



## Assets, Development and Investment Committee

26 February 2014

**Title:** Repair and Maintenance Contract – End of Third Quarter 2013/14

**Report of** Director of Customer and Communities

### Purpose of Report

1. To update the committee on the operation of the repair and maintenance contract up to the end of the third quarter of the current financial year.

### Background

2. This committee previously received a report at the meeting on 17 October 2013 reviewing progress with the repair contract in the first quarter of its second year. The contract is between Gateshead Council and Mears and is for a three year period with an option to extend up to a further two years.
3. The report in October showed that in the first quarter satisfaction with repairs had remained high, and in most areas performance was improving, if not yet on target. However, volumes of work were increasing – particularly for relet works to void properties.
4. Responsive repair costs were over budget in the first quarter, and although overall expenditure was within budget it was noted that invoices for relet works had not yet been received, and these would result in an overspend.

### Review to end of Quarter Three 2013/14

5. 41,635 responsive repairs have been completed by Mears between April and December 2013 (averaging 1,041 per week). In the full year 2012/13 there were 52,098 repairs completed (averaging 1,002 per week).
6. 1,424 vacant properties have been passed to Mears for relet works so far this year, which is comparable to the full year in 2012/13. The impact of housing benefit reductions for underoccupancy has been linked to the increase in tenancy terminations since April 2013.
7. 14,631 gas services have been carried out to date, with 22 properties overdue by end of December 2013 but with action planned to ensure compliance.

8. The electrical testing programme and the painting programme are both on track to be completed by year end. 955 out of 1,281 electrical tests have been completed, and 1,558 out of 2,120 properties have been painted.
9. Satisfaction with the standard of repairs carried out continues to be high, and complaints have continued to come in at a lower rate than in the previous year. When trends in complaints are identified, these are discussed with the contractor so that action to remedy can be taken. A recent example is an increase in complaints about scaffolding and management of sub-contractors, which Mears have been asked to look into.
10. At the start of December 2013 telephone calls for emergency repairs outside of normal opening hours began to be received directly by Mears 24/7 team, rather than by the council's Carecall team. The transition has been a smooth one, and an analysis of the impact of the accompanying change in opening hours will be reported to the next meeting of this committee.
11. Performance on key performance indicators for repair appointments and timescales is not in target, but there have been continued improvements. At the last meeting we reported that an IT fix to Mears' repair appointment system had resulted in better performance in booking appointments in September. This improvement has continued in Quarter 3. A summary of performance indicators is included at Appendix 1.
12. There remain some areas for development and improvement, particularly in delivering efficiencies in terms of the operation and management of the repair contract. To support this Mears have commenced a review of the two key areas of delivery namely void management and repairs delivery with the results of the reviews timetabled to inform service delivery in 14/15. We are integral to these reviews and the findings will inform the joint working of the partnership going forward.
13. The regular contract review document has been jointly produced by service managers from Mears and from the housing company, and can be found at Appendix 2. There are sections on:
  - Responsive Repairs
  - Voids
  - Gas Servicing and Repairs
  - Electrical Testing
  - Painting and Repairs
  - Aids and Adaptations
  - Apprentices
  - Customer Care
  - Health and Safety
  - ICT
  - Service Improvements
14. In addition to key performance information a performance scorecard has been developed with Mears in order demonstrate the breadth of activity within the contract. A copy of the scorecard is attached at Appendix 3.
15. A further update will be brought to this committee showing the full second year review.

## Links to Values

16. The report links to the values of:
- Being a listening and learning organisation
  - Being honest, accountable and transparent
  - Being customer focused

## Impact on tenants

17. For most tenants, their contact with the services provided by the company is most likely to be linked to the repair service – and customers tell us through the annual survey that well maintained homes remains a key priority.

## Risk Management

18. The report links to the strategic risks around: -
- delivering effective asset management
  - delivering on new projects
  - maintaining a positive reputation
  - managing finances and delivering value for money
  - effectively managing business continuity

## Health Implications

19. There are no health implications directly arising from this report.

## Financial Implications

20. The following financial information has also been included in the Management Accounts report to Resources Committee on 25 February 2014.
21. The repairs budget was set with all Mears budgets reduced by a 3% efficiency saving as agreed in the repairs tender. All other budgets have remained at the same level as 2012/13.
22. An analysis of the repairs costs is provided below.

