

## REPAIRS REVIEW 2001 - ACTION PLAN

### A: Re-Prioritising of Repair Types within Each Response Category and the Usage of Response Categories

Source of Evidence	<b>Purpose of Proposed Action:</b> More Realistic Usage of Response Categories. The redefining of the Response categories and the reclassification and type of work done under each is required to ensure a consistent application of similar repairs across the Council along with a conscious move away from response repairs towards repairs of a more planned nature which will allow appointments to be made with our tenants and internal customers. The move towards more Orders being issued under more planned response categories will also result in recharges attracting lower contractual percentage uplifts, thus effecting greater value for money. This proposal would also address the concerns of the contractors who are of the opinion that too many Emergency repair Orders are issued at the expense of other response categories.									
	Action / Solution	Action Owner	Time Target	Comments						
<b>Conclusions drawn from Contractor Consultation + Internal Customer Consultation + Performance Comparisons</b>	<table border="0"> <tr> <td style="vertical-align: top; padding-right: 10px;">A1</td> <td><b>Emergency</b> - <i>Completion within 24 Hours</i> - To be restricted to genuine <u>emergency</u> repairs including a number of tenants right to repair issues (no pre-inspection).</td> </tr> <tr> <td style="vertical-align: top; padding-right: 10px;">A2</td> <td><b>Urgent</b> - <i>Completion within 3 Working Days</i> - To be restricted to repairs that are <u>urgent</u> but not covered by Emergency (no pre-inspection) and the remainder of tenants right to repair issues.</td> </tr> <tr> <td style="vertical-align: top; padding-right: 10px;">A3</td> <td><b>Planned</b> – <i>Completion within Mutually Agreed Target</i> – To be used where not Emergency or Urgent, but where a more planned approach is appropriate. Tenants and internal customers will be advised of a site visit <i>within 10 Working Days</i> from receipt of request for repair to allow Homes staff time to carry out pre-inspection where required. A number of Orders will be carried out under the Repair-By-Appointment Scheme for certain internal defined repairs, where no pre-inspection is required with the remainder carried out within programmes of planned works.</td> </tr> </table>	A1	<b>Emergency</b> - <i>Completion within 24 Hours</i> - To be restricted to genuine <u>emergency</u> repairs including a number of tenants right to repair issues (no pre-inspection).	A2	<b>Urgent</b> - <i>Completion within 3 Working Days</i> - To be restricted to repairs that are <u>urgent</u> but not covered by Emergency (no pre-inspection) and the remainder of tenants right to repair issues.	A3	<b>Planned</b> – <i>Completion within Mutually Agreed Target</i> – To be used where not Emergency or Urgent, but where a more planned approach is appropriate. Tenants and internal customers will be advised of a site visit <i>within 10 Working Days</i> from receipt of request for repair to allow Homes staff time to carry out pre-inspection where required. A number of Orders will be carried out under the Repair-By-Appointment Scheme for certain internal defined repairs, where no pre-inspection is required with the remainder carried out within programmes of planned works.	Head of Homes in conjunction with term contractors	All Oct 2001	<p>Procedure being drafted to cover situations where there is a need to <u>take the emergency out of the situation</u> by removing threats to tenants, users and the public and to protect property only.</p> <p>Lists defining the classifications of types of work to be issued under each response category are being jointly developed by Homes and B&amp;W.</p> <p>The classification of jobs and their response category are to be clearly defined in the LG repair finder booklet to be made available to tenants.</p> <p>All proposals to be subject to further tenant consultation via the planned "Focus Groups"</p> <p>Repairs by appointment – implementation by phases – discussions underway with both contractors on details of arrangements.</p>
A1	<b>Emergency</b> - <i>Completion within 24 Hours</i> - To be restricted to genuine <u>emergency</u> repairs including a number of tenants right to repair issues (no pre-inspection).									
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### C: Improved Customer Communications between Client and Tenants/Property Keepers

