

# Re-Review of Housing Repairs



By Aberdeen Housing Service Review Group





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## Foreword

**This is the second review that the housing repairs service have had and like the first review we fully appreciate the time and effort the group have put in.**

We as a management team see these reviews as a vital link between ourselves and the people who we serve on a daily basis. The tenant service review group truly represent our customers and we were encouraged to see the group and our staff working well together, in some cases some of the staff and members of the group remembered each other from the first review in 2010.

We as a service have plans and aspirations on how to improve the service but this can only be achieved by working with and listening to our customers.

The report has highlighted some of the good areas of our service and has also recommended some areas of the service that could be improved on, it is only by carrying out the review that we can identify these particular areas.

We will use these recommendations to help us improve the service further so that our customers can benefit long term.

On behalf of Pamela and myself I would like to thank the group for carrying out the Housing Repairs service review.



Graham Williamson  
*Operations Manager*



Pamela Cruickshank  
*Operations Support Manager*



*Photograph of Building Services at Kittybrewster*



## Introduction

In 2004 the Aberdeen Tenant Service Review Group was established to review the Council's services. Following the implementation of the Scottish Social Housing Charter (known as the Charter) on 1st April 2012, it was renamed the Aberdeen Housing Service Review Group (AHSRG) to include not only tenants but other customers/service users (predominantly owners referred to as residents in this report).

This is the Group's fourth review; having carried out our first report of the Housing Repairs in 2010-2012. Community Safety in 2012-2013 and after a delay, the Housing Management in 2015-16 with the Charter Standards and Outcomes (see Appendix 2) having all been utilised.

In the first review of Repairs the Group had 38 Recommendations, all of which were accepted at that time and although this re-review has taken longer to be carried out than we at first anticipated, we have returned to see for ourselves what

progress has been made during this period, how many of these Recommendations have indeed been implemented and to see what further changes and innovations have been developed since our last visit.

We would like to thank all the Managers and Staff at the Building Services (formerly Housing Repairs) and the Customer Contact Centre Staff for giving of their time, Carol Hannaford, Development Officer, Tenant & Resident Participation for all the help along the way, Norman Adams for his photographs, Alana Donald, Communication Business Adviser for her advice on the layout of the Report and also Laura McAra, Design and Graphics Officer for the design.

I would also like to thank all the Members of the Review Group who gave of their time - Norma Groves, Leonora Montgomery, Betty Simpson, Fay Morrison, Pearl Smart, Agnes Murray, Edith Alexander, Florence Cal-Anglia, James Carroll, James Galbraith, Lynne Brown, Lee Brown, Andrew Christie and the late Philippa Weatherley. Special thanks must also go to Leonora for the many hours she spent collating and producing this Report.

Paul McMenemy  
Chairperson,  
Aberdeen Housing Service Review Group



*This group were the first winners of the Rita Buchan Tenant Participation Cup which was presented to the group at the annual tenant/resident social event*

**In memory of Philippa Weatherley who sadly died in January 2017 just after the review was completed.**



## Summary

Aberdeen Housing Service Review Group carried out a re - review of Aberdeen City Council Building Services - Repairs. 12 members of the group spent five days at Kittybrewster and a morning at the call centre in Frederick Street. They listened to presentations; spoke to officers in all services. They had lunch in the staff canteen. They visited the stores and watched a glass window being made as well as going out with a trade person on site - travelling in a van.

The group made 42 recommendations and followed up on the recommendations which the group had made in 2010. The group were delighted their recommendations had been turned into an action plan with many of their recommendations having already been completed. The group was delighted to see the progress which has been made since 2010 and the positive relationship which the group has with the Repairs Team.

This report was collated by Leonora Montgomery, a group member from notes members made and the group worked with Laura McAra a designer with the Council to ensure the report "looked good"

The group look forward to returning to Kittybrewster in 2018 to revisit and to find out if all the recommendations have been carried out. They also look forward to returning to the Customer Contact Centre as the Council continues to evolve and improve this centre.

The group would like to thank Aberdeen City Council and all the officers involved for "working together for better services" and they are looking forward to the next review.



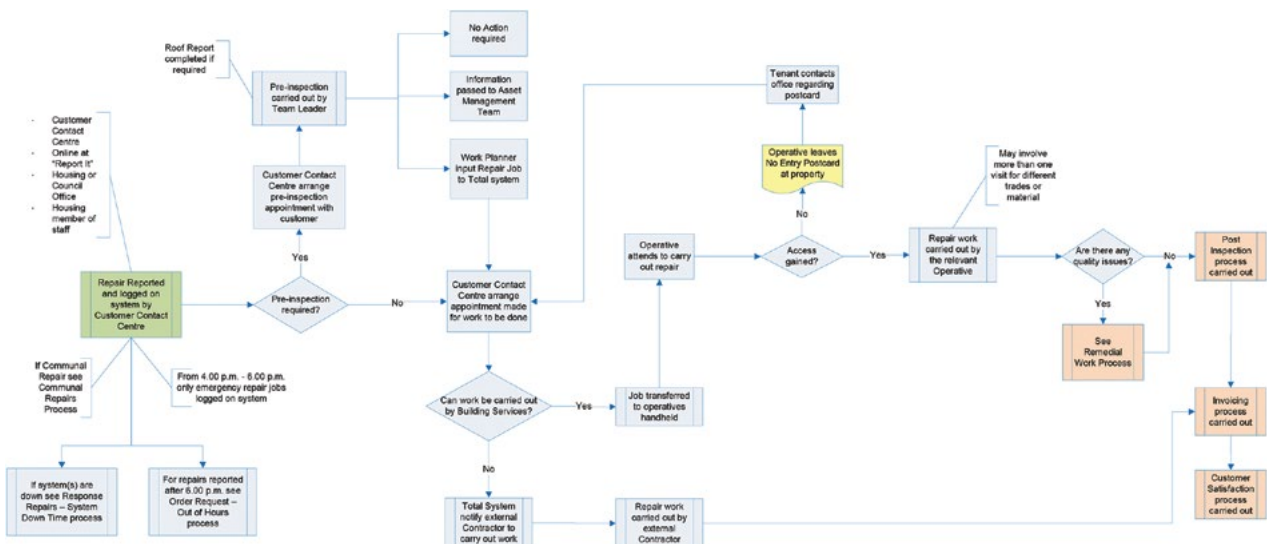


# Working Together for Better Services/ Our Findings & Recommendations

## Policy and Procedures

Since our last visit a system of **Process Maps** (example below) has been implemented detailing the path for every procedure to be followed and adhered to i.e. from reporting, to tradesman, to customers homes. A great deal of work has been put into all **88** of them of which we were given copies of **13** to show the following -

- 1) Response Repairs for the Repairs & Maintenance Team.
- 2) Pre-Contractural Survey for Quantity Surveying Team.
- 3) Enquiries & Recharges for Quality Assurance & Customer Service Team.
- 4) Recharges for Former Tenants, Current Tenants and Communal for the Repairs & Maintenance and Voids Teams.
- 5) Customers Satisfaction Survey Response Repairs for the Quality Assurance & Customer Service Team.
- 6) Communal Repairs for Repairs & Maintenance Team.
- 7) Response Repairs System Down Time - Out of Hours for the Repairs & Maintenance Team.
- 8) Gas Maintenance - Hard to Access/Forced Entry for the Gas and Cyclical Maintenance Team.
- 9) Gas Maintenance - Service in Tenanted Properties for the Gas and Cyclical Maintenance Team.
- 10) Post Inspection for the Quality Assurance & Customer Service Team.
- 11) Enquiries for the Quality Assurance & Customer Service Team.
- 12) Factoring (Multi Storey Blocks) for the Repairs & Maintenance Team.
- 13) Equipment & Adaptations for the Contracts & Projects Team.