	YTD Actua £000's	YTD Budge £000's	Variance £000's	Annual Budget £000's
<b>REPAIRS</b>				
Fixed Costs (Contractors' Prelim's)	3,489	3,478	(11)	4,637
Responsive – Mears	3,812	2,906	(906)	3,875
Responsive – LES	826	750	(76)	1,000
Responsive – Mears Specialist	380	356	(24)	475
Responsive – External Specialist	181	191	10	255
Responsive - Others	71	53	(18)	70
Relets – Mears	3,162	2,535	(627)	3,380
Relets - Other	258	525	267	700
Cyclical Repairs – Servicing	251	375	124	500
Cyclical Repairs – Remedial Works	0	113	113	150
Water Hygiene Testing	39	113	74	150

	YTD Actua £000's	YTD Budge £000's	Variance £000's	Annual Budget £000's
Painting	850	840	(10)	1,120
Gas Servicing	1,374	1,439	65	1,918
Electrical Circuit Testing	70	101	31	135
Solid Fuel Testing	0	2	2	2
Lift Maintenance	72	101	29	135
Security	59	150	91	200
Environmental Works	81	169	88	225
Energy Performance Certificates	27	38	11	50
Aids & Adaptations	107	113	6	150
	<b>15,109</b>	<b>14,348</b>	<b>(761)</b>	<b>19,127</b>
Insurance Funded Repairs	96	0	96	0
Capitalisation	1,500	1,125	375	1,500
Repair Management Fee Income	13,223	13,223	0	17,627
<b>Income Total</b>	<b>14,819</b>	<b>14,348</b>	<b>471</b>	<b>19,127</b>
<b>REPAIRS TOTAL</b>	<b>(290)</b>	<b>0</b>	<b>(290)</b>	<b>0</b>

#### Overall Summary

23. The overall position at the end of the third quarter is an overspend of £290,000. There are two areas of concern that are being closely monitored in partnership with the Council and Mears - Responsive Repairs Mears and Relets Mears. Further detail is included below highlighting the actions currently being undertaken to minimise the risks to our budget.
24. We are currently anticipating to be overspent by £520,000 by the end of the financial year. Senior Officers of the Council and TGHC are meeting on 24<sup>th</sup> February to discuss this projected overspend and a verbal update will be given at the Committee to keep members up to date with progress made.

#### Responsive Repairs

25. Responsive repair costs have been split between spend with Mears, spend with Local Environmental Services and the other costs associated with repairs. Mears are the repairs contractor and they carry out all the repairs and maintenance at properties. LES carry out all drainage and highways repair works.
26. To reflect operational delivery and to allow for closer monitoring of the budgets, we have split the repairs other costs budget into three smaller budgets:
- Mears Specialist Works - for one-off larger jobs and batched work passed to Mears
  - External Specialist Works - for asbestos work and any other subcontractors used to provide specialist work (that Mears do not have the ability to carry out)

- Responsive Other - for the repairs freephone number, postage for postcards/letters and removal and accommodation costs incurred due to repair works
27. There have been 41,606 repair orders invoiced to the end of the third quarter and the average repair cost for the period was £101.38 (a reduction from the second quarter). This compares to 35,770 invoiced repairs for the same period 2012/13, however this figure was low due to the start of the Mears contract.
  28. An analysis of the type of responsive repairs carried out is included within Appendix 3 and a comparison of responsive repairs costs and number of jobs is included in Appendix 4.
  29. We have seen a change in spend profiles due to the reduced provision for elemental replacements and subsequent increase in multiple repairs being carried out. This has put pressure on responsive repairs budgets in relation to roofing works, access, asbestos, plastering, multi storey externals and multi storey internal communal infrastructure.
  30. New budget control measures have been introduced to try and mitigate some of the overspend by the year end including slowing down spend on specific repair areas such as external works, garages and detached outhouses and reviewing the property inspector role to support VFM. In addition, staff have been briefed to maintain a consistent message in managing customer expectations and demands.