Source of Evidence	<b>Purpose of Proposed Action:</b> To improve the sharing of information with tenants and internal customers both in relation to when the work is scheduled to be carried out and when delays occur. For our internal customers the introduction of planned cyclic visits to properties will make the process for requesting repairs more systematic. The introduction of set response times for Housing Officers, in conjunction with the reclassified Response Categories, will result in tenants and internal customers being given a Response Time for the whole service including the client function; 3 days will therefore mean 3 days from the request date and not 3 days from the placement of the Order. Tenants and internal customers will henceforth be kept fully up-to-date with the progress of their Orders and be given reasons for any delay.			
	Action / Solution	Action Owner	Time Target	Comments
<b>Conclusions drawn from Internal Customer Consultation + Tenant Consultation</b>	<b>C1</b> Client officers to have set time to respond to tenants and property keepers requests and queries, including targets for pre and post-inspections. Procedure Note to be introduced.	Operations Manager	April 2001	Development ongoing.
	<b>C2</b> Property Officers to carry out asset survey of all properties capturing the key components and their life-spans. Also to be captured are all requests for repairs, improvements and spend-to-save proposals from the property keeper.	Operations Manager	Dec 2001	Surveys in progress. Existing data set to be updated with a procedure introduced to record future changes on a regular and systematic basis.
	<b>C3</b> Property Officers are to have a cyclic programme of visits at which inspections of all work will be undertaken and requests logged.	Operations Manager	June 2001	Rota of Visits being established and to be circulated to clients. Design of rota and initial implementation underway.
	<b>C4</b> Procedure Note to be adopted regarding Client Officers keeping tenants and property keepers fully informed as to work-in-progress and likely delays.	Operations Manager	June 2001	Instruction issued to staff.
	<b>C5</b> Read Only access to Orchard IT system to be introduced for clients, enabling them to view the progress of all works.	Senior Systems Officer	Dec 2001	Deployment under review.
	<b>C6</b> Repair Request Receipts to be given to all tenants and all requests for repairs to be logged. These receipts are to confirm both tenant's requests for repairs and the issue of the Order.	Senior Systems Officer	Sept 2001	System to record all "repair requests" in place. Discussions currently underway with IT suppliers on intro of repair receipts.
	<b>C7</b> Internet and facsimile facility to be introduced for tenants to lodge Repair Requests.	Senior Systems Officer	Oct 2001	Development ongoing
	<b>C8</b> LG Repair Finder system to be introduced.	Operations Manager	Oct 2001	This system assists Homes staff to identify the scope of the repair where requested by telephone or at the counter, where the tenant may be unfamiliar with technical issues.
	<b>C9</b> Corporate Working - Joint appraisal to be undertaken between Education's Onsite Services and Homes re the adoption of a more co-ordinated approach to asset management.	Head of Homes	Dec 2001	

## D: Improved Recording of Accurate Information by Client and Building & Works

Source of Evidence	<b>Purpose of Proposed Action:</b> To enable accurate and up-to-date reporting of Building & Work's performance. The condition and attributes survey is to be used to inform management decision making process and to enable a more planned approach to repairs and upgrades, covering both capital projects and repairs.				
	Action / Solution	Action Owner	Time Target	Comments	
<b>Conclusions drawn from Internal Customer Consultation + Contractor Consultation</b>	<b>D1</b>	In order that the client can report accurate Key Statutory Performance Indicators, Building & Works require to procure an IT interface system compatible with Orchard and which allows accurate information to be fed into the system, with particular reference to Order Completed time/date.	Head of B&W	March 2001	Contract awarded and implementation and development well underway
	<b>D2</b>	A house condition and attributes survey has been completed on a representative sample of the properties (25%). This survey has captured the attributes of the stock along with the life-span for the major components. The data will now be migrated into the Orchard IT system for use in the Capital Programme and the Repairs Service generally. The data collected has already informed the Housing Capital Programme for 2001/2002. Costings are to be compiled for component renewal based upon the life-span information gathered in the survey.	Head of Homes  Design Services Manager	Migration by Sept 2001  Costings by August 2001	Condition Survey now complete and reported.  Costings to be carried out by Technical Services.

