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ISLINGTON

Governance and Human Resources
Town Hall, Upper Street, London, N1 2UD

AGENDA FOR THE HOUSING SCRUTINY COMMITTEE

Members of the Housing Scrutiny Committee are summoned to Committee Room 1, Town Hall, Upper Street, N1 2UD on, **19 April 2016 at 7.30 pm.**

John Lynch
Head of Democratic Services

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Despatched	:	11 April 2016

Membership 2015/16

Councillor Michael O'Sullivan (Chair)
Councillor Dave Poyser (Vice-Chair)
Councillor Raphael Andrews
Councillor Alex Diner
Councillor Aysegul Erdogan
Councillor Una O'Halloran
Councillor Mouna Hamitouche MBE
Councillor Flora Williamson
Rose Marie McDonald (PFI Managed Tenants)
Jim Rooke (Directly Managed Tenants)

Substitute Members

Councillor Gary Heather
Councillor Olly Parker
Councillor Alice Perry
Councillor Gary Doolan
Councillor Rakhia Ismail
Councillor Jenny Kay
Councillor Angela Picknell
Councillor Nurullah Turan

Quorum: is 4 Councillors

A. Formal Matters **Page**

1. Apologies for Absence

2. Declaration of Substitute Members

3. Declarations of Interests

If you have a **Disclosable Pecuniary Interest*** in an item of business:
- if it is not yet on the council's register, you **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent;
- you may **choose** to declare a Disclosable Pecuniary Interest that is already in the register in the interests of openness and transparency.

In both the above cases, you **must** leave the room without participating in discussion of the item.

If you have a **personal** interest in an item of business **and** you intend to speak or vote on the item you **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent but you **may** participate in the discussion and vote on the item.

*(a)Employment, etc - Any employment, office, trade, profession or vocation carried on for profit or gain.

(b) Sponsorship - Any payment or other financial benefit in respect of your expenses in carrying out duties as a member, or of your election; including from a trade union.

(c) Contracts - Any current contract for goods, services or works, between you or your partner (or a body in which one of you has a beneficial interest) and the council.

(d) Land - Any beneficial interest in land which is within the council's area.

(e) Licences- Any licence to occupy land in the council's area for a month or longer.

(f) Corporate tenancies - Any tenancy between the council and a body in which you or your partner have a beneficial interest.

(g) Securities - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

This applies to **all** members present at the meeting.

4. Minutes of Previous meeting 1 - 6

5. Chair's Report

6. Order of Business

7. Public Questions

C.   **Urgent Non Exempt Matters**

Any non- exempt items which the Chair agrees should be considered urgently by reason of special circumstances. The reasons for urgency will be agreed by the Chair and recorded in the minutes.

D.   **Exclusion of Public and Press**

To consider whether, in view of the nature of the remaining items on the agenda, any of them are likely to involve the disclosure of exempt or confidential information within the terms of the Access to Information Procedure rules in the Constitution and if so, whether to exclude the Public and Press during discussion thereof

10.   Exempt Reports (if any)

The next meeting of the Housing Scrutiny Committee will be on 26 May 2016

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London Borough of Islington

Housing Scrutiny Committee - 23 March 2016

Minutes of the meeting of the Housing Scrutiny Committee held at Committee Room 1, Town Hall, Upper Street, N1 2UD on 23 March 2016 at 7.30 pm.

Present:	**Councillors:**	O'Sullivan (Chair), Poyser (Vice-Chair), Andrews, Erdogan, Ismail, O'Halloran, Hamitouche, and Williamson.
	Co-Opted Members:	Rose-Marie McDonald and Jim Rooke.

Councillor Michael O'Sullivan in the Chair

160   **APOLOGIES FOR ABSENCE (Item A1)**
Apologies for absence were received from Councillors Alex Diner and Raphael Andrews (for lateness).

161   **DECLARATION OF SUBSTITUTE MEMBERS (Item A2)**
Councillor Rakhia Ismail for Councillor Alex Diner.

162   **DECLARATIONS OF INTERESTS (Item A3)**
Councillor Una O'Halloran, Councillor Rakhia Ismail and Jim Rooke declared personal interests in Item B1, Responsive Repairs Witness Evidence, as council tenants and users of the responsive repairs service.

163   **MINUTES OF PREVIOUS MEETING (Item A4)**

RESOLVED:
That the minutes of the meeting held on 29 February 2016 be confirmed as a correct record and the Chair be authorised to sign them.

164   **CHAIR'S REPORT (Item A5)**
The Chair reminded the Committee of the forthcoming scrutiny visit to the council facilities at Brewery Road and Tufnell Park on 13 April 2016. This would enable members to meet with responsive repairs staff and tour the council's training facility.

It was noted that One Housing Group would be presenting to the April meeting and Hyde Housing Association had been invited to the May meeting.

The Chair advised that he had recently attended an informative presentation on the Affinity Sutton repairs service. The Chair had invited the organisation to provide witness evidence as part of the responsive repairs scrutiny.

165   **ORDER OF BUSINESS (Item A6)**
No changes were proposed to the order of business.

166   **PUBLIC QUESTIONS (Item A7)**
The Chair outlined the procedure for public questions and the filming and recording of meetings.

167   RESPONSIVE REPAIRS: WITNESS EVIDENCE (Item B1)

(a) Evidence from Kwest

Susan Richmond of Kwest Research made a presentation to the Committee on the organisation's work in surveying resident satisfaction with the responsive repairs service.

The following main points were noted in the discussion:

- Kwest was a Manchester-based organisation with over 25 years' experience in social housing research. The organisation was a member of the Market Research Society and had provided services to Islington since 2003. Responsive repairs surveys had been conducted since 2008.
- Kwest did not sub-contract any aspect of its service. The organisation provided research services to a number of local authorities and housing providers on areas such as repairs satisfaction, anti-social behaviour, complaints, grounds maintenance and estate services.
- The organisation's surveying methods provided clients with instant feedback on their services. For satisfaction with Islington's repairs service, the data collected was automatically transferred to a spreadsheet which updated overnight. Data was available to Islington Council the following day, which allowed any complaints or other comments to be investigated as required.
- Kwest's latest contract with the council was for surveying repairs satisfaction over a two year period from December 2015. At the time the contract was renewed, the council changed its survey questions. It was commented that the previous survey was somewhat repetitive and considered to be too long. It was also agreed that the organisation would increase its number of interviews to 15% of repairs provided in order to survey a greater sample size.
- The organisation surveyed Islington residents via telephone, with the interviewer filling in a response form online. If a resident was unhappy with the service received, a verbatim record of their dissatisfaction was made.
- The council provided Kwest with data on the residents receiving repairs. Those who had received multiple repairs to their property were excluded in order to link each interview to a single repair. Kwest then amended the data to remove records with no contact details, residents whose repair had not been recently completed, and anyone already interviewed in the last three months to avoid survey fatigue. It was noted that many residents were happy to take part in the survey; however this goodwill was lost by repeatedly surveying residents.
- Kwest had a large team of interviewers who called residents throughout the day and early evening Monday to Thursday, morning and afternoon on Friday, and also at the weekend. Multiple attempts were made to call residents and call-backs could be arranged for more convenient times.
- Data from December 2015 to February 2016 indicated that current satisfaction levels were good, with 69% of respondents very satisfied with their repair. A slight decrease in satisfaction was recorded for the month of February.
- Reported satisfaction levels had increased since the survey questions were revised in December 2015. This is because the council had asked Kwest to survey satisfaction with the repair received 'on this occasion' as opposed to overall satisfaction, which tended to be lower as residents included wider factors in their response. Due to the change in interview questions it was not possible to provide a direct comparison to historic satisfaction data.

- It was commented that, in general, organisations received a lower satisfaction score when they asked about overall satisfaction as opposed to satisfaction with a specific task.
- As all housing providers asked different interview questions it was not possible to directly compare the council to other organisations, however anecdotally it was reported that Islington had a good level of satisfaction. It was commented that Islington residents were generally happy to provide feedback, which was not true in all areas.
- It was suggested that comparable data could be obtained if the council decided to ask the same interview questions as another housing provider.
- It was noted that, once Kwest excluded those who did not want to take part in the survey, those who did not provide contact details, and those who could not be interviewed for other reasons, up to half of those receiving repairs were exempt from being interviewed.
- Kwest did not survey residents via email as it did not have this contact information. Although some research organisations surveyed via email, it was noted that this tended to yield a low response rate of around 10%. Email surveying did not tend to increase response rates, however did attract a different demographic.
- Some Kwest staff were bi-lingual, however there could be a language barrier when interviewing some residents. It was commented that often someone in the household was able to speak English and translate if necessary.
- Kwest did not intend to interview those with incomplete repairs; however this did happen occasionally due to data anomalies, for example if a repair was thought to be complete but then further work was required. In such instances the interview was completed to provide feedback to the council.
- Kwest did not have data on if satisfaction had increased since the repairs service was brought in-house however it was noted that council officers would have access to this data.
- It was commented that very few leaseholders were interviewed as they were not eligible for the majority of repairs.
- The Committee queried the cost of the council's contract with Kwest.
- Interviews were carried out in accordance with a script, which was circulated to the Committee. Members commented that many of the questions seemed to focus on the operative as opposed to the repair. The survey collected demographic information and members noted that there was no option for respondents to identify themselves as transgender.
- It was noted that the survey question asked to establish the resident's ethnic background did not provide sub-categories for African residents. In response, it was commented the ethnic categories listed were standard in survey data.
- It was requested that the officers responsible for designing the survey attend the next meeting to provide further information on how the survey was compiled.
- It was requested that a sample of anonymised interview data be submitted to the committee. Members also requested to review the list of suggested service improvements identified by residents via the survey.
- It was noted that the survey results were not published in the public domain.
- Dr Brian Potter of the Islington Leaseholders Association queried the potential for misrepresentation of satisfaction statistics.

The Committee thanked Susan Richmond for her attendance.

(b) Housing Direct CCA Accreditation

Lorenzo Heanue, Productivity and Compliance Group Leader, presented a paper which detailed the call centre customer service accreditation awarded to Housing Direct.

The following main points were noted in the discussion:

- Housing Direct had held CCA accreditation since 2011. In 2015/16 the service was awarded the new Version 6 accreditation, which indicated that the service was meeting a global standard over eight 'modules' related to customer service, effectiveness, processes, staff training, use of technology and other areas.
- It was noted that the implementation of the online repairs reporting system had greatly assisted the award of the accreditation. Repairs were also able to be reported via email.
- It was noted that staff training was wider than customer service standards and included areas such as mental health awareness.
- Officers commented on the importance of using ICT to improve the customer experience. For example, if a call unexpectedly ended, the service would call the customer back and resume from the point the call ended.
- It was suggested that the new ICT system would improve the level of service further. Operatives were engaged in the design of the call centre diagnostic script to ensure that they had access to the information they required.
- It was commented that sometimes operatives called residents from mobile telephones which displayed as a "private number" calling them. It was suggested that displaying the telephone number would enable residents to call their operative back if necessary.
- Staff entitlements were assessed by the CCA. It was noted that staff were eligible for a range of benefits including discounted leisure centre membership.
- Following a query, it was noted that it was too early to report on the number of people using the online reporting service and their demographic information; however this would be of interest in future.
- It was noted that Housing Direct had experienced an increase in calls since the service was brought in-house as the call centre was required to respond to secondary issues which had previously been the responsibility of the contractor.
- Officers considered that the service had improved since coming in-house as the council had greater control and was able to ensure that the service was resident-focused. For example, if a resident was unhappy with the service the council would seek to rectify this the next day. The council was unable to directly influence such matters when the service was outsourced.
- The Committee queried if operatives could have the ability to book second appointments with residents via their PDA. It was suggested that this would be a significant service improvement. It was also suggested that taking photographs before and after each repair would assist in complaint resolution.
- Following a query by Dr Brian Potter of the Islington Leaseholders Association, it was noted that Housing Direct KPIs included telephone system data such as waiting times and call flows. The Committee requested that KPI data be reported to the next meeting.
- It was explained that accreditation module 6 'Managing the outsourced relationship' related to the service's relationship with Contact Islington, as the service handled Housing Direct calls outside of normal working hours (8am – 8pm). It was commented that ensuring consistent quality was essential, regardless of which service answered the call.

The Committee thanked Lorenzo Heanue for his attendance.

168   <u>INFORMATION ITEM: PRESENTATION ON ROLLIT HOUSE (Item B2)</u>

Christine Short, Head of Capital Programming, made a presentation to the Committee on the large fire at Rollit House and the reinstatement works underway.

The following main points were noted in the discussion:

- The Committee considered the scale and context of the fire, reviewing images, plans, and the challenges associated with major reinstatement works.
- It was noted that there was no loss of life due to the actions of one resident who quickly alerted her neighbours to the fire. The Committee commented that the actions of the resident should be formally recognised in some way.
- Rollit House was compliant with building regulations at the time it was constructed and additional fire safety measures were due to be installed two weeks after the fire occurred.
- The Committee considered the logistical challenges associated with rehousing an entire block of residents and securing their possessions at short notice.
- The Committee noted the meetings held with and communications sent to residents. Engaging residents in the reinstatement works was essential.
- It was decided to reinstate rather than demolish the building as Rollit House was still structurally intact.
- Challenges associated with the reinstatement works included carrying out surveys, clearing damaged furniture and fittings, the removal of asbestos, the relaying of the gas supply, assessing and rectifying water damage, and amending the layout of properties to ensure they were consistent with the latest fire regulations.
- It was reported that the council was working closely with its insurer to ensure that the cost of the reinstatement works would be covered. The council self-insured to the value of £1million and costs above this level were due to be met by the insurer. Leaseholders were required to make a contribution in the region of a few hundred pounds.
- A significant procurement exercise had been conducted to appoint a single contractor to carry out all of the reinstatement works. It was commented that the council had the expertise to produce its own technical documents to support the procurement process, whereas other authorities would likely have to buy in this service. A contractor had been appointed and works were due to finish by October 2016. The contract required working to strict deadlines otherwise the contractor was liable for any additional costs.
- It was advised that the fire appeared to be accidental and the likely cause was unattended candles.
- The Committee queried the council's emergency response processes. It was commented that emergency plans were in place and in the event of a fire such as that at Rollit House residents were booked into hotels and provided with a small amount of money if necessary.
- It was queried if the council would analyse the payments made against insurance claims. It was reported that such tasks would be the responsibility of the council's insurance team. The council re-tendered its insurances every few years to ensure value for money.
- The council did not have existing floor plans for all of its properties and no existing plans were held for Rollit House. It was noted that plans were held for larger properties, such as tower blocks, and these had been passed on to the London Fire Brigade.

- It was suggested that the specifications of new fixtures and fittings and other detailed information be recorded on the council's databases to assist with future repair and capital works.
- It was noted that the council was risk assessing similar buildings and those which required fire safety improvements would be brought forward in the capital programme.
- Following a question from Dr Brian Potter of the Islington Leaseholders Association, it was advised that the procurement of the reinstatement contractor was below the threshold of European public procurement regulations. The procurement exercise was a one stage tender process and ten full submissions had been received. It was noted that there were likely to be confidentiality clauses in the contract.

The Committee thanked Christine Short for her attendance.

RESOLVED:
That consideration be given to honouring the resident who alerted other residents to the fire.

The meeting ended at 9.35 pm

CHAIR

Areas of Enquiry for Registered Providers

The Housing Scrutiny Committee has a rolling programme of inviting registered providers with a significant presence as landlords in the borough to meet the Committee.