#### Relets

31. The relet budget is split between the costs of the works carried out by Mears and the other costs associated with relets. Other costs mainly relate to costs associated with asbestos works, security costs and decoration vouchers provided to new tenants.
32. Mears relet costs are over budget at the third quarter. The number of void properties has increased this year due to the impact of Welfare Reform with 1,429 properties let to the end of the third quarter, compared to 1,254 for the same period in 2012/13.
33. Weekly operational meetings are held with Mears to discuss the relet works being undertaken and we closely monitor the number of voids sent through to Mears for relet works.
34. The average relet cost for jobs completed and invoiced to the third quarter was £2,425.14 (a reduction from the second quarter) and the number of relets invoiced to the third quarter was 1,435. At the third quarter of 2012/13, 964 jobs had been invoiced at an average cost of £2,084.12.
35. The increase in average cost is due to more major work and category 3 voids being required this year in comparison to the same period last year. There has been more elemental replacement in line with maintaining decency and a higher level of plastering works carried out on voids, which has pushed voids into the higher categories.

36. The number of voids and the level of work content continues to be closely monitored and discussions are ongoing with the Council regarding the budget implications and options for mitigating the problem if the current trend continues.

#### Painting

37. The painting programme budget is currently over spent by £10,000 to the third quarter. The overspend is due to work commencing on many of the additional schemes that were added to this years' plan that were at the planning and preparation stage earlier in the year. During the winter months work will halt on the external painting programmes and work will be carried out on the internal programmes as the weather conditions are not suitable for outdoor painting. During these months we would expect the level of spend to slow down and we are anticipating that the budget will be underspend by the end of the year by around £110,000.

#### Gas Servicing

38. Gas servicing is under budget for the third quarter as the number of gas repairs required has been lower during the summer months and lower than expected so far this winter, due to the mild weather conditions we have experienced. The spend could yet increase during the remaining winter months if the weather gets colder and boiler usage increases. This budget line also includes the Gas Care Plan which is a fixed monthly cost of £147,000, the budget for gas repairs and the no access team and any warrant required to secure access to a property.
39. Gas appliances are required to have a gas service carried out every 12 months. At the end of the third quarter, 99.86% of properties had a gas service within the previous 12 months. 7 properties were out of date by 1 to 4 weeks, 9 properties were out of date by 4 to 8 weeks, 7 properties were out of date by 8 to 12 weeks, 2 properties were out of date by 12 to 16 weeks and 2 properties were out of date by 16 to 20 weeks.

#### Cyclical Maintenance

40. There are a number of repair costs in relation to the cyclical maintenance programme which have been developed for our properties. This is particularly in relation to cyclical repairs, water hygiene testing, lift maintenance, environmental works, electrical circuit testing and solid fuel testing.
41. We have a programme of works for these areas of maintenance. We have separated out the Cyclical Works – Remedial Works, as this is a responsive element of costs, so we can build up our ability to assess the expenditure. There has been no spend required in this area in the third quarter.
42. The security budget is underspent at the third quarter and this is due to queries with invoices from one of the contractors used for security works. Despite these outstanding queries, we would still expect this budget to come in underspent for the year.
43. The environmental budget is underspent to the end of the third quarter however we have received additional invoices from LES for environmental works which are currently being investigated these charges as the level of supporting information we have received to support the charges is insufficient. Once these

outstanding invoices have been agreed we would expect this budget to be on budget or slightly overspend by the end of the year.

### **Value for Money Implications**

44. Value for money was a key factor in the award of the repair and maintenance contract, and in the ongoing review of its operation.

### **Recommendation**

45. The views of the committee are sought on whether the committee is satisfied with progress on the management of the repair and maintenance contract with Mears to the end of Quarter 3 2013/14.

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Kevin Johnson, Head of Customer Services Tel No: (0191 433 5378)

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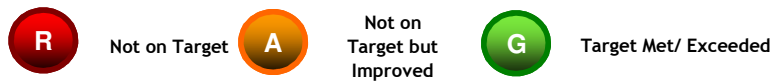


