	Short-Term Recommendations		
Section in Report	**Recommendation**	**Priority**	**Progress**
4.1.2	Review the specification and current arrangements for kitchen replacements and installations, ensuring a common specification and procurement arrangements for void properties and kitchen replacements via the investment programme.	S	Complete Included in new contract
4.1.2	Ensure Energy Performance Certification (EPC) data is retained and recorded either on the Lifespan stock condition database or the Orchard housing management system.	S	
4.3.1	Review gas repair timescales so that these aligned with general day-to-day reactive repairs timescales, particularly around emergency repairs.	S	
4.2.2	Urgently review therperformance of the outgoing cyclical maintenance contractor and develop and implement an improvement plan for the new contractor.	S	Complete Included in new contract
4.2.2	Undertake a fundamental review of the procurement of cyclical works, and the scope and nature of the external fabric (or cyclical maintenance) contract.	S	Complete Included in new contract
4.2.2	Develop and implement a system of variation orders, for all contractors, but particularly for external contractors with agreed timescales and costs, follow up actions and post-inspection and quality control systems.	S	

Short-Term Recommendations			
Section in Report	**Recommendation**	**Priority**	**Progress**
4.2.2 and 4.5	Develop a set of departmental contract management protocols and processes including a risk based system of assessing the frequency of contract management meetings and other arrangements. The default position should be that each external contract/workstream, including responsive works, planned, cyclical, investment and aids and adaptations should be subject to a contract management performance and review meeting on a monthly basis.	S	Partially Complete-new contract management arrangements in place
4.2.1	Urgently review quality control, quality audits and similar post inspection arrangements for gas servicing and maintenance works. Consider engaging an external gas servicing and maintenance auditing company to carry out agreed proportion of post-inspection works on behalf of the Council, particularly in the absence of internally qualified members of staff.	S	
4.3 and 4.8	As part of the repairs ordering process, review existing arrangements so that customer contact details, particularly revised phone numbers and email addresses are regularly and consistently updated on the housing management system.	S	
4.3 and 4.8.1	Develop a system to record and analyse the nature of incoming calls, e.g. first order of repair, progress chasing, poor quality of work, etc and use this information as part of the wider suite of performance monitoring information recommended later in this report.	S	
4.3.2	Review the existing arrangements of raising repairs orders on the emergency, urgent and routine repair categories. Consider moving to a simple emergency and first convenient appointment repair category, in	S	

Short-Term Recommendations		Priority	Progress
Section in Report	**Recommendation**	**Priority**	**Progress**
	line with current best practice in the sector.		
4.3.1	Consider extending the scope and range of out of hours duties of call centre staff (the 'Careline'). Many organisations have arrangements so that during downtimes staff able to carry out administrative work and undertake customer satisfaction telephone surveys for recently completed works.	S	
4.3.1	Develop a comprehensive range of workflows and processes linked to the introduction of the mobile working and dynamic scheduling system.	S	
4.3.1	Ensure that a range of lone working, health and safety and risk information, including no or anticipated presence of asbestos, appears on current paper and future electronic works instructions.	S	
4.3.1	As part of the development of new Service Standards ensure there is complete clarity on the types of repairs that constitute emergency and non-emergency repairs.	S	
4.3.2	Develop the fields in the IT system to ensure that the full range of all responsive repairs are raised and ordered through the repairs module in the Orchard IT system, including repairs to external contractors.	S	
4.3.3	Develop clear protocols and workloads for the categories of types of repairs to be pre-inspected. Develop an associated monitoring system with a target of ensuring best practice levels of pre-inspections are sustained, typically below 5-7%.	S	

Short-Term Recommendations		Priority	Progress
Section in Report	**Recommendation**	**Priority**	**Progress**
4.3.3	Develop clear protocols and processes for post-inspections of all contractors including the in-house team. Ensure targeted post-inspections are based on a range of information including customer satisfaction information, and wider business intelligence information. Note: although a 10% post-inspection rate is still widely used in the sector, best performing organisations have a targeted level of around 5% post-inspection levels using business intelligence information as described in this recommendation.	S	
4.3.3	Ensure post-inspection information forms part of the wider performance management and contract management processes, particularly with external contractors.	S	
4.3.3	Develop a performance monitoring system for post-inspections that measures outcome and follow-up action required in addition to volumes.	S	
4.3.3	Develop a robust post-inspection regime for all contractors which in addition to quality monitors materials used, cost, value for money, customer satisfaction and use this information to feed into the suite of KPIs and also into contract management arrangements.	S	
4.3.1	Pending the introduction of mobile working, develop a simple diary system using Microsoft Outlook or similar so that operative appointments, pre-inspections and post-inspections are diarised.	S	
4.4	Review and update the voids 'fit to let standard' taking into account changes in legislation and the Decent Homes standard since the	S	