## E: Improved Financial Client Side Management

Source of Evidence	<b>Purpose of Proposed Action:</b> To improve the accountability of client officers in the financial management of the contracts. To enable managers to closely supervise the handling of requests for repairs from inception to completion. The application of the proposal to employ the recovery of costs due to end-user abuse will result in a decrease in damage to properties and free additional funds for redeployment in the repairs service. The re-evaluation of commitment values for the most common repairs will assist officers in their commitment accounting practices and will mean that closer financial controls are in place for budgetary management purposes.				
	Action / Solution	Action Owner	Time Target	Comments	
<b>Conclusions drawn from Staff Consultation + Performance Comparisons</b>	<b><u>Improved Financial Client-Side Management</u></b>				
	<b>E1</b> The Commitment Value of the most frequently ordered jobs (by number) to be re-evaluated for accuracy in light of actual recharge levels and to be linked to the LG Repair Finder to allow more accurate commitment accounting.	Operations Manager	April 2001	In progress	
	<b>E2</b> All teams/units with a responsibility for ordering work to be given expenditure profiles against which actual spend will be monitored, both by them and by senior officers.	Head of Homes	April 2001	Revised financial monitoring systems being introduced for use by Area Teams to control Ordering and expenditure within agreed budgets.	
	<b>E3</b> The same staff will be monitored for the ratio of Response Category Orders generated by them on a regular basis to ensure appropriateness of usage.	Area Managers	Ongoing from April 2001		
<b><u>Recovery of End-User Abuse Costs</u></b>					
<b>E4</b> System for formally warning tenants and other third parties guilty of repeated abuse to be set up, along with a system for ultimately recovering costs from tenants and other third parties who are guilty of repeated abuse.	Head of Homes	Oct 2001	Proposals to be subject to further tenant consultation via the soon to be launched Focus Groups The introduction of this scheme will have the dual benefit of recovery of costs to be ploughed back into the service along with deterring future abuse.		

## F: Improved Building & Works Recharges Throughout the Year

Source of Evidence	Purpose of Proposed Action: To improve the accuracy of recharges and therefore reduce the amount of disputed accounts and hence speed payment to Building & Works. This will also improve the client's reporting of financial performance as more up-to-date and accurate financial information will be available.			
	Action / Solution	Action Owner	Time Target	Comments
Conclusions drawn from Performance Comparisons	F1	Internal disputes between client and Building & Works are to be resolved by mutual agreement within 4 weeks of the issue being aired. Thereafter protocols to be amended, rogue items introduced and VO issued.	Client Contracts & Planning Manager	Process is now in place with regular meetings and dispute procedures adopted.
	F2	Building & Works to systematically record data relevant to claims and provide client with information as soon as possible to avoid year-end global settlements which may attract undue and otherwise unwarranted attention.	Head of B&W	All April 2001 Process is now in place.
	F3	Resolution of disputed accounts and procedures to be fed back into the Building & Works system and notified to Client immediately to ensure that operatives and managers cease bad practice at source, thus avoiding repeated disputes.	Head of Homes & Head of B&W	Process now in place, subject to ongoing review for effectiveness.

## G: Improved Stakeholder Awareness

Source of Evidence	<b>Purpose of Proposed Action:</b> To enlighten tenants, internal customers, members and contractors of both the scope of the repair service their own obligations as stakeholders. It is expected that this will result in a clearer understanding of what type of repairs are to be carried out, differentiating between those which are the responsibility of the tenants. More clearly defined response times for each type of repair should also result in a higher satisfaction rating from our tenants and internal customers. It is also expected that the proposals will reduce the number of "Emergency" Orders thus allowing a more planned approach and the implementation of a Repair-By-Appointment system, with the added bonus of reduced uplifts and hence free financial resources for reinvestment in the service as a whole.				
	Action / Solution	Action Owner	Time Target	Comments	
<b>Conclusions drawn from Contractor Consultation + Internal Customer Consultation + Tenant Consultation + Member Consultation + Staff Consultation</b>	<b>G1</b> Members to receive information/guidance on the rudiments of any changes to the service, including changes in scope of repairs, targets for completion etc.	All Head of Homes	May 2001	Initial preparations underway.	
	<b>G2</b> Tenants to be consulted in relation to introduction of programmed / improvement works prior to implementation of change.		May 2001	Consultation plans now being finalised with 3 inaugural meetings of 3 Focus Groups convened and 1 other planned. Feedback to be taken into account in the development of the service. After the tenant consultation exercise the contractors will be consulted prior to implementation of any changes.	
	<b>G3</b> Contractors to be made aware of any changes which are likely to effect them, either directly or indirectly prior to implementation of changes.		June 2001		
	<b>G4</b> Tenants to be made aware of any changes to the response category useage and of any changes to obligations re repairs.		Oct 2001	Initial preparations underway.	
	<b>G5</b> All tenants ( <u>and internal customers</u> ) to receive information outlining their and the Council's obligations clearly stating the likely target times for completion of approved repairs. Communication channels to be clearly stated with contact numbers. The LG Repair Finder booklet is to be made available to all tenants.		Oct 2001	Initial preparations underway.	
	<b>G6</b> Internal customers are to receive information re procedures and timescales involved in the prioritising of work within the budgetary resources available.		April 2001	Procedure Note being drafted for staff/customers, explaining the logic of the prioritisation and processes.	
	<b>G7</b> Tenants & Property Keepers are to be further surveyed after 6 months of the launch of the new service to seek their opinions.		April 2002	Focus Groups to be used along with Questionnaire for internal customers.	