**The Gateshead Housing Company**  
**April - December 2013/14 Performance**

### HomeRepairs

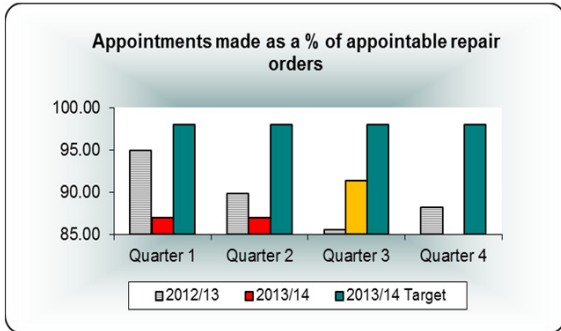
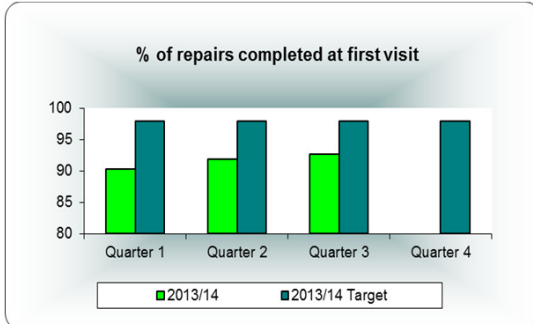
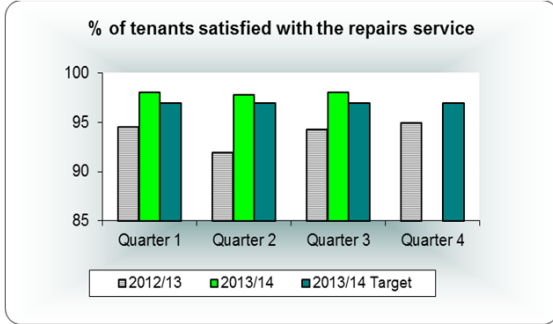
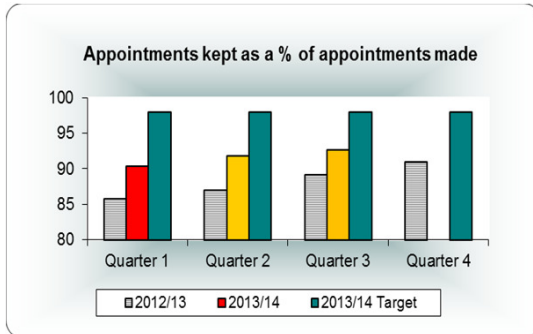
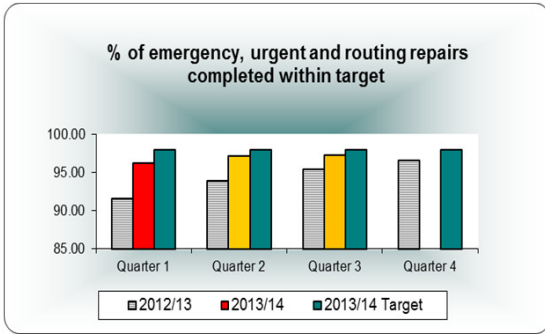
Aims of the service
With the Mears contract now being more established we aim to improve satisfaction, increase the number of appointments kept, while at the same time work towards our company priority of providing a customer focused repair service.
Overall result for the service and the outcomes for customers
Reported levels of satisfaction with the repair service remain high, and other indicators have shown improvement in quarter 3. Following the corrections to the IT appointment system (reported in quarter 1 and 2) performance on making appointments has improved considerably in quarter 3. We are working with the contractor on a review of their supporting evidence.

### HomeRepairs - KPIs



	HomeRepairs	Performance 2012/13	Target 2013/14	Performance April - Dec 2013/14	Result Against Target	Trend Against Prior Quarter
	% of emergency, urgent and routine repairs completed within their timescale	96.63%	98%	97.30%	<span style="border: 1px solid black; border-radius: 50%; width: 20px; height: 20px; background-color: orange; color: white; text-align: center; line-height: 20px;">A</span>	↑
	% of tenants satisfied with the repair service	94.95%	97-100%	98.02%	<span style="border: 1px solid black; border-radius: 50%; width: 20px; height: 20px; background-color: green; color: white; text-align: center; line-height: 20px;">G</span>	↑
	Appointments made as a percentage of appointable repair orders	88.16%	98%	91.40%	<span style="border: 1px solid black; border-radius: 50%; width: 20px; height: 20px; background-color: orange; color: white; text-align: center; line-height: 20px;">A</span>	↑
	Appointments kept as a percentage of appointments made	90.89%	98%	92.72%	<span style="border: 1px solid black; border-radius: 50%; width: 20px; height: 20px; background-color: orange; color: white; text-align: center; line-height: 20px;">A</span>	↑
	% of repairs completed at first visit	N/A	91%	93.58%	<span style="border: 1px solid black; border-radius: 50%; width: 20px; height: 20px; background-color: green; color: white; text-align: center; line-height: 20px;">G</span>	↑





**% of emergency, urgent and routine repairs completed within their timescale**

**Current Performance**

Overall performance continues to improve although, performance for routine repairs remains lower than that for emergency and urgent categories which are achieving performance levels. There has been some improvement in quarter 3 performance for routine repairs but not sufficient to achieve overall target this year.

