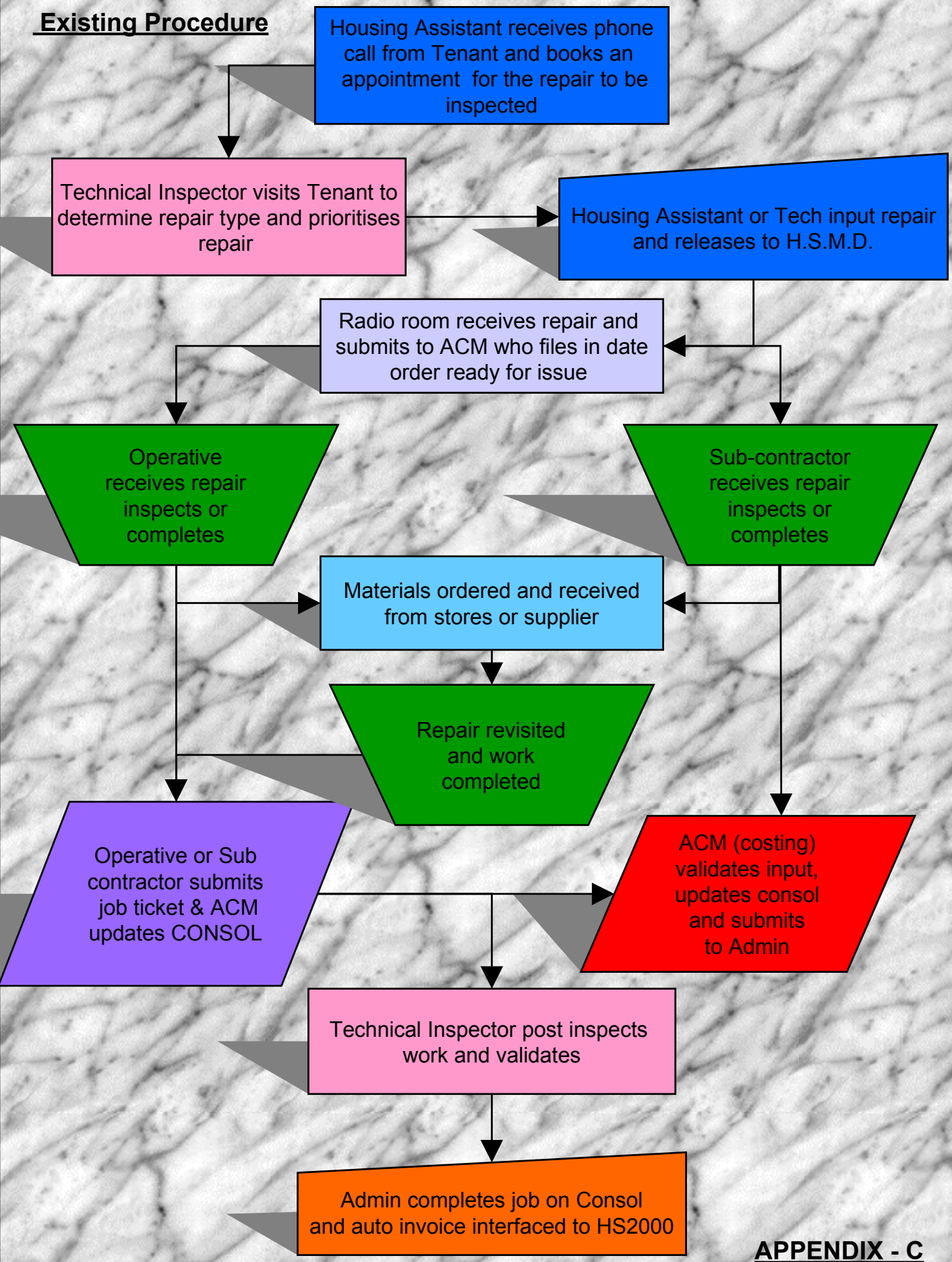
APPENDIX - B

TASK 1b DIRECT ISSUE OF WORK

SOR Code	Issue	Trade	SOR Price	UOM	Description
A15000	**Inspect**	SS	6.20	M2	Roof; strip off all exist roof covering and lay one layer mineral surfaced roof felt fix by nail, include battens or bon ding with bitumen, inc heating bitumen a nd preparation
A15020	**Inspect**	SS	13.40	M2	Roof; strip off all existing roof coveri ngs and lay two layer felt covering, fir st layer type ht125, second layer type h t350 with green mineral finish, laid on concrete and bedded in hot bitumen.
A15040	**Inspect**	SS	15.60	M2	Roof; strip off all existing roof coveri ngs and lay three layer felt covering, f irst layer type 3G thermovent glass fibr e base, second layer type HT125 ,third l ayer HT350 with green mineral finish, la id on concrete, bond in bitumen.
A15060	**Inspect**	SS	3.60	LM	Gutter; lay two layer felt to gutters bo nd layers.
A15080	**Inspect**	SS	7.20	LM	Upstands; strip out any number layers of felt to upstands, kerbs or drips clear away debris and clean off and lay two la yer felt n.e. 0.5m girth, making good to existing, bond layers.
A15100	**Inspect**	SL	10.25	M2	Roof;apply two coats waterproof membrane roofpol,nuflex,reflreflex,acrypol or si milar to roof in accordance with manufacturers instructions including pre paring existing rooffinish & clear debri
B28000	**Direct**	BR	0.25	NO	Demolition; take down brick or block wal l; clean and stack bricks or blocks for re-use; clear away debris.
B28020	**Direct**	BR	0.20	NO	Demolition; take down brick or block wal l; clear away all debris.
B28040	**Inspect**	BR	36.50	M2	Floor; renew concrete floor including ex cavate to reduced levels, clear away all debris and lay new concrete mix (1:2:4) n.e. 150mm thick tamped finish, visquee n damp proof membrane.
B28060	**Inspect**	BR	30.00	M3	Floor; extra excavation and hardcore to make-up levels under floors (to be used in association with b28040).
B28080	**Inspect**	BR	18.50	M2	Floor;renew screed with cement and sand (1:3) screed n.e. 50mm thick , clear a way all debris and steel trowel to a smooth surface.
B28100	**Inspect**	BR	18.50	M2	Floor;renew asphalt with flooring grade ashalt n.e.25mm thick on a smooth an d level surface over a glass fibre isolating membrane and steel trowel to a smooth surface

