

Responsive Repairs Scrutiny Report - Action Plan January 2018

Updated January 2020

Report Ref	Rec. No.	Recommendation	Who by	When by	Stage	Action	Repairs comments/updates
What repairs information is provided by the council and how is it communicated to residents?							
3.1.2	1.1	Managers to consider sending any updates to the Repairs Guide out to residents along with their annual rent statements	LS, IR	Complete		Officers were happy to agree that they would do this. However, as the basic service has not changed for some time, there is no need for a complete reprint. Any information that needs to go out to residents to be printed on the back of rent statements and similar documents.	Will be done as required Changed to complete.
3.1.4	1.2	When the repairs guide for residents is next revised or updated, managers to consider moving the emergency contact numbers and repairs priority timescales closer to the front of the publication.	LS	Complete		Accepted. This is a tenancy team document. Responsive repairs had no control over layout.	Previous statement incorrect. Document belongs to Repairs and Maintenance. Changes requested will be considered with next reprint of booklet currently under way. Complete - new version with inclusion now printed and distributed.
3.1.4	1.3	Managers to ensure that priority timescales are fully explained and, where possible, examples of the type of repair is given for clarification.	ALL	Complete		Accepted. Managers will look at re-wording when existing document goes out of print.	As above, updated in reprinted version of booklet
3.1.11	1.4	Managers to ensure that updates/notifications on the web pages are sent to other relevant Croydon council and Axis teams to alert them of any changes or service improvements.	ALL	Complete		Accepted	Will be done as required All web pages now up to date Changed to complete
3.1.12	1.5	Managers to consider the inclusion of items of good practice from websites of other housing providers such as the 'Fix it at Home' videos and the 'Track Your Repair' functions on the Southwark and Amicus Horizon/Optivo websites.	ALL	18 months		Will consider. There are costs involved. Will look at doing something similar in relation to fixing certain common repairs. Tracking repairs is available where there is online reporting.	Fix it at home videos are now in place on the website. Online reporting will be in place with roll out of new Axis system within 18-24mths
3.1.13	1.6	Managers to consider extending the use of the mobile app to reporting non-urgent repairs.	ALL	In progress		Accepted. In progress	Work to smartphone app has stalled due to lack of corporate resource. Will continue to monitor and progress once resource in place. January 2020 - this is now on hold due to updates to the CRM platform.
How easy is it to access the service and report a repair?							
3.2.5	2.1	Axis managers to organise additional training for contact centre staff regarding customer services, diversity/language issues, call handling and accurate logging of repairs to ensure consistent service delivery.	IR	Ongoing		Accepted	On-going and now forms part of the monthly training refresh programme for all Customer Service and Resident Liaison Officer Teams.
3.2.6	2.2	Croydon council managers to review website to address ease of access issues, navigation, drop down menus, etc. Also to consider allowing repairs to be reported without first having to set up My Account.	LS	Complete		Cannot be done for security reasons and to avoid fraudulent repairs reports. Once mobile app reporting is adjusted to allow reporting non-urgent repairs then this may be possible. Ease of access issues to be raised with web team.	Authentication whether via website or mobile app will always be required. Repairs and Maintenance have no control over layout of website. Ease of access will have been part of consideration for corporate team. No further action for Repairs and Maintenance - completed.
3.2.7	2.3	Managers to address issues regarding reporting repairs via email, i.e.. quicker pick up of emails and feedback of actions to customers to confirm the repair has been received and acted upon.	ALL			Accepted.	Complete but on-going monitoring. Daily targets have been achieved and the inbox performance is now within agreed performance target
3.2.9	2.4	Need more comprehensive drop down menu options and clearer instructions on how to report a communal repair online.	YM	Complete		Accepted. A new web page has been created that has a separate drop down for communal repairs. Will be live in the coming months.	Completed under the Customer Relationship Module (CRM) update.
Delivery of service							
3.3.2	3.1	Service managers from Croydon council and Axis to consult with residents and continue to improve service delivery in order to reduce complaints and improve customer satisfaction.	ALL	On-going		Accepted. Hold quarterly service improvement meetings. Also expanding the use of Get Involved. A service improvement plan is in place.	Performance feedback including complaints is discussed with resident representatives quarterly at what was service improvement group and now performance panels for complaints and overall performance. Repairs and Maintenance to consider alternative methods to consult with residents to ensure a fully representative view is provided
3.3.3/5/9	3.2	Where repairs cannot be completed on the first visit, relevant managers to ensure that operatives and staff communicate openly and honestly with residents regarding completion timescales.	ALL	On-going		Accepted	On-going - part of the daily discipline routines.