See Appendix 5

A great deal of work has been put into these and they achieved their Quality Management System Certification in January 2015 which has to be audited every year and renewed every three years. They have to be congratulated on the improvements made and their eagerness to continue to improve.





## Staffing

There are a total of 463 staff (138 office staff, 263 craft staff and 62 apprentices) working out of the Kittybrewster Depot. The Operations Manager and the Assistant Operations Manager have responsibility for Repairs and Maintenance, Risk Control, Contracts/Projects, Public Buildings, Voids, Stores and Income Management, Risk Control and Business Improvement with each team having a designated Manager. The Operations Support Manager has responsibility for Performance and Resources, Quantity Surveying, Quality Assurance and Customer Services, Systems, Gas and Cyclical Maintenance and again each team has a designated Manager.

There are also 34 Qualified and 3 Emergency First Aiders however, Reviewers saw no First Aid Posters displaying who these people were, how to contact them or where the First Aid Boxes were located. Whilst staff based there no doubt know, visitors will not.

## Recommendations

1. First Aid Poster displayed in different areas to contain relevant details.
2. First Aiders should be easily identifiable - possibly an attachment to their name badges.

## Apprenticeships

Aberdeen City Council is one of the few in Scotland to maintain an Annual Apprenticeship Scheme and have won several Awards for this initiative as have the Apprentices themselves (see Appendix 2). There are 62 at the moment and advertising takes place in March/April with each applicant having to sit a test with a relevant training body. Last year there were 250 applicants, for the 16 places available. As part of the scheme they offer training up to Scottish Qualifications Authority Level 3 (SQA).



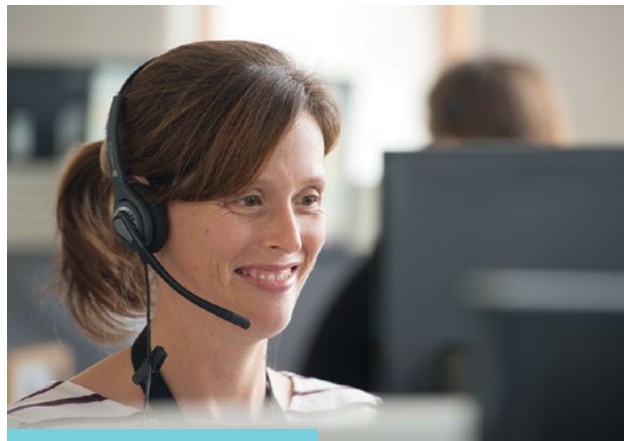
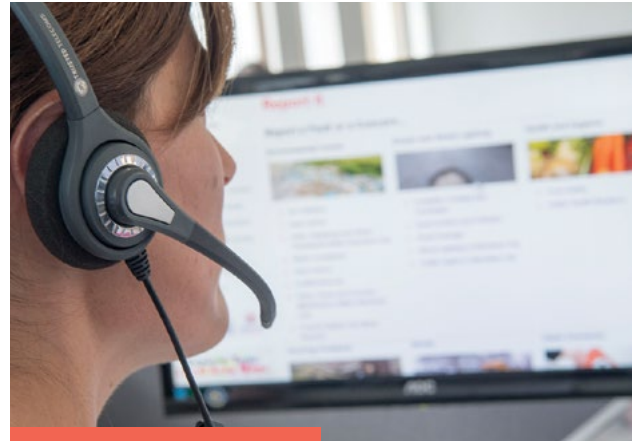
It was encouraging to see that one of the female apprentices we had seen in our 2010 visit had completed her apprenticeship and was employed as a Team Leader covering the jobs for the Painters and Plasterers.

Another good initiative we heard about was that they are looking at implementing training the apprentices to be able to cover other trades as well as their chosen one in order to be multi-skilled.



## Customer Contact Centre

This Department (which is under Corporate Governance) is now located within the Hub at Frederick Street where all telephone calls to the Council go. There are 13 full time and one part-time operator to answer all incoming calls for repairs from Tenants/Residents. Our reviewers shadowed their daily routine and each answers 50 to 70 calls per day, not all for repairs but it was good to witness that they dealt with the others or passed them on to the correct department (good customer service) so they are very busy. They work 2-3 computers together and not only complete the details on the system but they also note them in a notebook for confirmation. Their attitude to irate/aggressive customers is to use 'honey not vinegar' however, they can request help from a Senior if required. It was good to witness that no time limit is in place as people with language difficulty/ elderly sometimes need extra time to explain and understand. Every call is recorded for evidence and if there is a complaint this can either be confirmed or rejected upon listening to what occurred. All Customer Contact Centre Staff are located in the same room which can be very noisy.



New Employees are given an induction mentor to sit beside them for the first four days and the mentors encourage questions as they go along. They also spend one month in Housing Repairs to learn as many of the diverse issues that could occur. There is a Training Manual in place for all Staff and they are reviewed regularly by their Supervisor which is good practice.

There is an out-of-hours service in the evenings and weekends but this service does not allocate a reference number for each call out. All the daytime calls are automatically given a reference number for each job which helps with tracking.







## Work Planning Building Services (Housing Repairs)

Work Planners do not always inform the Tenants when the tradesman is going to call which means that in some cases they have a wasted journey as Tenant was out and a card was left asking the Tenant to phone again and make another appointment - not very good customer service.

Reviewers sat with the Work Planner for 14 plumbers at Kittybrewster Depot who watches two computers, one listing details the jobs for the day with Tenant's details and the other a colour coded system of appointments for the plumbing jobs for the day. The ones in red were the jobs completed and signed off; orange shows where plumbers are actually working; yellow shows plumbers travelling to the job and pink is for a re-visit. (Three other trades - joiners, electricians, painters and plasterers all have their own Planners). Once the job is completed it is updated on the hand held device and the Planner transfers the next job to him on his hand held device so one customer is dealt with at a time. The Planner has to co-ordinate the plumbers depending on the area they are working in and should an emergency occur in a particular area, they can rearrange plumbers to suit but they never take a plumber off a job that has not been completed. Plumbers do their own ordering of parts from the stores via their hand held devices and if they should need extra supplies whist out, these are delivered to them from the stores - again, good practice.

### Recommendations from last Report

- (19) The web fault reporting system - whole system still requires to be compatible.
- (20) Text reporting to customer options - still not available.
- (21) Voice-mail should be used - still not available.
- (22) A review of Staffing Rotas - there is now a 24 hour service in place.
- (23) Call handlers should be using caller ID enabled software - Partially available.

### Recommendations this time

- 3. All Departments should use as many means as possible as well as house phone to contact Tenant - i.e. mobile, texting, email, voice mail, etc.
- 4. Better communication between the daytime and out-of-hours staff so all know what is going on in case things spill over from one shift to another. (We were advised that there is the possibility of a new computer system being installed next year in which we hope improved communication is included).
- 5a. There is a small area where Work Planners are not advising Tenants of the appointment which means that the tradesman has a wasted journey and has to return which is neither good customer service nor cost effective.
- 5b. The same goes for Tenants who have taken time off work and no Tradesman has turned up - better communication and customer service required.
- 6. To make Tenants more aware that they contact Building Services (Housing Repairs) with a gas query and not Gas Call direct - possible article in Newsbite?