PILOT SCHEME FOR INSPECTED DAY TO DAY REPAIRS: SALFORD NORTH

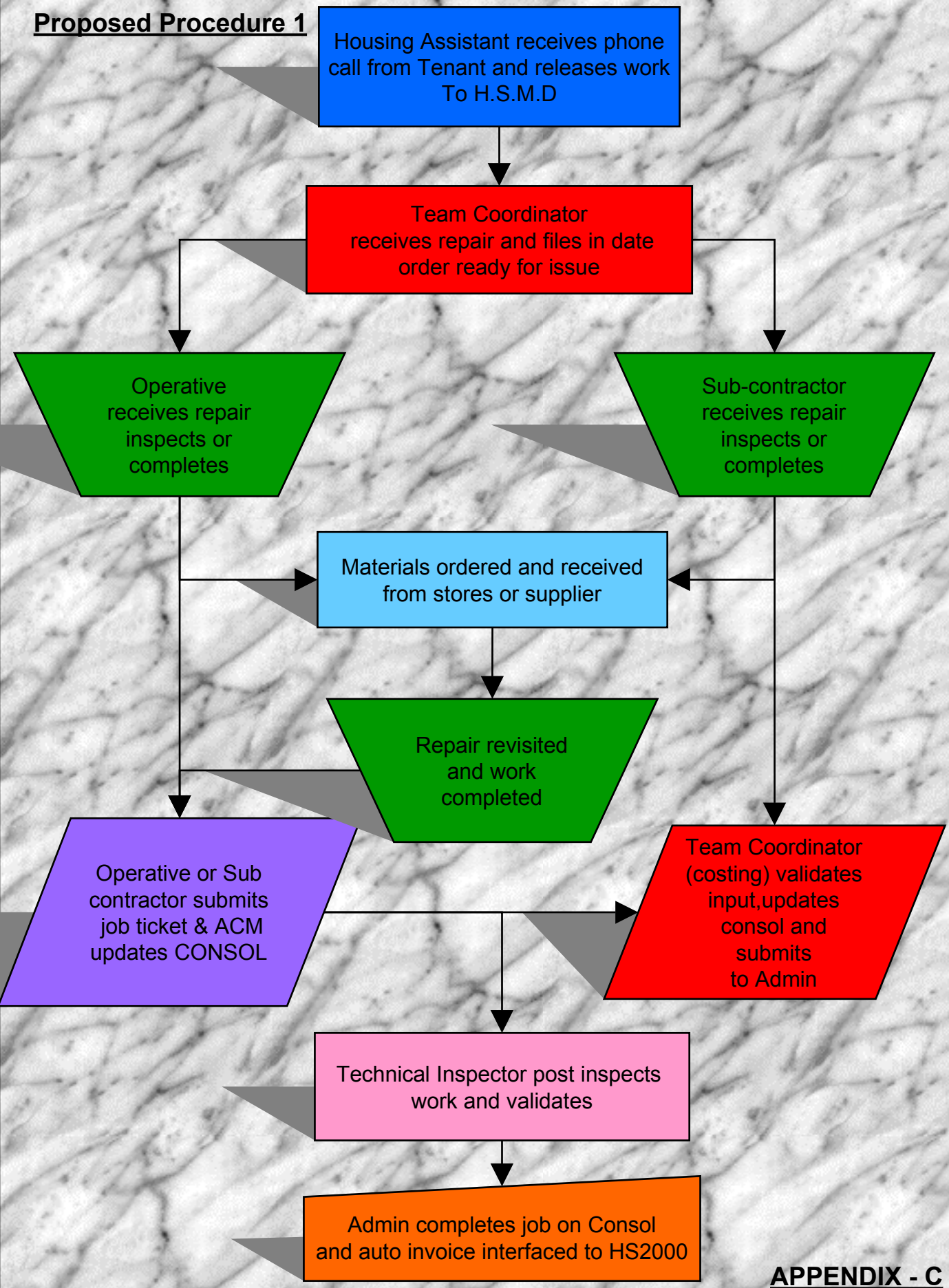
Existing Procedure



APPENDIX - C

PILOT SCHEME FOR INSPECTED DAY TO DAY REPAIRS: SALFORD NORTH

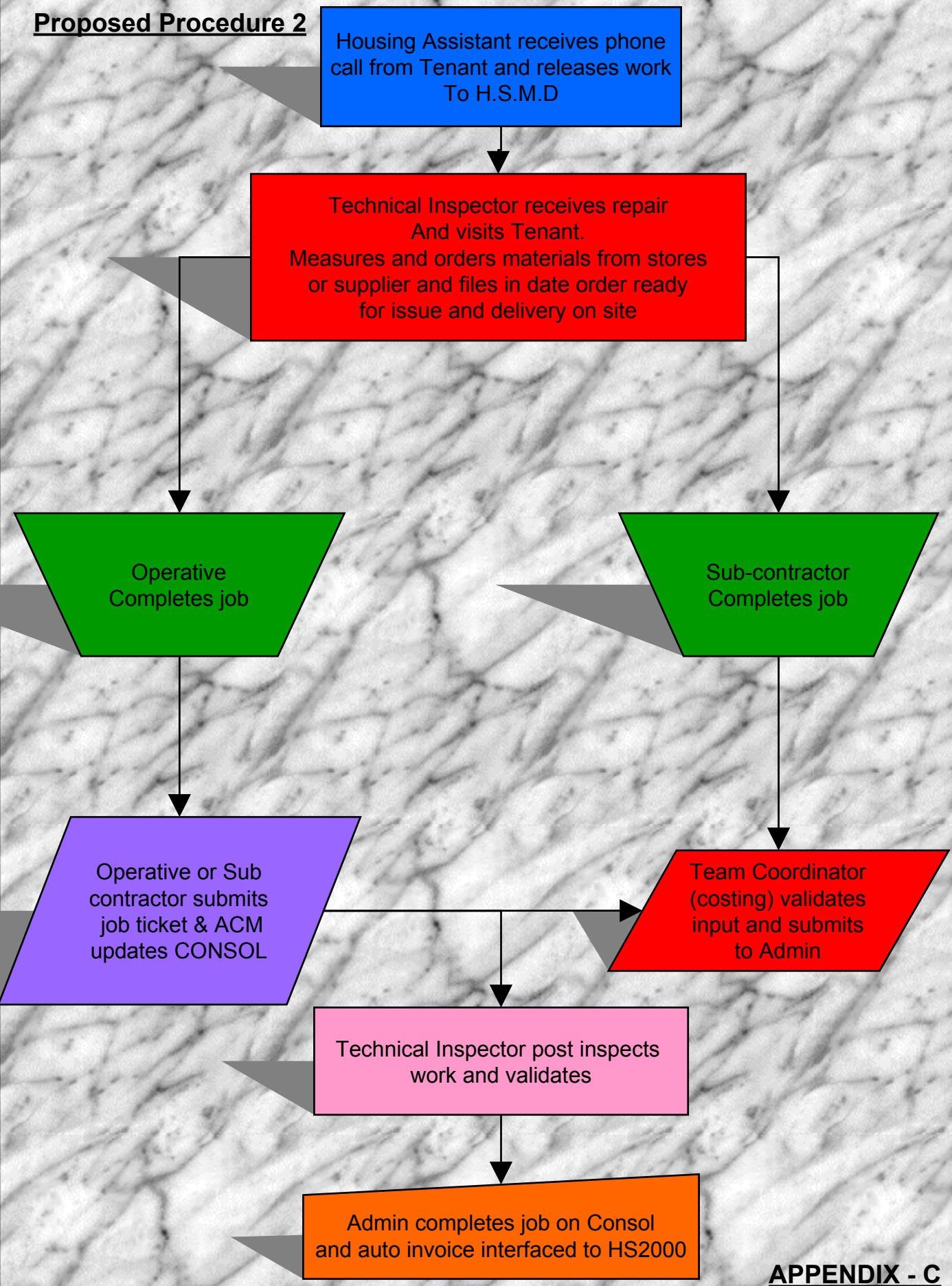
Proposed Procedure 1



APPENDIX - C

PILOT SCHEME FOR INSPECTED DAY TO DAY REPAIRS: SALFORD NORTH

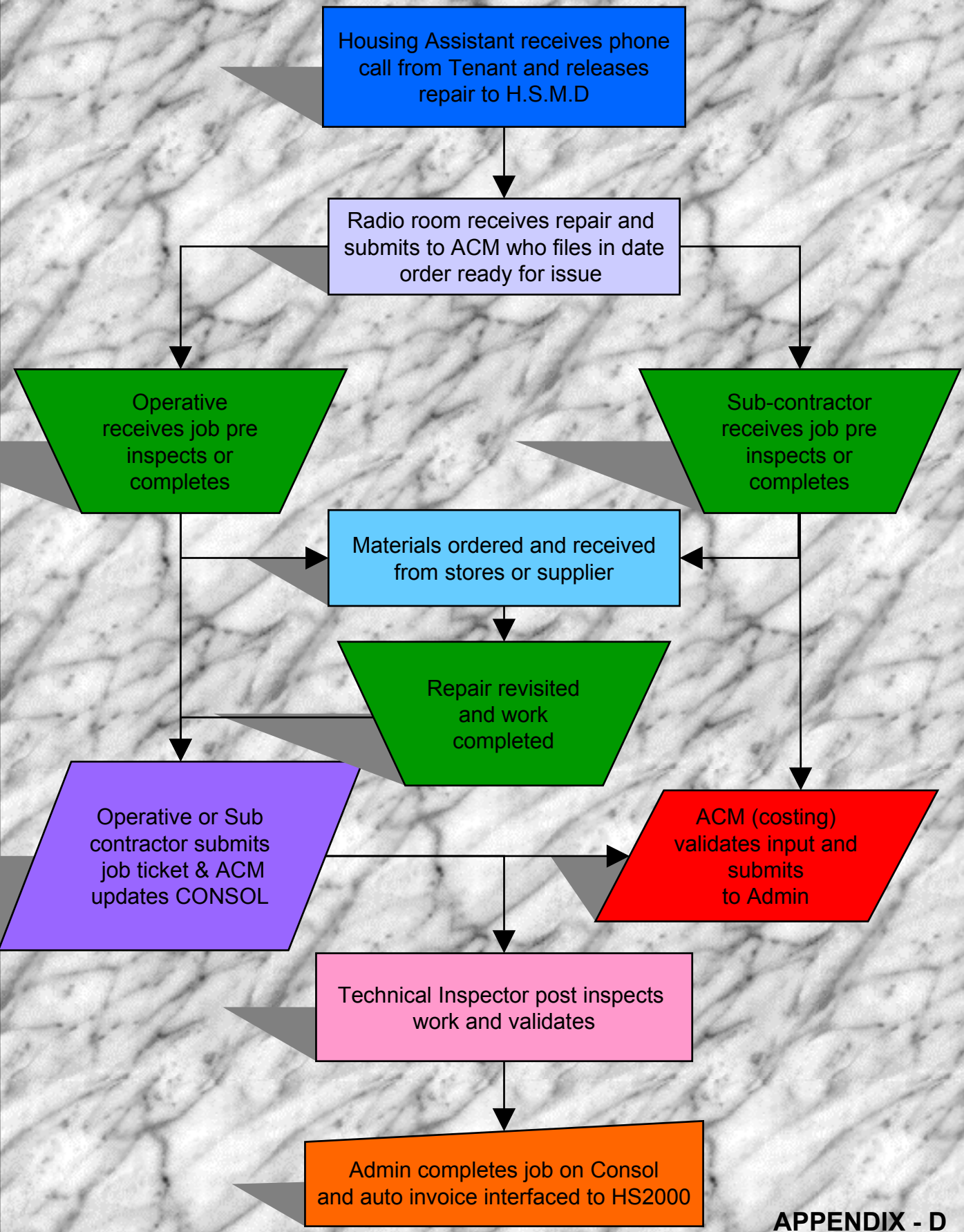
Proposed Procedure 2



APPENDIX - C

PILOT SCHEME FOR NON- INSPECTED DAY TO DAY REPAIRS: SALFORD NORTH

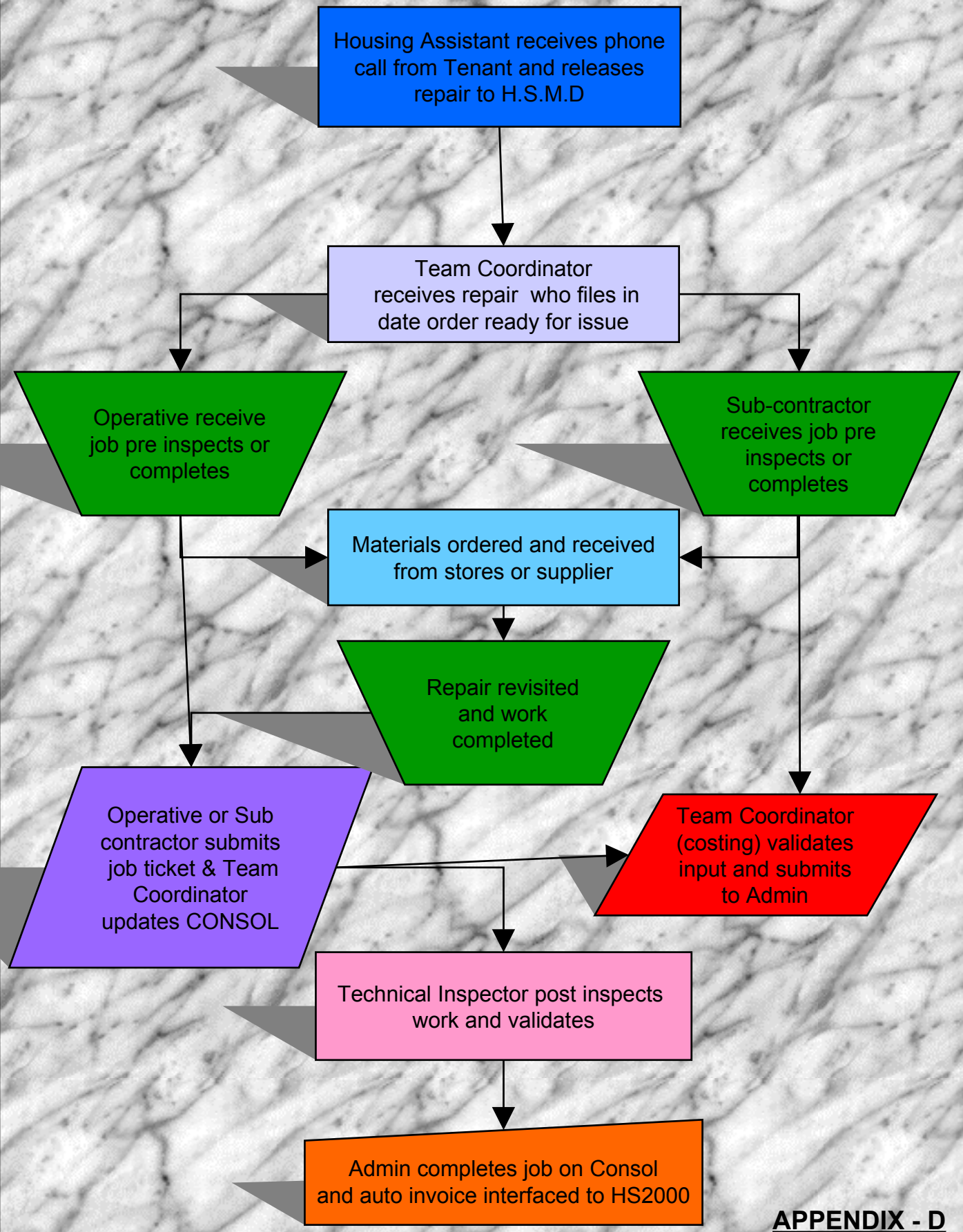
Existing Procedure



APPENDIX - D

PILOT SCHEME FOR NON- INSPECTED DAY TO DAY REPAIRS: SALFORD NORTH

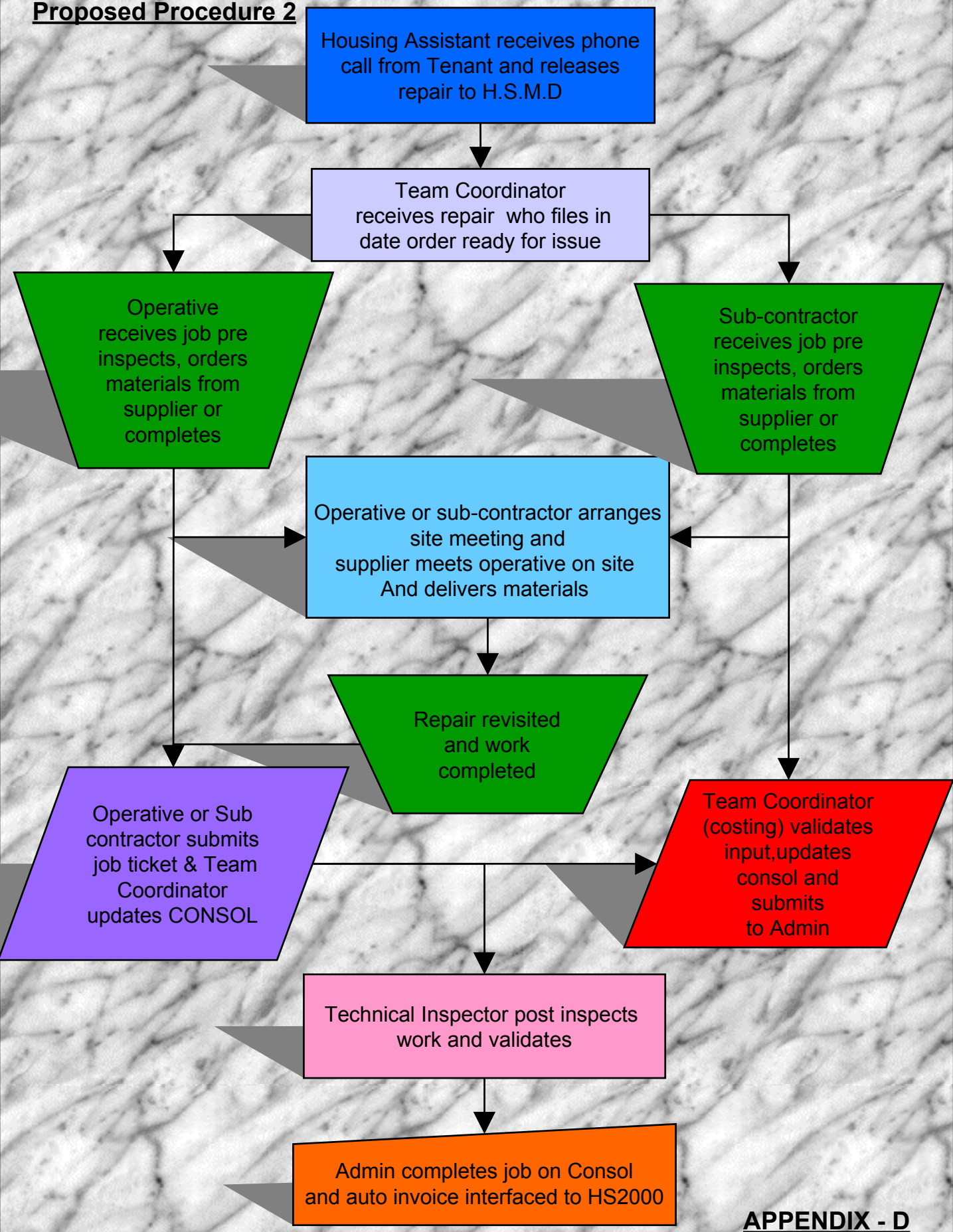
Proposed Procedure 1



APPENDIX - D

PILOT SCHEME FOR NON- INSPECTED DAY TO DAY REPAIRS: SALFORD NORTH

Proposed Procedure 2



APPENDIX - D

APPENDIX - E

C I T Y O F S A L F O R D

MEMORANDUM FROM THE CITY HOUSING DIRECTORATE

TO All Area Housing Assistants Date **26th Sept 2001**

Your ref. **My ref**

Copies to, Management team, J Caufield **Extn. 6622**
J Boardman

SUBJECT: Emergency orders raised on HS2000

It has been brought to my attention that much of the work issued to the Contractors is issued under the **wrong priority**. This is causing major operational difficulties for the contractor and ourselves.

After investigating this matter I have found that **52.4%** of work ordered is issued as an Emergency Job. It is estimated that realistically only around **20-25%** emergency repairs should be issued on this priority.

The following is a brief list of repairs and which priority they fall under: -