When considering the performance of registered providers, members may wish to have regard to the following areas of enquiry, which were agreed at the 13 July 2015 meeting of the Committee.

Overarching:

- What's going well for your work in Islington?

- What are your areas of concern? How can you work more closely with Islington Council on those?

Specific

- **Resident satisfaction** – Tell us about your resident satisfaction figures; have they changed over recent times, and how does that compare with similar RPs?

- **Performance** – Tell us about your performance in repairs; rent collection; voids and relets; gas safety; and managing antisocial behaviour. How does it compare with other RPs? Are there areas you need to improve?

- **Voids and relets** – Islington has seen a drop in Housing Association available lets coming through our nominations process compared to the Council's own. What are your thoughts on this and how could we work with you to increase available properties again?

- **Rents** – What is your approach to affordable rents – i.e. up to 80% of market rent? Islington Council policy is to let all properties at target rent, and we are keen to encourage partners to do the same in our borough.

- **Tenancies** – The Council's policy is to provide life time tenancies and we encourage partners to take the same approach. What is your approach generally and do you provide any fixed term tenancies in Islington?

- **Finances and wages** – What annual surplus did your organisation generate in the last financial year? How does this compare to the sector average? Do you have policies on the London Living Wage and the ratio between the highest and lowest paid staff?

- **Maintaining assets and developing homes** – How do you invest in your stock in our borough? Have you sold any properties in Islington, and if so where did that investment go? What are your priorities for investment? Are you planning to build or acquire any new homes at target rent in the borough?

- **Policy changes: Right to Buy and Welfare reform changes** – What impact will the new Government policies have? What are you doing to support tenants affected by welfare reform and how can the Council work more closely with you to support tenants?

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Housing Scrutiny Committee 2015/16

Responsive Repairs – Witness Evidence Plan

Aim: To consider resident experiences of the Responsive Repairs service.

26 January 2016		
Who / What	**Purpose**	**Other key information**
Matt West & Paul Lightfoot – Presentation and Report	Introduction to the responsive repairs service and the scrutiny review.	To cover: • the different types of responsive repairs carried out • how works are reported, planned, prioritised, responded to, and communicated to residents

29 February 2016		
Who / What	**Purpose**	**Other key information**
Representatives from the Resident Panel.	To hear resident views on the service, including satisfaction, communication, and how satisfaction can be improved.	• To measure the satisfaction of residents with responsive repairs, and to evaluate the utility of the metrics used

23 March 2013		
Who / What	**Purpose**	**Other key information**
Susan Richmond, KWest	To consider evidence from the council's resident surveying contractor, including current levels of satisfaction, surveying methods and data collection, and potentially comparisons to other housing providers.	To cover: • To measure the satisfaction of residents with responsive repairs, and to evaluate the utility of the metrics used • To confirm that the services are designed to deliver customer focused outcomes
Call Centre Customer Excellence Accreditor – written evidence	To consider matters related to customer service.	

19 April 2016		
Who / What	**Purpose**	**Other key information**
Representative from LB Barking or Camden	To compare the service against that of another borough.	To cover: • To evaluate how the service compares to the services of other London Boroughs and registered providers
Michelle Reynolds, Affinity Sutton Repairs	To compare the service against that of a registered provider.	To cover: • To evaluate how the service compares to the services of other London Boroughs and registered providers

Additional evidence requested by the Committee:

Who / What	Purpose	Other key information
Update on the new ICT system	To receive detailed information on the new repairs management system planned to be implemented in late 2016.	This information will provide additional detail to the scrutiny review.
Further details of apprentice scheme	Further information on how the apprentice scheme works, how many apprentices of each trade the council employs, how apprentices are trained, how long it takes for apprentices to be trained, the support apprentices have in place, etc.	This information will provide additional detail to the scrutiny review.
Kwest resident satisfaction survey: further information from officers	Following the March 2016 meeting, the Committee requested further information on: • How the questions asked by Kwest were arrived at; • Why the questions asked changed in December 2015; • A sample of anonymised data obtained via Kwest's survey; • The cost of Kwest's service; • If satisfaction as measured by Kwest had changed since the service came back in house.	To cover: • To measure the satisfaction of residents with responsive repairs, and to evaluate the utility of the metrics used
Housing Direct KPIs	Following information on CCA accreditation at the March meeting, the Committee quested to review the latest KPI statistics for the service. Page 10	To cover: • How works are reported, planned, prioritised, responded to, and communicated to residents

Scrutiny Visits:

Location	Purpose	Other key information
Brewery Road Site, Vehicles, Stores, and Training Facility	To enable members to see the responsive repairs service at work. To discuss the service with operatives.	Wednesday 13 April.

Key dates:

Draft recommendations: 26 May 2016

Final report: 11 July 2016

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1 Repairs IT Development – High Level Business Requirements

1.1 Mission Statement

Islington has a Housing stock of approximately 28,800 properties of which approximately 7,500 are Leaseholder/Tenant Managed Organisations/Co-ops. The Repairs Service will require multi-functioning IT systems support in delivering a first class repairs and maintenance service to its residents (e.g. leaseholders and tenants). We expect this to happen through the supply of customer focussed IT solutions that provide streamlined processes with intelligent systems, maximising productivity and the provision of a Right First Time delivery of repairs and maintenance.

1.2 Background

The council has recently undergone a significant organisational change by bringing the entire repairs service in-house as of August 2014 from KIER. This change has served as the catalyst to review:

a. The current **IT systems** and solutions in place to support the repairs service and core business processes (IT systems development workstream), and;

b. The current end-to-end repairs **business processes** that will lead to the development, re-design and streamlining of future processes (Service re-design workstream)

The **IT systems development workstream** will be looking to provide analysis on current IT systems performance, identify any potential improvements to these applications and take into consideration the potential procurement of new IT systems that will improve the way the repairs service is being delivered by Islington Council to our community; whilst also supporting the future business processes as defined by the service re-design workstream.

Please refer to the Appendix A for a more detailed view of the IT systems development workstream objectives and terms of reference.

1.3 Projected Timelines and Milestones

The following table provides a guide detailing the estimated timeline and key milestones that the council is targeting for the implementation of the repairs solution:

Estimated Timetable of Events		Linked Milestone Payments
Award of contract	November 2015	Milestone 1
IT solution project plan finalised	November 2015 – December 2015	Milestone 2
Development of new IT systems	December 2015 – June 2016	
New systems Set-Up	February 2016 – June 2016	Milestone 3
Interaction with sub-contractor systems & Training	February 2016 – September 2016	
End to end testing of systems	July 2016 – September 2016	Milestone 4
Training for Staff	July 2016 – September 2016	
New System "Go-Live"	October 2016	Milestone 5

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The Council will as stated in Clause 4.1 of the Contract pay the successful service provider's Solution Development and Implementation costs in instalments. Payment of these instalments will be subject to the completion of the below milestones linked to the Solution Development and Implementation phase of the Contract.

Milestone 1	Award of contract. Release of 50% of Solution Development and Implementation costs.
Milestone 2	Initial Project plan including development delivery timetable agreed by the Council. Release of further 10% of Solution Development and Implementation costs.
Milestone 3	Test system demonstrated to and agreed by the Council as suitable to commence end user testing for back office and mobile devices to allow end user testing. Release of further 10% of Solution Development and Implementation costs.
Milestone 4	Small scale pilot (minimum of 20 mobile and 20 general users) completed by service provider which the Council agrees demonstrates full functionality of the solution. Release of further 10% of Solution Development and Implementation costs.
Milestone 5	Go-live roll out of the solution achieved to the satisfaction of the Council. Release of final 20% of Solution Development and Implementation costs subject to the service provider complying with the go live date set out in the Contract. In the event that the go live date is not achieved the Council reserves the right to withhold and retain 20% of these costs.

Any and all running costs associated with the Solution Development and Implementation phase will be included in the Solution Development and Implementation price given by the Service Provider in their tender. No costs stated by the service provider in the running costs section (with the exception of User Group membership if applicable) of the Supplier Pricing Breakdown will be paid by the Council prior to the solution go-live roll being achieved.

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1.4 Purpose of Document

This document has been specifically developed as part of the IT systems development workstream and aims to outline the high level business requirements for an IT solution to support the repairs functions and capabilities within LBI, including:

- The **high level business processes** the solution must support*
- The **key functions** the solution must provide
- Any **capacity related requirements** the solution must fulfil
- Any **integration related requirements** the solution must fulfil
- Any **non-functional requirements** the solution must fulfil

The IT systems development workstream is not responsible for defining these

This document will be used in the following ways:

- To develop and gain consensus on the high level business requirements that any potential solution must meet in order to support the defined repairs business processes
- To identify the priority of these high level business requirements.
- To form a key input to **determine the features and functions** of a solution to support the Repairs Teams' business processes and requirements. (This can then be used as a method of comparing the various available solutions and the ability of their features and functions to meet those requirements).

    However it does not constitute a solution design or set of detailed solution requirements.

1.5 Audience

The intended audience for this document is:
- **Business** representatives from:
    a. Repairs Integration Board (RIB)
    b. Repairs Contact Centre/Housing Direct Team
    c. Repairs Plan Scheduling Team
    d. Gas Team
    e. Voids Team
    f. Finance Team
    g. Contracts Team
    h. Legal & Complaints Team
    i. Capital Team (Planned Works)
    j. Asbestos Team
    k. Estate Services Team
    l. Procurement Team
    m. Information Services Team
    n. Mechanical & Electrical Team

- **Technical** representatives from:
    a. Digital Services Enterprise Architecture
    b. Information & Compliance Team, Digital Services
    c. Information Services Team

- **Any potential service providers** who will be offering a solution to meet the council's requirements

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1.6 Document Issues

The following issues exist in this version of the document. The various Document Issues are referenced within the document where these are relevant to the reading and interpretation of the content.

#	Description	Action	Document Impact*
1			

* The following impact ratings have been applied:
Minor – The document can progress to signoff without this issue being resolved and addressed.
Major – The document cannot be signed off while this issue is outstanding as it fundamentally alters LBI's understanding of the impacts of this Project.

1.7 Terms & Definitions

The following terms are used throughout this document and these have the following definitions:

Term/Abbreviation	Definition
API	Application programming interface
CTI	Computer telephone interface
LBI	London Borough of Islington
MFD	Multifunction Device
Personal Data	Any data that relates to a living individual, or which could identify an individual.
PDA	A personal digital assistant is a mobile device that functions as a personal information manager
QAO	Quality Assurance Officer
RIB	Repairs Integration Board
SOR	Schedule of rates
SLA	Service Level Agreement

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1.8 Scope

This document provides a preliminary outline of the high level business functions and capabilities required by the LBI repairs team from a software solution to support its business processes.

The **high level business requirements** articulate the **software functionality** that must be available to achieve the business processes carried out in the repairs team.

1.8.1 In Scope

The following are included in this business requirements specification document:

1. The high level business requirements for an end-to-end IT solution to support the repairs teams' key functions, including:
    a. Identification, diagnostics and capture of incoming repairs requests and customer interactions
    b. Scheduling and planning of repairs jobs and appointments including the assignment of appropriate tradesman and skills
    c. Repairs financial process and contractor invoicing
    d. Contractor/sub-contractor works and their interaction with the council
    e. Materials suppliers and their interaction with the council
    f. Use of mobile technology and PDAs to better support operatives in the field
    g. Repairs performance and management reporting capability
    h. Full integration with existing IT systems (including core housing system) to support key business processes
    i. Support for variations and post inspections process
    j. Ability to capture repairs information electronically (e.g. customised forms) and integration with IT systems

2. The high level business processes undertaken by the repairs team that will need to be supported by the IT solution. These will be defined by the service re-design workstream.

3. High-level non-functional requirements that the solution must adhere to. These will cover:
    a. Usability
    b. Interfacing
    c. Data Security
    d. Performance
    e. Data Recovery and Continuity
    f. Environmental
    g. Data Migration

1.8.2 Out of Scope

This document does **not** (and is **not intended** to):

1. Deliver detailed functional requirements appropriate for use to build custom application content or set application configuration options.
2. Define high level business processes or business requirements for areas outside of the repairs service boundaries.
3. Deliver detailed business process documentation appropriate for the preparation of work instructions related to the business areas and their functions.
4. Deliver detailed non-functional solution requirements.
5. Deliver anything not explicitly stated as being in scope

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2 Identifying High Level Requirements

The High Level Requirements outlined in this document have been identified as a result of requirements gathering activities carried out by the Project Business Analyst to identify:

- the application landscape, technologies and framework in which Islington Council's repairs team is required to operate within,
- the business processes they carry out,
- any areas of uniqueness or difference particular to LBI; and
- the current challenges related to fulfilling these business processes.

This information was gathered predominately via group site visits to local authorities and one-on-one conversations with specialists from teams within repairs

2.1 Requirements Gathering Consultations Held

A number of consultations were held at the beginning of 2015 with the objective of gathering high level requirements and included the following participants:

Name	Role	Consultation Date
Jodi Pilling	Repairs Program Manager	08/01/2015
Paul Lightfoot	Direct Works Manager	08/01/2015
Lorenzo Heanue	Productivity & Compliance Manager	19/01/2015
Urfan Azim	Business Analyst / Housing Direct	21/01/2015
Murray Oates	Application Support Officer	21/01/2015
Tower Hamlets Council	Council Site Visit	29/01/2015
Barking & Dagenham	Council Site Visit	12/02/2015
Brent	Council Site Visit	26/02/2015
IT Systems Development Sub-Group	IT Systems Development Sub-Group Meeting	Fortnightly (starting 16/02/2015)
L.Heanue, U.Azim, M.Oates	Weekly IT Specification Review	Weekly (starting 05/03/2015)
Steven Matthews	Client Surveying Manager - Voids	14/04/2015
Andrew Faulkner	Principal Finance Officer (Property)	21/04/2015
Alexandra Brennan	Resource Manager – Gas	23/04/2015
Camden	Council Site Visit	27/04/2015
John Everett	Customer Relations – Legal & Complaints	05/05/2015
Richard Lehane	Senior Analyst – Estate Services	07/05/2015
Mike Hall	Contracts Liaison Manager	07/05/2015
Anne Bagland	Head of Investment	28/05/2015

2.2 Reference Documents

The following documents were referred to in the course of the analysis undertaken to identify LBI's high level business processes and requirements:

Document	Author
Site Visit Summary / Site Visit Systems Diagrams v0.2	S. Ngo
Online Repairs BA Report	K. Hughes
Service Re-design - Business Processes	H. Livermore
Repairs – IT Systems Development Terms of Reference	L.Heanue
Data Protection Act 1998	
Islington Council Security Policy Suite: http://www.islington.gov.uk/about/council-documents/Pages/ICT-Policy.aspx	

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2.3 System Users and their High Level Goals

There are a number of different teams who are expected to interact in some way with the repairs solution. Each group of users has different objectives and goals for their interactions with the repairs service, and therefore of their interaction with any system to support it will vary.

The following user roles and their respective high level goals have been identified for the solution. These roles are not attributed to a single person or their job description - in fact, a single person could carry out many of these roles.

The table below lists user goals related to the high level repairs business processes and each user's level of expected interaction with the repairs solution. Each high level requirement outlined in this document aims to contribute to achieving one or more of the high level goals for these users.