## H: Improvements in Client's Description of Works (Narrative)

Source of Evidence	<b>Purpose of Proposed Action:</b> To minimise the duplication of effort by client and contractors in carrying out pre-inspections, thus freeing resources. The proposals will also reduce the number of visits required to tenants and hence will reduce the inconvenience of multi-visits. Post-inspection arrangements are to be shared between client and contractors thus ensuring awareness of outstanding issues by both parties.				
	Action / Solution	Action Owner	Time Target	Comments	
<b>Conclusions drawn from Contractor Consultation + Internal Customer Consultation + Member Consultation</b>	<b>H1</b>	<p><b><u>Improved Client's Description of Works</u></b></p> <p>Client officers to better describe the content of the works required by way of fuller detailed narrative orders. This will include dimensions and manufacturer of key components, approximate quantities, contact numbers, access restrictions and all other relevant information for the purpose of informing the contractors with as much useful information as is reasonably practical where pre-inspections have been carried out.</p>	Operations Manager	June 2001	<p>Existing methods under review, <b>initially examining order procedures for most frequently requested repairs.</b> Approval obtained to acquire new diagnostic repairs tool to streamline job ordering in the shape of LG Repair Finder which provides a pictorial reference for tenants to assist them is fully describing the repair. The LG Repair booklet is to be made available to all tenants.</p> <p>In progress. <b>Protocol for joint inspection will focus initially on jobs with either potentially high value, where the job is not straight forward, or where there are particular quality control issues to be managed.</b></p>
	<b>H2</b>	<p><b><u>Improved Arrangements for Pre &amp; Post Inspections</u></b></p> <p>Arrangements to be formalised for both Pre-Inspection and Post-Inspections. Pre-inspection protocol to be agreed whereby the level of detail to be included in any Order is outlined. Post inspections to be set to a minimum level of 15% of all Orders.</p>	Head of Homes & Head of B&W	June 2001	

## I: Improvements in Contractors' Performance

Source of Evidence	<b>Purpose of Proposed Action:</b> To improve the performance of B&W in relation to keeping appointments with tenants and internal customers, completing jobs on time, along with improving the accuracy of recharges and thus reducing resources currently spent on "disputed accounts". Although some types of repairs are to be reclassified into less onerous response categories, tenants and internal customers should benefit from the vast majority of repairs being completed on time, as B&W will be able to have a more planned approach to repairs and therefore be able to meet the more realistic timescales for completion. The reduction in <b>response categories</b> is expected to result in greatly improved performance for those Orders which are raised under these categories.			
	Action / Solution	Action Owner	Time Target	Comments
<b>Conclusions drawn from Performance Comparisons</b>	<b>11</b> <u>Improvement in B&amp;W Performance</u> The current service delivery will improve by the adoption of the following procedures and strategies:- <ul style="list-style-type: none"> <li>• Adoption of redefining of Response Categories to be used in Orders as laid out in Section A of this Action Plan.</li> <li>• Adoption of new protocol to cover Orders which require an immediate response to emergency situations to be introduced.</li> <li>• Adoption of a Repair-By-Appointment-Scheme whereby Contractors have the opportunity to plan their workload and reduce travel time as well as offering tenants appointments.</li> <li>• Greater use is to be made of Planned Orders whereby Contractors have the opportunity to plan their workload and reduce travel time.</li> <li>• Operatives to be supported more by way of increased supervision by managers.</li> <li>• A system for reporting back potential delays stating reasons to be set up by B&amp;W to enable clients to be kept up to date with the progress of the works.</li> </ul>	Head of B&W + B&W Operations Manager	Full Implementation by Oct 2001	Already Underway, linked to the implementation of B&W new Servitor IT system.
	<b>12</b> All contractors' performance in relation to "Level of Recharge" and "Orders Completed on Time" to be reviewed six months prior to the end of the current contract arrangements. The options open to the Council at that time will be:- <ul style="list-style-type: none"> <li>• Re-tender the same packages.</li> <li>• Apply 1 year extension.</li> <li>• Apply 2 year extension.</li> <li>• Tender the entire service.</li> <li>• Tender part of the service.</li> </ul>	Director of Homes and Technical Services	Completed for Specialists Jan 2000  April 2001 for Gas & Multi-Trade Contracts	Appraisal exercise carried out and concluded for Specialist Contracts. All awarded extensions bar two. Timber infestation Repairs to be re-tendered; Graffiti Removal to be incorporated into Multi-Trade Contracts (nominal value).  Multi-Trade and Gas Contractors yet to be appraised – due April 2001.