- ***Emergencies*** - emergency repairs should be responded to within 2 hours from issuing, and completed within 24 hours. These repairs are usually items that represent a danger to the tenant, the general public or indeed the property. Typical examples of emergency repairs are as follows:
- Blocked or fractured drains
- Gas escapes
- Electrical faults (if hazardous)
- Major leaks or bursts (NOT dripping taps etc)
- Glazing (up to 2 o'clock) Double glazed units will need to be temporarily boarded or glazed until it can be manufactured

An emergency job is given the prefix 'E' on the HS2000 system.

- ***Urgents*** - Urgent repairs are completed within 5 working days from issue. Typical examples of these type of repairs are:
- Minor leaks to any plumbing appliance/fitting
- Partially blocked drains
- Faulty taps
- Minor electrical repairs (ie, Immersion Heaters and thermostats)
- Minor roof leaks
- Overflows running from WC's / header tanks (ball valves)
- Glazing (after 2 o'clock).
- Repairs to external doors and locks where no security risk is involved

  Urgent jobs are given the prefix 'U' on the HS2000 system

- ***Normal Repairs*** - These are jobs that have to be completed within 15 working days from issuing. The nature of these jobs are such that there is no immediate need to replace /repair the problem and the defect poses no threat to the tenant, general public or the integrity of the property. Examples are:

- Loose wash hand basin
- Loose Taps
- Loose WC pan
- Guttering Repairs
  These are jobs that are not of an urgent nature, but if left too long would be detrimental to the building structure, or cause possible safety problems

