

Strengthening the Council's Out of Hours Service: Action Plan

Internal Ref#	Lead	Audit report number and Title	Commitment	Deadline	Status		Completed on	Updated at	Priority
					Open	Complete			
					Overdue				
207	Adrian Erwood	1 OOH Audit Procedures Manual	An OOH Emergency Helpline Procedures Manual Procedures Manual will be prepared by the Contract Manager and circulated to all relevant Officers Once developed it will be subject to a periodic review to ensure that it remains up to date ACTION A new Procedures Manual will be drafted and reviewed by the project team	01/12/2021	Open			13/10/2021	High
208	Adrian Erwood	2 OOH Audit Development of a Risk Register	The key risks associated with the OOH emergency helpline end to end service contract and the internal controls in place to manage these will be documented The Contract Manager will ensure that third parties are informed of any responsibilities they may have in managing risk and that this responsibility is documented within the Procedures Manual. ACTION A risk register will be developed to cover the OOH emergency call handling service and the OOH repairs service	01/12/2021	Open			13/10/2021	High
209	Joe Gordon	3A OOH Audit Embed ongoing risk management and use of excelsis into contract management processes	The Head of Contract Services will ensure that ongoing risk management and the use of risk registers and Excelsis is embedded into the contract management process within Contract Services at the Contract Manager level where appropriate. ACTION The Head of Contract Services will reiterate his expectations for the capture assessment and monitoring of risk to all staff across Contract Services	30/09/2021	Completed		14/10/2021	14/10/2021	High
210	Jon Priest	3B OOH Audit Update Exelsis to capture key risks with OOH Contract	The use of Excelsis to capture key risks managed within Contract Services will be revisited This will also form part of the implementation of Recommendation 2 H to ensure that key risks associated with the OOH emergency helpline are visible to all officers across the Council This will aid in improving the visibility of the OOH emergency helpline as a Council wide service	01/10/2021	Completed		08/10/2021	08/10/2021	High
211	Adrian Erwood	4 OOH Audit Review of reporting and stakeholders on the OOH Contract	The Contract Manager and Head of Service will agree the form frequency and content of reporting on the OOH emergency helpline call handling contract. The wider recipients of any reporting other key stakeholders will also be identified. The Procedures Manual will be updated to contain guidance on the agreed reporting arrangements and report template	01/12/2021	Open			13/10/2021	High
212	Adrian Erwood	5 OOH Audit Key objectives to be identified and documented	The key objectives of the OOH emergency helpline call handling contract and service will be identified and documented These objectives should be considered when preparing a risk register ACTION	01/12/2021	Open			13/10/2021	Medium
213	Adrian Erwood	6 OOH Audit Review Service Requirements Responsibilities and expectations with the OOH maintenance contractor	Service requirements responsibilities and expectations for the OOH repairs service will be reviewed with the OOH maintenance contractor This should build on the service requirements agreed to with the Head of Contract Services pre Christmas ACTION Conduct review into oncall contractors performance Draft clear and comprehensive service specification to manage performance. Review alternative options for delivery of the OOH repairs service	01/11/2021	Open			13/10/2021	High
214	Adrian Erwood	7 OOH Audit Review KPI for the OOH repairs service	Information to the call handlers will contain clear guidance on setting customer expectations. This is particularly important where the call handling contractor pass the call over to another contractor to resolve For example flowcharts covering repairs by the OOH maintenance contractor willrefer to the four hour deadline for attendance by the contractor and repairs being completed the call handling contractor should advise customers that if their repair is not addressed in this time they should call back the call handling contractor can then escalate the matter This four hour deadline will constitute a KPI for the OOH maintenance contractor	01/11/2021	Open			13/10/2021	Medium

