

Report of: Environment and Housing

Report to: Housing Advisory Board

Date: 13th September 2016

Subject: Repairs Performance

Are specific electoral Wards affected?	Yes
If relevant, name(s) of Ward(s): Adel & Wharfedale, Alwoodley, Ardsley & Robin Hood, Armley, Beeston & Holbeck, Bramley & Stanningley, Burmantofts & Richmond Hill, Calverley & Farsley, Chapel Allerton, City & Hunslet, Crossgates & Whinmoor, Farnley & Wortley, Garforth & Swillington, Gipton & Harehills, Guiseley & Rawdon, Harewood, Headingley, Horsforth, Hyde Park & Woodhouse, Killingbeck & Seacroft, Kippax & Methley, Kirkstall, Middleton Park, Moortown, Morley North, Morley South, Otley & Yeadon, Pudsey, Rothwell, Roundhay, Temple Newsam, Weetwood, Wetherby.	
Are there implications for equality and diversity and cohesion and integration?	Yes
Is the decision eligible for Call-In?	No
Does the report contain confidential or exempt information?	No
If relevant, Access to Information Procedure Rule number:	
Appendix number:	

Summary of main issues

The responsive repairs service across the City is provided by two contractors. Mears plc provides the service in the West and South areas of the City with the Councils Internal Service Provider (ISP), Leeds Building Services (LBS), providing the service in the East of the City.

LBS was created in August '15 by aligning the former Construction Services, which provided a repairs service to East North East Homes and Property Maintenance, which was the ISP providing a repairs and cyclical maintenance service to the wider asset portfolio within the Council.

The initial contract for delivery of the responsive repairs in West and South was originally awarded to Morrisons in March 2011 with the contracts being novated to Mears in November 2012.

Performance over the initial 18mths of this contract was poor with a detailed Service Improvement being put in place which delivered significant improvements.

Whilst there will be a number of ongoing performance issues with a repairs contract of this size the overall performance of Mears has vastly improved with good performance being reported against the majority of the formal key performance issues.

Since the creation of LBS, work has been undertaken to align the performance data from both ISP's which has identified a number of issues and highlighted poor performance in a number of areas.

The way that performance was previously measured across the two ISP's was inconsistent due to the different nature of the work being undertaken and the KPI definitions that were being used.

Following a full review of the KPI's it became apparent that significant work was required to fully understand the areas of poor performance and failure and to then develop a robust action plan.

A comprehensive review of performance has been undertaken within LBS with a number of areas for improvement being identified. These have been developed into a series of actions plans that look at the following areas in more detail;

- Operations procedures and working practices
- Failures by individual trades
- Area profile of failures
- Resource plan/deployment
- Longer term efficiency plan

Further details of these Service Plans are provided in the main body of the report.

Recommendations

That HAB note the improvements in performance achieved by Housing Leeds in the South and West of the City

That HAB note the action plan that is underway with LBS

That HAB support the current programme of performance improvement within LBS and receive regular updates on progress

1.0 Purpose of this report

1.1 The report details the current performance levels achieved by Mears and Leeds Building Services (LBS), and describes the performance improvement programme that has been developed to improve performance across a range of performance measures that are key to customer satisfaction. .

2.0 Background Information

2.1 The Responsive Repairs Service in Leeds is provided by two providers, Mears plc working in the South and West of the City and the Council's Internal Service Provider (ISP) Leeds Building Services (LBS) providing the service in the East.

2.2 The Contract for the South and West areas of the City was awarded to Morrison Facilities Services (MFS) with the contract commencing in March 2011. Mears plc acquired the building arm of MFS in November 2012 with the Council focusing on performance improvement.

2.3 LBS were created in August 2015 by the integration of Construction Services (CS, the former ISP of East North East Homes) and Property Management (PM) construction arms. Phase 1 of a service integration programme, which included approx. 400 trade operatives, has been completed with phase 2 currently underway.

3.0 Main Issues

3.1 Housing Leeds has developed a service improvement programme with Mears that has resulted in significantly improved KPIs over the last twelve months. As part of this work it was identified that the KPI definitions used to measure Mears performance differed to those used to measure Leeds Building Services.

3.2 The KPIs were redrafted in April 2016 and a single suite of KPIs has now been agreed between Housing Leeds, Mears and LBS which allows a direct comparison between Mears and LBS. The full suite of KPIs is enclosed within Appendix 1.