- ***Low Priority Repairs*** - These are jobs that are deemed to be 'routine'. They have to be completed within 40 working days from issue. These jobs are very low priority and are issued where there will be no immediate detrimental effect to safety, or to the structure of the building (when the fixture / fitting is nearing the end of it's useful working life).

- Manufactured joinery (window frames and doors etc that require measuring and constructing prior to fitting).
- External paths
- Uneven flagging (if not a tripping hazard)
- Pointing to brickwork
- Roofwork (if not actually raining in)
- Wall tiles
- Steracryl (mould treatment for condensation)

- Plaster repairs

It is essential that the correct priority be allocated to a repair. Currently, in some areas the percentage of emergency jobs ordered in comparison with the overall number of jobs ordered each week is around 75%!

This is far too high!! It can be easy for Assistants to be pressurised by tenants on the phone or counter to accelerate their particular job by increasing the response time. This is done usually by giving it a higher priority.

Unfortunately, because the contractor has to respond within 2 hours, it ties up the their resources which in turn creates even more of a backlog of work!

We must make sure we order the correct work under the correct priority, we are being criticised by both the Contractor and the tenants. If the tenants are issued non urgent repairs as an emergency and the contractor cannot respond due to the large number of this type of jobs being issued, the tenant will phone complaining putting more pressure on us and also more work.