7. Highlight Reference Number to Tenant/Resident in case they have to make another call about the same issue.
8. Make computers compatible between Customer Contact Centre and Building Services (Housing Repairs) and have all the information available on one screen.
9. New Customer Contact Centre employees should be given a tour of the Kittybrewster Depot to make them aware of what happens there in order to get a better picture when answering queries.
10. The Customer Contact Centre should be able to tell what the call priority is.



*Views of Building Services at Kittybrewster*



## General and Emergency Repairs

This was called Response Repairs/Fault Reporting in our last report and covers all work required within a council property by both Tenant and Resident which number between 7,000 to 8,000 per year. These are usually phoned into the Call Centre and are logged into the Keyfax system which automatically awards priority for fault diagnosis. If a pre-inspection is required, the Operator will arrange for a Property Inspector to carry this out. Property Inspectors are office based for the main part and other tasks they carry out when in the office are complaints, check pricing structure and materials used. It was good to hear they are working towards having dedicated teams of Property Inspectors and tradesmen for 4 city areas - North, South and Central One and Two. Very good initiative and long over due as they can be all over the City at the moment.

### Repairs Timescales are -

Emergency	4 hours	Non-Emergency	5 days
Emergency Out of Hours	4 hours	Routine	10 days
Urgent	24 hours	Planned	24 days
High	3 days	Planned	90 days

Each workman is expected to leave the work area clean and tidy which again Tenants advised was not always happening and to use safety equipment where required.

### Recommendations from last Report

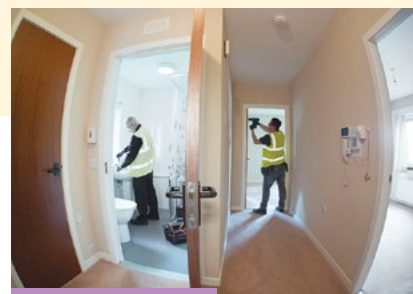
- (27) 'Fix it first time' or in the Charter 'Right first time' - still not happening in a lot of instances however, various factors come to this which should be explained to the Tenant.
- (28) Sending the same team back to jobs - still happening as they do not have the right part, wrong information, etc. which should not happen especially if a Property Inspector has inspected beforehand.
- (34) The fault reporting website must be improved - still not working as it should which several Tenants confirmed.
- (35) Customer Contract Centre callers reminded of other ways to report faults - in some respects but all these ways must be available.
- (36) Marischal College has still not implemented the changes recommended our Housing Management Report which addressed this point.





## Recommendations this time

11. Insert an alert to planners that the same repair is being reported, which can be several times as it is not being fixed first time.
12. Communication to both Tenants and Residents keeping them updated on what is happening needs to be improved as it is very poor at the moment.
13. Ensure external contractor work is adequately monitored to maintain level of service expected.
14. In order to be open and transparent, information on cyclical/communal/capital work programmes to Tenants/Residents via the Registered Tenant Organisations - these include Tenant Associations and Council Groups.



## Communal Repairs

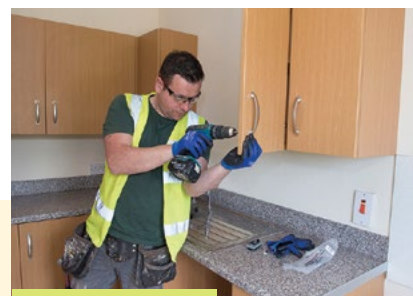
As stated in our Housing Repairs Report of 2010-2012, Communal means all work carried out in Common Areas, i.e. roofs, drains, paths, landings, electrics, etc. both internal and external for which Residents in these properties are charged their share.

All Staff interviewed agreed that Communication both internally and externally is not as it should be but is being worked on as they want to build relationships and remove barriers. Communication with both Tenants and Residents is particularly poor.



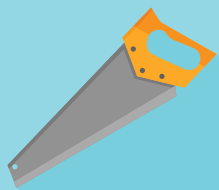
## Recommendations from last Report

- (4) Unique Reference Number - still not happening.
- (5) Texting or emailing update - still not happening.
- (6) Tenants and Residents should be treated as one community - some staff still need to adhere to this.



## Recommendations this time

15. Better Communication with both Tenants and Residents even if it's only to leave a Notice on their Notice Boards updating them on progress, or lack thereof, of works being carried out.
16. All systems should be linked and easily accessed by Staff to see up to date information.
17. Property Inspectors should either hold monthly surgeries in all Multi Storey buildings or instigate Building Walkabouts with a Tenant and Resident to see what works need to be carried out as things appear to be neglected at the moment, even though reported.
18. Carry out Residents repairs - This was thought to be a good idea 2 years ago at a Repairs Event as it made sense as Council Workmen know the buildings and it would also generate extra income for the Council



## Factoring

Since our Housing Report of 2010-2012 the Property Factors (Scotland) Act 2011 has been introduced (as reported in our Housing Management Review Report) which requires owners in shared tenure buildings, i.e. tenement or multi storey blocks to pay a quarterly fee together with their share of all repairs carried out to the building (part of which is under Communal Repair above). New roles have therefore been created at the Building Services (Housing Repairs) Department to ensure that Residents are charged for all work carried out in and outside the buildings with shared ownership.

The Citywide Multi Storey Group are provided with costings for the repairs carried out in all Multi Storey's with vast differences in costs being seen and as a Landlord, Aberdeen City Council should be looking to reduce these. In the results of the 2015-16 Factoring Survey over half of the respondents stated that they were not receiving Value for Money. A large amount of repairs required are caused by vandalism which requires a Crime Reference Number from the Police although this is not always possible as they are not seen, in which case the cost has to be met by both the Tenants and Residents.

There is a locked box in each Multi Storey which should contain keys for relative personnel (including Fire Officers, Police as well as Tradesmen) to gain access to every part of the building. Unfortunately, some of these keys are removed and never returned which can take some time to replace. Not very good Customer Service nor safe in some instances.

It was disappointing for the reviewers to note that some of the Questions put to those involved in this Department only seemed to know their part (charging Residents) and not the wider picture involved. This is neither good customer service nor being 'open and transparent'. The Reviewers felt that the two teams involved in Factoring – one in Marischal College and one in Kittybrewster should be amalgamated but were advised that this was to keep the Marischal College Team 'independent'.

## Recommendations

19. Better Communication/Consultation with both Tenants and Residents.
20. All the Staff involved in Factoring should be based in the same office for better internal Communication.
21. Staff should be trained in all aspects of Factoring to have a working knowledge of all the roles involved not just their own.
22. All should know about the Scottish Housing Regulator's Thematic Report on Factoring and implement the recommendations contained therein.
23. If not all Staff are able to attend Training Courses/Conferences those who do should be giving comprehensive feedback sessions to ensure that all are up to date and working to the same Policy and Procedures.
24. Ensure a better system is in place for the removing and returning of keys from the Key Box by making the person sign them both out and in thereby making them accountable.
25. Reviewers were advised by the Factoring Team that there was a problem between themselves and the Customer Contact Centre with regard to communication on Emergency Repairs resulting in lengthy delays on occasion. This should be rectified immediately.
26. Better communication between Factoring and Building Services - don't blame each other.