**Supplementary Information**

49,890 jobs are reported by Mears to be completed, with 48,545 within timescale. Breakdown within categories is: Emergency = 99.29%; Urgent = 99.19%; Routine = 94.84%

**% of tenants satisfied with the repair service**

**Current Performance**

Performance remains ahead of target. 10,341 surveys have been completed, of which 10,136 were satisfied.

**Supplementary Information**

**Appointments made as a percentage of appointable repair orders**

**Current Performance**

Performance is much improved in quarter 3, 99.74%. It is unlikely to achieve overall target for the year due to the problems with the IT appointment system that were not corrected until August/September 2013.

**Supplementary Information**

36,918 appointable orders, for which 33,742 appointments were offered when the tenant first reported the repair.

**Appointments kept as a percentage of appointments made**

**Current Performance**

Performance has been consistent in quarters 2 and 3 (94.25% and 93.91%) but the end year result is unlikely to be higher than 93 - 94%. Consideration may be needed for a target review, accepting that achieving 2 hour timeslots is more difficult than am/pm slots.

**Supplementary Information**

44,538 appointments made in total, with 41,294 reported to be kept by the contractor.

**% of repairs completed at first visit**

**Current Performance**

Performance remains consistent in quarter 3, exceeding target at 93.72% year to date. Of 49,947 qualifying repairs, 46,740 were completed at first visit.

**Supplementary Information**

There were 1,886 occasions on which the materials required were not available at first visit.




The Gateshead Housing Company  
April - December 2013/14 Performance

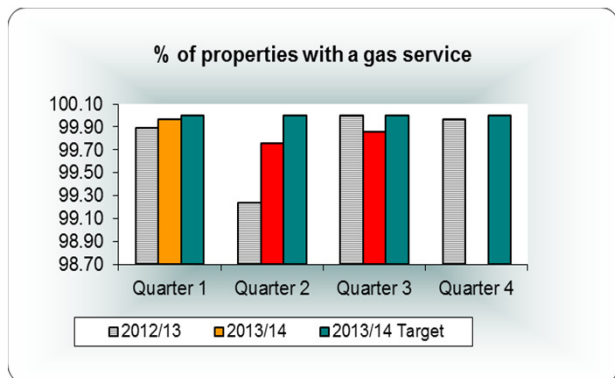
**Cyclical**

<b>Aims of the service</b>
Based in the Repairs Management Service, cyclical maintenance covers a range of issues that help protect and secure tenants, including gas safety and lift maintenance. In 2013/14 the range of indicators measured has been extended.
<b>Overall result for the service and the outcomes for customers</b>
A range of new measures are being introduced to add to the existing performance indicator for gas servicing. Systems are being established for some of these for reporting later in the year. Monitoring of instances of lift breakdowns is already underway.

**Cyclical Maintenance - KPIs**

R Not on Target
 A Not on Target but Improved
 G Target Met/ Exceeded

	<b>Cyclical Maintenance</b>	Performance 2012/13	Target 2013/14	Performance April - Dec 2013/14	Result Against Target	Trend Against Prior Quarter
	% of relevant properties that have had a gas service in the last 12 months	99.97%	100%	99.86%	<span style="display: inline-block; border: 1px solid black; border-radius: 50%; width: 20px; height: 20px; background-color: red; color: white; text-align: center; line-height: 20px;">R</span>	↑
	% of customers satisfied with the painting programme	N/A	Baseline	94.31%		
	% of properties where a smoke detector service has been carried out	N/A	Baseline	To be reported quarter 4		
	Instances where lifts were unavailable in blocks (excluding planned maintenance)	N/A	Baseline	170 (out of 7,425 days)		
	% of multi storey blocks that have received an annual drainage inspection	N/A	Baseline	To be reported quarter 4		
	% of properties where a CO detector is present in a property	N/A	Baseline	97.23%		



**% of properties that have had a gas service this year****Current Performance**

18,831 out of 18,858 tenanted properties had a valid certificate evidencing their gas service at the end of December. Attempts have been made to access the remaining 27 properties in line with the risk assessed procedure. 12 are at the stage where a warrant would be considered. Options are being considered around use of warrants and other alternatives.