3.3 Table 1 below details the KPI performance for LBS and Mears in June 2016 for;

- RR1, same day fix
- RR2, repairs completed within target
- RR3, appointments kept

*LBS & Mears KPI Performance – June 2016			
KPI	Target	LBS	**Mears
RR1 Same Day Fix	90.5%	93.97%	92.35%
RR2 Repairs completed within Target	99.0%	79.89%	98.78%
RR3 Appointments Kept	99.0%	91.33%	96.91%

Table 1 LBS& Mears KPI Performance June 2016

*Please note figures include minor adaptations

** Mears figures do not include BITMO.

3.4 Table 2 below details performance for LBS and Mears in June 2016 for RR2 split by job priority.

LBS & Mears RR2 – Repairs Completed in Target, Performance by Priority – June 2016			
Priority	LBS	Mears South	Mears West
Emergency/ Standby	79.40%	98.70%	99.17%
Priority	79.13%	99.22%	98.42%
General	83.79%	98.95%	99.14%
60 Days	58.62%	92.16%	99.17%

Table 2 LBS & Mears RR2 by Priority

3.5 To fully understand the issues that affected poor performance a much more detailed analysis was undertaken which included a breakdown of work by trades, an analysis of work by areas and an analysis of the resources that were deployed in each locality.

3.6 The findings of this analysis are shown below in tables 3 & 4.

Count of Job Number	Column Labels			
Row Labels	Failed	Passed	Grand Total	% failed
Joiner	1550	20750	22300	7%
Bricklayer	1514	1072	2586	59%
Plumber	1257	20676	21933	6%
Electrician	943	14096	15039	6%
UPVC	892	692	1584	56%
Plasterer	766	2877	3643	21%
Painter	747	2852	3599	21%
Roofer Build Up	514	2120	2634	20%
Minor Works	354	602	956	37%
Slater & Tiler	85	741	826	10%
Tarmac	64	73	137	47%
Multi Trade	43	1294	1337	3%
Glazing	3	17	20	15%
Adaptation	2	2	4	0.5
Asphelter		1	1	0%
Grand Total	8734	67865	76599	

