



# Responsive Repairs

## Team Plan 2015/16

Team Manager: **Glyn Davies**  
Service Plan: Housing and Building Services  
Date signed off: 31/07/2015  
Signed off by: **Miles Punter**

# Contents

---

Team Overview.....	3
Our Contribution to Service Plan priorities 2014/15 .....	4
Our Team Plan 2015/16.....	5

## Team Overview – Responsive Repairs

---

**Responsive Repairs** team undertakes a number of key roles for the Council. The team aims to provide a cost effective, efficient, safe, high quality product and service for the Councils housing stock, schools, Public Buildings and internal clients through strict financial and resourcing controls

**The Team's broad functions are:**

---

- **To maintain and repair the councils assets thereby extending component life cycles and protecting people from harm.**
- **To provide a safe working environment**
- **Provide an efficient and effective repairs service for housing, schools and public buildings.**
- **Operate and maintain mobile working systems**
- **To deliver a customer focussed service**
- **To control and monitor HRA budgets**
- **To deliver 'best value' in all aspects of Responsive Repairs**
- **Removing levels of non-licensed asbestos**

## Our Contribution to Service Plan priorities 2014/15

---

Our contribution to the Service Plan priorities last year:

- Developed a new approach to tenant liaison by attending call centres, resident's boards, and through new satisfaction survey procedure.  
**Service Objective1 ,Corporate Priority H13**
- Introduced protocols and procedural notes for all service areas to ensure we continue to deliver a high quality, efficient and effective service with team and individuals being more accountable  
**Service Objective1 ,Corporate Priority H13**
- Used electronic timesheets to monitor and measure accurate time recording to assist in service improvement and to improve productivity levels and reduce lost time  
**Service Objective1 ,Corporate Priority H13**
- Developed further our customer satisfaction data base to include all clients, to note service needs and improved service delivery and improved KPI's  
**Service Objective1 ,Corporate Priority H13**
- Participated in engagement events focussing on how to meet tenants service expectations and future service development  
**Service Objective1 ,Corporate Priority H2**
- Produced new method of recording and charging to our internal clients to provide detailed costs
- **Service Objective 7**

## Our Team Plan 2015/16

<b>Service Outcome 1:</b>		<b>Everyone has a home that they can afford that meets their needs.</b>						
<b>Objective 1:</b>		<b>To be an excellent landlord in terms of housing and asset management services.</b>						
<b>Ref.</b>	<b>During 2015-16 we plan to:</b>	<b>Success Criteria/ Outcomes we'll achieve from this action are:</b>	<b>High, Medium or Low priority</b>	<b>Officer responsible for achieving this action</b>	<b>Start date</b>	<b>Finish date</b>	<b>How will the work be resourced?</b>	<b>Progress</b>
HS/A085 H13	Develop and implement a text facility to inform tenants of appointments.	Tenants are aware of appointments, avoiding wasted journeys. Increase in number of appointments made and kept.	High	Andrew Treweek	January 2016	March 2016	Approximately 1FTE	
	Carry out all necessary actions to develop a text facility to inform tenants of appointments.	Reduction in wasted journeys as tenants are more aware of appointments.	High	Glyn Davies	January 2016	March 2016	1 FTE	
	Roll out the text facility to inform tenants of appointments.	Increased numbers of appointments are made and kept.	High	Glyn Davies	January 2016	March 2016	1 FTE	
HS/A114	Deliver a structured approach to improving and monitoring our inspections.	We are effectively monitoring our performance against pre/post inspections and demonstrate that work is completed on time to a quality standard.	High	Andrew Treweek	April 2015	March 2016	The Maintenance Inspectors will carry out inspection regime under the supervision of the Responsive Repairs team Leader (Approximately	

							<b>3FTEs)</b>	
	Responsive Repairs team will supervise the Maintenance Inspectors to carry out the improvement and monitoring of inspections.	Demonstrate that work is completed on time and to a quality standard.  Better monitoring of performance against pre/post inspections,	High	Glyn Davies	April 2015	March 2016	3 FTEs	
	To actively improve team efficiency by reducing 'pre-inspections' and increase 'post inspections'.	Streamlining, and the efficient application of resources.  Cost effective and efficient service.  Improved KPI's.  Improved client satisfaction.  Monitoring of poor performers and documenting of actions taken.	High	Glyn Davies	April 2015	March 2016	Responsive Management Team	Reporting via new streams of contact.  Performance discussed as agenda item at team meetings.  Monitor pre-inspections on weekly basis.  Monitor post-inspections on monthly basis.

