

EDDC & IW Contract Action Plan

Item	Current Areas of Concern	IWS Comments	EDDC Comments	Agreed Action (Core Group)	Update
Right Repair, Right Time, Fixed, Stayed Fixed.					
RIGHT REPAIR - Diagnosis/Scheduling refresher	<ul style="list-style-type: none"> Repair jobs being scheduled by Ian Williams Hub and not EDDC- why is this happening? Repair jobs not be diagnosed correctly at first point of contact leading to follow on work required or wrong trades arriving to complete jobs. 	<ul style="list-style-type: none"> To identify how and when to send through appointable jobs and the best way to communicate this back to the EDDC team. IW to provide further scheduling guidance for EDDC HD team as a refresher, and to ensure all parties are in alignment regarding raising jobs with correct SORs, in desired timescales etc, within the correct priorities. Maybe engage with Echelon. Also to liaise closely with IW Hub, and follow up weekly with Hub Manager regarding the effectiveness of daily calls, and how to get the most out of these. 	<ul style="list-style-type: none"> The diagnosis is reliant on information from the tenant, it should be noted that the repairs advisors are not surveyors, they do their best with the tools available – ie Locator Plus. An additional measure that we need to implement is passing the tenant to the duty surveyor for them to raise complex repairs, this has the disadvantage currently that the surveyors cannot appoint on first contact. There has also been issues when their Hub has appointed. 	<ul style="list-style-type: none"> The Housing Repairs Advisors having refresher training on how to schedule a repair at first point of contact with the tenant at a time/date convenient for them. Housing Advisors to have Refresher Training on Locator Plus Diagnosis Tool. Consider how Surveyors can get access to the scheduling diaries or create a process where the tenant is passed back to an Advisor so that the jobs can be booked back in. Ongoing review of The Hub involvement being undertaken. IW to feed back weekly lists of jobs which should have been appointed to facilitate awareness of potential blockers. 	
RIGHT TIME - IW Hub Appointments	<ul style="list-style-type: none"> Appointments being made by the Hub need to be made verbally with the Tenant and not leaving a message on their answer machine. Any tenants the Hub cannot reach need to be communicated back to EDDC for further contact information. 	<ul style="list-style-type: none"> Where we have a job and we have not been able to make contact with the tenant, Ian Williams will leave a message on their phone. Tenants receive a text message but are surprised by the visit. Contract states 2 calls and then a letter for non contact. These could be where jobs not appointed. Ian Williams will communicate/discuss with Hub Manager regarding this process and how best to ensure we comply with it. Joint action, to send over weekly unappointed jobs, so the trend can be identified and reported on. 	<ul style="list-style-type: none"> Discuss further and investigate. We need to think about this on what process should be followed. Housing Services as a whole to ensure contact numbers are up to date. Joint action, to send over weekly unappointed jobs, so the trend can be identified and reported on. 	<ul style="list-style-type: none"> Appointing at first point of call if possible, investigate to understand why this is not always possible. Offer appointment slots for tenants convenient to miss, school runs, working, etc. Allowing the right time for the repair, so that it minimises returning to the property or unnecessary follow up work. Diary management of jobs, to identify larger jobs. Review the missed appointments, review delays, communication. Reviewing calls into EDDC Repair Advisors to identify waste which will in turn drive service improvement. 	

<p>RIGHT TIME - EDDC Appointing at First POC</p>	<ul style="list-style-type: none"> • IW/EDDC to meet to discuss reasons why a high volume of jobs are being sent to IW to appoint. <ul style="list-style-type: none"> • Why are jobs not being appointed at first point of contact at the convenience of the tenant ? 	<ul style="list-style-type: none"> • Back to basics, resident calls, job accurately scheduled, goes into our system as an appointment date. <ul style="list-style-type: none"> • Operatives assigned a skillset eg carpenters, painters, plumber. 	<ul style="list-style-type: none"> • Using data to identify trends, etc. whose raising multitrade Schedule of Rate which can't be appointed by EDDC • Who raised them, identifying training requirements? <ul style="list-style-type: none"> • Check are the Repairs using locator plus? • Possibly will highlight where the need for a Surveyor is required. 	<ul style="list-style-type: none"> • Using the correct SORs ensuring the right operative is appointed to the right job and carry out at the right time. <ul style="list-style-type: none"> • Follow on appointments being made whilst the operative is onsite with the tenant and being fully updated before the operative leaves site. • Minor works team completing a more complex repair, identifying criteria of for more complex repair and being passed to the Duty Surveyor to arrange a site visit to inspect the required work. <ul style="list-style-type: none"> • Ensuring where jobs cannot be appointed at first point of contact, a full explanation of why is given to our residents, why that is not the case. • Housing Advisors to use scripts to to identify a complex job. 	