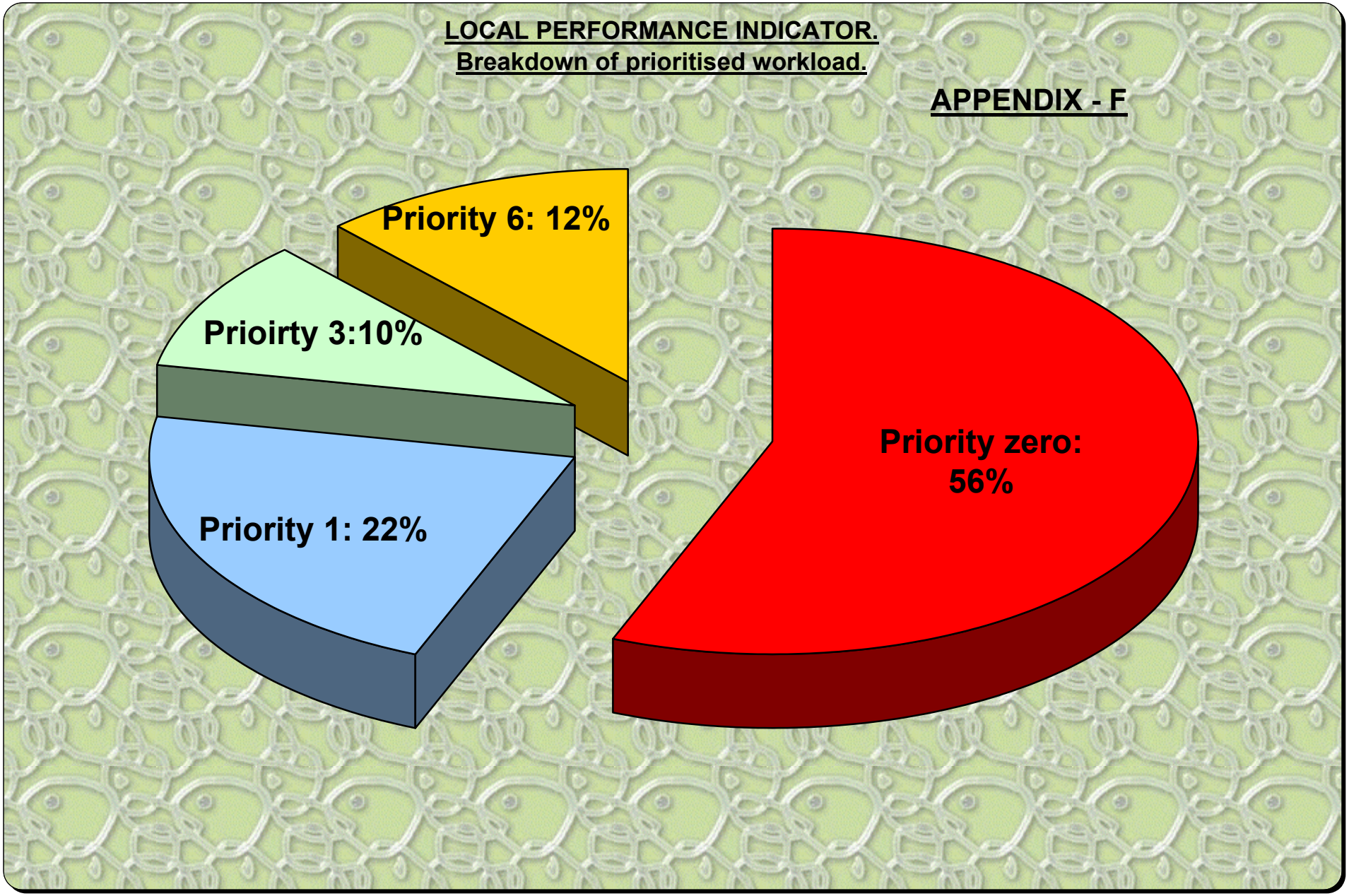
If you're not sure what priority to use, Please ask a member of the maintenance team who will be happy to advise.

THANKS

John Watson
Senior Contracts Surveyor

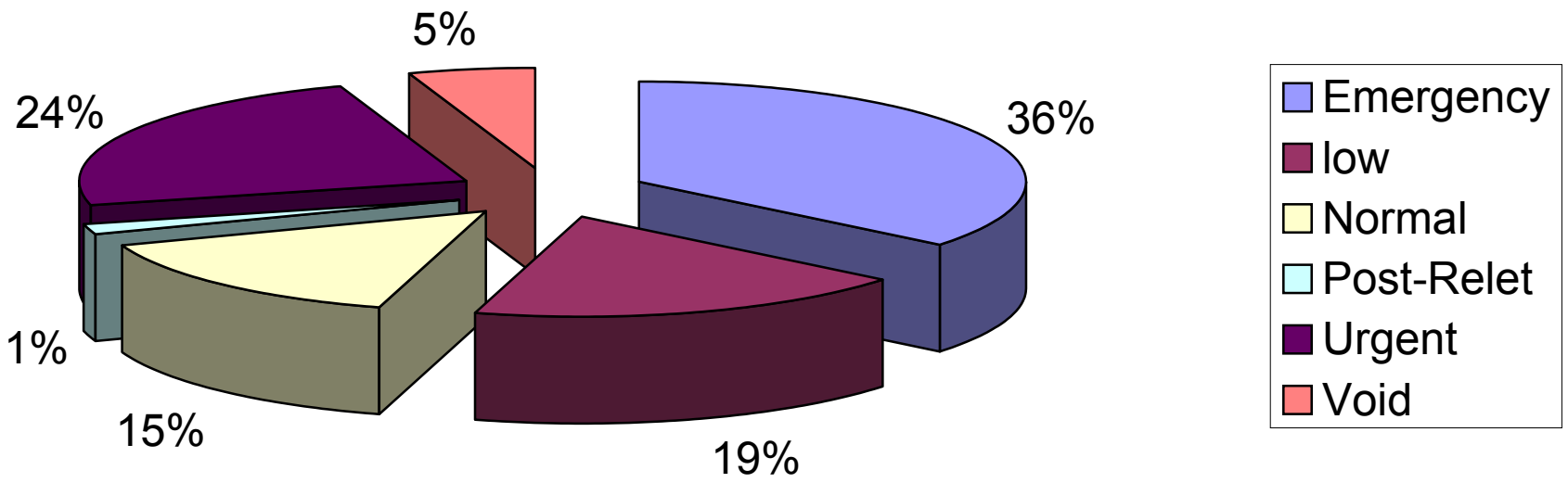
LOCAL PERFORMANCE INDICATOR.
Breakdown of prioritised workload.

APPENDIX - F



Salford North Work Issued Period 01.10.01 to

APPENDIX - G



City of Salford Housing Services

SALFORD NORTH PILOT SCHEME GUIDANCE SHEET.

Best Value

The following guidance aims to improve the scope and accuracy of information recorded by you the Housing Assistant during the initial receipt of a repair request from the customer.

The requisition and recording of information by you is vital to the subsequent repairs process, if the information is wrong or poor from the outset repairs can be more costly to manage and/or service to the customer is affected.

This sheet must be used in conjunction with the HS2000 USER GUIDE, as provided by I.T. Projects.

Following are lists of data entry fields critical to the overall maintenance process including comments where necessary.

Entry field	Comments
Number	Generate the job number and give this to the tenant over the phone. Regardless of the repairs receipt, some customers would like the job number there and then, offer this information to all customers.
Defect / Schedule of Rate	Be concise & accurate, any additional information may be entered concisely in the addendum field below Schedule of Rate, this field will interface through to the HSMD. Ascertain that the repair is our responsibility and not the tenants, if you are unsure ask the maintenance team.
Notifier	Establish and enter the true notifer, In some cases this may be a relation or home help etc. This information may be required by the HSMD to warn of delays, establish access, gain further information etc.
Telephone numbers	It is imperative that the Tenants numbers are updated here via the F6 key link to the "Property Repairs Detail Window", if a number is displayed confirm it is correct, the only time this field is to be left blank is due to no number available or refusal of the number. Other numbers for relatives, mobiles ,work, etc, MUST also be entered in the access field (field 17) as this will then interface through to HSMD's computer system. Remember! The more means of contacting the customers correctly THE BETTER.
Access	Any additional access information should be added in comments field against the SOR code. Ensure this data is correct, failed access costs us, affects performance statistics and undermines the customers confidence in us.
Charge type	Enter the true charge type, is this work a recharge? If you are unsure have it inspected. If various charge types apply assign them to the relevant SOR's on screen 2. This information, provided accurate, is required to monitor workloads. Proper application of recharges would save us hundreds of thousand of pounds. If a repair is marked as a recharge ensure repairs screen 6 is completed with the details of who to recharge.

APPENDIX H

City of Salford Housing DLO

SALFORD NORTH PILOT SCHEME GUIDANCE SHEET.