	Short-Term Recommendations		
Section in Report	**Recommendation**	**Priority**	**Progress**
	standard was initially published.		
4.4	Ensure incoming tenants receive a comprehensive sign-up pack, particularly from a repairs and maintenance perspective incorporating the following information: • Repairs Service Standards • Asbestos information including specific information about their homes • General health and safety information including actual safety • Gas safety information • Energy efficiency and the EPC • Landlords' gas safety certificate • Good practice would be to incorporate a record of repairs undertaken to the property to bring the property up to fit to let standard, prior to letting.	S	
4.4	Introduce robust post-inspection systems for void properties, with a process whereby either the contractor or the property surveyor or equivalent signed off that the property is up to the fit to let standard.	S	Complete New Void Process In Place

	Short-Term Recommendations	Priority	Progress
Section in Report	**Recommendation**	**Priority**	**Progress**
4.4	Establish agreed timescale targets for void repairs including turnaround times against which performance should be monitored.	S	Complete New Void Process In Place
4.2.2 and 4.5	Develop a set of departmental contract management protocols and processes including a risk based system of assessing the frequency of contract management meetings and other arrangements. The default position should be that each external contract/workstream, including responsive works, planned, cyclical, investment and aids and adaptations should be subject to a contract management performance and review meeting on a monthly basis.	S	
4.4, 4.5 and 4.3.2	Linked to the above recommendation, in order that all staff better manage the service, develop a comprehensive suite of KPIs and associated targets for all parts of the service and all work streams.	S	New KPI suite in progress
4.1.2	Develop a contract register linked to the procurement strategy with clearly defined timelines/contract period, contract including value, potential re-procurement lead-time, contractor, contract manager, etc.	S	
4.2.2	Develop and implement a system of variation orders, for all contractors, but particularly for external contractors with agreed timescales and costs, follow up actions and post-inspection and quality control systems.	S	

Short-Term Recommendations			
Section in Report	**Recommendation**	**Priority**	**Progress**
4.6.2	Ensure that the existing system of printing, scanning and emailing repairs orders to the in-house contractor is amended. Repairs ordered should be printed in the Depot, pending the introduction of mobile working and associated mobile devices.	S	
4.6.1	Urgently implement the mobile working project for all trade operatives, technical staff and inspectors.	S	
4.6.3	Develop an imprest stock system on operatives' vehicles with arrangements so that materials are accurately and comprehensively charged to each individual repair.	S	Partially Complete- Solution found with materials supplier
4.6.2	Introduce a vehicle tracking system to better manage the Repairs Service and give the Council further assurance over issues such as lone working.	S	
4.6.2	Urgently introduce a productivity monitoring system for trade operatives.	S	
4.5	Develop a performance management culture in the Maintenance Team,, so staff develop a sense of responsibility, accountability and take corrective action for performance of those parts of the service to which they are responsible.	S-M	
4.6.2	Carry out a technical skills audit of operatives and implement a training regime aligned to multi-skilling of the workforce, aligned to future growth	S-M	

Short-Term Recommendations			
Section in Report	**Recommendation**	**Priority**	**Progress**
	areas as identified in the DLO business plan.		
5.1	Review the processes for Council tenants requiring adaptations to their homes, ensuring that their first point of contact is their housing officer.	S-M	DFG and adaptation process is under review
5.1	Review procurement arrangements for adaptations so that repetitive tendering arrangements for obtaining prices and contractors can be significantly reduced as part of a strategy to reduce overall timescales for the completion of adaptations.	S-M	Partially Complete-Dynamic Purchasing Being trialled

Medium-Term Recommendations			
Section in Report	**Recommendation**	**Priority**	**Progress**
4.1.1 and 4.1.2	Following the completion of the recently commissioned sample stock condition survey, ensure that the stock condition database is updated and that the newly revised survey data constitutes a stratified and representative sample of property types, archetypes, construction types, age bands, etc.	M	Partially Complete Data to be uploaded
4.1.1	Using up-to-date stock condition data develop a comprehensive asset management strategy for Council housing. The asset management strategy should incorporate a strategic approach to the investment,	M	