<p>RIGHT TIME - delays</p>	<ul style="list-style-type: none"> • Jobs being completed in a timely manner. • High level of working progress of WIP. • High number of overdue jobs 	<ul style="list-style-type: none"> • Text messages come over 24 hours before job, then 4 hours before site visit. • Minor works team established to focus on larger type repairs to ensure any works over half day In duration are sent to the team to allow repairs only to be completed by the responsive team. Issues with material availability and sub contractors availability continue to be an issue however IW to continue to monitor and communicate to EDDC. <ul style="list-style-type: none"> • Where larger works are required we will be able to effectively communicate dates to residents by use of the minor works team. • Where delays are noted IW to ensure this communicated at weekly response meetings • Extension of times agreed and residents then updated. <ul style="list-style-type: none"> • IW to table plan to reduce backlog. • Reporting needs to demonstrate tangible reduction WIP and in over due jobs. 	<ul style="list-style-type: none"> • We need to understand the reasons behind the delays and ensure such delays are communicated to the tenant/all parties. • Material, labour or sub-contractor issue. • Plan is in place, WIP is coming down. • Meetings in place to review overdue jobs - maintenance surveyors/Contract Manager to meet weekly. <ul style="list-style-type: none"> • Over due jobs investigation highlights hold jobs not sent over to Ian Williams, jobs not work completed but financially completed. • Envirovent orders 100 which needed extension of times due to back log of orders from Envirovent IT crash. 	<ul style="list-style-type: none"> • Identifying trends why delays have happened, by making sure stages/tasks are correctly used for materials, parts or further work required. <ul style="list-style-type: none"> • Using reports on data from the jobs to help identify this. <ul style="list-style-type: none"> • All delays communicated to the tenant and further appointments made. • If a repair is a more complex repair, this will be programmed with timescales and the the tenant will be informed when the work will start. • Ensure delays are communicated to the tenant so they have a full understanding of the reasons why. • Overdue jobs are looked at individually to see why they are overdue, when they are booked in and to identify issues. • Several issues identified, jobs held, jobs completed but work completion date missing, jobs not sent over through the interface, jobs work completed incorrectly to name a few. • Ensure overdue jobs and WIP are reduce in line with the contract. 	

<p>RIGHT TIME - missed appointments</p>	<ul style="list-style-type: none"> Ian Williams Operatives not attending repair appointments. <ul style="list-style-type: none"> Tenants missing repair appointments. No Access information not being sent over for job stage. 	<ul style="list-style-type: none"> Non working foreperson assigned with responsibility to ensure strict diary management ensuring appointments wherever possible are kept. <ul style="list-style-type: none"> EMs received through CTD have predominately been very high and whilst every effort it made to attend all appointments some will be cancelled at times. Meeting with Hub to ensure effective communication with residents. <ul style="list-style-type: none"> Contract Manager to send Business Manager daily email confirming any missed appointments and reasons why. 	<ul style="list-style-type: none"> We need to understand the reasons for the missed appointments and ensure these are communicated to the tenant/all parties. No access, sickness or miss-communication. Went through process maps to ensure process is working. <ul style="list-style-type: none"> No Access tasks do come over when a job stage is completed. 	<ul style="list-style-type: none"> Ensure No access process is followed if a tenant not available and recorded against the job. <ul style="list-style-type: none"> When a appointment is missed by the operative, this will be communicated to the tenant and either another operative will be allocated to complete the repair or an alternative date that is suitable for the tenant will be given. No jobs will be closed down by Ian Williams without the consent of EDDC. 	
