

Appendix A – A summary of progress to date

Work to date

While the Transformation Team has been carrying out the diagnostic work on the Direct Labour Organisation, the Director of Housing and her team have continued to make progress and improvements. This has included the following.

- The appointment of two new heads of service (one for Direct Labour Organisation Operations and one for Compliance and Investment).
- Work with a Data Analyst to improve data accuracy and content.
- A reduction by a third of outstanding repairs. This has taken place by carrying out data cleansing, which is continuing and sending the oldest jobs to our contractor. This is set to further improve with 2000 jobs being sent out to contractors to clear the backlog.
- The introduction of new Key Performance Indicators.
- Updated training for the trades' officers.
- Investment in NEBOSH (National Examination Board in Occupational Safety and Health) qualifications for nine managers and team leaders.
- Updated provision and use of mobile and in-office technology to improve communication and efficiency of job management.
- Proactively seeking feedback from tenants about repairs every quarter.
- We are currently in the process of engaging external fencing, roofing and electrical contractors to ensure the high-risk jobs are carried out in a timely manner - these types of job are also often time consuming, with the bigger jobs tying up our own trades people for substantial periods, while other jobs back up.
- This approach helps us manage our assets, as when jobs are not completed, further deterioration can occur, increasing cost and leading to further distress for the tenant.

The investment requested today to fund the next stage of transformation will focus on doing all the basics very well, recognising that this is the cornerstone of excellence, which is of course the standard to which we aspire.

We have looked at best practice in this field from elsewhere and know that the path to excellence is also underpinned by a relentless focus on leadership, strategy, information management, staff, processes, value for money and most importantly the tenants' voice and satisfaction. We are cognisant of the need to ensure that these themes continue to be embedded as part of the change process and beyond.