

## Overseeing the DLO development process

### Overview

South Cambridgeshire District Council (SCDC) owns 6,181 homes in a district of 564 sq km. In November 2004 it became apparent that the council's Direct Labour Organisation responsive repairs service was failing to cover its costs and urgent turn around measures were needed.

### Appointment

To consider the procurement options open to the council for delivery of their responsive repairs service.

An extensive service review of the DLO was carried out. This found that although there were some performance issues, there was scope to maximise capability to provide a highly effective and efficient service.

### Role

- Carried out a detailed review of the present service involving all stakeholders.
- Reported back to South Cambridgeshire District Council the findings of DLO review.
- Formulated and implemented a six month improvement programme which included the following:
  - Simplifying the repairs ordering process.
  - Externalising the store function.
  - Developing specific KPIs.
  - Reviewing the present SCDC schedule of rates.
  - Developing a multi-skilled workforce training programme.
  - Creating a Partnering culture within the team.
  - Creating a more efficient appointments system.
  - Increasing resident input into the service.
  - Exploring workforce incentive options.
  - Improving the pre/post inspection process.
  - Improving team moral and empowering the DLO by including them in the development process.



The whole SCDC team were involved to create a highly efficient & effective response repairs service

“echelon’s appraisal of the options for the way forward, and provision of temporary management support was invaluable.

By echelon setting up and facilitating a number of stakeholder group meetings to oversee the recovery process we were able to create a 22 point recovery plan.

echelon’s involvement helped to improve the operation and efficiency of the service it in to a surplus making position financially. echelon provided the catalyst for change which set the service on the road to recovery ”

**Brent O’Halloran**  
Property Services Manager  
South Cambridgeshire District Council

echelon provided a means for SCDC to develop a five year business plan for the DLO demonstrating how it could evolve and create a surplus for the council.