## Gas Servicing

This is a new category since our last Report as Gas Call is now the appointed Contractor (until October 2017 when Contract us up for renewal) for the Council services and maintains the systems of hot water and heating. These are serviced every 12 months for safety reasons and entry must be gained to all Council properties for this to be carried out for which appointments are made by letter. If the Engineers cannot gain entry at this initial appointment, a further two letters are sent and if there is still no contact, forced entry is made with the cost of this (£120.00 at present) being borne by the Tenant.

All Service Engineers are based in Aberdeen and over 24,000 services have been carried out in the last 12 months. When new boilers and heating systems are required, these are carried out by Gas Call however, there is a small in-house team as well with some coming as far away as Glasgow. They also carry out emergency works at weekends too which is not generally known.

As from 1st April 2015, all gas boilers have a 10 year warranty from Manufacturer but boilers can be replaced within this warranty if the repair is going to be costly. Aberdeen City Council decided to use only one make of boiler based on price, reliability, cost of parts which in theory sounds like good Value for Money.

## Recommendations

27. To carry small parts (especially thermostat valves) in their vans to reduce time and to save a return visit thereby getting it 'right first time'.
28. To inform Tenants what to expect when a service is required - i.e. to include radiators, gas appliances, carbon monoxide detectors, etc.
29. When a new system is installed, ensure the Tenant is advised that it is their responsibility to lift up flooring. (If the flooring has been installed by the Council, who is responsible for the lifting of it in these circumstances?)
30. Tenants need to be advised that the Customer Contact Centre is their first port of call, as they contact Gas Call on Tenant's behalf.
31. Advertise on Contact Card to Tenants that out of hours times are available.
32. Provide Questionnaire/Survey to Tenants to obtain their opinion on the system as only Complaints are received.

**Remember to  
give access for  
your annual gas  
service**





## Equipment and Adaptations

This was a service that the Building Services Team had just commenced working on at our last visit and they now have it well established with 13 employees and 7 Sub-Contractors. This seems to address Recommendation (Number 24) in our last Report. A Referral has to come from Occupational Therapy (OT) for Tenants and Residents in both main stream and sheltered housing properties. For major work a site visit is made and all paperwork must be in place before work can commence and a timescale set for completion and a letter sent to the Tenant containing these details. These can be external ramps and hand rails, internal banisters, grab rails, level access showers, kitchen refits, etc. The Team Leader inspects the completed work and wants to take a closer look at the adaptation process with a view to improvements as feels it would be good to temporarily re-house Tenants until adaptations are completed but there is not enough stock for this at present. It was good to learn that this team also clean and maintain the ramps - good customer service.

## Recommendations

33. OT phone numbers need to be highlighted to Tenants.
34. Better communication system with OT Section.
35. OT Helpline to be promoted.
36. Availability of list of equipment and adaptations needs to be promoted.

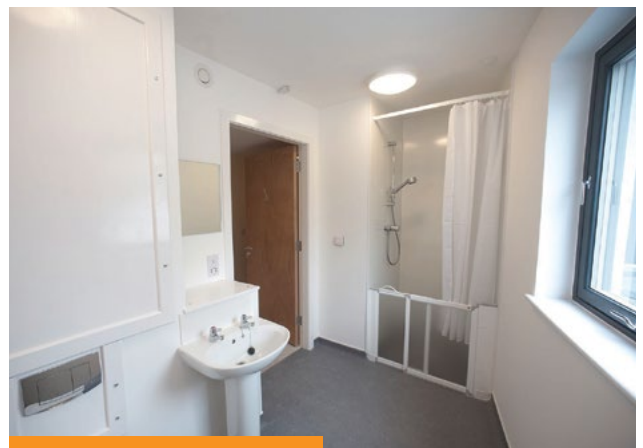
## Recharges

Another new section since our last Report which covers repairs carried out in a current tenanted or void property as well as communal areas which involve the Tenant/Resident bearing the cost. This includes damage or negligence to fixtures and fittings by a tenant, member of the tenant's household or any visitor to the tenant's property, e.g. kicked in doors, blocked sink/drain, removal of walls without permission, etc. which are all over and above normal wear and tear for duration of tenancy.

All work is coded and billing runs are done for the repair at the current year costs. This information is fed into a corporate system and the invoicing is carried out by the Finance Team.

### Recommendation from last Report -

- (10) Ensure fully itemised bills are issued within 30 days -  
No evidence heard or seen to confirm this.





## Stores

It was good to see the vast improvements made since our last visit and our Recommendations (29 and 30) from our last Report in operation. The store is well stocked with all items on computer system making for easier location and tracking. Larger items are held in the main store, i.e. bathroom suites, internal doors, kitchen units, wood, plasterboard, etc. Security Doors can take 10-12 weeks to be delivered as they are made outwith the store. Smaller parts are in an area with a counter where workmen request the part they require to replenish the stock held in their vans. Stock taking is carried out every six months.

At our last visit the making in-house of double glazed units (windows) had just started so it was good to see this in operation. Machines wash and dry glass and fitted together and as no two windows are exactly the same so making them to measure saves wastage and means they can be fitted the same time day thus saving time and money.

Health and Safety was at it's best as during the period that forklifts were loading and unloading the area was taped off with no access allowed. Everyone must wear safety helmets and work boots or they are not allowed access and even a couple of our reviewers had to comply!

## Vans

The Building Services Team currently have 143 Fleet vehicles (these are owned by the Council Fleet Team and leased to Building Services), 4 of which are Electric, 2 are Hydrogen/Electric Hybrid and one is Hydrogen/Diesel Hybrid. A total of 95 vans are on hire (all long term hire - 3 years through a contract) and all of these are diesel. All vans vary from 2000kg to 35000kg of various shapes and sizes.

There is a programme for replacement of the vehicles on a 5 year cyclical programme but some of the vehicles currently being used are as much as 10 years old. However, work is being done by Fleet to ensure that the replacement schedule is maintained.

A Member of the Review Team was allowed to accompany a van driver (a Joiner who had gone through the Apprenticeship Scheme which again was good to hear) to a repair and with the Tenant's permission, witnessed first hand the procedure and outcome.

They restock their vans every morning and as stated earlier, if something is required urgently on a job, this is delivered to them.



## Recommendations

37. Should be looking in the best Value for Money regarding the Vans, i.e. is it cheaper to purchase or lease.
38. Should be purchasing/leasing more electric vehicles as they are cheaper to run and more environmentally friendly.



## Customer Feedback (Quality Assurance)

This includes customer satisfaction surveys, post inspections and enquiries which they only use the maps for as there is a corporate procedure and policy for enquires/complaints. Customer Service Assistants in this team telephone customers who have had new central heating system, a response repair, equipment and adaptation or kitchen and bathrooms installed to ascertain the time taken and attitude of workmen.

The Customer Service Assistant randomly selects a number of Tenants (usually 8-10 per day) who have had a repair carried out and telephones them to ask how satisfied they were with the repair. Not many Tenants we spoke to were aware that this was standard practice.

Customer Satisfaction Surveys are all carried out in-house except the 3 year Tenant Satisfaction Survey for the Scottish Housing Regulator.

## Recommendations

39. When the Customer Service Assistant calls a Tenant for feedback on their repair they should perhaps state that they are calling from Aberdeen City Council's Customer Contact Centre checking up on how satisfied they were with their repair - this should also be extended to Residents where appropriate.
40. Need to widely advertise that they do this service, perhaps an article Newsbite featuring the people involved, etc.
41. Make more use of mobiles/texts/emails to contact Tenants/Residents.
42. The person making the call should listen to what Tenants are saying as not every question has a yes or no answer.

