Portsmouth
CITY COUNCIL

Housing and Property Services

Repairs and Maintenance Scope of Service

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1.   Purpose and scope

The aim of this document is to outline the purpose and value steps for each of the repairs and maintenance service lines. The document also summarises our principles of work, definitions of waste, decision making using PLAN[i] and our capability measures.

This scope of service applies to the repairs and maintenance service provided to the council's tenants and leaseholders. It provides a framework and methodology to manage our service but does not give detailed procedural guidance as this may change.

In addition, reference should be made to the relevant tenancy agreement or lease document and repairs and maintenance policies.

2.   Document context

This document should be read in conjunction with:

- The relevant policy guideline document which outlines further detail when implementing a policy.
- The Repairs and Maintenance Policies which define any rules to be applied.
- The Asset Management Strategy which sets out a framework for the council's Housing & Property Services to make future decisions about its assets over the next 30 years.

3.   Arbitration and escalation

Front-line staff requiring help interpreting and implementing the policies within this document should seek advice from their line manager in the first instance.

Where a decision requires arbitration or further escalation the following table outlines the escalation pathway.

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[i] PLAN - Proportionate, Legal, Accountable and Necessary

Escalation	Job Title
First	Repairs & Maintenance team manager[ii]
Second	Repairs and Maintenance Manager
Third	Housing and Property Services Manager

In addition, a tenant or leaseholder can make a formal complaint using the council's complaints policy. In the first instance they should contact the person or section dealing with their problem and ask to register a complaint.

[ii] Property Services Manager or Senior Building Surveyor or Planned Maintenance Manager

4. Repairs and Maintenance Interventions

4.1. Repairs Service

4.1.1 Repairs Purpose

To carry out the right repair at the right time.

This purpose applies to both the in-hours and out of hours service, i.e. 24 hours 365 days per year.

4.1.2 Repairs Value Steps

Value Step	Description
Access	• Identify a convenient day and time from the customer for someone to attend the repair • Identify all repairs that the customer may have • Identify relevant information relating to the repair(s) to enable the right skilled resource(s) to be sent with the right resources, e.g. van stock, equipment • Update the PCC repairs system with relevant information about the repair
Diagnosis	• Carried out by the right resource once they have gained access to the repair • Identify what actually needs fixing • Identify any additional repairs the customer may have and what needs fixing • Pull on additional resources as required, including parts & materials • Assess time required to complete repair(s) and inform customer and resource controller • If required, arrange convenient follow-on appointments (ref. Access) and base on knowledge of material lead times and intervals between repair actions, e.g. reinstating electrics after water damage
Repair	• Carry out the right repair • Obtain customer satisfaction score (1-10) and improvement feedback on completion of last repair • Update PCC repairs and stock systems with relevant information about the repair undertaken, including keywords, as appropriate

4.2. Void Service

4.2.1 Void Purpose

To provide suitable homes when needed.

This purpose applies to both the in-hours and out of hours service, i.e. 24 hours 365 days per year.

4.2.2 Void Property Value Steps

Value Step	Description
Notice	• Take notice and collect any debts • Update PCC tenancy management system • Update PCC void system with appointments such as Pass Barrel and EPC Survey
Allocate	• Identify the right customer • Arrange viewing with appropriate resources and update PCC void system with Viewing appointment
Sign-up	• Identify work to maintain our asset • Identify and agree work to enable resident to move in • Agree tenancy start based on expected work completion and resident requirements • Customer agrees to move in • Update PCC tenancy management system • Update PCC void system with description of agreed works, any relevant keywords and Keys to Tenant and Sign-up appointments
Work	• Do the work to enable to customer to move in • Hand over keys to new tenant • Update PCC tenancy management system • Update PCC void and stock systems with relevant information about the work undertaken, including keywords as appropriate
Rent	• Collect the rent • Obtain customer satisfaction score (1-10) and improvement feedback after new tenant has settled in • Arrange and record on PCC void system the Hand Over to Housing Officer appointment

4.3. Planned Maintenance Service

4.3.1 Planned Maintenance Purpose

To maintain and improve our property.

4.3.2 Planned Maintenance value Steps

Value Step	Description

Evaluation	• Update PCC planned system to identify evaluation taking place on property/block(s)
	
	• Identify and evaluate property attribute information
	
	• Identify and analyse demand received
	     o Information from repairs system
	     o Information from roles that receive demand
	
	• From results of evaluation and analysis, establish key areas to focus on for survey and inform residents
	
	• Survey complete property/block(s) to identify any work required to be included in planned scheme
	
	• Update PCC stock system with survey results as appropriate
	
	• Establish purpose for planned work

Options	• Identify design, specification and procurement options available for meeting purpose of planned scheme • Assess design, specification and procurement options to meet purpose and select option(s) using PLAN (see Decision Making Using PLAN on page 10) • Prepare specification and tender proposed works

Value Step	Description
Work	- Organise planned scheme to be carried out - Appoint contractor - Ensure health and safety responsibilities met - Inform residents and leaseholders as necessary - Update PCC planned system with appropriate information - Carry out work agreed to achieve purpose of planned scheme - Update PCC stock and planned systems with details from completed scheme - Carry out customer satisfaction (1-10) and obtain improvement feedback
Evaluation (close loop)	Measure and assess effectiveness of planned scheme to meet purpose

4.4. Out of Hours Service

To provide suitable help out of office hours.