<p>RIGHT REPAIR - incomplete works</p>	<ul style="list-style-type: none"> Ian Williams Operatives not following the variation process. <ul style="list-style-type: none"> Duty Surveyor not answering queries or calls. Follow on works not being booked with tenant before Operative leaves site. Work completion dates missing from jobs, though being financially completed. Jobs being held within OpenHousing due to cost level. <ul style="list-style-type: none"> Jobs being closed down as completed instead of task completed, with further work required. 	<ul style="list-style-type: none"> Response Contract Manager to increase calls to check work status. <ul style="list-style-type: none"> Operative on site to send photo to Duty Surveyor whilst on site, so the variation can be agreed. Delays are mainly larger repairs, not having carpentry to complete the job, rendering repairs/painting. <ul style="list-style-type: none"> IWS to add EXCLAP stage in IT system. EDDC to create a report for stage info, so we can monitor the variation process being followed. <ul style="list-style-type: none"> EDDC to send over list of Stage Codes within Openhousing to IWS, so that both systems match. Minor Works Team now established. Operative on site to send photo to Duty Surveyor, so the variation can be agreed. Delays are mainly larger repairs. <ul style="list-style-type: none"> Non working foreperson now Post inspecting 10% completed repairs. Ian Williams to continue to carry additional 10% CS surveys to ensure resident overall satisfaction. 	<ul style="list-style-type: none"> Ian Williams management processes, incorrect stage completion of works, shutting down works as work complete instead of a task that require following works – this is training required on IWS side. <ul style="list-style-type: none"> The Hub/operatives. Some repairs require multiple visits, a repairs advisor could book the initial visit after which there is a reliance on Ian Williams to book in the remaining works and complete in a timely manner (this should be follow on days and not weeks between each visit/trade) Duty Surveyor role for variation on NonPPP contract - further training required to add EXCLAP stage in. We believe we need to manage tenant expectations much better and ensure much clearer communication. 	<ul style="list-style-type: none"> ITraining will be completed with Ian William operatives to ensure stages/tasks are correctly closed down and not the job being work completed. <ul style="list-style-type: none"> If follow on work required, an operative will booked the remaining works while on site and in a timely manner before he leaves the residents property. Ensure tenant fully updated on further work required and operative does not leave site until an appointment is made - this is critical. <ul style="list-style-type: none"> Further training required for both sides to ensure the variation process is followed thus improving the experience of the tenant during the repair journey. To ensure the variation process runs smoothly a new stage needs to be created for identifying a repair that needed extra work while an operative was on site. A report created to pull this stage code out and identify where jobs have been changed. Photos will be taken of a repair by the operative on site to report back to the Duty Surveyor who can authorise extra work. 	

<p>RIGHT REPAIR - sub-contractor failure and adequate capacity</p>	<ul style="list-style-type: none"> Lack of knowledge of which are Sub-contractor jobs. <ul style="list-style-type: none"> Miss work completion dates for Sub-contractor jobs. Delay in Sub-Contractor updating jobs. 	<ul style="list-style-type: none"> Sub contractors embedded in EDDC Contract, training on Open day, adhere to contractor obligations. <ul style="list-style-type: none"> Sub contractor manager through portal, tasks are updated through sub contractor portal, task will then change to appointment book. A report is run called "Due in 7 Report" for Sub-contractors (around 20 jobs) this is the Contracts Manager responsibility at present. Where material delays are noted this should be discussed at weekly response meetings and EOTs agreed accordingly. Where SC failure is realised meetings are held and at worst payless notices issued. IWS to send over a User guide on portal use for subcontractor. <ul style="list-style-type: none"> Sub contractors manage - all drainage, damp and glazing. Difficult to get sub-contractors on board in local EDDC area, this is due to availability/pricing as well. <ul style="list-style-type: none"> We have a good amount of Sub-Contractors on board. EDDC client nominations welcome. 	<ul style="list-style-type: none"> We question how sub-contractors are managed, it seems that orders issued to sub-contractors and left entirely to them to book all the work in with no direct monitoring from IWS. <ul style="list-style-type: none"> We have concerns over the sub-contractors communication methods and see examples. <ul style="list-style-type: none"> Always a question sub-contractors support. IW to ensure they have the required capacity labour, materials etc. to meet the demand including the peaks and troughs 	<ul style="list-style-type: none"> Complete review of position of sub contractors. <ul style="list-style-type: none"> Lack of knowledge which jobs are given to subcontractors. <ul style="list-style-type: none"> Diary notes to be written when a job is given to a subcontractor. <ul style="list-style-type: none"> EDDC more ownership and visibility of subcontractors and processes. 	