Best Value

Entry field	Comments
Repair type	Ensure the correct selection is made from the list (via key F5), This field is critical e.g. SOR,s available for selection, budget to be charged too, printer designation etc.
Item	Enter the correct SOR, if you are unsure ask the maintenance team or raise an inspection, inaccurate diagnosis of the repair costs us and affects performance.
Location	Ascertain the most relevant location category, in some cases this information is essential access, health and safety reasons etc, poor categorisation may mean the work can not be started on arrival.
Charge	If the charge type is warranty, Vandalism, Insurance or Recharge, enter as per Charge type.
Quantity	Be as accurate as possible, poor measures costs us and can affect service delivery to the customer, if unsure raise an inspection.
Priority	Prioritise properly in accordance with the repairs guidelines manual & contract documents, 'jumping the queue' means genuine emergencies will not be completed within time, wrong prioritisation costs us and affects performance. As a rough guide 20% of the jobs you issue should be priority 0, at the moment the average is 56%
Appointment Repairs	Ensure that the Appointment guidelines are adhered to, this is essential in order that the new appointments system functions correctly and customers are aware of the new method of working. Remember failed Appointments are costly, so contact numbers are essential thus, inform the tenant the repair will be cancelled if it has a"no access".
Rapid Response Repairs	Ensure that the Rapid Response guidelines are adhered to, this is essential in order that the new Rapid Response system functions correctly and customers are aware of the new method of working.
Direct Issue Repairs	Some of the SOR codes have now changed so that a repair can be issued directly to the HSMD rather than an inspection for the repair, refer to the SOR Direct Issue list for confirmation of this , this is essential in order that the new Rapid Response system functions correctly and customers are aware of the new method of working.

REMEMBER !!

YOU initiate the repair, YOUR actions affect the ENTIRE process.

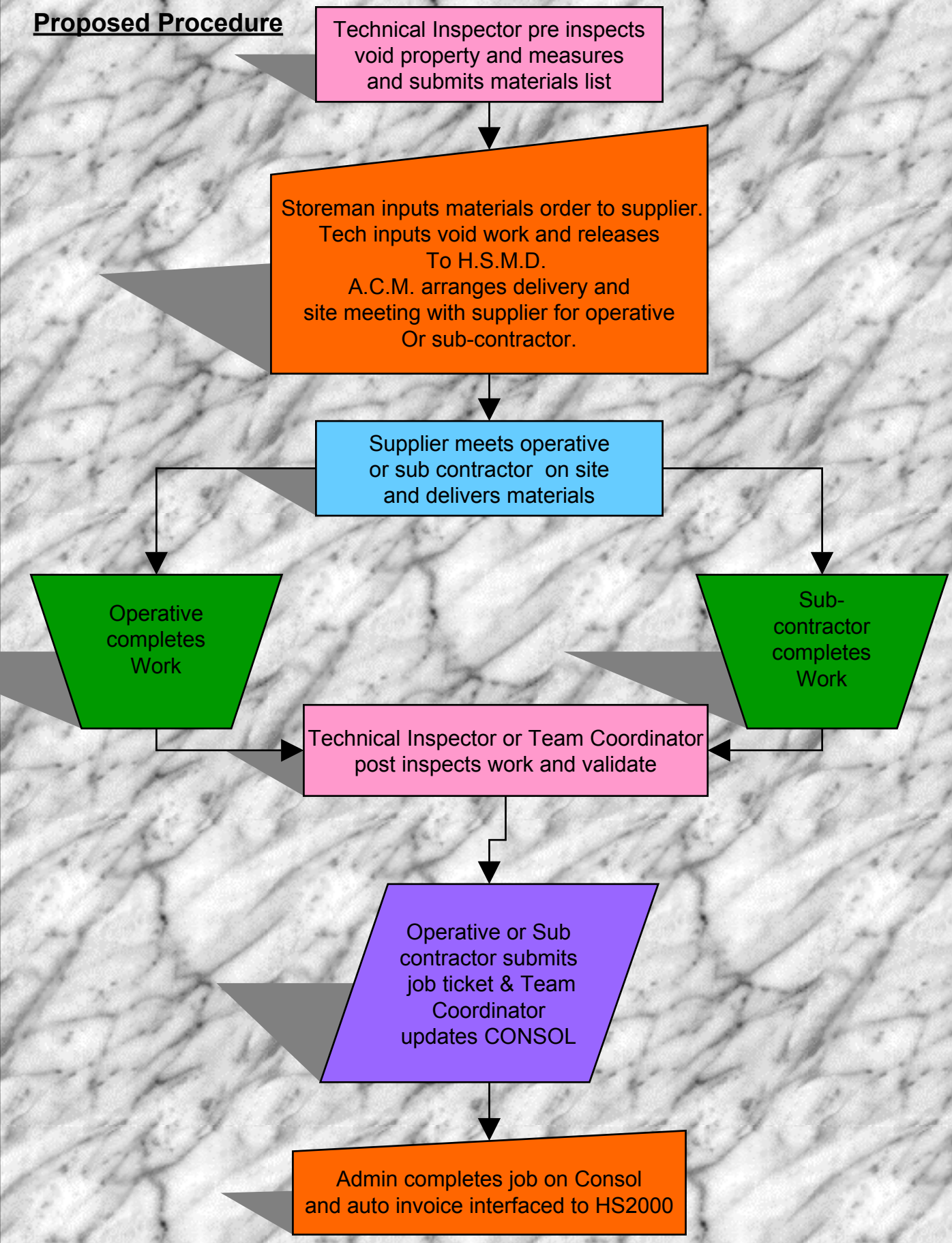
Lets start as we mean to go on!

Happier customers = less chase up calls.

Thank you for your assistance.

PILOT SCHEME FOR VOID PROPERTYS:
SALFORD NORTH

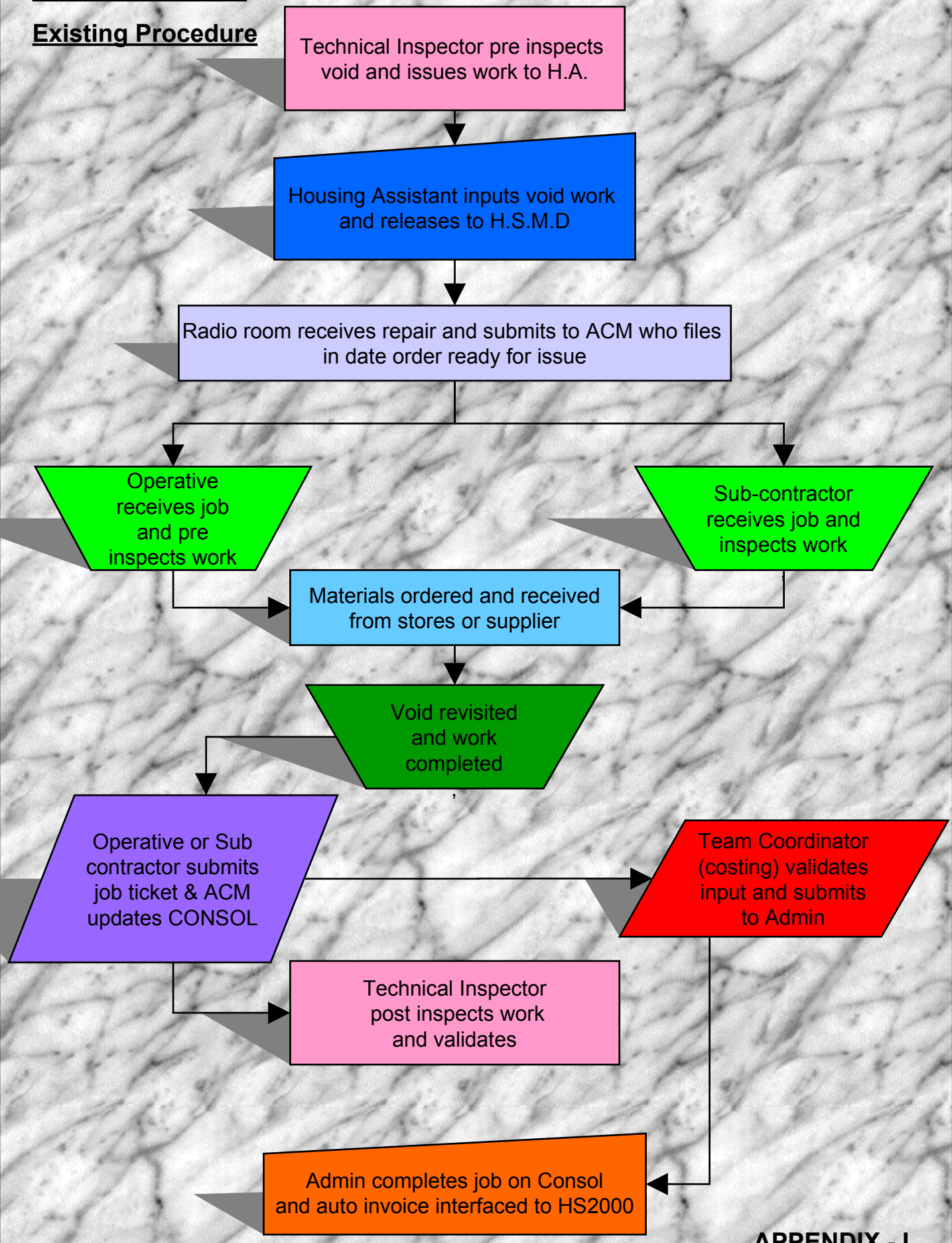
Proposed Procedure



APPENDIX - I

PILOT SCHEME FOR VOID PROPERTIES: SALFORD NORTH

Existing Procedure



APPENDIX - I

Best Value

Salford North Pilot Scheme

APPENDIX - J

Communication / Mobile Phones.

