



## **Service Design Proposal**

### **Home Services**

## 1 What is the recommendation?

The Council should build upon the current Housing Transformation Programme and create a 'Home Services' offer that provides a repairs and maintenance service to LBBB and local corporate/ institutional landlords. The proposal will streamline DLO operations and adopt a new model that will enable it to offer competitive traded services in the local / regional market, thus generating increased revenue and reducing overall net service provision cost.

## 2 Why is this proposal recommended?

**Lack of performance management leads to an excessive amount of job creation and budget overrun:** Introducing a commercially minded management team will enable the Council to manage the task creation and completion performance whilst reducing the number of missed jobs and the number of jobs issued. This will allow the DLO to reduce its cost base and align operative benefits and payments to pre-defined budget figures

**Customer experience and service are currently poor:** This option will ensure improvement to customer service beyond that of its competitors

**There is an opportunity to offer repairs services to local landlords:** The current growth trend in the borough will result in a large private rented portfolio with few corporate landlords. This is an opportunity for the Council to generate additional income by broadening its market share.

## 3 What does the future service look like?

- A high quality service that aims to resolve residents' issues with the minimum of visits, reducing client time requirement and providing long lasting solutions
- The service will have commercial leadership in place that creates and offers a branded repairs and maintenance service under the banner of 'Home Services'
- Market leading performance management systems that will further develop improved service quality, reduced cost and reliability
- 'Best in Class' ambition: The service will be the most compelling local 'home services' product offered to landlords and will aim to spread the message of LBBB as a competent commercial partner and Barking & Dagenham as a place of choice for corporate landlords
- The new offer will ensure the Council has a clear service offer and boost the Council's market reputation supporting other commercial offerings and the Council's A2020 aspirations
- Sustainable and viable business that generates revenue for the Council
- Improved and increased use of technology to support streamlined operations
- A resource base aligned to demand
- Re-trained and multi-skilled operatives
- Cost efficient and effective service

#### **4 What will the service deliver?**

**Residents:** The service will serve Council tenants and the tenants of local landlords in accordance with service level agreements. Residents can expect the majority of jobs to be completed with one visit, missed appointments will be reduced to market norms saving time for clients and residents and the quality of completed jobs will reduce the demand for future repairs and maintenance intervention.

**Prospective Clients:** The quality and reliability of the service will exceed that of market competitors and will provide an efficient and effective property repairs and maintenance service to the local/regional market. The commercial repairs service will be competitively priced and will build up the Council's reputation as a strong commercial partner.

#### **5 What are the constituent parts?**

- Telephony and technology solutions
- Customer Contact/ Service Centre
- Commercial/ Strategic Management Team
- Repairs Planning/ Scheduling
- DLO Operative Team
- Surveying – Quality Inspection
- Performance management and reporting
- Supply chain management
- Finance - Payment

#### **6 What will be different for the customer?**

- One call/ one diagnosis/ one inspection/ one resolution
- Courtesy and respect
- Accurate and clear communication
- Detailed information about the repair, its progression and resolution
- Doing what we say we will do and when we say we will do it

#### **7 What will need to change in the service(s)?**

- Culture
- Operating model
- Organisational structure
- Terms and conditions
- Technology

## 8 What will be the impact on the workforce?

- The DLO staff will be retrained to improve customer service, job completion times and to reduce job repetition frequency
- Currently the bonus and overtime payments are concentrated on a small fraction of the DLO staff leading to inequality. The performance management system will eliminate abuse of the reward scheme and ensure all staff share of the workload so they can attain associated rewards (bonus, overtime)
- The number of operatives will be reviewed to bring in line with commercial competitors.
- A new reward scheme will make changes to the bonus scheme and overtime arrangements

## 9 When will the changes take effect?

- The transformation project will start in October 2016 and finish in Summer 2017
- 2016/17 and 2017/18 are the two financial years when transformation costs will be accrued
- The services will gradually transform over time and coming into full effect by 2018/19

## 10 When will customer outcomes be seen?

- The commercial management team will be able to control job allocation and ensure costs will reduce from January 2017 onwards

## 11 What savings will be made from the changes?

- General Fund - £200k+ commercial income
- HRA - £2m

## 12 When will the savings be realised?