	Medium-Term Recommendations		
Section in Report	**Recommendation**	**Priority**	**Progress**
	disposal, refurbishment of stock and be aligned to the HRA business plan. Additionally, ensure that the asset management strategy incorporates the strategic approach to mechanisms to deal with highest and lowest performing assets, Net Present Values, disposal strategies and a wider approach to active asset management.		
4.1.1	Ensure that the revised asset management strategy incorporates a five-year action plan and detailed investment information for the next five years by property type, workstream, major investment areas, etc.	M	
4.1.2	Linked to the asset management strategy, develop a procurement strategy for the full range of capital and revenue investment areas and work streams to be delivered over the next three to five years. Note, the strategy needs to be linked to the later recommendation for the development of a DLO business plan.	M	
4.1.2	As part of the development of the procurement strategy, review all procurement arrangements with the key objective of removing repetitive and unnecessarily time-consuming procurement processes.	M	
4.2 and 4.3	Within the overall housing repairs budget, establish a set of subsidiary budgets for key areas of the service, eg, responsive repairs, void repairs, gas servicing and maintenance with associated monitoring systems, and a commitment to reporting systems and incorporating this monitoring as part of the wider suite of KPIs to support contract management.	M	
4.3.1	Develop an updated set of Service Standards to be incorporated into a new Tenants' handbook, repairs handbook or equivalent. Ensure the Service Standards are published on the Council website in the Housing	M	

Section in Report	Medium-Term Recommendations	Priority	Progress
	Recommendation		
	section.		
4.3.1	Develop a range of workflows and processes for repairs ordering, including raising repairs with the in-house DLO, external contractors, inspections, missed appointments, follow on work, etc. This is an important area which it should be done in conjunction with the introduction of mobile working and dynamic work scheduling.	M	
4.3.1	Ensure training systems are in place for the out- of-hours Call Centre staff to access the repairs' ordering system in order to establish whether orders have been raised previously, and to enable staff to raise out-of-hours calls directly into the Orchard housing management system.	M	
4.3.1	Review existing arrangements of appointments for repairs to be undertaken by external contractors so that appointments are made at first point of contact and logged into the Orchard housing management system.	M	Partially Complete. Included in new contract
4.3.1	Develop a clear set of procedures and protocols, to enable repairs ordering staff to place orders with specialist and other contractors directly into the repairs ordering IT system.	M	
4.3.1	Review the terms and conditions of the tenancy agreement providing clarity on repairs that are tenants' responsibility and repairs that are landlords' responsibility.	M	

	Medium-Term Recommendations		
Section in Report	**Recommendation**	**Priority**	**Progress**
4.3.1	Review the contents of the Housing section of the website ensuring that a full range of up-to-date information is it available for tenants in an analogous way to the recommended tenants' handbook or repairs' handbook. Ensure relevant policies and procedures are published on the website including repair timescales repairs priorities, tenant responsibilities, gas servicing and maintenance information and Health and Safety information.	M	
4.3.1	Provide a range of information by way of specialist leaflets, web-based publicity, tenants' newsletter and etc on issues such as asbestos, general health and safety, gas servicing and maintenance, energy efficiency, etc.	M	
4.2	Ensure a wide range of information is collected on the repairs ordering system, including as a priority, properties at risk of being non-compliant from a gas servicing point of view, asbestos information, defects liability information and future work programmes.	M	
4.3.1	Review existing processes and procedures so that repairs ordered with external contractors are appointed at the first point of contact with the Council's repairs ordering process.	M	
4.3.1	Ensure that electronic repairs' ordering systems are in place for external contractors with analogous job completion systems, including works invoicing.	M	
4.3.1	Develop a range of workflows processes for the full range of repairs including gas servicing and maintenance, day-to-day responsive repairs, planned, and cyclical works.	M	

Medium-Term Recommendations			
Section in Report	**Recommendation**	**Priority**	**Progress**
4.3.1	As part of the implementation of mobile working and dynamic work scheduling, develop the role of work scheduler or planner to manage appointments, workload, and sustain productivity for DLO trade operatives.	M	
4.3.2	Ensure that the IT system is developed further to produce a wide range of timely and accurate performance and budgetary control information to support staff in managing the service.	M	
4.4	Develop the Council's void management module so that a range of performance information for void properties can be developed to assist in performance monitoring.	M	Partially Complete
4.4	Develop and introduce financial monitoring systems to record individual and average cost of carrying out repairs to void properties to bring them up to the fit to let standard.	M	
4.2 & 4.3	Within the overall housing repairs budget, establish a set of subsidiary budgets for key areas of the service, eg, responsive repairs, void repairs, gas servicing and maintenance with associated monitoring systems, and commitment reporting systems and incorporate this monitoring as part of the wider suite of KPIs and to assist in informing contract management .	M	
4.5 & 4.6	Develop a contractor code of conduct to enable customers and contractors to be aware of the code of conduct that contractors must follow and the standards expected from them.	M	
4.6	Carry out a detailed analysis of the range of repairs ordered over a representative timescale to include an analysis of repairs by priority,	M	