Table 3 – Trade Analysis

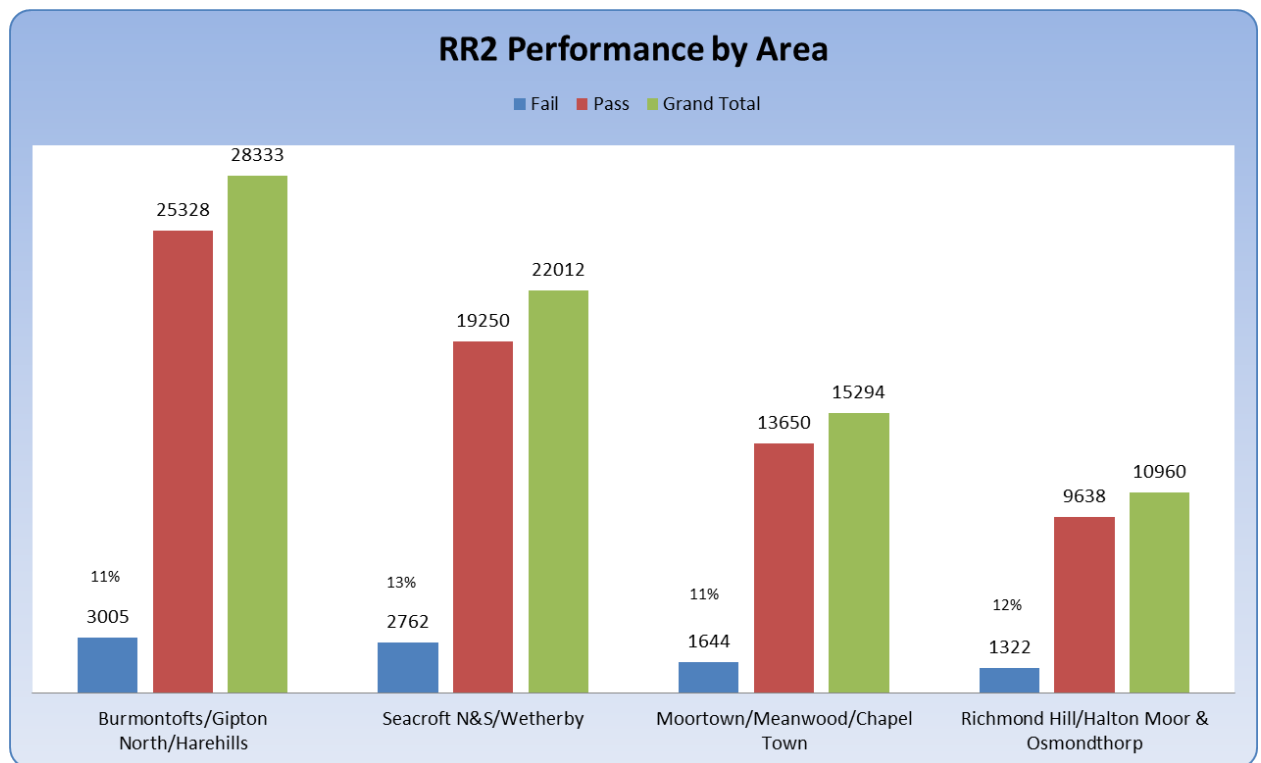


Table 4 RR2 Performance by Area

4.0 Identification of Issues

4.1 Have undertaken more detailed analysis to identify the issues effecting LBS performance, a group of Property and Contracts staff reviewed the service and identified the following three keys areas which required further improvement.

- The effectiveness & disciplines of the planning, supervisory & operational function;
- The planning team resource;
- Improvements required to technology (PDAs and scheduling system).

4.2 In addition to the above staff visited a number of organisations (St Leger Homes, the Guinness Partnership, Berneslai Homes and Kirklees Homes) that operate using an Internal Service Provider so that examples of best practice could be incorporated into the improvement plan.

4.3 A detailed action plan has now been developed for Leeds Building Services and is attached as Appendix 3. The main areas for improvement are as follows;

- Align Technology to best practice
 - a. Install Telematics GPS technology across LBS fleet, and use to manage operational activity, starting with responsive repairs;
 - b. Implement Scheduling Tool to be used by planners as the integral system to manage responsive repairs;
 - c. Roll-out 'Total Mobile' which will replace Orchard Direct Works and become our new preferred IT solution. Total Mobile will enable operational staff on-line access to pick up repair jobs and update the system with actions taken and jobs completed. Total Mobile will enable LBS to schedule work operatives, allowing the planners the ability/flexibility to improve the way they issue work and have control of repairs from inception to completion.

- Review Resource to reflect best practice –
 - a. Increase number of planners from 4 to 6;
 - b. expand the use of Avaya landlines for the team of planners so that their efficiency in taking operative calls can be measured;
 - c. Introduce a structure which has a separate management function of supervisors and operatives from planners and repeat call team.

- Improve Processes –
 - a. Develop city-wide repair ordering process, taking on board lessons learned from Kirklees, and implement across LBS;
 - b. Review processes for operatives starting time and starting location, working with operatives, planners and supervisors across LBS;
 - c. Develop and implement a consistent suite of operational procedures across LBS as part of the service re-alignment.
 - d. Review the current 'client' management function and resources to ensure it is appropriate to the needs of the business;
 - e. Review the authorisation levels in SWAPS; demonstrate to Internal Audit the benefits the new service can deliver in improving quality, thus removing the need for a formal 10% post inspection.

- Review Supervisor and Technical Inspector Role –
 - a. Review the role of the supervisors/ charge-hands as part of the integration project;
 - b. Carryout a review to establish the resource requirement for Technical Inspectors;
 - c. Deliver a Technical Inspector training programme and provide appropriate surveying equipment.

- Introduce a range of Management Information into LBS to measure the performance of the service and individual staff

As the recommendations were high level objectives they have been fed into the LBS Integration Project so they can be formally managed and implemented.