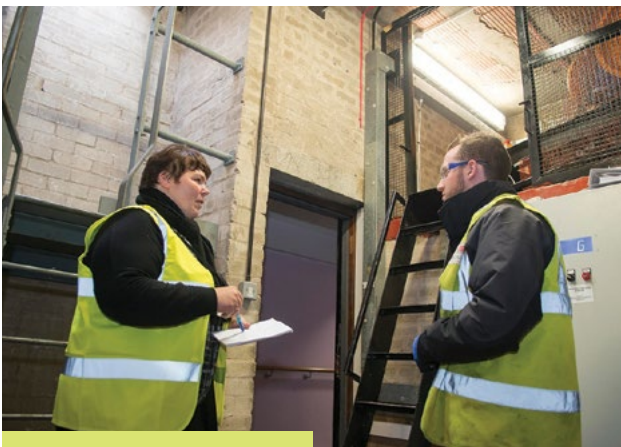






## Additional Comments

Since our last Report we saw some evidence of good practice but we would have also liked to have spoken to more of the actual Tradesmen as we did last time instead of the Managers/Supervisors who extolled the virtues of the processes/procedures. We found that these did indeed look good on paper however, Reviewers as well as Tenants and Residents we spoke to stated that this was not happening in practice. We would also have liked the Senior Management Team to have been more visible and able to speak to our group more during the Review.







# Appendix 1

## Sources of Evidence

### Interviews and Meetings

- Business Improvement Manager
- Business Development Officer
- Repairs and Maintenance Contract Manager
- Property Inspectors
- Quality Assurance and Customer Service Manager
- Senior Team Leaders
- Team Leaders
- Gas and Cyclical Maintenance Manager
- Risk Control Administration Officer
- Work Planners
- Apprentices Team Leader
- Support Assistants (Accounts)
- Customer Service Assistants
- Contract Managers
- Performance and Resources Manager
- Senior Administrative Assistant
- Technical Officer
- Receptionist
- Tenants and Residents
- Mystery Shopping

### Key Documents Received

- Scottish Social Housing Charter (SSHC)
- SHR Thematic on Factoring
- Staffing Map
- Process Maps
- Letting Standards Guidance for Tenants
- Recharge Policy for Repairs
- Gas Servicing Letters
- Repairs Handbook
- Repairs Categories
- Standard Audit Questions
- Joint Site Visit Procedure/Protocol
- Site Visit Specification Sheet
- Equipment and Adaptations Priority Timescales



## Appendix 2

### List of awards for past 4 years

#### 2013 - 2014

Best 1st Year Electrical Apprentice at Tullos College 2014 Winner - Graeme Baird

Best 1st Year Electronics Apprentice at Tullos College 2014 Runner-Up - Ricky Taylor

Best 1st Year Joinery Apprentice at Aberdeen College 2014 Runner-Up - Cameron Manson

Best 2nd Year Joinery Apprentice at Aberdeen College 2014 Runner-Up - Daniel Webster

Silver Commendation in Joinery Advanced Craft Wrights & Coopers Aberdeen 2014 - John Vass

Silver Commendation in Joinery Advanced Craft Wrights & Coopers Aberdeen 2014 - James Anderson

Bronze Commendation in Joinery Advanced Craft Wrights & Coopers Aberdeen 2014 - Daniel Brownie

William Daniel Prize Wrights & Coopers Runner-Up 2014 - James Anderson

Best Graining & Marbling Apprentice Painter at Aberdeen College 2014 - Daniel Baxter

SECTT Scottish Competition Finalist 2014 - Graeme Baird

APSE UK Apprentice of the Year Runner-Up 2013 - Chris Black

APSE Scottish Apprentice of the Year Runner-Up 2014 - Chris Black

APSE Excellence in Training Award Scottish Award 2013 - Aberdeen City Council

APSE Excellence in Training Award Scottish Award 2014 - Aberdeen City Council

APSE UK Apprentice of the Year Runner-Up - Chris Black

APSE Excellence in Training Award UK Award 2013 - Aberdeen City Council

CITB UK Awards Apprentice Employer of the Year 2013 - Highly Commended - Aberdeen City Council

CITB UK Awards Apprentice Employer of the Year 2014 - Highly Commended - Aberdeen City Council

CITB UK Awards Apprentice, Outstanding Personal Achievement Award 2013 - Stephanie Wright

Star Awards - Apprentice of the Year was 20 year old Plumber - Chris Black.



## 2015

Best 1st Year Plumbing Apprentice at Tullos College 2015 Winner - Michael Spence  
Best 2nd Year Plumbing Apprentice at Tullos College 2015 Winner - Craig Paterson  
Best 2nd Year Electrical Apprentice at Tullos College 2015 Winner - Graeme Baird  
SECIT Scottish Competition Finalist 2015 - Graeme Baird  
Gold Commendation Winner, Advanced Craft Joinery, Wrights & Coopers Aberdeen 2015 - Daniel Webster  
North of Scotland Trades Awards, Highly Commended - Graeme Baird  
APSE 1st Year Scottish Apprentice of the Year Winner 2015 - Graeme Baird  
APSE 4th Year Scottish Apprentice of the Year Runner-Up 2015 - Chris Black  
APSE Excellence in Training Award, Scottish Award 2015 - Aberdeen City Council  
APSE UK Apprentice of the Year (Mechanical) 2015 Runner-Up - Graeme Baird  
APSE UK Apprentice of the Year (Building) 2015 Runner-Up - Daniel Webster  
APSE UK Excellence in Training Award, UK Award 2015 - Aberdeen City Council 2016

## 2016

Best 2nd Year Plumbing Apprentice at Tullos College 2016 Winner - David Hutcheon  
Best 3rd Year Plumbing Apprentice at Tullos College 2016 Winner - Craig Paterson  
JFD Achievement Award at Tullos College 2016 Winner - Craig Paterson  
Best Welding & Fabrication Apprentice at Tullos College Runner-Up - Kieran Smith  
APSE 2nd Year Scottish Apprentice of the Year Winner 2016 - Graeme Baird  
APSE 1st Year Scottish Apprentice of the Year Runner-Up - Michael Spence  
APSE Excellence in Training Award, Scottish Award 2016 - Aberdeen City Council  
NESCOL Best Advanced Craft Student 2016 (Painting and Decorating) - Conor McCrae  
NESCOL James Dunbar Award for Graining and Marbling 2016 - Daniel Baxter  
APSE UK Apprentice of the Year (Mechanical) Runner-Up - Craig Paterson 2017

## 2017

APSE 3rd Year Scottish Apprentice of the Year Winner 2017 - Graeme Baird  
APSE 2nd Year Scottish Apprentice of the Year Runner-Up - David Hutcheon



# Appendix 3

## The Scottish Social Housing Charter (April 2012 - April 2017)

### Standards:

1. **Equalities** - Social landlords perform all aspects of their housing services so that: every tenant and other customer has their individual needs recognised, is treated fairly and with respect, and receives fair access to housing and housing services.
2. **Communication** - Social landlords manage their businesses so that: tenants and other customers find it easy to communicate with their landlord and get the information they need about their landlord, how and why it makes decisions and the services it provides.
3. **Participation** - Social landlords manage their businesses so that: tenants and other customers find it easy to participate in and influence their landlords decisions at a level they feel comfortable with.
4. **Quality of Housing** - Social landlords manage their businesses so that: tenants' homes, as a minimum, meet the Scottish Housing Quality Standard (SHQS) by April 2015 and continue to meet it thereafter, and when they are allocated, are always clean, tidy and in a good state of repair.
5. **Repairs, Maintenance and Improvements** - Social landlords manage their businesses so that: tenants' homes are well maintained, with repairs and improvements carried out when required, and tenants are given reasonable choices about when work is done.
6. **Estate management, anti-social behaviour, neighbour nuisance and tenancy disputes** - Social landlords, working in partnership with other agencies, help to ensure that: tenants and other customers live in well-maintained neighbourhoods where they feel safe.
- 7, 8 and 9. **Housing options** - Social landlords work together to ensure that:
  - people looking for housing get information that helps them make informed choices and decisions about the range of housing options available to them
  - tenants and people on housing lists can review their housing optionsSocial landlords ensure that:
  - people at risk of losing their homes get advice on preventing homelessness.
10. **Access to social housing** - Social landlords ensure that: people looking for the widest choice of social housing available and get the information they need on how the landlord allocates homes and their prospects of being housed.