Section in Report	Medium-Term Recommendations		
	Recommendation	Priority	Progress
	trade, workstream and contractor and use this information to inform the structure and size of the DLO trade operatives' team.		
4.6	Develop a strategy to ensure that there is a high-level of non-trade specific multi skilling in the workforce.	M	
4.6.3	Develop a DLO business plan that sets out and defines the development and strategic direction of the in-house contractor over the next three to five years.	M	
4.6.3	Develop a clear concept and evaluation of the range of services that the Council can deliver in-house through the directly employed workforce and conversely, the range of works to be outsourced. HQN would expect most non-specialist day-to-day reactive repairs, including electrical repairs to be delivered in-house.	M	
4.6.3	Develop a comprehensive procurement approach for materials including a review of current arrangements for the procurement of materials to ensure the Council is receiving value from money from the future procurement arrangements.	M	
4.6.2	Review current arrangements for out-of-hours repairs, linked to staggered working shift arrangements so that the service is offered into late afternoon and early evening.	M	
4.6.2	Following a detailed financial analytical exercise develop a job costing model for the DLO designed to cover direct and indirect costs of the	M	

Medium-Term Recommendations			
Section in Report	**Recommendation**	**Priority**	**Progress**
	service.		
4.6.2	Develop a DLO trading account or similar profit and loss account in order to fully analyse and accurately monitor key areas of expenditure and financial performance.	M	
4.6.3	As part of the development of the DLO business plan develop a range of local supply chain initiatives, local training initiatives, and apprenticeships, etc.	M	
4.6.2	Develop a comprehensive stores solution, a medium-term strategy for purchasing materials and commodities for the DLO including electronic replenishment of vehicle stocks.	M	Partially complete- re-procurement of materials underway
4.6.2	Introduce Financial monitoring systems to evaluate operative recovery rate and monitor accordingly.	M	
4.3 and 4.8.1	Ensure that a range of lone working, health and safety, asbestos and other risk information to operatives and contractors appears on existing paper and future electronic works orders.	M	
4.7	Review the terms and conditions of the workforce, in order to retain and recruit staff. HQN recommended salaries need to be in line with the social housing sector in the East Midlands.	M	
4.3.1	Linked to the introduction of mobile working, carry out a restructuring of the whole service including the Administrative Team to create, a cohesive	M	

	Medium-Term Recommendations		
Section in Report	**Recommendation**	**Priority**	**Progress**
	service and the posts of the planner/work scheduler to manage operative diaries and appointments, etc.		

	Long-Term Recommendations		
Section in Report	**Recommendation**	**Priority**	**Progress**
4.1.2	Review arrangements for holding stock condition data via the stock condition database. The existing system is a standalone system and good practice would be to implement a stock condition database with robust dynamic interfaces with the Orchard housing management system, enabling flow of data and information both to and from the housing management system.	L	Partially Complete-negotiations with IT supplier underway
4.1.2	Following the above recommendation develop financial modelling capacity to better model and plan stock investment works.	L	
4.1.2	Following the above recommendation use this data to develop a sustainable and accurate thirty-year HRA business plan.	L	
4.1.1	Develop a new protocol or process for updating stock condition data, current best practice would be for a rolling 20% stock condition survey annually to be undertaken. HQN recommends that consideration should be given to develop an in-house inspection resource, often this is significantly less expensive than an out-sourced solution with added flexibility and transferable skills advantages.	L	Partially Complete-negotiations with IT supplier underway

	Long-Term Recommendations		
Section in Report	**Recommendation**	**Priority**	**Progress**
4.3.1	As part of the web-based repairs ordering process consider the introduction of repairs diagnostic systems to enable tenants to more accurately report and raise repairs online.	L	
4.3.1	As part of the web-based repairs ordering process, in conjunction with the introduction of mobile working, consider the introduction of the ability to appoint repairs directly online.	L	