5.0 Improvement Pilot Project

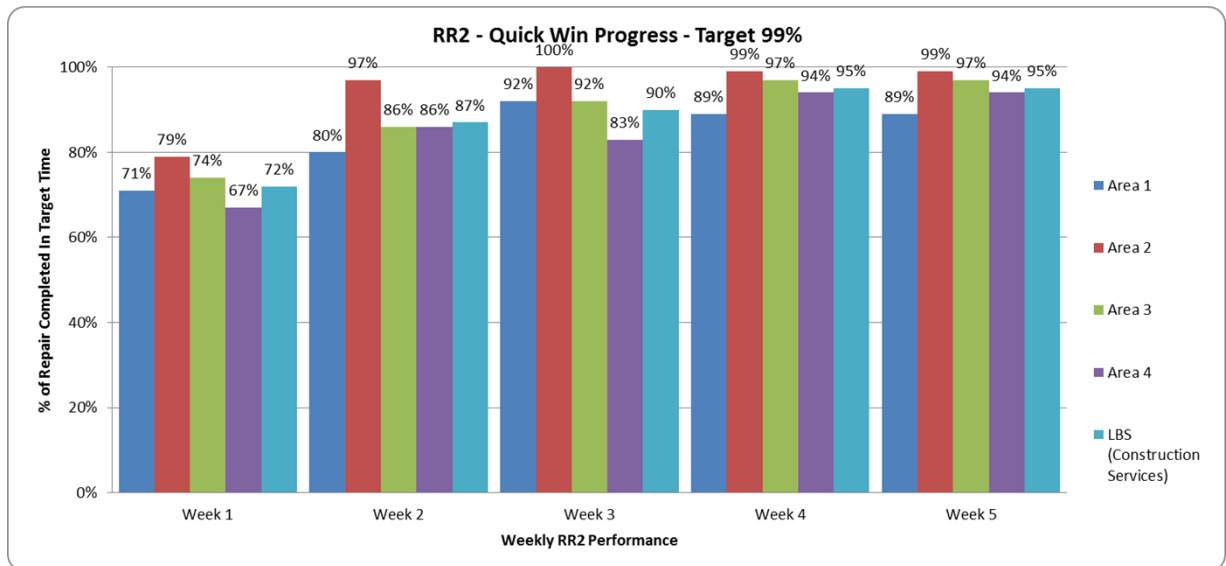
- 5.1 Based on the information that was identified in section 3.1, table 4 it was decided to deploy additional resources into the Moortown, Meanwood and Chapeltown area to develop a pilot to introduce the recommendations identified in 3.3.

- 5.2 A Maintenance Contract Manager has been assigned to lead on implementing the Pilot Quick Wins Project at LBS. The project is being delivered on an area by area basis on a four-weekly rolling programme. Targeting an area at a time will enable the team to assess what works well and what needs fixing, and highlight best practice for the future pilot area.

6.0 Improvement Pilot Project – Progress to Date

- 6.1 The pilot began Monday 18th July. The programme will run for five months with LBS divided in to four areas. Each area will be subject to the improvement programme in consecutive months, with the fifth month used to review lessons learned and consolidate across the service. The outcome of the programme is to achieve the Target KPI of 99%

6.2 The chart below shows the performance at the end of week 5 in the pilot area, Area 2. has achieved 99% in week 5 compared with 79% in week 1. In addition all non-pilot areas have achieved a good improvement.



Progress is reported weekly to Property and Contracts SMT members and further updates will be provided to the Board.

7.0 Corporate Considerations

7.1 Consultation and Engagement

7.1.1 The performance improvement process underway is part of the wider integration project. This process has been subject to consultation with Executive Member, Director Environment and Housing, Unions and staff teams. The integration programme is led by Property and Contracts Head of LBS with support from Property and Contracts SMT. PPPU are providing Project Management and Business Analysis support.

7.2 Equality and Diversity / Cohesion and Integration

7.2.1 There are no Equality and Diversity issues raised within this report

7.3 Council Policies and City Priorities

7.3.1 The actions described in the Report supports the following City Priorities

- Supporting Economic Growth
- Supporting Communities
- Providing skills programmes

7.4 Resources and value for money

7.4.1 The improvement in performance that the above actions will generate will enhance efficiency and generate savings within LBS

- 7.4.2 A clear focus is being applied and lessons accrued from the successful performance improvement programmes undertaken with Mears are being applied. The actions identified in section 3.3 – 3.6 are a key element of a wider programme to develop savings in LBS and generate increased value for money across all LBS activities.
- 7.4.3 The above activities will generate savings to the HRA via effective contract management of the external contractors and performance and operational management of LBS.
- 7.4.4 A further review of the charging model for LBS is currently being undertaken to fully understand costs and productivity for each service area so that a comprehensive business model can be developed to increase business that is delivered through LBS. This work will inform the overall strategy to create a mixed economy that delivers value for money for internal clients whilst at the same time grows the business being delivered through the ISP.

7.5 Legal Implications, Access to Information and Call In

- 7.5.1 There are no legal implications or call in requirements.

7.6 Risk Management

- 7.6.1 There is a dynamic risk management process in place. Key risks are identified below.
- Implications of change management process on operations and staff
 - IT systems failure
 - Project Resources and programme dates

Mitigation measures are in place to address all risks and the register is reviewed and updated monthly by the Project Director and Manager.