Role	High level goals (i.e. What the User is trying to achieve)
Public / Residents	- To receive information about the repairs service and processes within LBI - To report a new repair (e.g. responsive, emergency, communal, gas) - To follow-up / chase-up on an existing repair - To make an appointment in real-time for repairs works - To provide customer feedback on quality of service - To have the ability to request and manage repairs via the online channels - To receive up to date information regarding the status of existing repairs or upcoming appointments - To receive confirmation and/or reminders of confirmed appointments either in text, telephone, online or written correspondence according to the customer preference
Housing Direct / Contact Centre	- To respond to general enquiries and provide relevant repairs information to tenants - To effectively identify and diagnose type of repairs for incoming requests in a consistent manner - To have the ability to effectively process enquiries and repairs requests received via email and text - To raise repair works easily and consistently in the relevant system(s) - To view appropriate tenant level details including historic repairs data, vulnerability and leaseholder details in real-time - To have the ability to book real-time appointments for residents - To have the ability to allocate and manage contractor works where required
Repairs Planning Scheduling Team	- To manage and schedule repairs appointments and ensure appointments are being met based on priority and agreed KPIs - To update and make appropriate changes to appointments as required in real-time - To have the ability to automate the allocation of repairs jobs and scheduling of appointments based on defined skill sets and resource availability - To view resource availability and appointment calendars in real-time - To effectively manage all chase-up queries - To provide regular up to date information to tenants regarding their repairs including materials status, delays or any changes to appointments - To have the ability to implement automated notifications to relevant teams (e.g. when a re-call order has been identified) - To have the ability to automate configurable reminder and confirmation notifications (e.g. text, email) to residents - To have the ability to view real-time status of repairs jobs (including contractor works) - To have the ability to monitor and ensure the health and safety of operatives working remotely on-site

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Role	High level goals (i.e. What the User is trying to achieve)
Repairs Operative & Surveyor	- To view and accept jobs using PDA or tablet device with access to relevant property, tenant, asbestos and safety details - To record and provide relevant status of jobs to the repairs team using PDA or tablet device (e.g. arrived, job completed, no access) - To update job details with relevant SORs as required using PDA or tablet devices - To take high quality photos of the property and relevant repairs (e.g. before and after, no access) using PDA or tablet device - To book appointments in real-time with the tenant in the scenario that a secondary appointment is required (e.g. different tradesman, materials required, no access) using PDA or tablet device - To complete repairs works in a safe and professional manner - To order materials to complete repair using PDA or tablet device - To provide residents opportunity to complete survey using PDA or tablet device - To manage and replenish vehicle stock using PDA or tablet device - To have the ability to make door step appointments on-site for operatives - To have the ability to view and receive photos and documents (e.g. previous jobs) on PDA or tablet device - To be able to implement customisable electronic forms that can be used on-site using PDAs or tablet device (e.g. specifications, assessment forms) - To provide tenants the functionality to electronically sign using PDA or tablet devices - View all current safety certificates via document management system - Send resident notification when on route (text/email)
Contractors	- To have the ability to access the council's repairs solution in order to view allocated job information and appointment details in real-time - To have the ability to use the council's mobile technology to receive and update job information (including notes, photos) and job status in real-time - To have the ability to easily manage contract payments and works including self-billing - To have the ability to submit invoices directly on the council's system(s) and be notified of invoice status - To have the ability to be notified of post inspections and relevant post inspection status - To have the ability to submit variations and be notified of variation status
Repairs Audit Team	- To generate business, operational and performance reports; providing management with a holistic view of the repairs service and its performance against key KPIs - To be able to implement customisable electronic forms that can be used on-site using PDAs or tablet device (e.g. specifications, assessment forms)
Complaints and Legal Team	- To have the ability to easily flag or identify complaints and legal repairs using the IT solution - To have the ability to link complaints and legal repairs to relevant repairs jobs based on configurable business rules - To have the ability to automate the generation of letters to be sent to residents (e.g. no access) - To have the ability for the complaints and legal team to easily view historic repairs information - To have the ability to link all relevant communications (including attachments such as emails, photos) to the relevant job and have these details accessible to users and operatives in real-time

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Role	High level goals (i.e. What the User is trying to achieve)
Gas Team	- To have the ability to raise responsive gas repairs in the same way as standard responsive repairs - To have the ability for the gas team to raise jobs directly onto the relevant system(s) - To have the ability to automate the allocation of in-house gas jobs to operatives based on defined and configurable skill sets - To have the ability to support contractor processes including allocation of jobs through to payment - To ensure post inspections and variations processes are supported - To ensure the existing gas servicing process is supported - To have the ability to make door step appointments on-site for operatives - To have the ability to implement customisable flags and forms to help operatives document important events and information - To have the ability to effectively manage warranty and guarantee information using the IT solution - To have the ability to generate gas safety certificates
Voids Team	- To have the ability to raise voids jobs directly onto the relevant system(s) - To have the ability for operatives to complete customisable electronic forms (e.g. asbestos removal) on-site using PDA or tablet device - To ensure voids related information is provided on operative PDA or tablet device while on-site - To ensure the solution support existing voids contractor, variations and post inspections process - To have the ability to complete specifications on-site using PDA or tablet devices - To ensure operative devices are able to capture high quality photographs to document works (with flash capability) - To have the ability to implement configurable events (e.g. automated notifications, report generation)

Finance Team	- To have access to a central configurable reporting platform to assist the team in improving current financial processes including:
	  a. Budget preparations & reallocation
	  b. Budget monitoring (budget holder, RGB, HMT, Council)
	  c. Accurate forecasting of sub-contractor accounts
	  d. Easy reconciliations of contractor payments (e.g. payments do not match invoice)
	  e. Performance Monitoring – by trade, operative, in-house to sub-contractors, SOR SMV/Materials to actual
	  f. Identifying communal works for leaseholder charges
	  g. Finance interfaces to GL better reconciliation – better controls on sub-contractor inputs
	  h. Exception reports
	- To support contractor and sub-contractor self-billing capability
	- To allow contractors and sub-contractors to raise invoices via the IT solution with improved checks and validations to ensure quality of data
	- To improve quality of data that is stored within the IT solution, ensuring data is accurate and complete (e.g. information about operatives, management, maintenance of jobs, accuracy of SOR selection)

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Role	High level goals (i.e. What the User is trying to achieve)
Estate Services	- To have the ability to generate monthly state inspections to be carried out by Quality Assurance Officers (QAO) within the IT solution - To provide the ability for QAO's to view and update inspection details on PDA or tablet device in real-time - To provide the estate services team with the ability to review evidence (e.g. notes, photos) and approve works within the IT solution - To have the ability to raise a repairs job based on the outcome of an inspection using the IT solution; and ensure that it is linked to the initial inspection in the relevant system(s) - To have the ability for operatives to view all relevant job details including inspection information (e.g. notes, photographs) - To have the ability to generate reports to provide a holistic view of state inspections - To have the ability for estate services administrators to manage and allocate operative works manually based on location and priority - To have the ability to assign an estate services repairs job to the in-house repairs team, estate services team or contractor to complete works
Asbestos Team	- To have the ability to effectively manage and store asbestos information for council properties - To have the ability to share asbestos information with the repairs team and operatives in real-time - To have the ability implement customised forms (e.g. asbestos removal) to be accessible via operative PDA or tablet device - To have the ability for operatives to access the asbestos database in real-time using their PDA or tablet device - To have the ability to implement customised flags/warnings on the repairs solution and operative PDA or tablet device to identify important asbestos information

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3   Business Context

This section outlines the context in which any solution to address the repairs functions of LBI must operate and support. It is intended to provide the background to understand the high level business requirements outlined in this document.

3.1 Current Repairs Service

The repairs service of Islington Council has recently been brought in-house from KIERS (Contractor), as of August 2014; with both gas and voids coming in–house earlier in June. The council manages an estimated 86,000 responsive repair jobs per year; and is now looking at improving both the business processes and underpinning IT infrastructure and systems to support these processes.

Currently, the council is using Northgate (iWorld) as its main housing database; which holds all of the council's housing related data (property data, tenancy information, etc.).

For standard responsive repairs, the Housing Direct team (Contact Centre) is currently using an external tool which is a front-end CRM system (One Serve) that is integrated with Northgate. The system uses views to pull relevant information from Northgate and presents this information to call agents in real-time to enable them to more effectively identify and validate caller details. There is currently no IT diagnostic system in place to assist agents in identifying the types of repairs that are required; with most of this knowledge being learnt during initial training of call agents (4 weeks) and on the job. Repairs works orders are raised directly on OneServe and are subsequently fed into Northgate via an API connection.

There is an existing tool used for planning and scheduling of standard responsive repairs and appointments. All internal works jobs are fed through from Northgate into the existing scheduling tool via an API connection. Planner/schedulers are then responsible for scheduling the jobs and assigning the appropriate operatives and tradesman based on resource availability.

It is worth noting that there are several other scenarios in which repairs orders can be raised including directly from Northgate (e.g. gas, voids) as well as repairs being generated from the council's existing scheduling tool.

Once jobs have been scheduled, the relevant details are fed through the mobile device platform to the operative PDA or tablet devices where they can view the relevant job details to be completed. Operatives are able to then accept jobs, add notes and update job status once it has been complete.

Jobs marked as complete will initiate a status update in Northgate to finalize the job and initiates the relevant post inspection and finance processes.

In-house operatives will also have van stock available to them. In the scenario that required stock to complete a job is not available, operatives are able to order materials on-site via their PDA device. Orders are interfaced with the council's materials suppliers via a Secure FTP connection (swept every 15 minutes) and an order is then generated; with confirmation sent to the operative once the order has been raised.

In the scenario that a raised repairs order is not able to be completed in-house (e.g. lack of skills, resource capacity), the system will allocate the repair to a contractor/sub-contractor. Jobs can be allocated in either the existing scheduling system or Northgate directly depending on how the contractor is set-up. If a job is allocated within the scheduling system, a new iteration (duplicate) of the order is generated which is visible only to the contractor. Once the repairs job is completed by the contractor and status updated to complete, the tool will also update the initial iteration of the repairs order (LBI version) with this status – kicking off the subsequent processes including internal approval, post inspection, payment; as well as finalising the order in the core housing database, Northgate.

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3.2 Future Outlook / TO-BE Business Processes

Due to the council's existing contract with Northgate (iWorld) for our core Housing database, it is expected that Northgate must remain as the core housing database for the purposes of this specification. This must be taken into account during the procurement of any potential systems or solutions. Therefore, any systems or solutions that are proposed as part of the procurement exercise must have the ability to interface with, and/or leverage off Northgate's capability as the council's core housing system.

It is also worth noting that the strategic direction from the council is that a cloud hosted model is preferred for the repairs solution.

The service re-design workstream has defined the following 'TO-BE' business processes in which the repairs service is expected to operate once a complete solution has been implemented.

For the purposes of this requirements specification, the business processes have been broken down into sub-processes; in which each will have a group of relevant requirements defined for them. This has been done to ensure a process-lead specification is produced.

Each of the high-level business requirements in this document has been identified to support one or more of these business processes.

The following documents are embedded in this Business Requirements Specification:

1. Repairs Future Process Maps
2. Domestic Gas Breakdown
3. Domestic Gas Breakdown Engineer
4. Process Map Gas servicing
5. Day to Day Asbestos Management
6. Planned Works Asbestos Management
7. Out of Hours Asbestos Management
8. Out of Hours Asbestos Mangement

Repairs Future
Process Maps.pdf

Domestic Gas
Breakdown.pdf

Domestic Gas
Breakdown Emergenc

Process map gas
servicing.xlsx

Day to Day Asbestos
Management.docx

Planned Works
Asbestos Managemer

Out of Hours
Asbestos Managemer

Out of Hours
Asbestos Managemer

Section 5.3

9. NR26 Third Party Network Policy
10. NR26 POL015 Third Party Approved Connection Policy

Section 5.9

11. NR55 POL025 Cloud Policy

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4 High Level Business Requirements

This section outlines the high level business requirements related to the solution. Key business processes may also be included below to show relevant business context.

4.1 High Level Business Requirements – Reading Guide

The High Level Requirements in this document are set out using the format outlined below:

1. Each High Level Requirement has been assigned a <u>unique number</u> (which aids in readability and traceability). For example: **REQ-01**

2. Each High Level Requirement has been assigned a <u>unique name</u> that describes a goal that LBI is trying to achieve.
   For example: **Raise Standard Repairs Job**

3. Requirement Prioritisation
   The requirements defined in this section of the document have been assigned the following priorities:
   1. **Critical**
      Functionality outlined in **Critical Priority** requirements must be provided by the solution in order to deliver the repairs programmes' key objectives.
   2. **Important**
      Functionality outlined in **Important Priority** requirements delivers key objectives for the solution being constructed.
      A solution that does not meet all of its Important Priority requirements will deliver significantly less benefit to repairs programme.
   3. **Medium**
      These requirements outline functionality required to support the optimal functioning of the repairs business processes.
   4. **Low**
      These requirements outline functionality that supports the repairs business processes, but which are not critical to meeting the key objectives.

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4.2 Standard Responsive Repairs

4.2.1 Inbound calls (standard repair)

The majority of responsive repairs requests will be made via inbound customer calls managed by the Housing Direct team. A standard responsive repair can be identified as a new reported repair that is not a gas, re-call or chase-up request made by a tenant. In order for the Housing Direct team to effectively manage inbound call times and call handling; a number of checks and validations must be completed in real-time. These include:

1. Checking tenant and property details on IT systems to confirm caller details
2. Checking for any vulnerability or relevant leaseholder information relating to the property or tenant
3. Additional tenant details such as contact for carer or legal guardian and language needs
4. Checking for historic repairs and identifying possible re-calls
5. Identify any warranties and defect liability for the property
6. Identifying ownership and property type

Any potential IT solution must be able to accommodate for these processes in order to make performing these checks as efficient as possible.

Once all information has been assessed, call agents will be required to raise a new repairs job using the IT solution; ensuring that all of the relevant job details and expected work to be carried out is captured first time.

High Level Requirements

The following high level requirements have been identified for a solution to support the inbound calls process for standard responsive repairs:

Req ID:	Requirement Name:	Requirement:	Priority:
REQ-01	Raise Standard Repairs Job	Repairs users must have the ability to raise a repairs job/request using the IT solution; capturing all relevant information pertaining to the repair works, property and tenant information. Users should only be required to capture this information in one system; with job details automatically interfacing with all other systems requiring this information as part of the end-to-end solution. All changes made to the job details after it has been created must be replicated in both upstream and downstream systems in real-time to ensure accurate, timely and relevant data is present across all systems. Ability to allocate sections of the job to relevant trade – e.g. high window repair - request for scaffolding – when complete next section of job will be allocated to glazer.	Critical

		The job must be created using a unique identifier to allow easier tracking and traceability of jobs. Examples of information that may need to be captured include:	
		• Updated resident, tenancy and property information	
		• Repairs diagnosis, job description and type of repair required	
		• Priority of repair	
		• SOR details	
		• Asbestos information	
		• Warranty information	
REQ-02	Confirm and View Caller Details and History	Repairs users must have the ability to correctly identify and validate caller details in line with the Data Protection Act. The IT solution must provide call agents with the appropriate tools to confirm the callers' identity, as well as view all relevant details (configurable) pertaining to the historic repair works, property and tenant information in a timely and efficient manner.	Critical
		It is expected that upon receiving an incoming call; the solution will attempt to reconcile the caller details automatically against the council database and present relevant matched records to call agents to assist in the call process. In the scenario that no match is found, repairs users will have the ability to search resident details as required in the system.	
		Examples of information that may be presented to repairs users include:	
		• Tenant information (personal details, contact details, etc.)	
		• Historic repairs history including past repairs raised and completed	
		• Any vulnerability or priority information relating to the resident or property	
		• Property information including relevant leaseholder details, asbestos, planned maintenance and warranty information	

4.2.2   Text / e-mail repairs

Repairs requests and enquiries can also be made via text or e-mail to Islington Council. The IT solution must provide the ability to redirect and manage these types of requests in a holding queue. Repairs staff will then have the capability to review and assess the request or enquiry received from the resident. In the scenario that a repairs job is to be raised and all of the required information has been provided by the resident, a standard responsive repair will be raised.