There are currently 35 tradesmen, 1 driver, 1 apprentice Plumber, 1 Assistant Contracts Manager and 1 acting Assistant Contracts Manager involved with responsive repairs in the Salford North management area.

The Assistant & the acting assistant Contracts Managers and 4 tradesmen have the Divisions existing mobile phones.

To issue mobile phones to all other than the apprentice, would require an additional 32 mobile phones.

Our current Service Provider is Cellnet who are willing to provide the additional mobile phones for the following costs.

32 x Nokia 3310, Free of Charge.
32 x Accessory packs (Includes Case, Hands free kit, In car charger), Free of Charge.

Line Rental @ £9.99 per month as existing mobiles. (Due for review in October).

Call Charges: -.
Standard Local per Minute.

Day	7p
Evening	4p
Weekends	1.71p
Calls to Cellnet Mobiles	7p at all times

For information the average monthly call charges, based on the past four months, for the 4 tradesmen's mobile phones is £11.16p.

Based on the above figures the running cost of 36 tradesmen being issued with and using mobile phones would be as follows: -

36 line rental x £9.99	=	£359.64 per month.	£4315.68 per year.
36 call charges x £11.16	=	£401.76 per month.	£4821.12 per year.
TOTAL CHARGES.	=	**£761.40 per month.**	**£9136.80 per year.**

APPENDIX - K

TO: …….. **FROM: ……..**

DATE: ……..

SUBJECT: MOBILE PHONE USAGE

The mobile phone that you are being issued with is **strictly for work use only** and within the designated pilot scheme area.

No private calls are to be undertaken inside and outside of normal working hours, except in the case of deemed emergencies.

All bills for users will be itemised showing all numbers dialled, highlighting date, time and duration of the call. This is for audit purposes.

If private calls are identified then you will be required to fully reimburse the Directorate for the usage identified.

This mobile phone you have been issued with will have all the necessary phone numbers you require for undertaking your daily work duties programmed in by your Assistant Contracts Manager.

It must be noted that the phone issued is the property of the Housing Directorate and therefore any loss or theft of it must be reported to your Assistant Contracts Manager immediately. It must also be emphasised that it is **your duty** to safeguard at all times the security of the phone and its accessories issued into your possession.

I therefore require you to sign for receipt of the phone and accessories issued to you together with the above conditions and attached guidelines for the issuing of the same.

Under current legislation it must be fully noted that at no time should the usage of the phone be carried out when driving.

J.J. CAULFIELD
OPERATIONS GROUP MANAGER

1. Phone No. …….

2. Serial No. …….

3. Accessories Issued: ……..

4. Operative's Signature: …….. Date: ……..

5. A.C.M.'s Signature: …….. Date: ……..

c.c. D. Roe, Personal file, file

GUIDELINES / REASONS FOR THE ISSUE OF MOBILE PHONES FOR PILOT SCHEME

The following are the main reasons for the issuing of mobile phones to the proposed pilot scheme operatives and the main objectives of this improved communications network are as follows:

- Improved Customer Care Initiatives
- Improved Appointments
- Improved Production/Performance of Individuals
- Improved Communication as an Overall Team to the Customer

1. Direct access to job enquiries from Tenants/Management/Members to operative via Assistant Contracts Manager, Senior Contract Admin. Surveyor, Housing Assistants and Senior Management when required.

2. Increase direct dialogue to all customers first time to increase Customer Care initiatives.

3. Improved efficiency on appointments with the ability to agree or set new dates and time if available.

4. The ability to advise tenants and customers with regard to delays on jobs and arrange/advise accordingly.

5. The ability to arrange access requirements with tenants direct during daily activities.

6. The ability to be contacted by staff when tenants abort visit/work.

7. Health and Safety issues (i.e. long working problems, double working issues etc) discussions via Assistant Contracts Managers, Senior Admin. Surveyor and Senior Management.

8. Reduce unnecessary travelling to jobs, depot, stores, suppliers etc. and utilise the section's labour/driver for these issues enabling the increase of individual's performance.

9. The itemised bill can evidence no access/missed appointment arguments and show proof of request.

10. During the trial period an exercise by the Best Value Team needs to be undertaken to examine the improvements, or not, following the introduction of the phone with regards to:

- Appointments
- Individual Performance
- Group Performance
- Follow Up Enquiries

11. Operative's phone numbers are **not** to be issued to the general public and shall be kept within the group so as not to affect daily operational work issues.

12. The ability to chase up and arrange delivery via stores/suppliers for work on a daily basis.

13. A quick one page reference will be developed and issued to enable easy access to the following main phone requirements:

    (a) Phone Address Book Access
    (b) Keypad Lock/Security
    (c) Message Receiving
    (d) Missed Call Recovery

14. Finally a full list of all the relevant teams' mobile numbers under the pilot is attached.

PILOT SCHEME

NAME	TRADE	MOBILE PHONE NO.
B. CHAPPELL	JOINER/ACTING A.C.M.	07753863524
A. DEVINE	JOINER	
G. SMITH	JOINER	
R. DOHERTY	JOINER	
M. CARTWRIGHT	JOINER	
P. GOODMAN	JOINER	
M. FAHEY	JOINER	
G. BUMBY	JOINER/ACTING ASS A.C.M.	07710147927
A. LAWMAN	JOINER	
M. STUBBS	JOINER	
M. TURNER	JOINER	
A. BYRNE	JOINER	
J. FARRELL	JOINER	
S. GILL	JOINER	
A. McKENZIE	PLUMBER	
J. FORSHAW	PLUMBER	
J. WORLEY	PLUMBER	
G. ROWLANDS	PLUMBER	
C. LAMB	PLUMBER	07710147957
M. EDWARDS	PLUMBER	
J. STEWART	PLUMBER	
D. WALLACE	PLUMBER	
F. LENIHAN	PLUMBER	
D. BRITTON	APPRENTICE PLUMBER	
D. BOWCOCK	DRIVER	
F. SALISBURY	ROOFER	
A. COOK	PLASTERER	
J. CHURCHILL	PLASTERER	
K. GORDON	PLASTERER	
M PEPPIATTE	PLASTERER	
M. TELFORD	BRICKLAYER	
S. HARDEN	BRICKLAYER	
J. PETERSON	BRICKLAYER	
M. WALKER	GLAZIER	07803950685