8.0 Conclusions

Performance in the South and West areas of the city has improved significantly over the life of the contract to date. This has been generated by taking a proactive approach with the contractor partner and working together to identify areas for improvement, developing programmes and implementing the actions.

Performance in the East is good for RR1. Improvement plans are underway to address RR2 and RR3 performance. Whilst much of the improvement will be dependent on implementing effective scheduling software, the current activities have already generated improvements in the pilot area.

Proactive contract management led by Housing Leeds has generated savings in the Mears relationship of circa £6m to date.

The current programmes either underway or in development with LBS are forecast to generate £5.4m over the period 2017 to 2022.

9.0 Recommendations

That HAB note the improvements in performance achieved by Housing Leeds in the South and West of the City

That HAB note the action plan that is underway with LBS

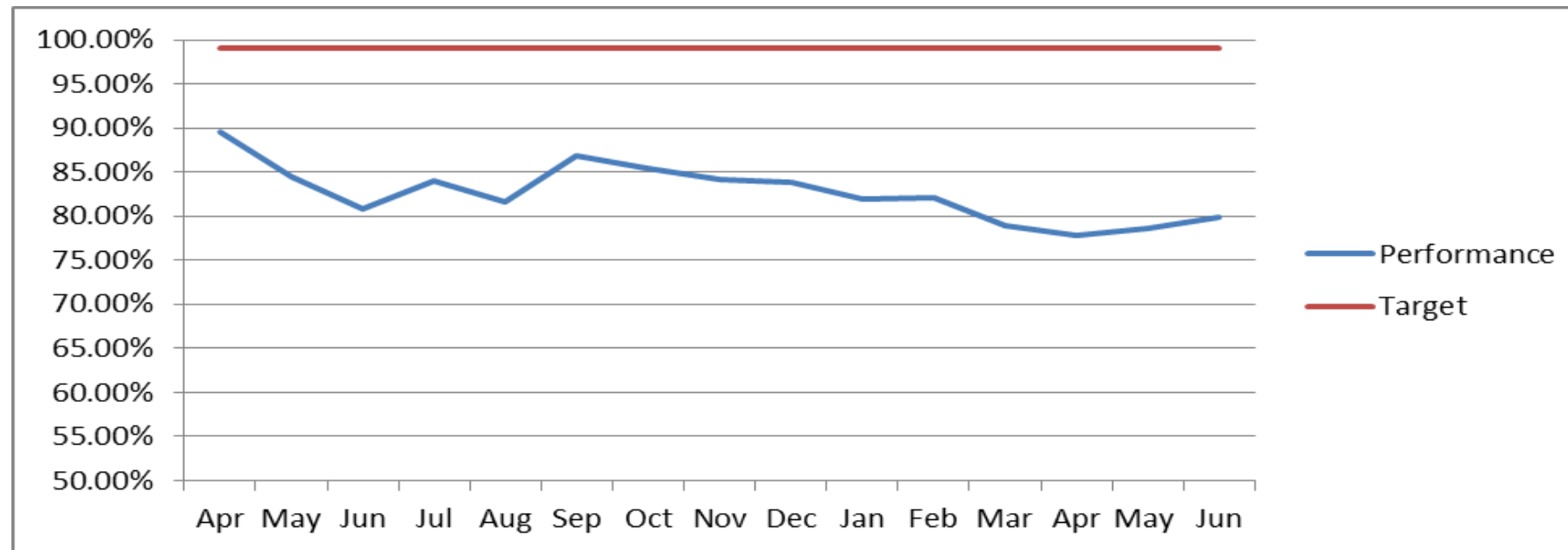
That HAB support the current programme of performance improvement within LBS and receive regular updates on progress.

2016/17 KPIs Mears and LBS

Work-stream	KPI	Summary changes	2016/17 Target
Repairs	RR1 - Same Day Fix	Now includes minor adapts (A1); Specification reformatted.	90.5%
	RR2 - Repairs Completed within Target	Now includes minor adapts (A2); Specification reformatted.	99%
	RR3 - Appointments Made and Kept	Now includes minor adapts (A3); Specification reformatted.	99%
	Customer Satisfaction	New methodology in place since August 2015 with new specification;	90%
Voids	EP1 - Turnaround Time	No change proposed for 2016/17.	15 days
	EP2 - % Meeting Lettable Standard	Specification Reformatted; No other changes.	95%
Compliance	CM2 - Statutory Inspection	Specification Reformatted; No other changes.	97%
Environmental	Reduction in waste to landfill	Now request monthly summary from waste management contractor in support of reported figure; Specification reformatted.	97.6%
	Reduction in CO2	Leeds and Mears are currently reviewing the Reduction in CO2 KPI and creating a specification. Until that is agreed the weighting for this (5%) will not be applied	