11. **Tenancy sustainment** - Social landlords ensure that: tenants get the information they need on how to obtain support to remain in their home; and ensure suitable support is available, including services provided directly by the landlord and by other organisations.
  
12. **Homeless people** - Local councils perform their duties on homelessness so that: homeless people get prompt easy access to help and advice; are provided with suitable, good-quality temporary or emergency accommodation when this is needed; and are offered continuing support to help them get and keep the home they are entitled to.
  
13. **Value for money** - Social landlords manage all aspects of their businesses so that: tenants, owners and other customers receive services that provide continually improving value for the rent and other charges they pay.
  
- 14 and 15. **Rent and Services** - Social landlords set rents and service charges in consultation with their tenants and other customers so that:
  - a balance is struck between the level of services provided, the cost of the services, and how far current and prospective tenants and other customers can afford them
  
  - tenants get clear information on how rent and other money is spent, including any details of individual items of expenditure above thresholds agreed between landlords and tenants.
  
16. **Gypsies/Travellers** - Local councils and social landlords with responsibility for managing sites for Gypsies/ Travellers should manage the sites so that: sites are well maintained and managed.

The Review Group Members look forward to the receiving the new improved revised Charter due out on the 1st April 2017 which they will use in future Reviews.



# Appendix 4

## Action Plan

### LEGEND

- To work on jointly with Customer Contact Centre
- Customer Contact Centre only

- No further action by Building Services
- Other Service/Team Responsible

- Building Services actions
- Waiting feedback

	Recommendations	Response	Actions	Responsible Officer	Target Date	Comments
1	First Aid Poster displayed in different areas to contain relevant details.	First Aid Posters were available but were out-of-date	To provide Facilities Team with up-to-date list of First Aiders	Business Improvement Manager	Aug 2017	First Aid Posters being reviewed and updated
2	First Aiders should be easily identifiable - possibly an attachment to their name badges.	Corporate Change would have to be made to enable this Suggest to Health, Safety and Well-Being Team	Being discussed by Services	Human Resources	On going	Looking at all roles
3	All services should have as many means as possible as well as house phone to contact Tenant – i.e. mobile, texting, email, voice mail, etc.	Information is collected from Customers when they phone the Customer Contact Centre. Need to ensure that Customer Service Advisors are asking for and updating phone numbers and email addresses on system and not entering the contact details in the job description.	Update on contact details being updated correctly passed to the Customer Contact Centre and Customer Access Points. Update on ensuring we capture as much alternative contact information from the customer as possible will be reiterated.  No further ICT solutions to this at present but may be part of the Digitalisation Strategy which is being reviewed corporately	Customer Service Operations Manager	Feedback by Aug 2017	

## LEGEND

■ To work on jointly with Customer Contact Centre  
■ Customer Contact Centre only

■ No further action by Building Services  
■ Other Service/Team Responsible

■ Building Services actions  
■ Waiting feedback

	Recommendations	Response	Actions	Responsible Officer	Target Date	Comments
4	Better communication between the daytime and out-of-hours staff so all know what is going on in case things spill over from one shift to another. (We were advised that there is the possibility of a new computer system being installed next year in which we hope improved communication is included).	No new computer system but there are plans to move the out-of-hours operatives on to handheld devices to better manage the work done during this time	Work is being done around this already  CCC - We're unclear of the action required of the CCC. We will determine whether we are speaking of communication between Customer Service Advisors and Out of Hours or about communication between tradesmen and the CCC.  The new CEP FirmStep may make changes in this area but until we're clear of the action required we can't determine the support it will offer.	Customer Service Operations Manager / Customer Service Development	March 2019	Process is being reviewed already but need to speak with CCC about what might be possible meantime
5a	There is a small area where Work Planners are not advising Tenants of the appointment which means that the tradesman has a wasted journey and has to return which is neither good customer service nor cost effective.	Changes to diaries need to occur to fit in Emergency Repairs	Need to re-iterate to Work Planners that they need to keep customers informed of changes to Opti-time diaries	Senior Work Planner	Dec 2017	To produce and analyse the No Access Report to identify trends and implement strategy accordingly
5b	The same goes for Tenants who have taken time off work and no Tradesman has turned up – better communication and customer service required.	Linked to Recommendation 5	Need to ensure that CCC are updating phone number on system and not entering the contact details in the job description	Linked to Recommendation 5	Linked to Recommendation 5	Linked to Recommendation 5

**LEGEND**

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■ Customer Contact Centre only

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■ Other Service/Team Responsible

■ Building Services actions  
■ Waiting feedback

	Recommendations	Response	Actions	Responsible Officer	Target Date	Comments
6	To make Tenants more aware that they contact Building Services (Housing Repairs) with a gas query and not Gas Call direct - possible article in Newsbite?	Customers should always phone the Customer Contact Centre for any work to be done and not the contractor directly  Article was placed in Newsbite about Gas process and need to allow access for maintenance	New maintenance contract being considered at present. Will advertise new service when new contractor appointed	Gas & Cyclical Maintenance Manager	Nov 2017	Winter Newsbite Complete
7	Highlight Reference Number to Tenant/ Resident in case they have to make another call about the same issue.	While this can be provided to the customer it should not be necessary. If a customer call back it's the advisor's job to ensure that all related issues are linked.	We will speak with Team Leaders regarding best practice.	Customer Service Operations Manager	Aug 2017	
8	Make computers compatible between Call Centre and Building Services (Housing Repairs) and have all the information available on one screen.	System is compatible and information does transfer between them	Need to explore whether CCC can see status update information on Total  It is our aspiration to have all systems 'speaking' with each other in the future. Operational Excellence may or may not have this as a priority but it's certainly on its list.	Customer Service Development / System Support Manager	Jan 2018  TBD	Need to explore system capabilities

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	Recommendations	Response	Actions	Responsible Officer	Target Date	Comments
9	New Call Centre employees should be given a tour of Kittybrewster Depot to make them aware of what happens there in order to get a better picture when answering queries.	Certainly this option can be open to employees should they make the request. It's not a necessary for staff to be able to undertake their role.	Raise during 1-2-1/PR&D process if advisor requires additional knowledge	CCC Team Leaders	Annual	
10	The Customer Contact Centre should be able to tell what the call priority is.	Customer Service Advisors can see the priority of a call and can advise customers of this priority.	No action required	Customer Service Operations Manager	Completed	
11	Insert an alert to planners that the same repair is being reported, which can be several times as it is not being fixed first time.	No facility to do this in the Total System - would have to be a manual process	Investigate possibility of IM or other way of highlighting that issue has already been reported  The introduction of the new CEP FirmStep will do this in time. However, there are priorities for FirmStep and we cannot determine this action as a priority at this time or its position for the near future.	Senior Work Planner / System Support Manager / CCC  Customer Service Development	Feb 2018  TBD	Need to explore system capabilities