Req ID:	Requirement Name:	Requirement:	Priority:
REQ-03	Holding Queue for Email & Text Requests	The IT solution must provide the capability to redirect and effectively manage all email and text requests via a holding queue. Repairs users must have the ability to review and assess the request details; and raise a repairs order on the relevant system(s) as required.	Medium
REQ-04	Audit Trail for Email & Text Requests	The IT solution must provide the capability to capture a full audit trail/log for all email and text requests received by the council.	Medium

4.2.3 Online repairs

A separate project is currently underway within Islington Council to implement an online repairs solution; giving tenants the option of logging online repairs requests and using an online diagnostic tool to identify the appropriate repairs required and its priority. The online solution also allows tenants to book appointments directly from the council website.

As part of introducing a broader IT solution for the repairs service; service providers will need to be aware that any potential solution or changes made to existing architecture will need to consider those capabilities being delivered by the online solution to ensure minimal disruption to interfaces and avoid compromising the online core functionality.

High Level Requirements

The following high level requirements have been identified for a solution to support the online repairs process:

Req ID:	Requirement Name:	Requirement:	Priority:
REQ-05	Compatibility with Online Solution	Any IT solution introduced must not interfere with or cause a negative impact on the online solution being introduced as part of the Digital Customer program. The online solution must be able to operate as expected regardless of any changes made as part of the IT systems development. The online solution will interface directly with the council's core housing system (Northgate).	Important

4.3 Diagnosis & Prioritisation of Repairs

4.3.1 Repairs diagnostics

As part of raising a repairs order, it is expected that call agents be required to diagnose repairs in real-time. In order to further assist call agents in successfully identifying reported repairs more efficiently, the council is looking to improve upon the repairs diagnostic processes and systems currently in place. Accurate diagnosis of repairs forms an integral part of the initial customer interaction and is critical to ensuring the correct downstream processes are followed by operatives and planners. The council has placed a high priority in making sure the diagnostic processes are fully supported by any potential IT solution.

The following analysis has been completed to provide a high-level view of the type of systems and processes the council would like to adopt in moving forward:

- Staff should have end-to-end scripts and a flow of questions to follow to ensure consistency across the entire contact centre team and the type of repair raised (e.g. questions should be able to diagnose a reported repair down to a fault code on a certain fixture).
- The diagnosis flow of questions and system(s) put in place would add consistency in regards to prioritisation of jobs raised; which would be automatically assigned and dependent on customer feedback given from questions and scripting.
- With all staff adopting new processes and systems - call agents will maintain a consistent level of service and communications with tenants; improving clarity and end-to-end customer experience.
- Implementation of diagnostic scripting capability made available to staff would significantly reduce the time taken to train staff; and provide increased confidence and motivation for staff when managing incoming calls.
- A consistent, scripted approach to repairs diagnostics would reduce current call times; with the ability to profile future staff requirements and adopt a continuous improvement approach.
- Improvement to diagnostic processes and system(s) would lead to an increase in tenant satisfaction and first fix repairs; as well as reducing the number of follow-on jobs required.

It is important to note that the implementation of any repairs diagnostic system (particularly scripting) will require input and collaboration with trade staff. The council will be leveraging off the experience gained by those diagnosing repairs on-site; and translating this knowledge into an IT solution will ensure a detailed and consistent approach is taken to improve end-to-end repairs diagnostics.

High Level Requirements

The following high level requirements have been identified for a solution to support the repairs diagnostics process:

Req ID:	Requirement Name:	Requirement:	Priority:
REQ-06	Diagnostic Tool for Repairs	Repairs users must have the capability to diagnose and identify types of repairs using the IT solution. The diagnostic solution will be used by users when raising a repairs order; and must be able to diagnose repairs down to, and including at fixture level (e.g. diagnosing a fault code on a boiler). The diagnostic tool must assist users in determining the correct repair to be logged with details including; but not limited to: • Full description and identification of repair • Accurate SOR codes for identified repair • Relevant trades and skill sets required to complete works • Priority of reported repair based on configurable set of business rules • Standard minute values for repairs	Important
REQ-07	Diagnostic Scripting Capability	The IT solution must ensure the diagnostic tool contains a scripting capability to prompt staff with the relevant flow of questions, processes or procedures to follow when diagnosing a reported repair with a resident. This functionality must be customisable to allow for changes and/or improvements to be made to existing scripts. The scripting must take into consideration key requirements such as resident vulnerability and health and safety.	Important
REQ-08	Manual Override of Diagnostic Tool	The IT solution must provide the capability to support manual override of the diagnostic tool by authorised repairs users. There must be strict access controls (configurable) to define who is able to override the diagnostic tool (e.g. user access level, supervisors, authorisation process).	Important
REQ-09	Diagnostic Tool - Interface	The IT solution must ensure the diagnostic tool has the capability to interface in real-time with other repairs system(s). In particular, the tool must have the capability to interface with the core housing database (Northgate) in order to support the raising of orders and capture of accurate diagnostic information within the system. It is expected that the diagnostic tool will also have the capability to interface directly with any front end interface/tool used by repairs users when raising an order.	Important
REQ-10	Diagnostic Tool – Notes	The IT solution must ensure that the diagnostic tool provides repairs users with the ability to document any additional notes for the respective repair job. These notes will provide extra information to users and will be subsequently stored against the raised repairs job.	Medium
REQ-11	Diagnostic Tool – Common Repairs / Alerts	The IT solution must ensure that the diagnostic tool has the capability to identify any common repairs that have been raised (e.g. same block, communal) that are relevant to that property. The solution must have the ability to alert the repairs user if a common repair has been identified and enable the user to review the relevant details.	Medium

4.3.2　Prioritisation of repairs

Prioritisation of repairs is expected to be built into the above repairs diagnostic solution. This is to ensure consistency is maintained throughout the entire order generation and repairs diagnostic process; regardless of whether a reported repair is classified as an emergency or a non-urgent repair.

Currently within the council, there are three main priorities used to classify repairs:

1. 2 hour response
2. 24 hour completion
3. 20 calendar day completion

The lack of priority between 24 hours and 20 days has been identified by the repairs team as an operational risk; putting unnecessary pressure on call agents to allocate appointments on an emergency priority due to appointment slots being allocated to non-urgent works or jobs assigned an incorrect priority. This has resulted in increased costs to the council while making resource planning and allocation problematic.

Additionally, the current priorities defined require all repairs to be completed within 20 days, including large works (high value works). Due to these issues identified, the council has revisited the prioritisation of repairs in an attempt to bridge the gap and ensure realistic timeframes can be assigned to repairs works consistently. The outcome of this activity has resulted in an updated list of main priorities as per below:

1. 2 hour emergency – attendance within 2 hours, health & safety, life and death situations
2. 24 hour emergency – completion or make safe within 24 hours of report of repair
3. 5 working days urgent repairs – completion within 5 working days of report of repair
4. 20 working days non urgent repairs – completion within 20 working days of report of repair
5. 3 month high value works – completion within 3 months of report of repair (to be used where there is no danger to the tenant or property)

NOTE: These updated priorities are proposed and will be subject to formal approval

High Level Requirements

The following high level requirements have been identified for a solution to support the prioritisation process:

Req ID:	Requirement Name:	Requirement:	Priority:
REQ-12	Configurable Priorities	The IT solution must ensure the prioritisation of repairs is integrated within the diagnostic workflow. Repairs priorities are to be configurable (including the adding and removal of priorities). It is worth noting that different teams (e.g. voids, gas) may require separate priorities from those listed above, and the solution is expected to support these.	Critical
REQ-13	Prioritisation of Repairs – Business Rules	The IT solution must provide the capability to implement configurable business rules to determine the correct priority for repairs works. This functionality is expected to be built into the diagnostic tool and will be determined based on a number of configurable business rules which may include the outcome of diagnostic scripting and vulnerability information.	Important

4.4 Dynamic Scheduling & Planning

The current scheduling system was brought in as part of the council's previous relationship with KIER. The council is seeking a high level of automation and appointment scheduling functionality that is required for the repairs service to support and streamline its core business processes. The ability to effectively book and keep repairs appointments with tenants is critical to customer satisfaction, budget management and operative productivity.

The following analysis has been completed to provide a high-level view of the type of systems and processes the council would like to adopt in moving forward:

- Appointments will be available to call agents to make in real-time; and will be able to view both in-house and contractor resource availability. This will ensure more appointments are met and improve the reliability of the repairs service for residents.
- Repairs will be automatically allocated to an available resource using SOR time determined via the diagnostic process. This will reduce the resources required to manage the planning and scheduling of appointments and decrease the amount of errors made when having to manually allocate tradesman and jobs.
- The solution will also have the capability to manage operative appointments for the full day and map appointments as close together as possible to avoid loss of time in transit – setting to be overidable for high priority jobs.
- All appointments will be based on the SOR time allocated per job leading to more effective management of operative diaries and an increase in operative productivity.

High Level Requirements

The following high level requirements have been identified for a solution to support the dynamic scheduling and planning process:

<div style="writing-mode: vertical">Page 31</div>

Req ID:	Requirement Name:	Requirement:	Priority:
REQ-14	Booking Real-time Appointments	Repairs users must have the capability to book repairs appointments in real-time using a scheduling tool. In order to effectively manage this process, the scheduling solution must display real-time information showing appointment availability based on trade and resource availability – with repairs users able to confirm an appointment with residents immediately. Contact centre users will not be able to view operative level details when making an appointment and the solution is expected to automatically assign an operative to the job. The job and appointment will then be managed from this point forward by the plan scheduling team. Plan scheduling users will also have the capability to book repairs appointments using the dynamic scheduling tool. Plan scheduling users will have the ability to modify and re-book appointments when necessary (e.g. customer chase-up). These users will be able to view full operative resource availability in order to make appropriate changes in real-time to operative diaries.	Critical

	REQ-15	Automated Allocation and Optimisation of Appointments	The IT solution must provide an automated dynamic service to allocate and display the most optimal appointments to repairs users. The logic used to calculate the next allocation of a job will be based on a set of configurable business rules to be defined by the council. Factors that may need to be taken into account include, but are not limited to: • The outcome of the diagnostic process • Real-time trade and resource availability • Operative skill set required • Repair job priority • Location of operatives / existing jobs assigned in relation to new job • Time expected to complete the job (e.g. SOR time and code) This functionality will ensure the dynamic scheduling system allows repairs users to optimise operative diaries when booking appointments.	Important
	REQ-16	Holding Queue	The IT solution must provide the capability to manage repair jobs in the scenario that there are no resources available to complete an already allocated job (e.g. operative calls in sick for the day, emergency repair raised). The scheduling system will have the ability to move these jobs to a holding queue and where it is expected to periodically attempt to automatically assign an operative for the same appointment time by monitoring resource availability and re-assigning operatives where required (no existing appointment times should be changed by this process). In the scenario where the job cannot be re-booked for the same appointment time, the solution must automatically notify the plan scheduling team (within a configurable time period) who will be responsible for manually allocating these works and confirming new appointments with the resident.	Medium
	REQ-17	Emergency Repairs	The IT solution must provide the capability to manage emergency repairs. In the scenario that an emergency repair has been identified, the repair will automatically be sent to the planning scheduling team to manually allocate the repair to the next available operative using the IT solution. The solution will have the capability to re-assign operatives to an emergency repair.	Important
	REQ-18	Multi-Operative Appointments	The IT solution must provide the capability for repairs users to book and manage multi-operative appointments when required. The solution will have the ability to assign more than one operative to a repairs job where required; and will be reflected in all operative diaries.	Important
	REQ-19	Monitoring of Operatives Health and Safety	The IT solution must provide the capability for plan schedulers to monitor the status of operatives working on-site; and to ensure the health and safety of operatives at all times. The solution must have the ability for operatives to update their status in real-time and report any high-risk and health and safety issues while on-site.	Important
	REQ-20	No Access Appointments	The IT solution must have the capability to reallocate appointment slots and show operative availability in the scenario that an operative is unable to gain access to a property. The operative's diary will be updated to show availability when they have logged a no-access job, and the solution will have the ability to automatically move forward the next appointment to make the best use of operative's time or assign additional works based on a set of configurable business rules.	Medium

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REQ-21	Operative Sickness/Annual Leave	The IT solution must have the capability to automatically manage assigned appointments in the scenario that an operative is unable to work that day (e.g. sick leave). The solution must have the ability to re-allocate appointments based on optimisation of existing operative diaries and real-time operative availability. In the scenario that an appointment cannot be re-assigned within a configurable time period, the solution will alert the plan scheduling team who will manage this moving forward.	Low
REQ-22	Pre and Post-Inspections	The IT solution must have the capability to create and manage calendars and appointments relating to pre and post-inspections. The solution will have the ability to assign an appointment for inspections in the same way that appointments are allocated for a standard repairs job.	Medium
REQ-23	Grouping of Appointments	The IT solution must provide the capability to dynamically schedule appointments for the same customer on for a same day in the scenario that they require multiple appointments. This will reduce the number of days the customer will need to be available on the premises to have repairs completed.	Medium
REQ-24	Materials Availability in Scheduling Tool	The IT solution must provide the capability to take into account materials availability when scheduling appointments for customers. It is expected that the scheduling tool will only schedule an appointment if the materials are in-stock or expected to be delivered in time for the appointment data.	Medium

4.5   Customer Chase-ups

Customer chase-ups are calls received from residents who are following up on an existing repair. It is expected that all incoming chase-up requests will be automatically directed to the plan scheduling team to manage. Once a call comes in, the planner will need to ascertain whether the call is in fact a genuine chase-up (e.g. an existing repair), a re-call repair or if it is a brand new repair that needs to be raised for the resident.

In the scenario that the call is about an existing repair, the planner will have the following options to consider depending on the customer enquiry:

1. Confirm or change an appointment at the request of the resident.
2. Provide an update on any materials that have been ordered and are required to complete the job.
   a. If the materials are in stock, the planner will book a follow-on appointment for the repair to be completed
   b. If materials are still yet to be delivered; the planner will inform the resident of expected delivery date and make a provisional appointment. The planner is then responsible for managing the appointment and regularly updating the resident as necessary until the repair is completed
3. In the scenario that an escalation of priority is required, the planner will update the job with new priority and re-book an earlier appointment time

High Level Requirements

The following high level requirements have been identified for a solution to support the customer chase-up process:

Req ID:	Requirement Name:	Requirement:	Priority:
REQ-25	Chase-up – Materials	Repairs users must have the capability to view real-time materials store information relating to ordered materials using the IT solution. The solution must have the ability to link ordered materials to a repairs job; and will provide relevant details including, but not limited to the part description, part code, status (e.g. whether it is in stock) and delivery details (e.g. shipping status, expected delivery date, standard delivery time) to the user.	Important

REQ-26	Chase-up – Priority Escalation	The IT solution must provide the capability for repairs users to manage the escalation of a repair priority on an existing order. Users must be able to update the priority of a repairs job when necessary; and have the ability to re-schedule an existing appointment to effectively manage any increase in urgency of a repair.	Important

4.6   Recall Repairs

Recall jobs are used within the council to log any reported faults to a fixture or appliance that has previously had repair works carried out on it; within an agreed configurable timescale for a recall (e.g. 6 months). This process is in place to protect tenants/leaseholders, improve overall customer satisfaction; and will encourage supervisors and operatives to take ownership of their repairs and provide added incentive for first time fixes.