4.4.1 Out of Hours Value Steps

Value Step	Description
Decide service	- Get customer details - Get location and description of demand - Check history relevant to demand - Decide service to be provided out of hours
Co-ordinate service	- Make a convenient appointment for the customer that we can meet - Coordinate right resource to attend - Update relevant PCC systems (repairs, voids, support, green & clean) to record demand descriptions and any appointments - Right resource attends with right skills and materials, assessing what service to provide out of office hours and asks if there are any other problems - Resource liaises with the customer and Out of Hours (OoH) Officer

Value Step	Description
	• Resource provides OoH service
	• Resource asks customer for satisfaction score (1-10) for OoH service and any improvement feedback
	• Resource updates OoH Officer who updates relevant PCC systems to record action taken and work completed
	• OoH Officer liaises with 'In Hours' teams to handover relevant information

The Out of Hours intervention validated the response repairs and void purposes, even when the demand occurred out of normal office hours.

5.   Principles of Work

We abide by the following principles of work in all that we do:

Principle	Description
Customer sets the nominal value	• Understand and then do only what the customer needs within the scope of our service, e.g. making a convenient appointment for customer, turning up as agreed and fixing the problem first time
Only do the value work	• Capacity = Value work + Waste • The value work is that which adds value directly for the customer • Value work does not include those activities we must do to satisfy PCC, e.g. updating database systems, holding meetings • Removing waste increases capacity
Work flows 100% clean	• Ensuring that work handed onto the next part of the work flow is perfect, i.e. no opportunities for it to come back due to errors or missing information
Single piece flow	• Having picked up a piece of work take it to completion without picking up another item from the flow • Not to be confused with only doing one thing to the exclusion of everything else until you've finished
Pull not push	• The work flow should draw to it (pull) resources/expertise when required and not have them imposed just in case (push), e.g. only do asbestos check on void when needed
Best resource at the front-end	• The resource that handles demand from the customer should be trained and capable of dealing with all the high frequency, predictable, demands • The front-end resource should be capable of handling demands with the aim of minimising hand-offs to others

6.   The Three Types of Waste

There are three types of waste in any system:

Type of Waste	Description
Type 1	• Waste that can be removed straightaway with no consequences to the work flow or others in the system
Type 2	• Waste that can't be removed as it needs to be redesigned out of the system in a controlled way
Type 3	• Waste that can't be removed as it relates to legislation or PCC's constitution • Should work to minimise effort expended and influence change

7.   Decision Making Using PLAN

The repairs and maintenance service uses PLAN to inform its decision making. This enables staff to react to diverse situations in an appropriate way without the need for overly prescriptive definitions, rules and procedures.

PLAN stands for:

Element	Description / Considerations
Proportionate	• Is the action appropriate for the given situation? • Is it too heavy handed or not robust enough?
Legal	• Is the action within the law? • Does it comply with PCC's constitution, including financial rules? • Does it comply with relevant repairs and maintenance policies?
Accountable	• Can those making the decision justify the action as reasonable? • Contemporary record of actions and decisions maintained as appropriate
Necessary	• Will action help achieve purpose of service within service's scope?

8.   Capability Measures

8.1. Service Wide Measures

The repairs and maintenance service is measured using a suite of service wide capability measures that demonstrate service performance over time.

These measures are documented in the *Response repair* and *Void operational definitions* documents maintained by the Repairs and Maintenance Manager.

8.2. A Window on Performance

Capability measures provide a window on the performance of the system that delivers the service.

DEMAND	CAPABILITY
CAPACITY	QUALITY
COST	CUSTOMER SATISFACTION

8.3. Leading and Lagging Measures

The capability measures fall into two categories:

- Leading - used to understand what is happening in the work, i.e. early warning sign, and enable corrective action

- Lagging - used to see what has happened, i.e. keeping score

Leading Measures	
Demand	How many do we get?
Capability	How long do they take end to end?
Capacity	How many do we do?
Quality	Do we do what we say we will do?

Lagging Measures	
Customer Satisfaction	What do customers think about the delivered service on a scale of 1-10? What improvement feedback have customers given relating to what's important to them about the service delivered?
Cost	What does it cost?

8.4. Tests of a Good Measure

It is not sufficient to define a set of measures but each measure must also meet a set of criteria before being classified a good measure.

There are five tests of a good measure:

Tests of a Good Measure
Helps us understand and improve performance
In the hands of the people who do the work, to control and improve the work
Derived from the work
Used by managers to actively, act on the system
Demonstrates capability and variation

9.   Repairs and Maintenance Policies

9.1. Purpose

The repairs and maintenance policies outline the principles and factors to be used when making decisions regarding the repairs and maintenance decisions service.

9.2. Scope

The policies cover all council house dwellings, including leasehold properties.

The policies should be applied by all those responsible for providing the repairs and maintenance service.

9.3. Policies

The repairs and maintenance policies are detailed within the 'Housing and Property Services Repairs and Maintenance Policies' and are managed by the Repairs and Maintenance Manager.

The specific service policies and any updates or changes are approved by the Head of Housing and Property Services, Housing and Property Services Manager and the Cabinet Member for Housing after consultation with the Residents Consortium.