On the "Catwalk"
A Stores Model!

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Lancaster – An Overview

- In-House Repairs & Maintenance team

- Depot stores

- 3780 Council homes

- Annual expenditure £9.5m

- Senior Management Team restructure – November 2018

- Council has ambitious plans for enhancing the economy

Lancaster – 4 Key Ambitions for 2018-2022

- A Thriving & Prosperous Economy
- Clean & Safe Neighbourhoods
- Healthy & Happy Communities
- A Smart & Forward -Thinking Council

Focus on staff values and behaviours especially **PERFORMANCE** and **CUSTOMER SERVICES**

A high performing Repairs & Maintenance service will contribute towards meeting these ambitions

Stores "Vintage" Model

- Ordering – stores staff walking up and down aisles checking stock levels, what is low/running down. Quick turn-around with suppliers

- Outgoing stock – achieved through a stores requisition system which is labour intensive.

- Deliveries - these are direct to the stores counter, quantities checked against delivery notes.

- Returns – these are added on the IT system via a stock return requisition form, it is input in the same way as an outgoing item

- Stock items – approx.' 900 "lines"

Stores "Future" Model

- Ordering – a fundamental review of processes

- Ordering - comparing the current stock levels to the expected base levels

- Retendering of materials supply – moving away from single order items to yearly orders with "call-off" option against order

- Outgoing stock – all operatives have PDAs

Stores "Future" Model

- Deliveries – improving productivity, reducing fuel cost and vehicle maintenance costs.

- Moving towards a large % of vehicle fleet being electric

- Operative Vehicle stock levels – weekly checks and stock reviewed

- Allocated time slots to replenish vehicle stock

- *Consider working in partnership with suppliers (Outsourcing – stock supplier items on your shelves ?)*

Journey – Good to Great

- Appointed Ad-Esse to undertake a Lean review of voids process – from "keys in" to "keys out".

- In Q1 & Q2 of 2017/2018 void performance was 106 void properties with 81 days turn-around

- Rent loss was 2.85% and unable to collect £220k of rent arrears

- Focused effort – collaborative working, joint problem solving, being open and honest

- Utilising visibility of 28 day notice by outgoing tenant, allowing tasks to happen when needed and not at set times per week, review and overhaul of all documentation, face to face dialogue

Journey – Good to Great

- Created a visual (wall mounted screen) voids tracker

- RMS focus on voids in demand

- Investment in mobile working technology

- 100+ tasks comprehensive Void Action Plan

- 3 times weekly void meeting – majority of standard voids now have a tenant signed up before RMS hand back keys

- 12 months on – void levels down to 34, predicted savings on rent loss £180,000

- Lancaster City Council journey - now moving into top 50% of organisations nationally

- Continuous improvement – average turnaround now 25.5 days

Journey – Good to Great

- Implementing V7 <u>M3 NHF Schedule of Rates</u>

- Implementing a suite of <u>"Alerts"</u> to tenants

- Implementing a suite of <u>Performance Reports</u> data extracted from one IT System

- Implementing (on a phased/pilot basis) <u>Multi-skilling</u>

- Implementing a new appointment system <u>Optimise</u>

- Potential for generating additional capacity to undertake other works

- Overall Tenant satisfaction with Repairs service increased from 67% to 90%

Journey – Good to Great

- Right 1st time approach – from initial repair request through to completion.

- RMS Development plan – recognised where performance was not good and invested in training and technology

- We are striving to provide the best service for our tenants – and we want to learn from your experiences, share best practice.

- What works well and what does not ?

- How do we continually improve to become an upper quartile housing provider ?

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