



CARDO

# Service Improvement Plan Report



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## Exec Summary

Number of actions	20
Completed	8
Part Completed (in time)	4
Part Completed (late)	6
Late	1
Not started (in time)	1



## SIP Summary





## WIP Reduction

WIP @12<sup>th</sup> April 2023

Total WIP	2883
0 – 30 Days	1779
31 – 60 Days	284
61 – 90 Days	161
91 Days +	659

WIP @5<sup>th</sup> July 2023

Total WIP	2104
0 – 30 Days	1728
31 – 60 Days	170
61 – 90 Days	79
91 Days +	127

The total WIP has reduced by 779 jobs. The WIP reduction programme is expected to be concluded in August 2024.

194 of the remaining overdue jobs are related to roofing. Once these are closed, we expect the number of complaints to reduce.



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## On Track/Completed

- Analysis of the demand on the call centre showed that 40% of calls were related to issues that we could have taken action to resolve to prevent the call. We refer to this as failure demand. The Call Centre are working on the largest cause of failure demand. Once resolved they will rerun the analysis and work on whatever the largest issue identified is.
- Satisfaction surveys have highlighted that the management of follow-on works are often a cause of dissatisfaction, and therefore the Planning Team are now allocated time specifically dedicated to book in follow on work.
- A new KPI for the planning team has been introduced based on the oldest job rather than the number of jobs they are booking, so they are not incentivised to book in the easiest work only. One of the main measures of success will be on booking in the oldest jobs and ensuring they are completed.
- Follow on works can now be booked in by the operative at the first visit but only with permission from a supervisor.
- Where access for asbestos tests is a problem the call centre are making courtesy calls to try to unblock this.
- A materials tracker has been introduced, the call centre will update residents if materials are delayed.



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## On Track/Completed (Continued)

- Flexibility has been booked into the scheduling system to make sure complaints and high priority jobs are not cancelled should an operative call in sick.
- Capital workstreams are allocated early, allowing Cardo to mobilise and have a good chance to complete the programme. Section 20 challenges may cause some slippage, but the main programme is expected to be completed.
- Shared savings are monitored quarterly by JRP.
- Weekly meeting with sub-contractors have been introduced
- Sub-contractor performance is reviewed on a monthly basis, and poor performing contractors are removed.
- A new induction programme for all labour working on our contract has been introduced. This has more focus on customer service standards.
- All risk assessments and method statements have been reviewed.
- An additional Resident Liaison Officer role has been approved and recruitment has started



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## Late Actions

- Customer call backs were planned to be introduced by 31 May, providing an option for residents to either wait on hold or receive a callback within 30 minutes. This change is dependent on a new phone system, which is imminently due to be introduced.
- Cardo are recruiting for two extra supervisors in responsive repairs as a lack of resourcing was identified in this area. They have received 25 applications and hope to be able to appoint to these roles soon.
- CX Feedback is providing some valuable insights. All comments relating to dissatisfaction are sent to Cardo, who contact the resident to resolve the issue. SQA Team have identified particular follow on works that are problematic. We have not resolved the duplication of satisfaction surveys by DBC and Cardo. We expect to have this agreed in July.
- Basket rate specifications need to be agreed. We have now asked JRP to assist with this and expect to have this concluded in July.
- The current IT system can't provide for weekly budgetary reporting, due to the lag in closing subcontracted jobs down. This will be reviewed with the introduction of the new system Connect
- More work is needed on the monthly budgetary reporting, particularly to introduce trend information. We are asking JRP to assist with reviewing scaffold costs, as we believe savings can be made here. We are reviewing properties that receive a disproportionate number of repairs and workstreams that generate the greatest costs



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## At Risk Actions

- Process mapping is due by 1<sup>st</sup> August. Works will start on 8<sup>th</sup> July, but not all workstreams will be mapped by 1<sup>st</sup> August. We will start with areas that have the most dissatisfaction from residents.
- Complaint and MP enquiry handling needs to be improved. New complaints and escalations are driven by not completing commitments made. It is rare to get escalations relating to the quality of the response or not agreeing the actions needed to resolve the issue. We now track all complaint related commitments and will hold a weekly review of these. Any at risk or out of date actions will be escalated to the relevant manager at DBC and Cardo, and monitored by Cardo's Account Manager and DBC Head of Asset Management.
- We are progressing the commitments made to TLC, however the backlogged WIP reduction skews the KPI's. Cardo are working on a set of KPI's to demonstrate how new repair are being handled. We will be updating TLC on 18<sup>th</sup> July 2024