

APPENDIX 2

In-house repairs programme work streams in Year One

1. Programme Governance

This work stream will manage the project plan, risk and issues and for the project governance to be in place throughout the project

2. Business Case

This work stream will assess the financial impact of this project providing a detailed business case to enable the total costs of the new service to be established.

3. HR – TUPE

This work stream is undertaking the necessary preparation work to manage the smooth transition of Mears staff, together with the management of their physical transfer to Southwark.

4. HR – T&C and Phase 3 Re-organisation

This work stream is looking at the shaping of the Traded Services organisation and the design and agreement of an appropriate structure and terms and conditions to deliver the new service. The work stream will aim to achieve this ready for October at the start date for the new in-house service delivery

5. New In-House Service

The work stream will aim to deliver a new delivery model being 'Price per Property' (PPP) and 'Price per Void' (PPV). The work stream will deliver a new Service Level Agreement (SLA) that will ensure robust performance management arrangements are in place for the new service.

6. Contracts/ Procurement

This work stream will manage contracts and procurements and specifically to oversee any tendering process. Contracts include Communal repairs, Roofing & Rainwater, Metal Work, and Fire Protection

7. Material, Equipment and Stores

The work stream will oversee the material and equipment requirements that the new service will need, reviewing current usage and the predicted increase. Any additional material storage requirements will be reviewed by the work stream as well as the new equipment needs required from the Mears TUPE process. The work stream will ensure all necessary additional equipment is in place and ready at the completion of the Mears TUPE process

8. Vehicles

The work stream will ensure that all additional vehicle requirements are promptly ordered and delivered, being in place at the depot site ready for the new service delivery commencement in October

9. Workplace

This work stream will oversee and manage the additional office space that will be needed at Frensham Street to accommodate the Mears TUPE staff through the relocating of Asset Management Staff to Tooley Street

10. IT

The work stream will plan for the provision of the required IT equipment that will be needed by Mears staff, together with ensuring IT systems (Northgate and Impact Response) are configured to deliver the new service in time for the October start date.

11. Contact Centre – Phase 1

The work stream will prepare the Contact Centre for the new service, together with ensuring that the customer experience is maintained. The Contact Centre work stream will therefore prepare and support the Contact Centre ready for the implementation on 2 October 2018.

12. Communication

The Communication work stream will be supported by a communication plan and will ensure impacted staff are kept updated and informed, with regular briefings in place. Councillors will be kept apprised of the progress being made. This work stream links with the resident engagement work stream.

13. Resident Engagement

This work stream will ensure that residents are informed of the new service proposals, with early and scheduled engagement in place

14. Organisation Development

The introduction of a new service delivery model will bring culture and behaviour changes to the business. The OD work stream will help in providing support to staff and managers through this change process.

15. Implementation

The focus of this work stream will be to ensure that all work stream activities align to ensure a smooth transition at the time of Mears TUPE and without disruption to the residents.