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215	Adrian Erwood	8 OOH Audit Review OOH call centre flow charts	The Contract Manager should review all flowcharts in consultation with the call handling contractor to ensure that these reflect the actual approach taken by the call handling contractor In particular the Contract Manager should review the flowcharts covering repairs to ensure that there is no ambiguity in who should be contacted when and how ACTION Flowcharts will be reviewed and redistributed the call handling contractor will be consulted as part of the review process	01/11/2021	Open		13/10/2021	Medium
216	Adrian Erwood	9 OOH Audit Review OOH call centre escalation flow charts	The Contract Manager should ensure that where the call handling contractor are required to contact another contractor or third party the flowcharts clearly set out the escalation procedure that should be followed If this is exhausted the flowchart should clearly direct the call handling contractor to an appropriate on call Council officer this may be the initial escalation procedure in some cases ACTION Flowcharts will be reviewed and escalation procedures clearly set out as part of the new format	01/11/2021	Open		13/10/2021	Medium
217	Adrian Erwood	10A OOH Audit Acceleration of the insourcing of OOH repairs	In advance of the winter period the Council will ensure that there are robust reliable and adequate arrangements in place to provide OOH heating repair and boiler repair services for its tenants ACTION Ensure robust reliable and adequate heating engineer boiler engineer coverage in place by December 2021	01/12/2021	Open		13/10/2021	High
218	Joe Gordon	10B OOH Audit Insourcing callout employee terms	ACTION The Head of Contract Services will identify the key barriers to in sourcing the OOH repairs service and remedy these as soon as practicable This will ensure that in sourcing can proceed without there being any unresolved issues to impede progress The intention is to complete the in sourcing of the OOH repairs service by March 2022	30/10/2021	Open		13/10/2021	High
219	Adrian Erwood	11 OOH Audit Review roles and responsibilities for OOH Contract Manager and Repairs Contract Manager	At present the division between the Contract Manager for the OOH call handling contract and the Contract Manager for the OOH repairs contract is not clear The roles responsibilities and obligations of the two elements should be agreed. ACTION Clarify and document within the Procedures Manual	01/12/2021	Open		13/10/2021	Medium
220	Adrian Erwood	12 OOH Audit Identification of service leads and their roles responsibilities and obligations	Service Leads will be identified and their roles responsibilities and obligations formally documented in the Procedures Manual.. ACTION Service Leads will be identified and their roles responsibilities and obligations agreed and documented in the Procedures Manual	01/12/2021	Open		13/10/2021	High
221	Joe Gordon	13A OOH Audit Contract extensions forms Service Level	The contract extension form process will be monitored to ensure performance is as expected and this aligns with corporate expectations and satisfactory performance levels are documented prior to contract extensions	30/10/2021	Open		13/10/2021	High
222	Sarah Turner	13B OOH Audit Contract extensions forms Corporate Level	There will be clear expectations set out within Contract Services for a timely review of performance well in advance of a contract s expiry date the expiry of the initial term. ACTION The P G Team will incorporate the requirement to evidence satisfactory levels of performance as part of the contract extension form in the CMF This will also be incorporated into the subsequent training	31/12/2021	Open		13/10/2021	High
223	Adrian Erwood	15 OOH Audit Documentation tracking	The Contract Managerwill prepare an OOH Call Handling Materials Tracker to ensure an adequate level of control over the call handling materials in circulation ACTION A Tracker to monitor the call handling materials flowcharts for example in circulation will be rolled out alongside the Procedures Manual	01/12/2021	Open		13/10/2021	High
224	Adrian Erwood	16 OOH Audit Call Handling Material Templates	The Contract Manager will set out clear guidance for the format of all call handling materials ensuring a consistent approach between departments ACTION All flowcharts and other materials in circulation will be modified to fit this guidance logged on the Tracker and rolled out to the call handling contractor The Operations Manager will liaise with the call handling contractor and with officers across the Council to ensure that the call handling contractor are adequately prepared for all call scenarios	01/12/2021	Open		13/10/2021	High