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■ Waiting feedback

	Recommendations	Response	Actions	Responsible Officer	Target Date	Comments
12	Communication to both Tenants and Residents keeping them updated on what is happening needs to be improved as it is very poor at the moment.	Think this is in relation to planned works	Need to review the process for planned work, how identified, notified, recorded, supply and programming	Contract Manager (Response Repairs)	June 2018	Recent audit identified issues in achieving targets for planned works (even 90 days)
13	Ensure external contractor work is adequately monitored to maintain level of service expected.	Sub-contractor management is on our radar and discussions have taken place in relation to how to manage them more effectively	Develop a strategy and action plan for implementation of the KPI's for statutory maintenance	Assistant Operations Manager	Mar 2018	Review of corporate statutory maintenance taking place
14	In order to be open and transparent, information on cyclical/communal/capital work programmes to Tenants/Residents via the Registered Tenant Organisations – these include Tenant Associations and Council Groups.	Information is available on some of these programmes but the timetables change often and it would be difficult to keep everyone updated on the numerous changes  Information is available on cyclical maintenance within multi-storey's  Capital Programme is responsibility of the Asset Management Teams	PASS ON TO RELEVANT SERVICE  Asset Management Team	Asset Management Team Leader		To look at reviewing this service
15	Better Communication with both Tenants and Residents even if it's only to leave a Notice on their Notice Boards updating them on progress, or lack thereof, of works being carried out.	Notices are placed within the block advising on works progress - start/ completion and delays (when they occur)	ALREADY IN PLACE - NO FURTHER ACTION NECESSARY			



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 Customer Contact Centre only

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 Other Service/Team Responsible

Building Services actions  
 Waiting feedback

	Recommendations	Response	Actions	Responsible Officer	Target Date	Comments
16	All systems should be linked and easily accessed by Staff to see up to date information.	All systems are linked but some only in a minor way  Digitalisation Strategy is corporately looking at all systems with a view to having a CRM system which will have more information available to more people	Part of Transformation programme	Corporate		
17	Property Inspectors should either hold monthly surgeries in all Multi Storey buildings or instigate Building Walkabouts with a Tenant and Resident to see what works need to be carried out as things appear to be neglected at the moment, even though reported.	Property Inspectors do currently visit Sheltered Housing blocks and attend regular multi-storey meetings with residents	New area team configuration will allow for more pre-inspections of properties and better planned work co-ordination	Contract Manager (Response Repairs) / Quality Assurance and Customer Services Manager	Dec 2017	Considering new ways of working for the Property Inspectors
18	Carry out Residents repairs – This was thought to be a good idea 2 years ago at a Repairs Event as it made sense as Council Workmen know the buildings and it would also generate extra income for the Council	Building Services are already stretched in providing current services. This is a future workstream that is on our radar and can be pursued if more staff was provided	DON'T HAVE A RESOURCE TO PURSUE THIS			

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■ Building Services actions  
■ Waiting feedback

	Recommendations	Response	Actions	Responsible Officer	Target Date	Comments
19	Better Communication/ Consultation with both Tenants and Residents.	Building Services have a good working relationship with the tenant groups and attend meetings regularly to communicate any issues or plans that we have	LINKED TO OTHER RECOMMENDATIONS - NO FURTHER ACTION NECESSARY			
20	All the Staff involved in Factoring should be based in the same office for better internal Communication.	<p>The teams have to remain independent as the Property factor is an independent role from the “contractor” providing the service</p> <p>Work has been ongoing regarding this and there is an improved working relationship</p> <p>Need to ensure that the council teams provide a united front when communicating with tenants/residents</p>	ALREADY IN PLACE - NO FURTHER ACTION NECESSARY			
21	Staff should be trained in all aspects of Factoring to have a working knowledge of all the roles involved not just their own.	There has been a change of personnel in these teams and it has taken time for everyone to get up to speed	We are considering a training course for Factoring staff (Building Services and Factor Team)	Contract Manager (Response Repairs)	01/09/2017	New paperwork and processes have been agreed with the Factoring teams
22	All should know about the Scottish Housing Regulator’s Thematic Report on Factoring and implement the recommendations contained therein.	Linked to recommendation 22				

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■ Building Services actions  
■ Waiting feedback

	Recommendations	Response	Actions	Responsible Officer	Target Date	Comments
23	If not all Staff are able to attend Training Courses/ Conferences those who do should be giving comprehensive feedback sessions to ensure that all are up to date and working to the same Policy and Procedures.	Training is a core issue for the quality management system and work is ongoing to ensure that it is provided and focussed at key staff who will utilise the information/training being given	Group to re review in 2018			
24	Ensure a better system is in place for the removing and returning of keys from the Key Box by making the person sign them both out and in thereby making them accountable.	Realise that this is an issue and enquiries are being made into how other authorities deal with this process	Group to re review in 2018	Assistant Operations Manager	Nov 2017	Option appraisal taking place around what other local authorities have in place to see if any of them meet our requirements

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	Recommendations	Response	Actions	Responsible Officer	Target Date	Comments
25	Reviewers were advised by the Factoring Team that there was a problem between themselves and the Call Centre with regard to communication on Emergency Repairs resulting in lengthy delays on occasion. This should be rectified immediately.	Spoke with the Factoring Team and they advised that there is no issue as far as they are concerned				
26	Better communication between Factoring and Building Services – don't blame each other.	Work has been ongoing regarding this and there is an improved working relationship Need to ensure that the council teams provide a united front when communicating with tenants/residents	PASS ON TO RELEVANT SERVICE Factoring Team			
27	To carry small parts (especially thermostat valves) in their vans to reduce time and to save a return visit thereby getting it 'right first time'.	Mostly referring to gas maintenance/repairs	Need to ensure that this is included and monitored as part of the new Gas Maintenance Contract	Gas and Cyclical Maintenance Manager / Quality Surveying Manager	Oct 2017	
28	To inform Tenants what to expect when a service is required – i.e. to include radiators, gas appliances, carbon monoxide detectors, etc.	Linked to recommendation 29				

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 Customer Contact Centre only

No further action by Building Services  
 Other Service/Team Responsible

Building Services actions  
 Waiting feedback

	Recommendations	Response	Actions	Responsible Officer	Target Date	Comments
29	When a new system is installed, ensure the Tenant is advised that it is their responsibility to lift up flooring. (If the flooring has been installed by the Council, who is responsible for the lifting of it in these circumstances?)	There is a difference between contracts/projects and response in dealing with flooring issues	Need to review policies and information to tenants in respect of flooring responsibilities	Assistant Operations Manager / Business Improvement Manager	Oct 2017	
30	Tenants need to be advised that the Call Centre is their first port of call, as they contact Gas Call on Tenant's behalf.	Linked to Recommendation 7s	New maintenance contract being considered at present. Will advertise new service when new contractor appointed	Linked to Recommendation 7	Linked to Recommendation 7	Linked to Recommendation 7
31	Advertise on Contact Card to Tenants that out of hours times are available.	Out-of-hours service is available but only in exceptional circumstances	ALREADY IN PLACE - NO FURTHER ACTION NECESSARY			
32	Provide Questionnaire/ Survey to Tenants to obtain their opinion on the system as only Complaints are received.	Need to introduce a process for customer feedback from external suppliers/service providers	To take into consideration as part of new gas servicing/ maintenance contract	Quality Assurance and Customer Service Manager	Mar 2018	Development of surveys for sub-contractors has been highlighted in other audit reports too