<p>RIGHT REPAIR - Skills</p>	<ul style="list-style-type: none"> Lack of skilled operatives on the contract to complete the repairs. 	<ul style="list-style-type: none"> Ian Williams has a list of operatives with work skills listed. Recruitment challenges remain. 	<ul style="list-style-type: none"> Ian Williams need to ensure this is reported on in the Operations Contract Meeting. 	<ul style="list-style-type: none"> Ian Williams will produce a list of operative with their skillset at every Operation Contract Meeting. 	
<p>RIGHT REPAIR - right materials on board</p>	<ul style="list-style-type: none"> Shortage and delays of stock to complete overdue jobs. 	<ul style="list-style-type: none"> End of December stock take, we had over £24,000 of stock in vans. <ul style="list-style-type: none"> If we didn't have enough our first time fix would be low. Ian Williams Non working foreperson will continue to monitor this through strict van stock management controls. <ul style="list-style-type: none"> Ian Williams to supply a standard list with narrative on how they replenish van stock. 	<ul style="list-style-type: none"> Perhaps a review of van stocks would be beneficial. <ul style="list-style-type: none"> Plus increased purchasing of materials we know are in short supply. 	<ul style="list-style-type: none"> IWS will produce a report on how much stock is held on their vans, how stock is replenished and how much back stock they have. Review on communication with tenant/stakeholders when materials are on shortage. <ul style="list-style-type: none"> Repair Advisors understanding what shortages of stock there are and explaining this when a tenant calls in a repair that will be effected. 	

<p>FIXED/STAY FIXED -tenant satisfaction</p>	<ul style="list-style-type: none"> • Ongoing concern of tenants being dissatisfied with the Repair service 	<ul style="list-style-type: none"> • 4000 envelopes recently issued to IW and issued to Operatives in order to ensure paper surveys are left. <ul style="list-style-type: none"> • Ian Williams to continue to carry out 10% customer surveys. • Ian Williams foreperson to continue to post inspect 10% of completed repairs. • PDA surveys now being resigned by residents and photos kept in all instances. 	<ul style="list-style-type: none"> • This is a stand-alone issue that requires focus and resource, Information and Analysis Officer currently leading on exercise to seek specific feedback that relates to tenants experience of the repairs service. 	<ul style="list-style-type: none"> • Ian Williams are leaving paper copies of surveys with residents to complete after the operative leaves. <ul style="list-style-type: none"> • Work is being undertaken by EDDC to undertake a 100% survey to residents, to capture a better understanding of peoples experience of the Repairs Service. • A full review of phones surveys, 20% of all completed jobs in the month are being called to ask residents of their repair experience. • Any dissatisfaction is report to Ian Williams to highlight any training issues for an operative. • If a tenant requests for a manager to call them back, an EDDC manager will call to discuss and will apologise for their recent repair experience. <ul style="list-style-type: none"> • Lessons learnt will be reported at the Operational Meeting. 	
<p>FIXED/STAY FIXED - Post Inspections</p>	<ul style="list-style-type: none"> • EDDC and IW need to achieve the 10% minimum target for Post Inspection to monitor the contract per month. • High level of failed Post Inspections. 	<ul style="list-style-type: none"> • Ian Williams continuing 10% daily post inspections of previous completed days jobs. • Contract Manager to do 10% per day based on 300 jobs completed. <ul style="list-style-type: none"> • Copies to be sent weekly to EDDC and will be reconciled monthly. 	<ul style="list-style-type: none"> • Contracts Manager has requested for surveyors to post inspect all communal area jobs. <ul style="list-style-type: none"> • Surveyors to post inspect 20 a day of remaining jobs completed, via photos, phone calls or site visits. • Joint working on post inspections to increase this area of work. <ul style="list-style-type: none"> • Surveyors to be responsible for larger jobs, complaint jobs and disrepairs jobs. 	<ul style="list-style-type: none"> • There is a joint approach to completed post inspections and are being completed through various ways, phone call to the tenant, photos and visits. <ul style="list-style-type: none"> • Failed Post Inspections should related to quality and works failure only. • All Post Inspection forms are given to Ian Williams to highlight any training or learning requirements. • A recall job raised for the required work and linked to the failed post inspection job. • A surveyor will ensure this is communicated to the tenant. 	