<b>Service Outcome 2:</b>		<b>Every customer is highly satisfied with the services we directly provide (Relates to non-housing services)</b>						
<b>Objective 7:</b>		<b>To deliver customer-focussed, cost-effective services.</b>						
<b>Ref.</b>	<b>During 2015-16 we plan to:</b>	<b>Success Criteria/ Outcomes we'll achieve from this action are:</b>	<b>High, Medium or Low priority</b>	<b>Officer responsible for achieving this action</b>	<b>Start date</b>	<b>Finish date</b>	<b>How will the work be resourced?</b>	<b>Progress</b>
HS/A110	Seek out best practice in terms of internal service provision and commerciality.	Adopting best practice principles to improve services to internal clients.	Medium	Andrew Treweek	January 2016	March 2016	OM to lead with senior management support.	
HS/A124	Develop and deliver a new mobile working solution.	Live up to date data that will enable us to improve completion of work within timescales and promote agile working	High	Hayley Selway	April 2015	March 2016	Approximately 1FTE to lead.	
(HS/A110) 1a	To constantly improve customer and client perception of the service and meet expectation by the implementation and regular review of "Control & Monitoring" procedures, to ultimately achieve a better than 90% average in terms of client satisfaction.	Achieving of K.P.I.'s to acceptable levels.  Achieving greater client satisfaction	High	Glyn Davies	April 2015	March 2016	Responsive Management team	Ongoing process through monitoring systems.  Introduction of phone surveys has increased levels of satisfaction reporting and allows for instant post inspections to be made if client

								'unsatisfied' with repairs.
(HS/A124) 1b	Improve 'Opti Time' diaries by migration to updated Version 5.	Greater controlled mobile diaries.  Increased productivity.  Reduced 'down time'.  Accountability.  Greater client satisfaction.  Easier to use web based system.	High	Glyn Davies	April 2015	June 2015	Planners and Responsive Management Team	Version 5 migration in progress and on schedule for completion in May 2015
1c	Continue monthly budget and 'status 10' monitoring to control financial status inclusive of meetings with finance management team.	Measured Accounting.  Streamlining, and the efficient application of resources.  Greater budget control.  Cost effective and efficient service provision.  Individual accountability.	High	Glyn Davies	April 2015	March 2016	Responsive management team	All budgets are controlled and accurate.  Trading account showing positive outcome.
(HS/A124) 1d	Review and update 'electronic' timesheets.	To ensure data collection is accurate and meaningful.	High	Glyn Davies	April 2015	March 2016	Responsive management team and finance admin support	



		<p>To measure areas of weakness to assist in improving service delivery.</p> <p>Accurate data recording and precise measuring of 'down time'.</p> <p>Accurate recording of 'lunch breaks'.</p> <p>Reasons for 'down time' can be monitored and reviewed.</p> <p>Individual accountability.</p>						
(HS/A124) 1f	Drive down overhead costs through a review of fleet usage via the 'Trackyou' system.	<p>Reduced fleet costs.</p> <p>Efficient working processes.</p> <p>Improved trading account.</p> <p>Controlled budgets.</p> <p>Individual accountability.</p> <p>Greater client satisfaction.</p>	High	Glyn Davies	April 2015	March 2016	Responsive Management Team	<p>Continued review of fleet usage via 'Trackyou' system.</p> <p>New individual 'overhead' job numbers (implemented February 2015)</p>