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■ No further action by Building Services  
■ Other Service/Team Responsible

■ Building Services actions  
■ Waiting feedback

	Recommendations	Response	Actions	Responsible Officer	Target Date	Comments
33	OT phone numbers need to be highlighted to Tenants.	This is a Bon Accord Care or Asset Management responsibility	PASS ON TO RELEVANT SERVICE Bon Accord Care or Asset Management			
34	Better communication system with OT Section.	Regular meetings used to take place between OT's and E&A Team but haven't since Bon Accord Care created  This is a Bon Accord Care or Asset Management responsibility	PASS ON TO RELEVANT SERVICE Bon Accord Care or Asset Management			
35	OT Helpline to be promoted.	This is a Bon Accord Care or Asset Management responsibility	PASS ON TO RELEVANT SERVICE Bon Accord Care or Asset Management			
36	Availability of list of equipment and adaptations needs to be promoted.	List of Major and Minor Works has been provided to Review Group  OT's recommend what work in required - it is not a choice that the tenant/resident make themselves  This is a Bon Accord Care or Asset Management responsibility	PASS ON TO RELEVANT SERVICE Bon Accord Care or Asset Management			

## LEGEND

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■ Customer Contact Centre only

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■ Building Services actions  
■ Waiting feedback

	Recommendations	Response	Actions	Responsible Officer	Target Date	Comments
37	Should be looking in the Best Value for Money regarding the Vans, i.e. is it cheaper to purchase or lease.	There is a corporate fleet management strategy which we do not control but have input to  Will pass information to the Fleet Team in relation to this	PASS ON TO RELEVANT SERVICE  Fleet Team			
38	Should be purchasing/leasing more electric vehicles as they are cheaper to run and more environmentally friendly.	There is a corporate fleet management strategy which we do not control but have input to	PASS ON TO RELEVANT SERVICE  Fleet Team	Linked to Recommendation 39	Linked to Recommendation 39	Linked to Recommendation 39
39	When the Customer Service Assistant calls a Tenant for feedback on their repair they should perhaps miss out the Department (Call Centre) and say that they are from Aberdeen City Council checking up on how satisfied they were with their repair – this should also be extended to Residents where appropriate.	There is a script that the staff use when conducting a survey	There is a script that the staff use when conducting a survey	Quality Assurance and Customer Services Manager	Nov 2017	Complete Autumn Newsbite

**LEGEND**

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■ Customer Contact Centre only

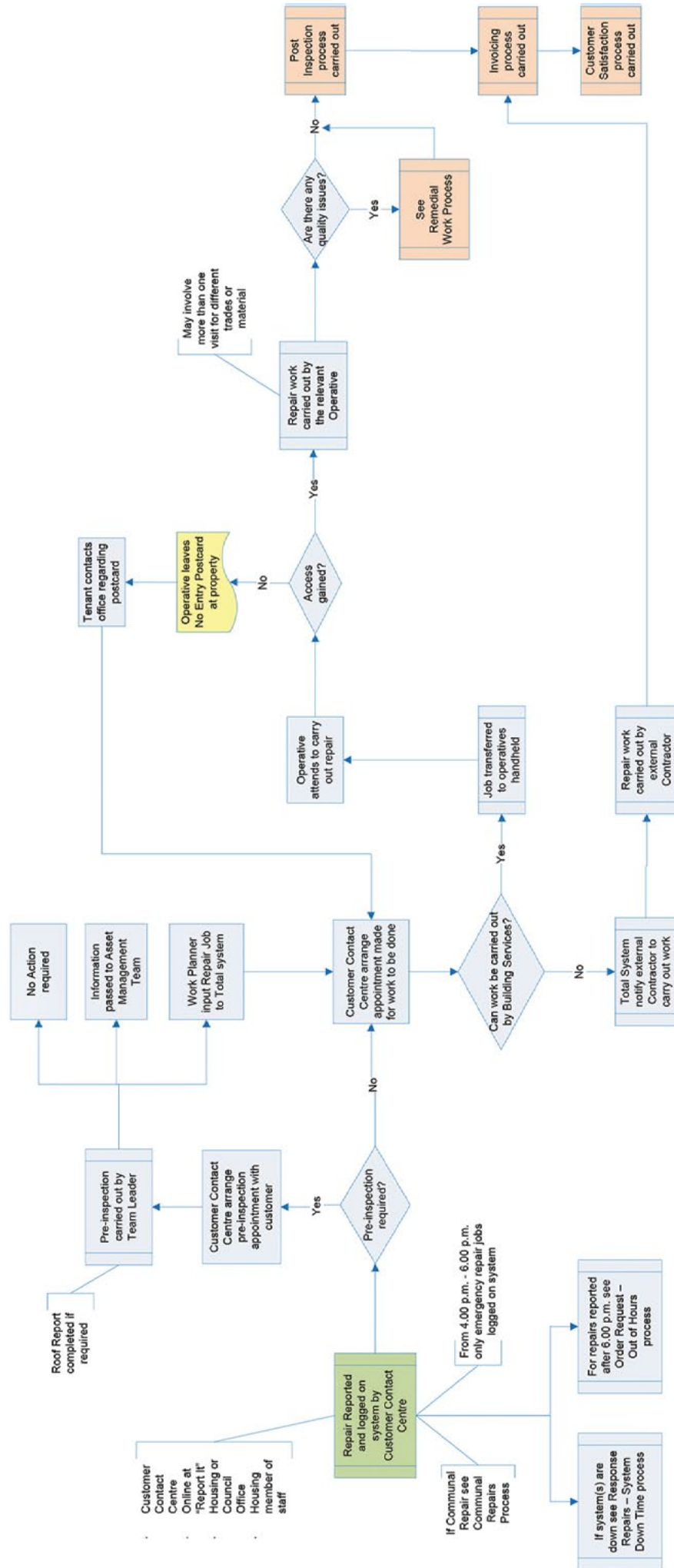
■ No further action by Building Services  
■ Other Service/Team Responsible

■ Building Services actions  
■ Waiting feedback

	Recommendations	Response	Actions	Responsible Officer	Target Date	Comments
40	Need to widely advertise that they do this service, perhaps an article Newsbite featuring the people involved, etc.	Survey has previously been advertised in Newsbite	Will ensure new article is placed in Newsbite featuring staff involved	Business Improvement Manager	Nov 2017	Winter Newsbite
41	Make more use of mobiles/texts/emails to contact Tenants/Residents.	Information is collected from tenants when they phone CCC Need to ensure that CCC are updating phone number on system and not entering the contact details in the job description	Feedback regarding contact details being updated correctly has been passed to the Customer Contact Centre and Customer Access Points. Feedback on ensuring we capture as much alternative contact information from the customer as possible will also be reiterated.  No further ICT solutions to this at present but may be part of the Digitalisation Strategy which is being reviewed corporately	Customer Service Operations Manager	Linked to Recommendation 3	Linked to Recommendation 3
42	The person making the call should listen to what Tenants are saying as not every question has a yes or no answer.	Comments are gathered as part of the survey and passed on to the relevant team - whether positive or negative	ALREADY IN PLACE - NO FURTHER ACTION NECESSARY			

# Appendix 5

## Repair Mapping





# Notes





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