## J: Stricter Management of the Out-of-Hours Helpdesk Service

<b>Source of Evidence</b>	<b>Purpose of Proposed Action:</b> To ensure that all genuine requests for assistance are timeously dealt with, whilst channelling non-emergency work and all repairs back through the normal Homes system for dealing with repairs. This should greatly reduce the number of out-of-hours call outs which in the past has had a detrimental effect on progress of normal working. The policy not to carry out "Repairs" under a Category A Order will also greatly reduce the work carried out out-of-hours, thus freeing resources to attend to such repairs in normal working time and in a more co-ordinated fashion. Once the tenants have been made aware of the reclassification of work which will be acted upon out-of-hours it is anticipated that the level of calls handled by the Help Desk will be reduced significantly. Financial savings <b>in premium payments</b> are expected which will be reinvested in more repairs of an improvement nature.			
	<b>Action / Solution</b>	<b>Action Owner</b>	<b>Time Target</b>	<b>Comments</b>
<b>Conclusions drawn from Contractor Consultation + Staff Consultation</b>	<b>J1</b> <b>Out of Hours Helpdesk</b> Help-desk operatives to have new operational protocol for approving Orders, based upon revised usage of Response Categories and reclassification of types of work undertaken in each and in conjunction with the LG Repair Finder. This would be limited to Emergency or Urgent Orders required mainly to remove the danger from the situation or to meet the Council's statutory requirements. Other requests will be passed on to Homes staff the next day for normal assessment and action as appropriate.	Operations Manager	June 2001	Discussions underway between client and help-desk

## K: Improved Client Training

<b>Source of Evidence</b>	<b>Purpose of Proposed Action:</b> To ensure that staff are confident and knowledgeable in the policy, strategy and procedures to be applied across the service, and in particular to their element of operation. The proposed measures are also designed to give all staff a more Customer Focussed approach to their work.			
	<b>Action / Solution</b>	<b>Action Owner</b>	<b>Time Target</b>	<b>Comments</b>
<b>Conclusions drawn from Staff Consultation</b>	<b>K1</b> <b>Client Training</b> Client staff, including Help Line staff and Local Office staff, are to receive refresher training on the following:- Orchard <ul style="list-style-type: none"> <li>• Reclassification of Job Types within each Response Categories &amp; Response Category Usage</li> <li>• Contractual Obligations &amp; Procedures</li> <li>• Policy &amp; Strategy</li> </ul>	Head of Homes	All staff by Sept 2001	Training needs being assessed.
<b>K2</b>	Needs Assessment exercise to be carried out in conjunction with Personnel Services, linked to internal Customer Focus training.		Completion by Dec 2001	Customer Champions identified and Customer Focus training ongoing.

## L: Implementation of Repair By Appointment System

Source of Evidence	Purpose of Proposed Action: Repair By Appointment scheme is designed to enable client staff to advise tenants of a time slot for the work to be carried out at the time the repair is requested. This should result in improved service delivery in the amount of repairs carried out on time along with appointments being tailored to suit the tenant's availability and convenience.			
	Action / Solution	Action Owner	Time Target	Comments
Conclusions drawn from Contractor Consultation + Member Consultation	L1	Head of Homes and term contractors	Launch October 2001  Fully Implemented by April 2002	Formal approach to main contractors commenced – detailed arrangements to be formalised between the parties.
	L2			