LBS Performance Trend: RR2 – Repairs Completed in Target

LBS RR2 – Repairs Completed in Target															
	Apr '15	May '15	Jun '15	Jul '15	Aug '15	Sep '15	Oct '15	Nov '15	Dec '15	Jan '16	Feb '16	Mar '16	Apr '16	May '16	Jun '16
Performance	89.58%	84.52%	80.84%	84.00%	81.69%	86.80%	85.46%	84.21%	83.87%	81.96%	82.05%	78.93%	77.83%	78.55%	79.89%
Target	99%														



Updated : 28/07/16 Author : Simon Jarman/M Soi-Westby/Les Thompson		RR2 Repairs - Action Plan							
Section A) - REPAIRS PILOT - QUICK WINS Lead – Mina Soi-Westby, Simon Jarman, Emma Rowland									
Action	Description	How	Owner	Outcomes and benefits	Start and completion dates	Targets	Measure	Progress to date	Follow up actions
1. Identification of barriers for RR2	a) Gather performance information, barriers, challenges, including completion of desktop data analysis	a. Download 1 year repair data by: area, priority, fail, pass, No PCD, trade. Shadow operational teams	ER/SJ/MSW	a) Provide clarity of barriers and issues affecting RR2 performance	Start: 06/06/16 Completed: 23/06/16	Start: 06/06/16 Completed: 23/06/16	Repair data analysis completed and saved on Shared Point	Completed	Track progress via analysis. Continue to monitor failures and introduce improvement actions as necessary
	b) Deliver RR2 analysis to operational teams and SMT	b. Deliver workshop / presentation to Responsive Repair teams		b) Operational teams acquire better understanding of the issues and staff are proactively engaging in the design of quick win actions.	Start: 24/06/16 Target date: 31/07/16	Former CS completed 11/07/16 Former PMS to be completed by 31/07/16	LBS Responsive Repair attended the Quick Wins workshop	Partial complete	Feedback of lessons learnt / quick wins for pilot areas at weekly operational staff meeting
2. Develop Quick Win Strategy	Identify Actions based upon findings in Action 1 Seek approval to implement actions via Head of LBS	Capture in presentation report Meeting with Head of LBS, Rob Goor and Paul Reeves	MSW	Official support from Head of LBS prior to implementing improvement pilot	Start date 23/06/16 Completed 07/07/2016	Start date 23/06/16 Completed 07/07/2016	Approval of Quick Win actions obtained	Completed 07/07/2016	Track Quick Wins progress and share performance outcome with teams and SMT on weekly basis
2. 3. Initiate quick win by pilot area	LBS Repairs team covers 4 main geographic areas. Pilot of new ways of working on one area to prove concept before moving onto next area.	Identify first area to pilot Introduce 'daily discipline' for all operational team (operatives, planners & managers) Begin pilot and measure impact Review at end of 4 week period before extending pilot to the next area	MSW, SJ and ER	Clarity of role and accountability/ ownership to individuals and team. A clear direction of travel for the operational teams. Control and proof of concept prior to rolling out new methods of working	Start Area 1: 18/07/2016 Start Area 2: Start Area 3: Start Area 4: Target Completion overall:	See Start and Completion dates	Pilot area began as per schedule Captured 'daily discipline' in 1-2-1 Improved performance in RR2	Pilot started Area 1 18/07/16	Performance outcome of pilot area 1 has been positive. Pilot is still in progress. Close monitoring of performance is taking place on a weekly basis.