It is expected that the future solution will enable repairs users to correctly identify recall repairs, link recalls with historic repairs and assist users in managing the recall throughout the full repairs lifecycle. The recall capability must be able to implement automated notifications to alert supervisors when a recall order has been identified and raised; as well as capture whether a request is a first time or multiple time recall. Recall orders are expected to be completed within 5 working days (dependent on the nature of the recall and its priority).

The repairs service is also introducing a process to categorize recalls to help operatives, supervisors and management to better understand the source of recalls and potentially identify any underlying deficiencies that may be related to training, procedures or resident misuse. Therefore, the ability to capture recall categories in the solution must also be a priority moving forward. The following categories have been proposed:

1. Materials fault
2. Tenant misuse or misunderstanding of use
3. Different repair than original report
4. Defective work

High Level Requirements

The following high level requirements have been identified for a solution to support the recall repairs process:

Req ID:	Requirement Name:	Requirement:	Priority:
REQ-27	Raising a Recall Repairs Order and Linkages	The IT solution must provide the capability for users to raise a recall repairs order. All identified recall orders will be raised within the relevant system(s) as per the standard responsive repair process; however, recalls are also required to be linked to any original works orders that have been identified by the repairs user to ensure full transparency and traceability. The solution must provide a way for users to identify a recall order (e.g. flag) and be able to capture whether a recall is a first time or multiple time recall.	Important
REQ-28	Scheduling and Planning of Recall Repairs	The IT solution must provide the capability to provide a view of the most optimal appointments and tradesman available for recall orders based on a configurable SLA (e.g. 5 working days). This SLA is dependent on the nature of the recall; and in the scenario that a job requires more urgent action, repairs users will be able to allocate an appointment manually to fit within the agreed timeframes.	Important

REQ-29	Recall Repairs Categorisation	The IT solution must provide the capability for operatives and trade staff to capture the relevant recall category. Operatives will record the recall category once they have completed the job using their PDA or tablet device. The recall job details will then be updated with this information in real-time to allow supervisors and management to analyse and understand the root causes as well as identify potential patterns leading to recall works. Recall categories must be configurable within the IT solution.	Medium
REQ-30	View Historic Photos & Documents	The IT solution must provide the capability for operatives and repairs users to view historic photos and documents that are related to the re-call job. Photos and documents linked to historic jobs will be made available to users in real-time and also be available via operative PDAs.	Important
REQ-31	Repeat SOR Flag	The IT solution must provide the capability to implement a repeat SOR flag for identify if the code has previously been raised on the same property.	Low

4.7 Operative & Surveyor (Operational Staff) Processes

4.7.1 Operative & surveyor repairs process

The operational processes within the council are important to ensuring a positive customer experience. The capability for operatives and surveyors to be able to access real-time information relating to a repairs job or inspection has been identified as critical to the on-going success of the repairs service and must continue to be supported by the IT solution. The operational process is expected to begin once an appointment has been made by Housing Direct or the plan scheduling team. The job will be allocated by the dynamic scheduling system to the relevant surveyor or in-house operative based on a number of configurable business rules. It is expected that the operational staff will have common shared processes in order to help streamline the way the system(s) are used to manage repairs jobs.

In-house operatives will be provided with PDA devices (surveyors will be provided with tablets) and will have access to real-time tenant, property and repairs information to successfully attend the repairs job. Staff will require the capability to use their devices to perform the following core business processes including; but not limited to:

1. Viewing and updating job information including relevant tenant, property and asbestos/safety information and job status (e.g. complete, no access)
2. Booking of follow-on or secondary appointments including door step appointments (on-site)
3. Secure capture and storage of high quality photos
4. Van stock management and replenishment process
5. Ordering of materials on PDA/tablet devices
6. Ability to access and view repairs related documents (e.g. warranties, certificates, photographs)
7. Ability to complete customised forms using PDA/tablet devices (e.g. property assessment, specifications, health and safety checklist)
8. Capability to capture customer feedback via PDA surveys

High Level Requirements

The following high level requirements have been identified for a solution to support the operative and surveyor repairs process:

Req ID:	Requirement Name:	Requirement:	Priority:
REQ-32	View Appointment Details & Accept Jobs	The IT solution must provide operational staff will the ability to receive, view and accept jobs in real-time using their PDA or tablet devices. The device must display all relevant information (configurable) pertaining to an assigned repairs job; examples of information that may be included are: • Appointment details (time of appointment, tenant, contact and address information) • Any safety or vulnerability flag details (if applicable) • Complete repair job details (job priority, description of job and diagnosis, SOR, etc.) • Asbestos information • Warranty information • Recall flag (if applicable) Operational staff must be able to update job details in real-time (on-site) using the IT solution to reflect the latest job information (e.g. job status, notes) to ensure the contact centre and plan scheduling teams are kept up-to-date.	Critical
REQ-33	Customisable Electronic Forms	The IT solution must provide the capability to implement customised electronic forms on operational staffs' PDA or tablet devices. It is expected that these forms will be customised based on the needs and requirements of repairs teams throughout the council; while interfacing in real-time with relevant repairs system(s). Examples of this functionality that would be expected to be available includes, but is not limited to: • Asbestos removal request form to allow operatives capture asbestos details using their PDA devices • Property assessment and specification forms to allow surveyors to complete property assessments on their tablet devices • Gas appliance shutdown form to allow operatives to correctly document the event details • Variation forms to update and document changes to a repairs works • Post inspection assessment forms to document findings	Important
REQ-34	Customisable Flags and Checks	The IT solution must provide the capability to implement customised flags and checks within the council's system(s) and on operational staffs' PDA or tablet devices. It is expected that these flags and checks will be customised based on the needs and requirements of repairs teams throughout the council; while interfacing in real-time with relevant repairs system(s). Examples of this functionality that would be expected to be available includes, but is not limited to: • Customisable flags to be made available to operatives to view or capture important information about a job, property or resident (e.g. tenant vulnerability, re-call, high-risk job, section 20). • Mandatory checks on PDA devices for operatives to ensure the correct procedures and processes are being followed (e.g. Health and safety) • High value repair flag to identify works over a configurable amount (e.g. £5,000) • Post inspection / variation flags to identify pending actions or changes made	Important

REQ-35	Van Stock Control	The IT solution must provide operational staff with the ability to effectively manage vehicle stock. Operatives must have the capability update van stock in real-time by an authorised user; as well as initiate replenishment of items that are low in stock when required using PDA or tablet devices.	Critical
REQ-36	Repairs Photograph Capability	The IT solution must provide operational staff the ability to capture high quality photographs using their PDA or tablet devices. It is expected that any photographs taken during a specific job will be subsequently attached or linked to that job.	Critical
REQ-37	Photograph Compression and Resizing	The IT solution must provide the capability to effectively manage the storage of the high quality photographs and provide configurable functionality including compression and resizing of files.	Important
REQ-38	View Repairs Documents	The IT solution must provide operational staff the ability to receive and view documents pertaining to an assigned repairs job using their PDA or tablet devices. Examples of documents that will need to be viewable by staff include photographs, certificates, warranties and electronic assessment forms.	Important
REQ-39	Asbestos Real-time Information Interface	The IT solution must provide a real-time interface between the council's chosen asbestos database and the relevant IT system(s) to ensure asbestos information is available to operatives on-site via staff PDA or tablet devices. The interface must ensure shared information is current and up-to-date.	Important
REQ-40	Customer Satisfaction Surveys	The IT solution must provide the ability for operational staff to conduct customer feedback and satisfaction surveys using their PDA or tablet devices on-site. Once a job has been completed, it is expected that residents will be able to complete a survey using the device (if they have elected to participate). The survey data will then automatically be sent to the preferred third-party supplier for analysis and is expected to be made available for reporting purposes.	Low
REQ-41	Document Storage Capability	The IT solution must provide the ability to store all electronic documents in a central repository. Documents including certificates, photographs, letters and forms need to be securely stored and comply with the council's data security policy and the Data Protection Act (1998). The document storage solution must also be configurable to allow the council to easily manage user access, compression and archive rules for any documents stored within the repository. It is expected the document storage solution will be interfaced with other systems in order to capture all relevant documents linked to repairs works or property.	Critical
REQ-42	Electronic Signature	The IT solution must provide the ability for residents to electronically sign to confirm completed jobs using operational staffs' PDA or tablet devices. It is expected that this functionality will also be available as part of the mobile solution.	Critical

4.7.2   Follow-on and secondary appointments

Follow-on and secondary repairs can be raised by operational staff if there is a need for a separate appointment to be made once an initial appointment has been attended. There are a number of scenarios where a follow-on or secondary appointment may be required which include:

1. Materials not available to complete repair on the day or materials have been delayed
2. Another trade is required to complete the rest of the works
3. Surveyor has completed property assessment and needs to book a tradesman to complete the works
4. Additional works has been identified on-site (unrelated to the initial job)
5. No-access secondary appointment

Operational staff will be able to use their PDA or tablet devices to book a follow-on or secondary appointment on-site. Users will be provided with the same access as contact centre staff to the scheduling system and will have the capability to view available appointments by trade (not operative level). The scheduling system will then automatically assign an operative and the job will be managed moving forward. It is also worth noting that the Housing Direct and plan scheduling team will also have the capability to schedule a follow-on appointment in the relevant system(s) if required.

The solution must ensure that all follow-on appointments that are related to the initial job are linked within the relevant system. (E.g. the new appointment is linked to the initial works order). In the scenario that an appointment is required for works not relating to the initial repair (secondary appointment) – the operative is expected to be able to raise a brand new works order on-site. The solution must also have the ability to build in configurable business rules for follow-on appointments (e.g. if a follow-on appointment is required for the same trade, the operative will be able to view his or her own diary to book an appointment for the sake of continuity).

High Level Requirements

The following high level requirements have been identified for a solution to support the follow-on and secondary appointment process:

Req ID:	Requirement Name:	Requirement:	Priority:
REQ-43	Follow-on (Linked) Appointments	The IT solution must provide operational staff the capability to raise follow-on appointment using their PDA or tablet devices on-site. This functionality must be available to operational staff on-site with appointments able to be confirmed with residents in real-time. Follow-on appointments must link directly to initial works orders in the relevant system(s) to ensure complete traceability and full repairs history. It is expected that users will be able to easily identify follow-on appointments in the system (e.g. customised flags). Housing Direct and the plan scheduling team must also have the capability to book follow-on appointments.	Important
REQ-44	Secondary Appointments	The IT solution must provide operational staff the capability to raise secondary appointment using their PDA or tablet devices. This functionality must be available to operational staff on-site with appointments able to be confirmed with residents in real-time. Secondary appointments will be used when additional works that are un-related to the initial repair have been identified on-site. Upon raising a secondary appointment, a new works order will be raised in the relevant system(s) and will is not required to be linked to any existing works order as it is considered as separate works.	Important
REQ-45	Follow-on Appointment Configurable Business Rules	The IT solution must provide the capability to build in configurable business rules for follow-on appointments. For example, it is expected that when booking a follow-on appointment on-site for the same trade, the operative will automatically be provided access to their own diary to book a follow-on appointment. This will ensure the same operative is able to complete the job and encourages continuity in the repairs process. This functionality would need to link to the council's scheduling tool.	Important

4.7.3 No access to property

The repairs team often encounters scenarios where operatives, contractors or surveyors are unable to gain entry into a property to complete a repair or inspection. In a no access scenario, operational staff will attempt to make contact with the resident on the provided telephone number to advise them that they are on-site. If the resident is contactable, the operative or surveyor will then ascertain whether the resident is within 10 minutes of the property – in which case the operative will undertake the works and complete the job once access has been provided to the premises. If the resident will not be available within 10 minutes, the operational staff will then re-book a follow-on appointment on the spot with the resident using their PDA or tablet device; and attend their next appointment.

In the scenario that no contact can be made with the resident, the operational staff will be required to take a time-stamped photo of the front entrance door (not of a communal door), leave a no access card at the property and update the job with no access details via their PDA or tablet device. The job will then remain open based on a configurable set of business rules (e.g. 5 days from card, 2 previous attempts, no closure if repair is a leakage) before being closed automatically in the relevant system(s). If the job is has been linked to a customer complaint or legal process, the system must have the ability to trigger an automatic notification to the Customer Excellence team who will then be responsible for managing this job moving forward.

If the job is still open and another appointment can be made, it is expected that a follow-on appointment will be raised and must be linked to the initial works order in the relevant system(s). In the scenario that the defined business rules have not been met, it is expected that initial order will have been closed and a new works order will need to be raised.

High Level Requirements

The following high level requirements have been identified for a solution to support the no access process:

Req ID:	Requirement Name:	Requirement:	Priority:
REQ-46	No Access Follow-on Appointments	The IT solution must provide the capability for repairs users and operatives to re-book an appointment for residents in a no access scenario using the relevant system(s). Re-booked appointments that are made while the initial repairs job is still open; are considered follow-on appointments and must be linked to the initial repairs works. It is expected that operatives will have the ability to book these appointments using their PDA or tablet device on-site with this functionality linking directly with the council's scheduling tool.	Important
REQ-47	No Access Status	The IT solution must provide the capability for operational staff to update an appointment using their PDA or tablet devices with a no access status. It is expected that no access statuses will be configurable to meet the needs of the repairs team in correctly categorising no access properties (e.g. No access – follow-on appointment booked, No access – resident not contactable). This status must be reflected in real-time and will be used to configure automated notifications and actions for the repairs team.	Important
REQ-48	No Access – Configurable Business Rules	The IT solution must provide the capability to define configurable business rules for no access scenarios in order to manage automatic closure of repairs jobs. Examples of configurable rules which may be required include: • Automatic closure of job after 5 business days of card being left at premises • Automatic closure of job after 2 previous attempts • No closure of job for certain types of repairs (e.g. leakage)	Important

4.7.4   Materials order process

Operatives will require the capability to submit orders for additional materials if they do not have the materials to complete a job directly on their PDA or tablet device. It is expected the IT solution will interface directly with the materials supplier system with operatives able to view the suppliers materials catalogue, stock levels and delivery information (if available) in real-time. Once an order has been submitted, the operative will receive confirmation of their order via their PDA or tablet device. If the delivery date of the materials is known to the operative, they will have the capability to book a follow-on appointment with the resident on-site based on the provided delivery date.

Operatives must also have the ability to submit special orders via the PDA or tablet device. It is expected that all ordered materials (including specials) are required to be logged within the relevant system, linked to the appropriate works order and generate a unique reference number.

Plan schedulers will be able to monitor and view real-time status of materials using the relevant system(s) as well as configure automatic notifications based on the status of materials (e.g. when materials have been delivered or delayed). When delivery has been confirmed, the plan scheduling team will then contact the resident and schedule/confirm a follow-on appointment using the dynamic scheduling system if one has not already been scheduled.