1g	To improve "Communication" within our team, with the client, and with other departments within the Council.	<p>A demonstrable positive interaction between the Responsive Maintenance and other departments within the Local Authority.</p> <p>Cost effective and efficient services.</p> <p>Improved client satisfaction.</p>	High	Glyn Davies	April 2015	March 2016	Responsive management team, Housing, Property Services, C1V and CLT	<p>Monthly meetings take place across all service teams.</p> <p>Attendance of MO at CLT Reception now weekly on Wednesday mornings.</p> <p>Attendance at Resident Board Tuesday mornings.</p> <p>Weekly meetings with all Building Services areas.</p>
1h	Continued ownership of the 'Public Buildings Helpdesk'.	<p>Accurate repair recording.</p> <p>Reduced duplication of work.</p> <p>Accurate 'billing' to clients.</p> <p>Cost effective and efficient service.</p>	High	Glyn Davies	April 2015	March 2016	Responsive management team	<p>Commenced 2/6/14.</p> <p>Good communication between clients and helpdesk with clearer and precise information now being supplied.</p>

		Improved KPI performance.						
1i	Improve productivity and reduce 'downtime' through target setting and resource monitoring in team meetings, and analysing downtime data.	<p>Increased client satisfaction.</p> <p>Increased number of repairs.</p> <p>Improved charging.</p> <p>Reduction of overhead account.</p> <p>Improved KPI performance.</p> <p>Improved FLS monitoring.</p>	High	Glyn Davies	April 2015	March 2016	Responsive management team,	<p>FLS encouraged through team meetings to assist and advise in target setting.</p> <p>Resource monitoring through team meetings.</p> <p>Analysing downtime data to understand reasons and solutions.</p>
1j	Continued reduction of jobs issued to external contractors with a view to carry out repairs in house.	<p>Increased income.</p> <p>Increased work load.</p> <p>Greater control of budgets.</p> <p>Reduced risk of breaching procurement regulations.</p>	High	Andrew Treweek/Glyn Davies	April 2015	March 2016	Responsive Management Team	<p>Authorisation required prior to issuing jobs to external contractors.</p> <p>Specialist works only Implemented May 2014 and ongoing process.</p>
1k	Review systems and	Reduce to cost of	High	Glyn Davies	June 2015	March	Responsive	To Commence

	process to identify areas of efficiency saving.	<p>delivery.</p> <p>Improved service</p> <p>Greater satisfaction</p> <p>Reduce complaints</p> <p>Increase right first time</p>				2016	Management Team	
2a	Maintain monthly 1-2-1 meetings with office based staff.	To ensure that team and individual targets are clear, concise, and encourage proactive approach by all.	High	Glyn Davies	April 2015	March 2016	Responsive Management Team	Ongoing process
2b	Maintain monthly team meetings for Management Team	Provide greater team ethos, encourage proactive views from all team members to improve service delivery	High	Glyn Davies	April 2015	March 2016	Responsive Management Team	Team meeting dates have been set and kept with full minutes distributed to all team members along with agenda's for upcoming meetings
2c	Maintain quarterly 1-2-1 meetings with all members of the front line staff	<p>To ensure clarity of focus to team service commitments.</p> <p>To encourage a proactive approach to addressing any deficiencies</p>	Medium	Paul Harding Tony Hatwood	April 2015	March 2016	Responsive Management Team	Ongoing process

2d	Introduce FLS focus group to identify stock requirements and areas of concern.	To assist in identifying team needs.  To discuss 'van stock' requirements.  Identifying areas of concern	Medium	Paul Harding Tony Hatwood	April 2015	March 2016	Responsive Management Team	Ongoing process
3a	Develop new job reporting system for tenants to be able to arrange their own appointment slots.	Greater client satisfaction.  Reduced level of 'no answer' jobs.	Medium	Glyn Davies	May 2015	March 2016	Responsive Management Team ICT	New IT system under review by ICT Management.
3b	Develop 'flexible' working arrangements.	Meet tenant and Client expectations.  Improved Service delivery.  Greater client satisfaction.  Reduced levels of non-productive time.	Medium	Glyn Davies	April 2015	March 2016	Responsive Management Team	Ongoing discussions with FLS via team meetings