## M: Introduction of Customer Care Tracking System

Source of Evidence	Purpose of Proposed Action: To enable Homes to formally report performance on a regular basis along with being able to readily inform members and senior managers on ad hoc queries regarding a request for repairs or the progress of an Order.			
	Action / Solution	Action Owner	Time Target	Comments
Conclusions drawn from Staff Consultation + Internal Customer Consultation + Member Consultation	<b>Customer Care Tracking System</b>			
	M1	Head of Homes and term contractors	Full Departmental roll-out by Oct 2001	Review has been carried out re the best IT system to operate such a scheme. <b>Respond3</b> system has been piloted by Technical Services and has been identified as being the most appropriate system and is to be rolled-out across the department.
	M2			
M3				

**N: Miscellaneous Issues**

<p><b>Source of Evidence</b></p>	<p><b>Purpose of Proposed Action:</b> To allow the property stock to be maintained in a fair and reasonable state of repair. Currently only emergency or pressing repairs are carried out, as no funds are available to effect systematic repairs or improvements. Additional funds would allow a more programmed approach to be adopted to planning repairs and improvements. Additional pro-active services such as CCTV Maintenance, Fire Alarm Maintenance, Water Testing Services have now been introduced, with others planned (e.g. Intruder Alarm Maintenance).</p>				
	<p><b>Action / Solution</b></p>	<p><b>Action Owner</b></p>	<p><b>Time Target</b></p>	<p><b>Comments</b></p>	
<p><b>Conclusions drawn from Internal Customer Consultation</b></p>	<p><b>N1</b></p>	<p><u>Improved Funding of the Property Repairs Service</u> Pro-Active Contracts have been procured and are in place with further ones being procured for commencement during 2001/2002</p>	<p>Technical Services</p>	<p>All in place by June 2001</p>	<p>As part of the Council's Risk Management Strategy, new contracts have already been awarded with 3 others going to tender March 2001. As no additional funds have been provided, the cost of these new pro-active contracts will require to be funded at the expense of normal repair, maintenance and improvements.</p> <p>Health &amp; Safety and statutory responsibilities will continue to be a priority for expenditure in 2001/2002. All other issues will be prioritised for action to ensure spend is contained within approved budgets.</p>
	<p><b>N2</b></p>	<p>Council must appropriate necessary funds in order to maintain property stock at acceptable levels to end-users.</p>	<p>Council</p>	<p>Ongoing</p>	

## O: Re-launch of Repairs Service

Source of Evidence	Purpose of Proposed Action: To formally advise tenants and internal customers of the changes to the service and to highlight their participation on rolling out the improvements which should be a benefit to all parties across the service. To advise staff and operatives of the outcome of the review with the aim of improving morale of both client staff and B&W staff and operatives. To adopt best practice as the standard across the service drawing on the findings of the review and to build upon existing processes and good practices and openly launch the service as a "new" <u>customer focused</u> service based on customer needs and expectations allied to available budget and human resources.				
	Action / Solution		Action Owner	Time Target	Comments
Conclusions drawn from Staff Consultation	<b>Re-launch of the Repairs Service</b>				
	O1	<ul style="list-style-type: none"> <li>Press release in local newspapers on the outcome of the review and our intentions.</li> </ul>	Director		The re-launch of the service to be carried out after feed-back obtained from stakeholders. The launch is to include the introduction of the LG Repair Finder documentation, revised Response Category Usage, reclassified type of repair within each response category, the roll-out of Respond3 Customer Complaints/Query Tracking System, Staff Training, Repair-By-Appointment Scheme etc.
	O2	<ul style="list-style-type: none"> <li>Joint launch between appropriate HATS personnel.</li> </ul>	Head of B&W	October 2001	
	O3	<ul style="list-style-type: none"> <li>Building &amp; Works full staff and operatives meeting to launch the service and communicate the new ideas and strategy.</li> </ul>	Head of Homes		
	O4	<ul style="list-style-type: none"> <li>Client staff meeting to launch the service and communicate the new ideas and strategy.</li> </ul>	Client Operations Manager		
	O5	<ul style="list-style-type: none"> <li>Formal presentation by senior management to all elected members.</li> </ul>			
	O6	<ul style="list-style-type: none"> <li>Preliminary meeting with private contractors to advise them of the anticipated changes and to involve them in the process.</li> </ul>			

End

29<sup>th</sup> March 2001

AGENDA