High Level Requirements

The following high level requirements have been identified for a solution to support the materials order process:

Req ID:	Requirement Name:	Requirement:	Priority:
REQ-49	Operative Materials Order	The IT solution must provide the capability for operatives to order additional materials (and specials orders) on-site using their PDA or tablet devices. The device must interface directly with the materials system and manage the submission of orders in real-time. It is expected that the device will provide materials information including delivery date (if known) and expected delivery date. All materials orders must be linked to the relevant job in the IT system(s) to allow to accurate tracking and rescheduling of appointments.	Critical
REQ-50	Materials Real-time Interface	The IT solution must provide the capability to support a real-time interface with the supplier's materials system. This will allow repairs users and operatives to view real-time status of materials and stock levels (web-based service).	Important
REQ-51	Materials Status	The IT solution must ensure real-time materials information is available to repairs users. Plan scheduling team must be able to check the materials store for the status of ordered materials in relation to outstanding repairs job in the case of customer chase-ups.	Important
REQ-52	Materials PDA Acknowledgement	The IT solution must provide the capability for operatives to acknowledge receipt of ordered materials on their PDA devices in real-time. It is expected that operatives will be able to confirm materials have been delivered to ensure traceability and accurate stock control.	Medium

4.8　　Contractor and Sub-Contractor Processes

The council maintains a relationship with a number of external contractors in the repairs field. In the scenario where a contractor is required (e.g. no in-house operatives with the required skillset); a repairs job will be allocated to a contractor to complete the required works.

It is expected that the council's system(s) will have the capability to alert a user when a repairs job is to be allocated to a suitable contractor. Booking of appointments will be dependent on the types of works required (e.g. communal or voids works will not require an appointment) and whether a contractor has provided a pre-defined list of appointment slots to the council. In the scenario that a contractor diary is available, the system must provide repairs users with the ability to allocate contracted works, view contractor availability and schedule an appropriate appointment for the works to be completed. These details will be stored within the council's own system(s) and will then be made available to the contractor including full job details and an appointment time if one has been made with the resident.

Contractors will be set up to interact with the council in two ways:

1. Contractors will have access to the council's system(s) directly in order to view the full job and appointment details. Contractors will also have the ability to update and make variations directly in the council's system(s) to reflect the status of the works in real-time
2. In the scenario that contractors do not have access to the council's system(s) – the external contractor system must have the capability to interface directly with the relevant council's system(s) to support the sharing of information. A key requirement is to ensure any interface developed with contractor systems supports two-way communication to support real-time updates and the sharing of relevant repairs works information (e.g. job status, variations).

The IT solution must also support effective management of contractor works by ensuring the following key processes are fully supported:

1. Effective allocation and booking of repairs works to contractors where applicable
2. Ability to interface with any contractor system(s) in real-time to support the allocation of works and sharing of job information
3. Management of contractor related financial and performance data

In the case of sub-contractor works, the process will initially follow the standard responsive repairs process and allocate an appointment to an in-house operative via the dynamic scheduling system. Repairs users will then have the capability to sub-contract these works using the IT solution by allocating the repairs order to a sub-contractor. Full job details and the confirmed appointment (which the contractor is expected to meet) will be made sent to the contractor and works subsequently completed.

High Level Requirements

The following high level requirements have been identified for a solution to support the contractor and sub-contractor process:

Req ID:	Requirement Name:	Requirement:	Priority:
REQ-53	Contractor Job Allocation and Appointment	The IT solution must provide the capability for repairs users to allocate repairs works to contractors. It is expected the solution will provide the ability for repairs users and operatives to allocate works to selected contractors using the relevant system(s). Users will have the capability to view contractor diaries and schedule appointments if contractor diaries are available to them. Once a job has been allocated, the full job details will be provided to the relevant contractor in real-time.	Critical
REQ-54	Contractor Access to Council System(s)	The IT solution must provide the capability for contractors to access the council's system(s) directly to view relevant job and appointment details. It is expected that contractor users will be able to submit job updates and variations directly on the council's system(s). The solution will ensure that there is strict access and permissions control for contractor users.	Important

REQ-55	Contractor System Interface	The IT solution must provide the capability to implement a real-time interface with external contractor system(s) in order to pass job and appointment details to the relevant contractors in the scenario that they are unable to access the council's system(s) directly. The interface must support real-time updates and two way communication (e.g. when a job is marked as completed, it is expected that the council's system(s) will be automatically updated with the relevant information and job status).	Medium
REQ-56	Contractor Finance and Performance Information	The IT solution must ensure that contractor finance and performance information is captured within the relevant system(s). This data will be used as part of the financial reconciliation, performance monitoring and reporting processes.	Critical
REQ-57	Sub-contractor Allocation	The IT solution must provide the capability to support the council's sub-contractor processes. Repairs users will have the ability to re-assign an in-house appointment to a sub-contractor when required. The solution will ensure full job and existing appointment details are passed to the sub-contractor in real-time.	Critical

4.9   Financial Process (Repairs)

The IT solution must be able to support the self-billing process for contractors who have opted-in to self-billing. The system(s) in place are expected to automate the creation and payment of self-billing contractor invoices. The future direction from the council is that all contractors will be expected to operate within the self-billing process; however there is still a requirement for contractors to be able to submit invoices directly on the council's system(s) in the immediate term while this transition is enforced. The finance team would like to ensure that strict controls and validations are in place in the scenario that contractors are accessing to the council's systems directly to minimise data input errors, improve data quality and ensure compliance with council's data security policies.

The repairs system(s) must also have the capability to generate configurable extracts that will feed into the council's core finance system and payments processes. The implementation of automated notifications that will alert the relevant teams of important financial events within the system (e.g. when an invoice has been raised) and will be a key requirement moving forward.
The following sub-processes of the repairs finance function have therefore been identified as key requirements from the IT solution:

1. Support for the self-billing process for contractors
2. Ability for contractors to submit invoices directly to the council
3. Real-time interface with council's finance system in order to support the payments process
4. Configurable data extracts (automated) to support the contractor payments and reconciliation process

High Level Requirements

The following high level requirements have been identified for a solution to support the financial repairs process:

Req ID:	Requirement Name:	Requirement:	Priority:
REQ-58	Self-billing Invoices and Automated Payments	The IT solution must provide the capability to support self-billing processes for contractors who have opted-in to self-billing. The system(s) must have the ability to automate the creation and sending of self-billing invoices to relevant contractors. It is expected that the solution will have the ability to interface directly with the council's chosen finance system to support the automatic payment of the invoices without manual intervention.	Critical

| REQ-59 | Submission of Invoices and Data Validation Checks | The IT solution must provide the capability for contractors to submit invoices directly into the relevant council system. There must be strict access controls, field validation and form checks to ensure complete and accurate data is captured within the database. It is expected that all invoices will be submitted via a single system to avoid having to manage multiple invoice processes. All submitted invoices must also be linked to the relevant job(s) they are being raised for. | Critical |

4.10   Gas Service

4.10.1   Responsive Gas Repairs

Responsive gas repairs are expected to operate in the same way as standard responsive repairs to ensure there is a consistent approach throughout the end-to-end responsive repairs service. Listed below are some of the key requirements that the gas team has identified for the IT solution:

1. Gas responsive repairs to follow same process as standard responsive repairs (e.g. diagnostics and dynamic scheduling of appointments through Housing Direct, scheduling of appointments based on specialised skill sets defined within the system)
2. Gas team to have the ability to raise works directly onto the relevant system(s) when required
3. Customisable flags to be implemented and made available to repairs users and gas team when scheduling and attending appointments (e.g. vulnerability information, multi-operative job, high-risk appointments, repeat breakdowns are expected to feed into determining the correct priority for works)
4. Option of door-step and follow-on appointments for gas operatives
5. Must be able to support contractor processes including allocation of jobs, invoicing and variations to works
6. Support for variable post inspections process and ability to complete post inspections electronically
7. Capability to support materials orders and van stock materials processes in real-time via PDA devices
8. Configurable electronic forms (and automated notifications) to be made available via operative PDA devices (e.g. gas appliance shutdown form to document reasons and subsequent automated notification to the gas team)
9. Configurable priorities for responsive gas repairs (e.g. 2Hr, U04 – Vulnerable, U24, RR3, R20, Seasonal Priorities)

Note: A number of these requirements identified above are applicable to the general repairs service and will therefore be covered under other sections within this document.

High Level Requirements

The following high level requirements have been identified for a solution to support the responsive gas repairs process:

Req ID:	Requirement Name:	Requirement:	Priority:
REQ-60	Gas Team Responsive Repairs	The IT solution must provide the capability for the gas team to raise repairs orders directly in the relevant system(s). Gas users will be able to leverage off the same scheduling tool used for standard responsive repairs to book appointments with residents.	Critical
REQ-61	Configurable Priorities - Gas	The IT solution must ensure the prioritisation of repairs is integrated within the diagnostic workflow and relevant IT system(s) for gas responsive repairs. It is expected that priorities are to be configurable (including the adding and removal of priorities); and will feed into the scheduling system to aid in the booking of appointments.	Critical

4.10.2   Gas Servicing

There is expected to be no major changes to the existing core gas servicing process - however it is expected that the IT solution will continue to support this process and the effective management of gas servicing throughout the council. The gas servicing process starts with in introductory letter being generated and sent to residents from the council's system(s), 8 weeks (configurable) before the expiry date of a CP12 certificate with a prosed appointment time. The IT solution must have the capability to identify these properties, allocate a suitable appointment (or allocate to a contractor where applicable), and automate the generation of the introduction letters to be sent to residents with their appointment details included.

In the scenario that the resident has not confirmed an appointment within a configurable time period, the solution must have the ability to manage the automated generation of reminder and legal intent letters (no appointment time will be provided on any subsequent letters). It is expected that the solution will generate and send up to 4 letters advising residents to contact the council to book a suitable time for servicing. A 5th reminder letter and subsequent legal intent letter need to be automatically generated by the solution and are hand delivered to the resident; with the resident given 7 days to allow access from when the legal intent letter is delivered. If access has not been granted within this period, a legal process is then initiated which involves securing a warrant for the property to complete the required gas service. The solution will operate in such a way that the automated letter generation process will not cease until the gas service has been marked as completed in the relevant IT system(s).

Once a gas service has been completed by the operative, they will update the job status via their PDA or tablet device which will update the relevant system(s) in real-time and subsequently start the post inspection process. The solution must provide the capability to support the post inspection process for gas servicing. Surveyors must have the ability to complete their assessment and approval of works via a PDA or tablet device on-site. The gas team has also identified the ability to automate the generation and sending of CP12 certificates to residents (either postal and e-mail) as a key requirement. This process will be depending on a job or post inspection being marked as complete.

High Level Requirements

The following high level requirements have been identified for a solution to support the gas servicing process:

Req ID:	Requirement Name:	Requirement:	Priority:
REQ-62	Identification of Gas Servicing Properties	The IT solution must provide the capability to automatically identify properties due for gas servicing. It is expected that solution will calculate this based on the expiry date of CP12 certificates stored within the council's system(s); using a configurable lead time (e.g. 8 weeks).	Critical
REQ-63	Automated Letter Generation for Gas Servicing	The IT solution must provide the capability to automate the generation of the introduction, reminder and legal intent letters to be delivered to the properties due for gas servicing. The end to end letter generation process will only cease once the relevant gas works has been marked as completed in the relevant system(s) – regardless of whether an appointment has been confirmed. The letter template must be configurable by the gas team.	Critical
REQ-64	Provisional Appointments for Gas Servicing	The IT solution must provide the ability to automatically allocate a provisional appointment once a property has been identified for gas servicing. This appointment will be included in the introduction letter sent to residents. Residents will be required to contact the council to confirm or change their appointment. A works order will be automatically raised within the relevant system(s) and must link directly with the appointment generated.	Critical
REQ-65	Generate CP 12 Certificate	The IT solution must provide the capability to automate the generation of CP 12 certificates from the repairs system. It is expected that the solution will generate the repairs certificate once the job has been completed and relevant approvals have been received (e.g. post-inspections). The certificate will be stored against the property serviced with the details of the service that was carried out	Critical

| REQ-66 | Gas Compliance Status | The IT solution must provide the capability for repairs users to view the latest status of property gas compliance and servicing in real time via a customised field or flag. | Important |

4.11   Voids Process

The voids team is responsible for managing the repairs of voids properties throughout the council. Some of the key requirements that have come out of discussions with the voids team in relation to the IT solution include:

1. Voids must have the ability to raise voids repairs jobs directly onto the repairs system including operatives raising orders on-site
2. Ability to replicate the voids mobile solution (RAPID); or ensure compatibility with the existing solution
3. Ability for operatives to complete customisable electronic forms (e.g. asbestos removal and specifications) on-site using PDA or tablet devices
4. Make voids related information (e.g. relevant flags, notes) easily accessible on operative PDA or tablet devices on-site
5. Support for the existing voids contractor, variations and post inspections process
6. Operative devices must be able to capture high quality photographs to document works (with flash capability)
7. Ability to implement automated events (e.g. automated notifications, report generation)
8. Configurable priorities for voids

Note: A number of these requirements identified above are applicable to the general repairs service and will therefore be covered under other sections within this document.

High Level Requirements

The following high level requirements have been identified for a solution to support the voids process:

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Req ID:	Requirement Name:	Requirement:	Priority:
REQ-67	Voids Team Responsive Repairs	The IT solution must provide the ability for the voids team to raise repairs orders directly on the relevant system(s).	Critical
REQ-68	Voids Information Capture	The IT solution must provide the ability for on-site operatives to capture voids information using customised forms and checks. Captured voids information must interface in real-time with the council's core housing system (Northgate).	Important
REQ-69	Generate On-site Specifications	The IT solution must provide the capability for operatives to generate specifications (customisable) on-site using their PDA or tablet devices. These specifications will be linked to the relevant job in the system and be viewable by repairs staff and contractors once completed in real-time.	Important
REQ-70	SOR Templates	The IT solution must provide the capability to implement SOR templates to apply bulk SOR codes to a repairs job. For example, if a voids user selects a kitchen, the system will assign a list of configurable SORs that have been defined for a standard kitchen voids job.	Medium

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4.12   Variations Process

The IT solution is expected to support variations to works orders by both contractors and in-house repairs staff. This has been a key requirement identified by a number of teams (e.g. contracts, voids and gas teams) throughout the requirements elicitation process. The ability for users to submit variations (on a line by line basis) on the council's system(s) requires strict controls and authorisation processes to effectively manage the variations process. It is expected that a full audit log will capture all changes made in the system identifying what updates were made, who submitted the change and when it was made.

High Level Requirements

The following high level requirements have been identified for a solution to support the variations process:

Req ID:	Requirement Name:	Requirement:	Priority:
REQ-71	Repairs Variations Process	The IT solution must have the capability to support variations to repair works within the relevant system(s). It is expected that any variations made to repairs works will be reflected in real-time. The solution must ensure that only those with appropriate levels of access (including both internal teams and contractors) are able to submit variations within the system.	Critical
REQ-72	On-site Variations	The IT solution must provide the capability for operatives to complete variations on-site to repairs works using their PDA or tablet devices. Updates made on-site will be reflected in the relevant system(s) in real-time.	Important
REQ-73	Threshold and Authorisation Process	The IT solution must have the capability to implement an authorisation or approval process for variations based on a configurable set of business rules to be defined by the council. For example, it is expected that high value variations which exceed a configurable threshold will require authorisation and will be flagged within the system. An automated notification will be sent to the relevant approver for authorisation or rejection. The solution must also be able to capture the status of variations throughout the authorisation process (e.g. pending approval, approved, rejected). Other examples of the use of this functionality would include monitoring of section 20 levels.	Critical
REQ-74	Variation History	The IT solution must provide the capability for users to view variation history and easily identify what variations have been made (on a line by line basis) when viewing a works order in the relevant system(s) – e.g. flags or highlighted fields to identify the changed SOR codes and quantities	Important

4.13   Post inspections

The post inspections process is required to assess the quality of repairs being completed for our residents throughout the council and must be supported moving forward by the IT solution. A number of key requirements have been identified relating to post inspections process which have been detailed below:

1. Ability to configure business rules based to identify jobs for post inspection (e.g. 50% of all jobs require post inspection, based on value or SOR)
2. Implement customisable flags, priorities and fields to identify post inspection status (e.g. passed, failed) and when an action is due to be completed
3. Capability to dynamically schedule post inspections, and ensure these are linked with the initial works order within the relevant system(s)
4. Ability to implement customised forms (e.g. post inspection assessment, health & safety) on PDA or tablet devices to be completed on-site by inspectors
5. Reporting capability to provide detailed view on contractor jobs and performance
6. Support for post inspection variations (from both in-house and contractor side) to help simplify the variations process
7. Ensure any evidence captured (e.g. notes, photos) are linked to the repairs job and accessible by repairs users and operatives
8. Ability to initiate follow-on works (if post inspection has failed) – and support for multiple post-inspection visits

Note: A number of these requirements identified above are applicable to the general repairs service and will therefore be covered under other sections within this document.