<p>RIGHT REPAIR - Minor Works Team</p>	<ul style="list-style-type: none"> • High level of overdue jobs. level of WIP • High 	<ul style="list-style-type: none"> • This gone quite well, a team of 2 operatives, more interviews and should have a team of 4 operatives to make up this team. • Process needs to be written and agreed with EDDC 'Minor Works' team to be established within Ian Williams to undertake works larger in nature (excess of 1/2 day where possible). • Joint decision to be agreed on process around minor works, so that they are treated differently to day to day repairs. • Process to include raising of works orders as one job, communication and agreement of either a Minor works priority or use of EOT to manage this workstream 	<ul style="list-style-type: none"> • Process needs to be written and agreed with Ian Williams 	<ul style="list-style-type: none"> • Process being written to capture what is classed as a complex repair and how it will be identified for the minor work teams. • Process will cover how the repair will have a joint on site visit, arrange an appointment suitable with tenant at their convenience. Access repair and liaise with Ian Williams to produce a program of work with timescales, with full communication with the tenant from the start of the repair through to completion. • Ian Williams will have a dedicated person to liaise and ensure the tenant is informed every step of the repair. <ul style="list-style-type: none"> • Ensure these works are delivered in a collaborative approach to reflect this with the tenants. <ul style="list-style-type: none"> • Ensure communication is captured on EDDC website/social media. • Internal messaging with Housing Colleagues on Minor work team. 	<p>Progress with Recruitment of MW team members</p>
<p>RIGHT TIME - Extension of Time:</p>	<ul style="list-style-type: none"> • High level of overdue jobs. Delays by external factors • Target dates differ in EDDC system and Ian Williams system. • Target 	<ul style="list-style-type: none"> • Needs to be tabled at weekly/biweekly overdue/WIP meetings. • Extension of Times process needs to be reviewed and clear rules around this set. • Extension of Times need to be requested throughout the 'job window'. EDDC/IW need to agree what supporting information is required, it is not always possible to provide specific pieces of 'evidence' therefore an agreement of what falls into this category needs to be reestablished. 	<ul style="list-style-type: none"> • Agree but also on a daily basis with duty surveyors. Contract Manager to put a process chart together. • Extension of Times, once agreed, need to be reflected in both systems. 	<ul style="list-style-type: none"> • A process map will be created to capture how extension of time requests are requested, reason for extension of time and whether it has been agreed or declined. How and where it will be recorded. • Ensure any extension of time is communicated with the tenant with a fully explanation. 	