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3.3.4	3.3	Managers to continue to work towards meeting targets for priority timescales for <i>all</i> repairs, not just the high priority ones. Resident's expectations are to be managed by giving realistic information regarding job priority and completion times of their repairs.	ALL	Complete		Accepted.	Completed - this element is managed through the daily exceptions reporting as a daily discipline routine.
3.3.7 & 3.3.16	3.4	Axis managers to endeavour to recruit, train and retain high quality operatives who are able to execute their work to a high standard with a view to avoiding recalls and customer dissatisfaction. Managers to continue to carry out quality checks on works done.	IR	On-going		Accepted. Most posts have been filled. However, there is still a national shortage. Currently have 3 plastering apprentices.	The Axis recruitment process has undergone a refresh in terms of the on-boarding of quality operatives. In terms of recruitment we have reviewed our salary scaling and undertaken benchmarking against the sector. Whilst in the majority our scaling matched or improved on the sector, we have made some significant changes to compliance related recruitment such as electrical and gas operatives by way of salary improvements. In terms of quality we have always undertaken quality reviews via the ticket review process and physical audits, each operative is also subject to a monthly 1-2-1 as well as an annual appraisal. We have and continue to develop our interactive on-line training programme open to all members of the team, this is training outside of our already established safety training.
3.3.9	3.5	Axis managers to improve communication between residents and scheduling staff to avoid multiple operatives turning up at properties to conduct the same assessment. Schedulers to give residents a clear idea of the process i.e.. 50 minute initial assessment with a possible follow-up appointment where necessary.	IR	Complete		Partially accepted. Managers agree to improve communication but feel that the 50 minute time slot is the minimum time allocation to get a job done.	Completed - this element is managed through the daily exceptions reporting as a daily discipline routine.
3.3.10	3.6	Managers to review the 50 minute timeslot for first appointments to allow enough time for a good quality repair to be executed on the first visit.	ALL	Complete		Not accepted. Managers felt that giving operatives jobs one at a time avoids an end of day 'spike' when operatives say that they cannot complete jobs that they have for the rest of the day.	Process of operative only receiving one job at a time will not change. No action to be taken and therefore completed
3.3.10-3.3.18	3.7	Managers to examine working practices to ensure efficiency savings in terms of planning and routing of types of jobs, jobs themselves and locations. Also consider whether there is scope to recruit more tradesmen within current Axis budget allocations.	ALL	On-going		Partly accepted. Need to ensure have service level required number of operatives. There are plastering shortages during a spike. Trying to address damp/condensation issues. Have used external contractors to get works done.	Axis are moving to a new scheduling system. Trials show a marked improvement in both efficiency and planning. Resource levels are up to the required delivery levels.
3.3.15	3.8	Axis managers to consider re-opening currently closed depots and the provision of a skip for disposal of trade waste by operatives	ALL	Complete		Accepted. Has been considered but not feasible to re-open closed depots. The depots have been closed and only the one in Shrublands remains for storage purposes. Axis have a waste transfer truck for disposal of trade waste from operatives. The operatives meet up with the truck to dispose of their waste. Trade waste may be managed in a different way in the future.	Completed - there is no contractual or operational requirement to hold a trade depot within the borough. The delivery model is designed for the contract as mobile working solution.

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3.3.17	3.9	Axis managers to review the relationship between customer services staff, operatives and schedulers and consider motivational training and team building across the organisation to foster better working relationships between all teams.	IR	On-going		Accepted.	As part of our continued improvement the senior management team hold a daily discipline review for each of the service strands. We have restructured our operation and the contact centre, planning and delivery teams now form one team under the management of the operations manager, as opposed to three individual teams reporting to the contract lead. This has improved the working relationship and eased process between these teams. Each member of our team is subject to mandatory training in customer service, safeguarding and motivation as part of our monthly training programme. The planning and contact centre team are also subject to call quality monitoring weekly and any issues are addressed during 1-2-1 sessions held monthly by the line management.
3.3.22	3.10	Managers to consider implementing a virtual queuing system where customers are not kept holding on the phone. Some local authorities have a system where customers' place is held in the queue and subsequently called back by an officer.	ALL	Complete		Not accepted. Data from the contact centre shows that there are no lengthy waiting times for responsive repairs on the 6101 extension number. If customers call the council contact centre, then there are longer waiting times than there would be if they called Axis directly.	No action to be taken Action closed as complete
3.3.23	3.11	Managers to try to recruit and train more female field operatives who could be specifically requested in instances where female residents who live alone, are vulnerable or for cultural reasons felt safer/more comfortable with a female entering their home to carry out repairs.	ALL	On-going		Accepted. Axis currently have 4 female apprentices. They are an equal opportunities employer and will take the best candidate.	On-going recruitment focuses on this with each intake of apprentices
Customer care - how are customers treated, behaviour of operatives							
3.4.6	4.1	Managers to review the process for following up on jobs that can't be done on the first visit in order to reduce the levels of dissatisfaction and inconvenience to the customer.	ALL	On-going		Accepted	This aspect of the service delivery is continual and under daily review by the Senior Management Team. This has been and still remains a constant source of complaints and dissatisfaction, albeit showing slight improvement in the year due to some changes in processes and monitoring. We have implemented a 3 stage process to ensure that follow on works are captured and managed correctly. The first stage being at ticket review processing by the supervision team, each appointment generates a ticket within the system that requires review daily. Where a job is not complete first time and requires additional attendance the supervisor checks the previous days works and ensures that a follow on appointment has been secured with the resident. This is to capture any jobs where the operative has not called from the property to secure a mutual appointment with the resident in situ. The second stage is within the daily planning disciplines, each morning one dedicated planner reviews all the works issued for the previous working day and ensures that any jobs falling outside of first time fix has been through the ticket review stage has a follow on appointment and any material requirements have been provided for. Finally, the planning manager and the operations manager

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3.4.7	4.2	Managers to ensure a programme of ongoing training and supervision is rolled out to all staff, that is relevant to their job.	ALL	Complete		Accepted	Axis have a full training programme with a minimum of 10 days training per year per employee. The Croydon delivery team are currently running @ 12 days per year per employee.
		Are service users satisfied with the responsive repairs service?					
	5.1	Managers to continue to consult with residents and staff on ways to improve service delivery.	ALL	Complete		Accepted	As 3.3.2/3.1 above Ongoing
		Additional findings					
3.6.4	6.1	Axis managers to ensure that newly recruited staff undergo a training needs assessment.	IR	Complete		Accepted. This is part of induction appraisal	Axis have a full training programme with a minimum of 10 days training per year per employee. The Croydon delivery team are currently running @ 12 days per year per employee.
3.6.7	6.2	The council and Axis to explore ways of improving communication with residents in instances where jobs cannot be completed on the first visit and give realistic timescales for completion of outstanding works.	ALL	On-going		Accepted.	As 3.3.3/5/9 - 3.2 above