High Level Requirements

The following high level requirements have been identified for a solution to support the post inspections process:

Req ID:	Requirement Name:	Requirement:	Priority:
REQ-75	Post Inspections Business Rules	The IT solution must provide the capability to implement configurable business rules to automatically identify and select repair works for post inspection. It is expected that the solution will have the ability to implement rules based on a number of factors including SOR, the value of a job or a percentage of total jobs (e.g. 50% of all jobs).	Critical
REQ-76	Post Inspection Scheduling	The IT solution must provide the capability to schedule post inspections. It is expected that the scheduling tool will be used to book an appointment and assign a suitable surveyor to complete the inspection. All post inspections must also be linked to the initial repair works in the relevant system(s). The surveyor will have the ability to complete the post inspection assessment using their PDA or tablet device which will update the repairs system(s) in real-time.	Important
REQ-77	Post Inspection Dynamic Scheduling	The IT solution must provide the capability to leverage off the dynamic scheduling tool to dynamically schedule post inspections.	Medium
REQ-78	Post Inspection Variations	The IT solution must provide the capability to support post inspection variations to works. It is expected that both in-house repairs users and contractors will have the ability to make variations while a repairs job is undergoing the post inspections process. This will simplify and support the reconciliation process in the scenario that variations are required as part of the post inspection process. The solution must ensure strict controls and authorisation (if required) is in place to support this process.	Critical
REQ-79	Post Inspection Follow-on Works / Inspections	The IT solution must provide the capability to support follow-on works in the scenario that a post inspection has failed. The inspector must have the ability to initiate follow-on works when they have failed a post inspection in the system(s). The system will have the capability to automatically notify the relevant team or contractor to complete the works and will be provided with any post inspection updates (e.g. notes, variations). Once follow-on works have been completed, the system will have the ability to support the subsequent post inspections process. It is expected that the system will be able to manage multiple post inspections for a single works order; and attempt to assign the same inspector for any subsequent post inspections to ensure continuity.	Important
REQ-80	Document Post Inspection Evidence	The IT solution must provide the capability for inspectors to document the outcome of post inspections using their PDA or tablet devices. Inspectors will have the ability to update the job details in real-time with post inspection notes and photos; and will have the capability to complete customised forms and assessments electronically.	Important

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4.14   Complaints & Legal Process

The complaints & legal teams are responsible for managing and monitoring any repairs relating to a customer complaint or legal repair throughout the council. A list of key requirements has been identified as part of discussions with the complaints and legal team in relation to the IT solution:

1. Ability to easily identify complaints or legal repairs within the IT solution (e.g. customised flags or prompts for these orders)
2. Capability to automate the generation and sending of letters to residents relating to complaints, legal or no-access repairs
3. Ability to implement business rules (configurable) within the IT solution for complaints and legal repairs (e.g. ensuring a job cannot be closed if it is linked to an open complaint or legal case, flag to users when raising a job within warranty period)
4. Access to full history of repairs including repairs notes, actions taken and all previous communications with the resident that have been attached
5. Ability to attach relevant documents, emails and photographs to a repairs job to ensure all evidence is captured and easily available within the solution

Note: A number of these requirements identified above are applicable to the general repairs service and will therefore be covered under other sections within this document.

The IT solution must also allow the council to effectively manage and support the housing and legal disrepair process. It is expected that once a legal disrepair has been assessed (via the surveyor process), a works order will be raised as per the agreed schedule of works. The legal disrepair team will have the capability to raise a works order on the relevant repairs system(s) and allocate the job to an in-house operative or contractor based on configurable business rules. The solution must also support the scheduling of joint visits and inspections to confirm and sign-off completed disrepair works.

High Level Requirements

The following high level requirements have been identified for a solution to support the complaints & legal process:

Req ID:	Requirement Name:	Requirement:	Priority:
REQ-81	Configurable Business Rules for Legal	The IT solution must provide the capability to implement configurable business rules to be defined by the legal/complaints teams in order to notify or flag users when working with complaints or legal repairs. Examples of business rules which may be required include: • Restrict users from closing jobs which are linked to open complaints or legal repairs • Flag or warning to be displayed when raising a repair on a property linked with a complaint or legal case • Flag or warning to be displayed when raising a repair on a fixture within a warranty period	Important
REQ-82	Attachments to Works Orders	The IT solution must provide the capability for repairs users to attach documents, emails and photographs to works orders. It is expected that repairs users and operatives will have the ability to view these attachments alongside full job details when viewing the records in the relevant system(s).	Important
REQ-83	Full Repairs History	The IT solution must provide the capability to view the complete history of a repair within the relevant system(s). This will include all repairs notes, variations and attachments relating to the job. This functionality must be available to all users of the solution.	Critical

4.15 Estate Services & Maintenance

The estate services and maintenance team is responsible for managing the repairs and maintenance of council estates throughout the borough. Quality Assurance Officer's (QAOs) are tasked with completing monthly estate inspections and reporting any potential works identified as part of these inspections. Estate inspections will be generated automatically from within the council's system(s) and allocated to available QAO's who will complete the inspections. QAO's must have the ability to use customised electronic forms, add relevant notes and document supporting evidence (including photos) to support their assessment via their PDA or tablet devices on-site.

Once an inspection is completed, the estate services team will have the ability review any potential works identified and the evidence provided. In the scenario that the works are approved, the estate services team will raise a works order within the relevant system(s) which will be allocated to an in-house operative, the estate maintenance team or external contractors based on a configurable set of business rules and type of works identified. It is expected that the repairs job will be linked to the inspection that has been completed; and all relevant inspection details including evidence will be made available to the operatives completing the works.

High Level Requirements

The following high level requirements have been identified for a solution to support the estate services & maintenance process:

Req ID:	Requirement Name:	Requirement:	Priority:
REQ-84	Automatic Generation and Allocation of Estate Inspections	The IT solution must provide the capability to effectively manage the estate inspections process. It is expected that the council's system(s) will have the ability to automate the generation of monthly estate inspections including the allocation of these to respective QAO's using the IT solution. Details of the inspections will be made available to QAO's via PDA or tablet devices in real-time. QAO's will be able to use customisable forms and PDA or tablet devices to complete their inspection and document any evidence (e.g. photos, notes); which will be updated in real-time in the relevant repairs system(s).	Critical
REQ-85	Diagnostic Tool for QAOs	The IT solution must provide the capability for the QAO's to leverage off the council's diagnostic tool functionality for use on PDA and tablet devices. It is expected that the diagnostic tool will be available to QAO's on-site to allow them to accurately identify works, scheduler rate codes and priorities for potential works.	Important
REQ-86	Linking of Inspections and Repair Works	The IT solution must ensure all repairs works raised by the estate services team as a result of estate inspections is linked to the initial inspection. It is expected that inspection details (including notes, evidence, and photos) will be available to repairs users and operatives when viewing the related works order.	Important

4.16   Reporting

One of the key requirements that have been identified by a number of teams during the requirements gathering process is the need for a robust and configurable reporting platform within the repairs space. This has been flagged as a key risk area with teams finding it difficult to easily generate reports without custom queries and manual reconciliation of reporting data to provide the information they need. Therefore, repairs is looking for a reporting platform that has the capability to interface with the council's core systems; pulling the relevant data together and allowing users to easily generate and customise their own reports to meet their own specific requirements.

High Level Requirements

The following high level requirements have been identified for a solution to support the reporting process:

Req ID:	Requirement Name:	Requirement:	Priority:
REQ-87	Reporting Platform Integration	The IT solution must provide the capability to provide a reporting platform for the repairs team that will integrate with the council's core systems(s); and have the ability to easily interface with any future systems or data sources as required. It is expected that the reporting platform will have the capability to pull information from a number of data sources/system(s) throughout the council and provide a central data repository in which users can then query the data and generate customised reports from. The reporting platform is expected to hold real-time data and must also be SQL based.	Critical
REQ-88	Configurable Reports	The IT solution must ensure that the reporting platform provides repairs users with the ability to create configurable reports. The reporting solution must provide users with the ability to customise and build their own reports and dashboards to meet their specific reporting requirements. Authorised users will have the ability to write their own data queries to create individual reports.	Critical
REQ-89	Capability to Reconcile Repairs Data	The IT solution must ensure that the reporting platform has the capability to reconcile information from multiple data sources automatically. For example, the solution must be able to reconcile customer information from multiple systems and provide the ability for users to easily access or report on this information.	Important
REQ-90	Reporting Output Formats	The IT solution must provide the ability for reporting users to generate reports in different output formats (configurable). The solution is expected to support at a minimum the following formats: • Excel (.xlsx, .xlx .csv) • Word (.doc, .docx) • PDF (.pdf) • Text (.txt)	Critical
REQ-91	Report Generation (Ad-hoc and Timed)	The IT solution must provide the capability for users to generate reports on both a timed and ad-hoc basis. The solution will provide users with the ability to configure timed reports (e.g. weekly, monthly) to suit their respective needs.	Critical
REQ-92	Management Dash Boards	The IT solution must provide the capability to create dashboards that easily display tailored high level management statistics.	Important
REQ-93	Call Centre Dashboards	The IT solution must provide the capability to create specific tailored dashboards to the requirements of the repairs call centre.	Important

REQ-94	No Impact on Source Systems	The IT solution must ensure that the running of reports does not impact on the performance of the source systems in which data is being reported on.	Critical
REQ-95	Automated Financial Data Extracts	The IT solution must provide the capability to automate the generation and delivery of financial data extracts (configurable) from the relevant system(s). These extracts must be able to be generated on both an ad-hoc and timed basis.	Critical
REQ-96	Monitoring & Reporting of Accruals	The IT solution must provide the capability for finance users to effectively monitor and report on accruals relating to repairs works.	Critical
REQ-97	Configurable Events – Reporting	The IT solution must provide the capability to capture all data relating to configurable events. This data must be made available to report on in the same way as all other data that is captured throughout the repairs solution.	Critical
REQ-98	Data Warehouse and Cross Platform Reporting	The IT solution must ensure that the reporting capability is implemented in line with the council's strategic reporting goals by supporting reporting within a data warehouse environment (or similar) which can improve cross database platform reporting	Important
REQ-99	Data Load Capability	The IT solution must provide the capability to support data loading into a multi environment reporting system.	Important
REQ-100	Person Centric Data Reporting	The IT solution must ensure that data is structured within the reporting platform that will enable easy access to and retrieval of person centric data for completion of a subject access requests (SAR).	Important

4.17   Asbestos Management

It is expected that an asbestos management tool will be implemented as part of the IT solution moving forward. The tool is expected to provide a single, consolidated asbestos database containing all asbestos information relating to council properties. The asbestos database must have the ability to interface directly with the core repairs solution allowing asbestos information to be shared in real-time with repairs users and operatives.

High Level Requirements

The following high level requirements have been identified for a solution to support the asbestos management process:

Req ID:	Requirement Name:	Requirement:	Priority:
REQ-101	Asbestos Management Tool & Database	The IT solution must provide an asbestos management tool in order to store and manage all asbestos information for council properties as part of the repairs service. It is expected that all asbestos related information relating to council properties will be captured in the database and kept up to date.	Medium
REQ-102	Asbestos Management Tool Interface	The IT solution must provide the capability to interface in real-time with the council's asbestos database (either existing or proposed database). It is expected that this interface will support the sharing of asbestos information in real-time, and ensure on-site operatives and repairs users have the most up to date asbestos information available.	Important
REQ-103	Asbestos Alert	The IT solution must provide the capability to automatically alert and inform repairs users of any asbestos risk that has been identified when raising a repairs job for a property. Users must have the option of navigating directly into the asbestos database to view the relevant information.	Critical

4.18   Asset Management

The council is currently using an asset management tool for forecasting capital and planned expenditure. However, the tool does not effectively interface with the council's core repairs systems. LBI is therefore looking for a tool that will continue to provide forecasting functionality and effectively support asset management processes as part of the repairs service. It is expected that the asset management tool will become the primary source for current information relating to planned maintenance works, guarantees and warranties. The tool must also have the ability to interface directly with the core repairs solution to allow asset information to be shared in real-time with repairs users and operatives.

High Level Requirements

The following high level requirements have been identified for a solution to support the asset management process:

Req ID:	Requirement Name:	Requirement:	Priority:
REQ-104	Asset Management Tool	The IT solution must provide an asset management tool in order to store and manage asset data as part of the repairs service. It is expected that the tool will be able to capture all asset related data including planned maintenance, warranty and guarantee information. The tool must also support forecasting of capital and planned expenditure.	Medium
REQ-105	Asset Management Interface	The IT solution must provide the capability to interface in real-time directly with the council's asset management tool (either existing or proposed database). It is expected that this interface will support the sharing of asset information in real-time, and ensure on-site operatives and repairs users have the most up to date information available.	Important
REQ-106	Asset Management Flags / Warnings	The IT solution must ensure that the asset management tool has the ability to implement customised flags or warnings within the repairs system(s). Flags may be used to identify important events relating to the asset (e.g. warranty expiry, planned maintenance work due) and will be used to notify repairs users and operatives via the real-time interface.	Important

4.19   Task Manager / Configurable Events

The council has identified configurable events / task manager functionality as a key priority moving forward with any proposed IT solution. The repairs team is looking for a flexible workflow solution that will provide the capability to automate respective tasks based on certain events across the IT solution. Examples of this functionality may include automated notifications to repairs users and automated letter and report generation.