<p>RIGHT TIME - Cancellations</p>	<ul style="list-style-type: none"> • There are have been occasion where jobs have been cancelled and the job has remained outstanding and not communicated with the tenant. Complaints received regarding cancellations. • Jobs abandoned by Ian Williams. • Jobs abandoned by EDDC after Ian Williams attended. 	<ul style="list-style-type: none"> • A message has been relayed - nobody cancels jobs without prior knowledge of Ian Williams. • Under no circumstances is a job to be cancelled by Ian Williams, without prior knowledge from IWS/EDDC Ian Williams to provide Cancellations list for works prior to cancellations for EDDC approval. • Process needs to be identified first so that we all understand what constitutes a reason for cancellation. 	<ul style="list-style-type: none"> • Abandoned jobs to be completed by EDDC • Review abandoned jobs process, IT, costs, agreement with IWS. EDDC to establish this process (if not already agreed?) as part of Duty Surveyor role. • Ultimately the EDDC IT system needs to be changed so that Ian Williams cannot abandon jobs - only EDDC. • Contract Manager to set up a meeting with Housing Systems to discuss. 	<ul style="list-style-type: none"> • A meeting will be set up to discuss how to implement the Housing System to remove permission to allow Ian Williams to abandon jobs. Create a process to capture abandon jobs. • Ensure communication to the tenant on why a job is abandoned is captured. 	<p>To be progressed</p>

RIGHT TIME - Delivery within Timescales	<ul style="list-style-type: none"> • Timescales have increased for completion of jobs. 	<ul style="list-style-type: none"> • This links to minor works team, look at the appointing system to see what's happening. • Minor works team will have a positive effect on the timescales/diaries. <ul style="list-style-type: none"> • Ensure delivery within timescales for Response and therefore achieve this KPI. • Ongoing drive to increase resource and ensure response targets are met. 	<ul style="list-style-type: none"> • With a plan who will update the tenant. Introduce and Action Log for Reactive Repairs 	<ul style="list-style-type: none"> • An Action Log will be created for Reactive Repairs Contract meeting to capture issues effecting delivery within timescales. 	Reviewed weekly at response meetings - .
RIGHT REPAIR - Upgrades or Major Repairs	<ul style="list-style-type: none"> • Establish clear direction regarding these items, review existing documents, and discuss best approach going forward for these works. • Need to establish a clear categorisation as these need to be procead and paid according to the category of works, i.e. a major repair/upgrade should not be processed under response maintenance rates, but under planned works 	<ul style="list-style-type: none"> • Discuss on minor works teams and process for larger, complex, disrepair or complaint jobs. 	<ul style="list-style-type: none"> • Contract Manager to create a process map. • Complaints are now copying Contract Manager into the Formal 1 stage response for repairs that are required, Surveyor allocated and update weekly to Complaints. 	<ul style="list-style-type: none"> • Once a Formal Stage 1 response has been sent via complaints, a process has been put in place to monitor and ensure the work agreed in the response is carried out in a timely manner and post inspected. <ul style="list-style-type: none"> • This should improve the customer experience and reduce Formal Stage 2 complaints. 	Review of docs and of works profile to establish status quo and review best way to proceed between us.
RIGHT REPAIR/RIGHT TIME - Confirmation order receipt	<ul style="list-style-type: none"> • High level of financial confirmation orders being requested due to a job being raised on the wrong contract. 	<ul style="list-style-type: none"> • PPP jobs raised on incorrect contract, require confirmation orders. receipt process. • Orders raised to cover works raised on PPP in error, new orders raised on SOR contract to cover the works - this is a very timeconsuming and slow financial process at present. 	<ul style="list-style-type: none"> • Process to be written - then send out to team. <ul style="list-style-type: none"> • Financial corrections to be clear down before year end. 	<ul style="list-style-type: none"> • A process map will be created to capture confirmation order financial correction process. • Refresher training to be given on contracts and where a repair sits under which contract. This will reduce the need for PAYOs and will simply the payment process. 	Process to be reviewed and managed accordingly.
RIGHT REPAIR/RIGHT TIME - lack of additional PPP works	<ul style="list-style-type: none"> • No evidence of operative asking for any additional repairs required whilst operative on site attending a tenants repair. 	<ul style="list-style-type: none"> • Ian Williams wasn't sure how we can evidence this, as it's difficult to pull this information out of Coins. <ul style="list-style-type: none"> • Tenants expectations should also be managed on EDDC side. 	<ul style="list-style-type: none"> • Lack of PPP works, we still haven't seen any evidence of asking for additional repairs works when visiting to carry out a repair. • Contract Manager can't pull information out of the system to show the extra jobs. • A stage code is the only way forward to identify the extra PPP jobs whilst the operative is on site. 	<ul style="list-style-type: none"> • A stage code will be created to identify extra repairs (PPP) completed whilst an operative is onsite in a residents home, for another repair. • A report will be create to identify this stage and the data will help identify if the service has improved for the resident. • Stage code to be called EPJ - Extra PPP job. <ul style="list-style-type: none"> • Allocations to go through with tenants, what is their responsibilities up sign up. 	