<p>3. 4. Extend the use of PDAs</p>	<p>Review PDA usage and ensure all responsive operative have access to a working PDA</p>	<p>Consult with planners, supervisors and operatives and identify number currently in use</p> <p>Order additional PDA</p> <p>Identify those with training issues</p> <p>Deliver training as required</p> <p>Issue devices</p> <p>Monitor use and provide continual support</p> <p>Establish IT support</p>	<p>MSW/ SJ</p>	<p>Start finish on site – reduced travel time increased opportunity for productivity</p> <p>Reduction in timesheets (resource efficiency approximately 2 FTE)</p> <p>Auto completion of repairs will give real time event updates – this supports back office and front line staff</p>	<p>Start: 01/11/15</p> <p>Target Completion:</p>	<p>Phase 1: Start: 08/08/2016, additional 15 PDAs roll out to operative</p> <p>Completion: 15/08/2016</p> <p>Phase 2: Start: 01/08/2016 Procuring remaining 46 PDAs</p> <p>Anticipate complete date: 05/09/2016</p> <p>Phase 2: Complete roll out of PDAs Complete: 30/09/2016</p>	<p>All responsive operatives issued with and using PDAs</p>	<p>Identified number of current users, PDAs available and alternative device. To order additional devices</p>	<p>15 PDAs in used, 15 PDAs delivered to be rolled out to operative by 15/08/2016 Remaining 46 PDAs will be procured by Housing ICT.</p>
<p>4. 5. Sub-Contractor Control</p>	<p>Sub-contractors complete 25-30% of LBS responsive repairs. Therefore, they impact all KPI performance reports. It is necessary to control our sub-contractor behaviour and performance in the same manner we do with our direct operatives to ensure consistency of service</p>	<p>Sub-contractors to send daily completion and No Access information to repairs team – actioned immediately by Repair Team staff</p> <p>Set regular subcontractors performance meeting, prioritising poor performance contractors</p> <p>Set daily discipline for LBS operational staff to issue SWAP efficiently and subcontractors are given accurate target date</p>	<p>SJ / ER</p>	<p>Increase repair completion in target time;</p> <p>Have a working performance framework with subcontractors</p> <p>Improve partnership working and communication</p>	<p>Start: 27/07/16</p> <p>Target - Ongoing</p>	<p>Start: 27/07/16</p> <p>Target - Ongoing</p>	<p>Started subcontractor performance review meetings</p>	<p>Start on 27/07/2016 and continue monitoring of performance</p>	<p>Monthly performance review timetable established.</p> <p>RR2 KPI performance is an agenda item</p>

Section B) - BRICKLAYING Lead – Simon Jarman

<p>1 – Analyse current status of 60 day bricklaying orders and feed back to Simon Jarman (Repairs Manager).</p>	<p>Produce detail analysis of 60 day bricklaying orders.</p>	<p>Conduct analysis to identify:</p> <ul style="list-style-type: none"> • Volume of 60 day bricklaying orders reported YTD; • Volume of 60 day bricklaying orders completed each month YTD; • The current volume of active 60 day bricklaying orders. 	<p>Emma Rowland</p>	<p>Knowledge of demand; Understanding capability of existing resource; Awareness of backlog and ability to estimate time to remedy.</p>	<p>Start: 26/02/2016 Completion: 01/03/2016</p>	<p>Complete analysis by COP 01/03/2016.</p>	<p>Analysis presented to Simon Jarman.</p>	<p>ER completed action 29/02/2016. Findings fed back to Simon Jarman. Headline data is: Av work in per month = 175 orders Av work out per month = 110 orders Av deficit = 65 orders Current No. Outstanding = 1,470</p>	<p>ER to add to this data each month to track status and impact of changes.</p>
<p>2 – Utilise existing sub-contractors to reduce number of outstanding 60 day bricklaying orders.</p>	<p>Current number of active orders is 1,470 (29/02/16). This is a short-term plan to reduce the number of outstanding 60 day bricklaying orders by utilising LBS sub-contractors.</p>	<p>Advise planners and supervisors of importance of issuing outstanding 60 day bricklaying orders to sub-contractors via SWAPS; Speak to sub-contractors and advise of need for quick turnaround of issued 60 day bricklaying orders; Issue 30-50 plus per month orders to sub-contractors via SWAPS.</p>	<p>Simon Jarman</p>	<p>Reduce number of outstanding orders; Reduce customer chase ups and dissatisfaction.</p>	<p>Start: 07/03/2016 Completion: Ongoing</p>	<p>End of March level of active orders to be 1074 or lower; End of April level of active orders to be 1000 or lower; End of May level of active orders to be 950 or lower. End of June level of active orders to be 900 or lower. End of July level of active orders to be 850 or lower.</p>	<p>Volume of active orders to be monitored monthly by Emma Rowland and reported to Simon Jarman.</p>	<p>1074 Live orders as off 29/03/2016 As at 28/07/2016, we have completed 480 jobs since 29/03/2016</p>	<p>LBS do not have a procured Bricklaying sub-contractor, so reliant on Multi trade contractors. However, only one, John Rodriquez is taking small brickwork orders from us at present. As at 28/07/2016, 1341 orders are live in the system waiting to be completed. We have a dedicated Bricklaying Supervisor who oversee the delivery of bricklaying works.</p>
<p>3 – Recruit 3 bricklayers.</p>	<p>Recruit 3 bricklayers to work on LBS responsive repairs. This is a medium-term plan to ensure LBS direct resource matches the demand of the service.</p>	<p>Advertise for bricklaying post; Interview; Recruit.</p>	<p>Simon Jarman</p>	<p>Resource aligned to demand; Improve speed of service; Improved customer satisfaction; Reduced failure demand.</p>	<p>Start: Jan 2016 Completion: 30/03/16</p>	<p>Have 3 bricklayers recruited and in place by 30/03/16.</p>	<p>3 bricklayers recruited by 30/03/16.</p>	<p>2x bricklayers offered positions following Feb 2016 interviews – awaiting references</p>	<p>Out of the two bricklayers recruited, one was already working for us via agency. Currently, we are under resource for bricklaying and this matter is being reviewed as part of the service realignment.</p>
<p>4 – Procure additional bricklaying sub-contractors</p>	<p>Procure 3x additional bricklaying sub-contractor to support LBS during peaks in demand for bricklaying works.</p>	<p>Procurement exercise between LBS, PPPU and Commissioning and Performance Team.</p>	<p>Simon Jarman</p>	<p>LBS better placed to respond to times of high demand; Ability to deliver consistent service to customers.</p>	<p>Start: March 2016 Completion: Sept 2016</p>	<p>3x bricklaying sub-contractors in place by end Sept 2016.</p>	<p>x3 bricklaying sub-contractors in place by 30/09/16</p>	<p>Procurement meetings in place to ensure September 2016 start date.</p>	<p>There has been a slight delay in the procurement exercise. Procurement of Bricklaying Contractors will commence from 1st January 2017.</p>