High Level Requirements

The following high level requirements have been identified for a solution to support the task manager / configurable events process:

Req ID:	Requirement Name:	Requirement:	Priority:
REQ-107	Configurable Events – Appointments	The IT solution must provide the capability to automate appointment reminders and confirmations to be sent to residents. These notifications must be configurable events within the solution (e.g. text or e-mail, 24 or 48 hours) and will only send a notification if the appropriate resident details are available within the system. The notification will provide complete appointment details including appointment date and time.	Important

REQ-108	Configurable Events – Materials Status	The IT solution must provide the capability to automatically send notifications to the plan scheduling team based on changes in materials status. It is expected that a notification will be sent to the plan scheduling team when materials for a follow-on job have been delivered in order for the planners keep residents updated on the status of their repairs and book a follow-on appointment if required.	Important
REQ-109	Configurable Events – Recall Supervisor Notification	The IT solution must provide the capability to implement automatic notifications for recall repairs. It is expected that the solution will generate a notification to be sent to relevant supervisors for all recall orders that are raised within the solution. The recall notification will provide supervisors information relating to the recall works including but not limited to: • Recall order details (job id, description, priority, SOR, date raised etc.) • First time or multiple time recall • Linked repair orders that are linked with the recall	Important
REQ-110	Configurable Events – Repairs Job Status	The IT solution must provide the capability to implement configurable events based on repair job status updates. It is expected that automated alerts and notifications can be configured to meet each of the teams' specific requirements. Examples of configurable events that may be required: • Operational staff identify a complaints job as no-access on PDA/tablet – notification is automatically generated to the Customer Excellence Team to manage this job • Operational staff marks a job as on-route or complete – notification automatically sent to planners to provide the team with latest job status	Important
REQ-111	Configurable Events – High Value Repairs	The IT solution must provide the capability to implement configurable events based on high value repairs. It is expected that automated notifications will be configured based on the needs of the high value repairs team (e.g. automatic notification to the high value repairs team when a job exceeds a monetary threshold).	Important
REQ-112	Configurable Events – No Access	The IT solution must provide the capability to implement configurable events to manage automated notifications for no access properties in which the resident cannot be contacted. Examples of configurable events that would be expected include: • An automated notification will be sent to the Customer Excellence Team if a property has been marked with a no access status; and is linked with an outstanding complaint or legal process • Automatic closure of an open order once the configurable no access waiting period has lapsed	Important
REQ-113	Configurable Events – Materials	The IT solution must provide the capability to implement configurable events based on the status of ordered materials. Examples of configurable events for materials include but are not limited to: • Automated notification to plan scheduling team once materials have been delivered relating to a follow-on job awaiting materials • Automated notification of a delay to materials delivery that may require a change of appointment • Automated notification if materials have not been received 24 hours before an appointment	Important
REQ-114	Configurable Events – Contractor Jobs	The IT solution must provide the capability to implement configurable events based on the status of contracted jobs. It is expected that the system will be able to notify repairs users when a contracted job has been marked as complete in the relevant system(s).	Important

REQ-115	Configurable Events – Finance Repairs	The IT solution must provide the capability to implement configurable events in order to notify repairs users and the finance team of important events. Examples of configurable events may include but are not limited to: • Automated notification to the finance team when an invoice has been submitted and is ready for validation • Automated notification to the finance team when an invoice exceeds a configurable monetary limit • Automated notification when a post inspection has been completed and invoice ready to be paid	Important
REQ-116	Configurable Events – Gas Repairs	The IT solution must provide the capability to implement configurable events for the responsive gas repairs service. It is expected that automated alerts, notifications, emails and tasks can be can be configured to suit the council's needs. Examples of configurable events that may be required: • Automatic notification to gas team when gas appliance status updated to off by operative on-site • Automatic notification to the gas team when a contractor has marked a job as complete • Prompt a user when a repair may conflict with an existing warranty period	Important
REQ-117	Configurable Events – Gas Servicing	The IT solution must provide the capability to implement configurable events based on the status of gas servicing works. It is expected that relevant system(s) will have the ability to automatically generate and send a CP12 certificate for all completed gas servicing works (option of either postal or e-mail).	Important
REQ-118	Configurable Events – Voids	The IT solution must have the capability to implement configurable events for the voids service. It is expected that the solution will be able to support automated notifications (e.g. contractors automatically notified of contracted voids works).	Important
REQ-119	Configurable Events – Post Inspections & Variations	The IT solution must have the capability to implement configurable events for post inspections. It is expected that the solution will be able to support automated notifications (e.g. contractors automatically notified if a post inspection has failed, notification when an action or variation has reached its due date to be completed or verified).	Important
REQ-120	Configurable Events – Audit Trail	The IT solution must have the capability to maintain a comprehensive audit trail and audit log of all automated notifications or actions generated from the system. This will provide the ability to trace and confirm all automated communications have been delivered.	Important
REQ-121	Configurable Events – Customer Feedback	The IT solution must provide the capability to implement configurable events for customer feedback. It is expected that the solution will be able to automate notifications (e.g. email or text) upon completion of a job to ask for customer feedback.	Important
REQ-122	Work Items	The IT solution must provide the capability to create work items that can be assigned to individuals for them to progress/complete. Users will be notified when a work item is assigned to them and will have the ability to update work items in real-time.	Important
REQ-123	Work Item Inbox	The IT solution must provide the capability for users to view and manage assigned work items via a work item inbox.	Important
REQ-124	Work Item Hierarchy	The IT solution must provide the capability for team leaders to view allocated work items that have been allocated to their staff.	Important

4.20　Training & Technical Support

For any potential system or solution brought into the council, it is expected that thorough training will be provided by the relevant service provider to support knowledge transition and correct training of repairs staff in using the system(s). Training is expected to be available both pre and post-implementation. Technical support must also be made available to the repairs team in case of any problems or issues experienced on the new system (the details of these agreements will need to be documented and agreed to in the contractual agreement).

High Level Requirements

The following high level requirements have been identified for a solution to support the training process:

Req ID:	Requirement Name:	Requirement:	Priority:
REQ-125	System Training & Induction of Repairs Users	Any service providers involved in the implementation of new system(s) as part of the IT solution must have the capability to provide full and complete training/induction for repairs users within the council. The training package must enable repairs staff adequate time to learn how to use the new system(s) in the LBI environment.	Critical
REQ-126	Technical Support	Any service provider involved in the implementation of new system(s) as part of the IT solution must have the capability to provide technical support to the council in case of any problems or issues that are experienced within the system(s).	Critical
REQ-127	Ongoing support	Any service providerto provide updated training or support as a result of version change or change in solution functionality.	Critical
REQ-128	User Guide	It is expected that the service provider will provide an up to date a user guide for each of the system(s) that form part of the implemented repairs solution.	Important

4.21　Documents and Letters

This section of the specification will cover aspects relating to the management of documents, printing and letter capability of the IT solution.

4.21.1　System Generated Documents & Printing

High Level Requirements

The following high level requirements have been identified for a solution to support the system generated documents & printing process:

Req ID:	Requirement Name:	Requirement:	Priority:
REQ-129	Bulk Printing Capability	The IT solution must provide the capability to periodically produce a bulk printed letter either for a block or estate. We require a simple to use (WYSIWYG) interface where users are able to select a grouping of people to generate letters for.	Important
REQ-130	Print Job Export	The IT solution must provide the capability to export large bulk printing job information in a configurable file format (e.g. text file) in the scenario that a printing job is too large to be supported by the repairs team. The export file will be sent to another department (e.g. printing services) to manage the generation of letters.	Important
REQ-131	Local Printer User Profiles	The IT solution must have the capability to support local user profiles and have the ability to route printing to the nearest local printer.	Important

| REQ-132 | Configurable Printer Settings | The IT solution must provide the capability to support configurable options for printing. Users will have the ability to set configurable parameters based on the type of documents required and local printer settings. | Important |
| REQ-133 | Compatibility with Council MFD's | The IT solution must ensure that the repairs printing capability is compatible with the council's existing MFD's (Multifunction Devices). | Critical |

4.21.2 Letters

High Level Requirements

The following high level requirements have been identified for a solution to support the letters process:

Req ID:	Requirement Name:	Requirement:	Priority:
REQ-134	Letter Templates	The IT solution must provide the capability to support letter templates. It is expected that LBI will have the ability to easily create, update and configure letter templates using the IT solution. Repairs users must also have the ability to select from a list of pre-defined templates during the letter generation process.	Important
REQ-135	Indexing of Letters	The IT solution must provide the capability to automatically index generated letters within the document management system. The solution will have the ability to index letters against a configurable value (e.g. resident, area of repairs, property, and block).	Important

4.21.3 External Documents

High Level Requirements

The following high level requirements have been identified for a solution to support the external documents process:

Req ID:	Requirement Name:	Requirement:	Priority:
REQ-136	External Documents	The IT solution must provide the capability to receive and index a digital image of a document from an external source. The solution must have the ability to process and effectively store submitted documents from an MFD (e.g. scanner) or from a digital file.	Important

4.22 Notepads

Notepad capability is expected to be made available to repairs users and operatives throughout the IT solution. This will enable staff to capture any relevant information via the IT system(s), PDA or tablet devices which otherwise would not be captured during the repairs process.

The following high level requirements have been identified for a solution to support the notepads process:

Req ID:	Requirement Name:	Requirement:	Priority:
REQ-137	Notepad Free Text	The IT solution must provide the capability to provide a free text area within the relevant IT systems in order to support repairs users and operatives in capturing information relevant to ongoing repairs.	Critical
REQ-138	Notepad Printing	The IT solution must provide the capability to support a print function that will print a formatted version of the selected notes.	Critical
REQ-139	Notepad Copy and Paste Function	The IT solution must provide the capability to support copy and paste functions within the notepad functionality.	Critical
REQ-140	Notepad Interface	The IT solution must provide the capability to interface notepad functionality with selected existing systems (e.g. Northgate). Notes must be viewable and accessible via these legacy systems.	Important
REQ-141	Notepad Indexing	The IT solution must provide the capability to ensure notepads are indexed and searchable through the front end system. Repairs users will have the ability to view all notes for a selected resident, property or type of repair (configurable). The notepads must also be indexed and searchable through the reporting platform/database.	Important
REQ-142	Hide Notepad Capability	The IT solution must provide the capability to hide selected notepads within the relevant IT system(s). Notepads must also not be deletable from the solution.	Critical
REQ-143	Mandatory Notepad	The IT solution must provide the capability to implement mandatory notepads in the scenario that user input is expected to be provided.	Important
REQ-144	Notepad Reporting Information	The IT solution must provide the capability to report on notepad information.	Critical

4.23   Leaseholder Repairs

The following high level requirements have been identified for a solution to support the leaseholder repairs process:

Req ID:	Requirement Name:	Requirement:	Priority:
REQ-145	Section 20 Properties	The IT solution must provide the capability to hold a value for section 20's against a block. This value will be viewable by the system and will raise an alert when a repair is being raised against this block if it exceeds the stored value.	Important
REQ-146	Leaseholder Recharging	The IT solution must provide the capability to identify rechargeable leaseholder charges related a works order; and the ability to report on leaseholder recharge items within the relevant works order.	Important

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4.24　Security & User Access

The following requirements have been identified in relation to security, user access and user profiles for the proposed repairs solution.

High Level Requirements

The following high level requirements have been identified for a solution to support the security and user access process:

Req ID:	Requirement Name:	Requirement:	Priority:
REQ-147	Single Sign-on Capability	The IT solution must provide the capability to support single sign-on functionality. This will enable users windows NT account to be mapped against the users account table in the relevant system(s) as part of the IT solution.	Medium
REQ-148	Lost Operative Devices	The IT solution must provide the capability to limit access to or remote destroy operative devices (PDA or tablet) that are lost in the field. This functionality will ensure council data is not accessed by unauthorised users.	Critical
REQ-149	Tiered Permissions	The IT solution must provide the capability to implement a tiered permissions structure to effectively manage user access to the relevant IT system(s). User profiles must be configurable and will be used to manage repairs users, operatives and external user permissions (e.g. visibility to relevant information and works, functionality available, approvals).	Critical
REQ-150	Lone working Capability	The IT solution must provide the capability to support lone working / man-down functionality. This will ensure operatives have the ability to alert the repairs team in real-time of a change in status or emergency while attending an appointment.	Important

4.25　Technical

The following requirements have been identified in relation to technical aspects of the proposed repairs solution.

High Level Requirements

The following high level technical requirements have been identified for the solution:

Req ID:	Requirement Name:	Requirement:	Priority:
REQ-151	Document Storage	The IT solution must provide the ability to support the processing and storage of documents without impacting the overall performance of the solution. It is expected that all repairs jobs will have a minimum of 4 photographs attached. The solution implemented must be scalable and be able to effectively manage the future growth in data volumes and related capacity and storage requirements.	Critical
REQ-152	Number of Connections	The IT solution must provide the ability to support concurrent connections and users without impacting the overall performance of the solution. It is expected that the solution implemented will be scalable and be able to effectively manage the any future growth in users and connections required.	Critical
REQ-153	Archiving and Purge Capability	The IT solution must provide the capability to archive and purge works orders including any related documents and photos based on a configurable set of business rules to be defined by the council. It is also expected that archived records will be easily accessed when required and searchable by authorised repairs users.	Critical

6   Appendices

6.1   Appendix A: Repairs Terms of Reference

Repairs - IT Systems Development

Terms of Reference

To review current repair IT systems and develop a detailed specification for tender that meets the requirements of the new re-designed repairs service.

Objectives

1.   To produce an IT output specification that meets re-designed service requirements.

2.   To review and improve approach to repair diagnosis through the use of IT.

3.   To review current appointment allocation process and the IT tools that support this process.

4.   To review existing scheduling and planning IT tools with the purpose of identifying the best IT system to support this process.

5.   To establish real time communication for both internal & external customers including service providers.

6.   To ensure that IT systems provide for effective on-line repair reporting and information sharing to enable residents to do more on-line as per the Council's corporate vision.

7.   To establish a contracting system (module) for the provision of commercial services.

8.   To ensure IT systems provides financial transaction and accounting information.

9.   To ensure IT system provides transparent provision of information to customers and providers

10.   To establish an IT reporting framework for provision of KPI and operational reporting data.

11.   To review mobile technology (i.e. PDA's, tablets, vehicle tracking systems) to improve communications and technical support for front-line staff.

12.   To review technology for provision of customer feedback.

13.   To review media and document storage / sharing capability within Repairs IT systems

14.   To review options for integrated task management systems

15.   Review options for a CTI (computer telephone interface) system for extraction of customer information.

16.   To establish training/ technical support package within the IT system specification.

17.   To ensure that Repairs IT systems package interfaces with all relevant Housing IT systems

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Housing Scrutiny Committee

Responsive Repairs Scrutiny Review

Further Details of Apprentice Scheme

The repairs service is currently recruiting for 10 apprenticeship opportunities. The apprenticeships on offer are as follows:

<u>3 multi-trade apprenticeships</u>

It is anticipated that these apprenticeships will be of particular interest to apprentices who have yet to decide on a particular trade specialism. The training course linked to these apprenticeships will be a NVQ Level 2 Multi-Trade Maintenance Operations course. This course takes between 18 months and two years to complete.

It is anticipated that on completion of the apprenticeship, should there be a vacancy within the service for which the apprentice successfully applies, the council would then support the member of staff to complete a trade specific NVQ to Level 3 in one of the following trades:

- Brickwork
- Painting and Decorating
- Carpentry & Joinery
- Plastering

Relevant units completed as part of the initial Level 2 NVQ qualification can be carried forward to the Level 3 course in these trades thereby cutting the time needed to complete the Level 3 qualification.

<u>7 trade specific apprenticeships</u>

In addition the following trade specific apprenticeships are being offered:

- 1x Bricklayer
- 1x Electrician
- 1x Joiner/Wood Machinist
- 1x Metal Worker
- 1x Painter/Decorator
- 1x Plasterer
- 1x Plumber

These trades have been chosen following an assessment within the service of both the anticipated future demand for these particular trade areas alongside succession planning of the existing operatives currently working for the service within these particular trades.

It is anticipated the NVQ courses linked to these trade specific apprenticeships will be up to NVQ Level 3 dependent on the requirements of the course and existing qualifications of the individual. These courses will last between two and four years, depending on the specialism and the level of the qualification.

The length of the fixed term apprenticeship contract offered is linked to the length of the qualification. As a condition of the apprenticeship employment contract, apprentices are unable to apply for any vacant post within the council until the last three months of their fixed term contract.

The adverts for these posts have recently closed and shortlisting is currently taking place. The council has received around 150 applications for the 10 posts.