CONTRACTORS INVOLVED IN THE VOID REPAIR PROCESS

VOID PROPERTY

DPC Work

Gas Repairs

Decoration

Clear outs

Electric checks to IEE standard

Security door repairs

Felt Roofing

Asbestos

Electrical repairs

Gas check.
Make safe, turn on and test to gas safety standard

TV Aerial systems

Footpath repairs

Secure property

Valeting

Fencing contractors

Net curtains

Disinfestation

Floor Heave

APPENDIX - L

APPENDIX M List of repairs to be included within Pilot Schen

Joinery		Type	Rate £+p	Bonus £+p	Unit
Skirtings/ architraves					
Refix		skirting	1.30	33	LM
Renew not exceeding 3m		"	3.20	40	LM
Secure		n/a	n/a		
Repair		n/a	n/a		
Staircase handrails/bannister Rails					
Refix		handrail	1.40	33	No
Repair			n/a	n/a	n/a
Secure			n/a	n/a	n/a
Renew	Same as refix above				
Gain Access to locked up property for client			n/a	n/a	n/a
Doors/ Locks					
Ease		internal	4.50	42	No
Renew hinge		"	14.00	1.06	No
Rehang	Same as ease above				
Renew/ refix furniture		handles	15.90	1.08	No
Repair/renewal locks, mortice/rim/cyclinder		renew	5.90	49	No
Repair/renew weatherboard			12.00	1.84	No
Door Casings					
Repair/ splice			11.60	89	No
Secure			6.50	27	No
Repair/renewal draught strip			6.20	35	No
rebed/renew threshold		renew	3.80	34	No
refit/renew thresher		renew	33.80	1.84	No
Point frame			8.50	1.07	No
Windows					
Adjust opening to sash/casement			7.30	44	No
Renew hinge			7.30	1.45	No
Renew lock/ handle		pvcu	19.70	82	No
Secure			n/a	n/a	
Point frame			8.50	1.07	No
Fix temporary security board			20.50	27	No
Repair/renew window board			12.500	82	No
Kitchen Units/Cupboards					
Repair/renew drawer/runner		renew	18.50	1.48	No
Adjust/renew hinge		adjust	4.60	70	No
Refix door			1.40	31	No
Repair/renew catch			3.90	49	No
Secure worktop/base unit		unit	15.70	1.81	No
Refix wall unit	same as unit above				

Floor Boarding					
Resecure			2.20	31	LM
Repair			n/a	n/a	
Renew- up to 3m			5.75	49	LM
Gates/Fencing					
Rehang/ease			7.50	34	No
renew hinge/gudgeon/plinth			16.80	1.16	No
Renew suffolk latch			7.20	42	No
Secure fence			n/a	n/a	
PLUMBING					
Gutters					
Clear blocked gutter			11.80	43	Elev
Clear blocked rainwater pipe			8.20	56	No
Repair/renew joint			4.10	32	No
Refix gutter			n/a	n/a	
Refix rainwater pipe		cast iron	1.5	64	Lgth
Renew brackets/clips		cast iron	18.4	57	No
Soil pipes/gullies/wastes					
Clean out gully			8.2	56	No
Clear blocked soil and vent pipe			8.20	48	No
Clear blocked wastes			10.80	47	No
Repair/renew waste pipes		renew	30.40	2.68	No
Repair/renew traps			8.60	43	No
Refix/renew clips/brackets			n/a	n/a	
Overflow pipes					
Renew			3.80	1.55	No
Refix			n/a	n/a	
Repair			n/a	n/a	
Sanitary fittings					
W/Cs					
Refix/renew bowl (pan)		renew	53.00	1.25	No
Clear blocked WC pan			8.20	48	no
Repair leak to pan connector			8.10	48	No
Repair/renew flush pipe		renew	15.80	47	No
Refix WC cistern			10.50	82	No
Refix/renew W/C seat		renew	11.60	25	No
Repair/renew balltap		renew	11.30	37	No
Repair leak to cold feed			13.80	1	item
WH Basin					
Refix/renew basin/pedestal		renew	68.00	4.3	No
Repair leaks			8.10	48	No
Renew trap/waste			8.6	43	No
Repair/renew taps		renew	27.20	1.88	PR

Bath					
Repair leaks			8.10	48	No
Renew trap/waste			30.40	2.68	No
repair/ renew taps			27.20	1.88	PR
Sink Unit					
refix/secure		top only	36.7	1.09	No
Repair leaks			13.8	1.00	No
Renew trap/waste			8.6	43	No
Repair/renew taps			27.2	1.88	PR
clear blocked waste			10.80	47	No
General					
Repair leaks and clear blockages to cold and			13.8	1.00	item
hot water systems.					
Roofing					
Remove slate/tile (make safe)		refix	30	4	No
Felt roof- apply Acrypol sealer			10.25	18	M2
Lighting					
Renew PL9 tube	These are more likely to be done by Estate Services				
Renew sguare D tube 28w or35w					
Renew tungsten luminaire					
Renew florescent luminaire					
Finishes					
Patch plaster up to 1/2 m		b+s	9.80	1.66	M2
Refix/renew wall tile (max 10)			90	7	No
All values are document rates and are subject to fluctuations					

SALFORD NORTH PILOT SCHEME **APPENDIX - N**

TASK 8 OPERATIONAL ITEMS

START & FINISH LOCATIONS / PROCEDURE

There are currently 37 operatives working in the Salford North Area, but live in various locations throughout the Greater Manchester area.
Some of these operatives take their departmental vehicle home each night, others use their own transport to work and as a result leave their departmental vehicle at the operational depot over night

It is a departmental instruction that plant and equipment is not left on or in the vehicle overnight, therefore the operatives pick up their plant from the operational depot in a morning and return it at the end of the day.

The operatives replenish and obtain materials from the operational depot stores mainly in a morning, but this can be throughout the day.

Work is issued to the operatives by the Maintenance Team Coordinator, at the operational depot each morning, the operative also returns any completed work at the same time.

With the above details in mind it is proposed that a rigid approach be applied for the start of the day, but a flexible approach for finishing at the end of the day, as follows: -

1) All operatives would be required to report to the operational depot at the start of each day and to clock on, as per the existing procedure.

2) By arrangement with the maintenance team coordinator, the operatives who do not take their vehicles home or who are returning plant and equipment at the end of the day, will clock off at the operational depot.

3) Where it is more appropriate to do so, operatives may finish at St Simon Street depot by reporting to the maintenance team coordinator at the end of the day.

4) By arrangement with the maintenance team coordinator, operatives may finish on the last job, either due to overtime working or in order to finish the work on that day.

In the case of items 3 & 4 above, the maintenance team coordinator will sign the operative off at the end of the day on his attendance record sheet, and will amend the operational depot clock cards accordingly at the end of the week.

See appendix…. Attendance Record Sheet.

HOUSING SERVICES MAINTENANCE DIVISION

SALFORD NORTH - PILOT SCHEME

ATTENDANCE RECORD SHEET **WEEK ENDING DATE**

RECORD THE OPERATIVES FINISHING TIME AWAY FROM THE OPERATIONS DEPOT

			MON	TUE	WED	THR	FRI	SAT	SUN
TRADE	**MAN NO**	**NAME**	**DATE**	**DATE**	**DATE**	**DATE**	**DATE**	**DATE**	**DATE**
JOINER	2	DEVINE A							
	17	LAWMAN A							
	22	STUBBS M							
	33	SMITH G							
	34	DOHERTY R							
	51	CHAPPELL R							
	66	TURNER M							
	70	CARTWRIGHT J							
	71	GOODMAN P							
	72	BYRNE A							
	94	FARRELL J							
	107	GILL SIMON							
	116	FAHEY M							
	188	BUMBY G							
PLUMBER	605	EDWARDS M							
	607	MCKENZIE A							
	608	FORSHAW J							
	629	STEWART J							
	633	WALLACE D							
	640	WORLEY JEFFREY							
	705	ROWLANDS G							
	713	LENIHAN F							
	743	LAMB C							
APP PLB	631	DANIAL BRITTON							
ELECTRICIAN	390	BOULTER C							
	397	BLEAKEY P							
PLASTERER	851	COOK A							
	861	GORDON K							
	862	CHURCHILL J							
	867	PEPIATTE MIKE							
BRICKLAYER	904	TELFORD M							
	905	PETERSON J							
	960	HARDEN S							
GLAZIER	977	WALKER M							
SLATER	764	SALISBURY F							
PAINTER	254	MACDONALD A							
DRIVER	796	BOWCOCK D							