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225	Adrian Erwood	17 OOH Audit Review the call handling contractors role in flood management strategy	The call handling contractor s role in the Council s broader flood management strategy will be more clearly defined and documented the call handling contractor should be equipped with the necessary materials to undertake their role in managing flooding calls enquiries ACTION The Operations Manager will liaise with the Environmental Health team to ensure that the call handling contractor s role in the Council s broader flood management strategy is clarified documented and shared with the call handling contractor	01/12/2021	Open		13/10/2021	High
226	Sarah Turner	18 OOH Audit Review Contract Management Framework	The Contract Management Framework the Contract Management Policy should be updated to include guidance on Council wide joint services. ACTION P G Team will incorporate guidance in the CMF relating to council wide joint contracts	31/12/2021	Open		13/10/2021	Medium
227	Adrian Erwood	19A OOH Audit Document Roles and Responsibilities of Contact Manager and Owner	The roles and responsibilities of the Contract Manager and Contract Owner will be more clearly documented within the Procedures Manual and the Contract Manager will complete a Contract Management Plan	01/12/2021	Open		13/10/2021	Medium
228	Sarah Turner	19B OOH Audit Guidance Roles and Responsibilities of Contact Manager and Owner	The procedure guidance will be updated to ensure the procurement contract management and contracts register have the same defined roles	31/12/2021	Open		13/10/2021	Medium
229	Adrian Erwood	20 OOH Audit Document Performance Management Arrangements in the Procedures Manual	The performance management arrangements for the OOH call handling contract willd be clearly set out in the Procedures Manual. ACTION the call handling contractor s KPIs will be reviewed to ensure that they are challenging but achievable The rollout of their new telephony system may allow new KPIs to be identified which will be actioned in line with the requirements of the CPPRs The process for managing the call handling contractor s performance will be documented in the Procedures Manual	01/12/2021	Open		13/10/2021	Medium
230	Helen Coughlan	21 OOH Audit Document process for managing the outbound telecommunications system in Procedures Manual	The process for managing the outbound telecommunications account should be reviewed and then documented in the Procedures Manual In particular the controls in place for ensuring timely payment to the outbound telecommunications provider should be documented. The new login access information will be securely held outside of the Procedures Manual and shared only with designated officers The officers who will be allowed access will be listed in the Procedures Manual	01/12/2021	Open		18/10/2021	High
231	Helen Coughlan	22 OOH Audit Identify required areas and create BCP within procedures manual	The Contract Manager in consultation with other key stakeholders will identify the areas of the OOH emergency helpline service that require business continuity planning ACTION A BCP will be created and contained within the Procedures Manual The OOH call handling process including the OOH repairs service will be considered from end to end and a business continuity plan BCP developed.	31/10/2021	Open		13/10/2021	Medium
232	Sarah Turner	23 OOH Audit Contract Management Framework guidance for Service Failures	The Contract Management Framework will contain guidance and principles for conducting service failure reviews for contracted out services ACTION The CMF will be updated to incorporate clear guidance on reporting service contract failures	31/12/2021	Open		13/10/2021	Medium
233	Sarah Turner	24 OOH Audit Contract Management Framework service failure reporting	The Contract Management Framework should set clear guidelines for reporting on service failures This should also address the manner and frequency by which updates are provided ACTION The CMF will be updated to incorporate clear guidance on reporting service contract failures	31/12/2021	Open		13/10/2021	Medium
234	Joe Gordon	25A OOH Audit Setting of Annual Review Date for OOH Contract and OOH Repairs Contract	The dates for the Annual Review of the OOH emergency helpline call handling contract and the OOH repairs service and contract should be confirmed ACTION The Head of Contract Services will reiterate to all Contract Managers the existing process and his expectations for managing annual reviews of service providers	30/09/2021	Completed	20/10/2021	13/10/2021	Medium
235	Adrian Erwood	25B OOH Audit Setting of Annual Review Date for OOH Contract and OOH Repairs Contract	ACTION The dates for the annual reviews of the call handling contractor and the OOH maintenance contractor will be agreed at the earliest possible stage	01/11/2021	Open		13/10/2021	Medium

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236	Sarah Turner	25C OOH Audit Contract Management Framework Annual Reviews and lessons learned	The dates for the Annual Review of the OOH emergency helpline call handling contract and the OOH repairs service and contract should be confirmed ACTION Annual reviews and lessons learned should be carried out by contract managers		31/12/2021	Open		13/10/2021	Medium	