Section C) – SPECIALIST ELECTRICAL Lead – Les Thompson

1 – Analysis of working processes and procedures in respect to responsive works	The two former services have separate and different ways of working, methods of recording information, and also dispatching operatives.	Business analysis currently underway has within the objective's, a clear focus and direction to investigate, develop, and improve wherever possible the methods in which the new ISP is to manage responsive works.	Les Thompson	The 'To Be' process will be developed from best practice evidenced from within the two former services 'As Is' processes, as will benchmarking and best practice from external organisations that have been looked at.	Started & ongoing	Started & ongoing	Started & ongoing Started performance review meeting s	Started & ongoing monitoring of performance	Set performance review timetable
2. Embedding of Total IT system.	The former Property Maintenance has adopted a new Mobile working platform in which to conduct all services. The IT system supporting this technology is undergoing a period of embedding within the service; as staff, operatives, and clients adapt to the new ways of working and the new back office IT system introduced throughout all areas of the business. Efficiency are yet to be evident from the system, reasons include; staff's understanding and use of the system, the validity of data input, and the timescale in which this is captured	<p>Engagement meeting arranged for all operatives. This is to further communicate the importance of utilising the system correctly, to give further refresher training, and to find and resolve any issues operational staff are having</p> <p>Weekly meetings with support teams. This is to 'check and challenge' the information that has been processed by the support teams.</p> <p>Development and delivery of refresher training. This is to be given to all officers and support team staff with the core aim of ensuring all staff understand their role within the system, the implications of including incorrect information within the system and that information must be within the in a timely manner.</p>	Les Thompson Les Thompson Les Thompson	<p>Enhance the quality of information and reduce the time taken in recording and reporting functions</p> <p>The aim is to ensure accurate information within the</p> <p>Further 'check and challenge' point's post training to monitor the effectiveness of the training given and/or the skill and capability of existing staff in the use of the system.</p>	Engagement session with all operation staff 2 nd August 2016 Started & ongoing Started July Completion September	Started & ongoing Started & ongoing Started & ongoing	Started & ongoing Reduction of error reporting within the system Reduction of error reporting within the system	Scoping and design of the training plan completed. Engagement meetings arranged 02.08.2016. Weekly meetings arranged and held. Error rate in decline. To continue to monitor and look for efficiencies 10 separate training events set up with delegates appointed to each. Scoping of training requirements completed. Review of current process documentation underway which will assist in the development of training materials and users guides/instructions	Provide training within the engagement meeting. Set performance review timetable. Continue to monitor and look for efficiencies Complete the development of the training package Complete the review of process documentation and produce up to date user guides and instructions.