**Supplementary Information**

Weeks out: (1 to 4 wks:7) (4 to 8 wks:9) (8 to 12 wks:7) (12 to 16 wks:2) (16 to 20 wks:2)

**% of customers satisfied with the painting programme****Current Performance**

94.31% of customers surveyed were satisfied with the painting programme.

**Supplementary Information**

123 returns received. The drop in performance centres primarily around issues with scaffolders. The issue is reviewed monthly with Mears.

**% of properties where a smoke detector service has been carried out****Current Performance**

Communal area servicing ongoing. Services to individual flats have commenced but are delayed due to technical problems with a number of systems.

**Supplementary Information**

LES are undertaking further systems analysis due to incompatibility issues with a number of components. Further pilot installations are being undertaken throughout January.

**Instances where lifts were unavailable in blocks (excluding planned maintenance)****Current Performance**

There are 27 blocks with lifts, and there were 275 calendar days in the period, equalling 7,425 possible "lift days". There were 170 unplanned instances of a lift being unavailable for at least some part of one of these days (also could be expressed as 2.28% of the days).

**Supplementary Information**

Periods of planned maintenance are excluded from this indicator calculation.

**% of multi storey blocks that have received an annual drainage inspection****Current Performance**

Further drainage inspections undertaken in quarter 3 and results aim to be reported in quarter 4.

**Supplementary Information**

Delayed due to ICT interface development issues.

## % of properties where a CO detector is present in a property

### Current Performance

18,854 properties require a CO detector (this includes 29 Solid Fuel appliances) to date we have installed 18,332 to properties (71 Installed since October- new installs).

### Supplementary Information

Remaining properties and out of date CO detectors are programmed for renewal in quarter 4 and work will commence at the end of January. Contractors gas servicing teams ensure vans are stocked with CO detectors. Interfacing of data and invoicing procedure to be finalised.

# CONTRACT OVERVIEW

## April 2013 to December 2013

### Quarter Three



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Working in partnership for you

### **Responsive Repairs Contract**

The number of responsive repairs raised between April and December 2013 totalled 48,644.

- 41,635 were completed during the same period. This equates to an average of 1,041 per week.
- 7,003 cancelled for various reasons

Performance on the number of repairs completed Right First Time has continued to achieve target at 93.72% at the end of Quarter 3.

The number of jobs completed within time has shown a gradual improvement from 95% at the start of the year to 98% in December. Performance at the end of Quarter 3 stands at 97.30% which is an improvement against 2012/13 performance but remains slightly outside of target. Operational delivery groups have developed an action plan to address outstanding issues causing individual jobs to fail. Actions including a review of daily failures are due to commence in January 2014.

- EME completed on time, 99.29%
- URG completed on time, 99.19%
- ROU completed on time, 94.84%

The number of jobs identified as out of date has improved from 511 in April 2013 to 47 at the end of December 2013. Weekly monitoring of jobs out of target is completed and reviewed jointly by the partnership.

The number of 2 hour appointments kept has improved in December and leaves the Quarter 3 performance at 93.91%. A review of why appointments have been missed is due to commence in January 2014. This comprises of a daily monitoring report produced by Mears planners and weekly review jointly by the partnership.

Mears Appoint system changes implemented in Quarter 2 have continued to positively impact the number of appointments made during Quarter 3. Performance has improved from 86.96% in Quarter 2 to 99.74% in Quarter 3.

Tenant Satisfaction with the service provided by TGHC HomeRepairs has continued to exceed target during Quarter 3. Performance year to date remains above target at 98.02%.

Mears dedicated planned team have developed a series of processes and procedures in an aim to ensure an efficient delivery of planned works. Current performance for planned works remains out of target at the end of Quarter 3 at 86.02%. Specific satisfaction data is to be collected for planned works during Quarter 4, this evidence will be used to drive further areas of learning throughout

planned delivery. A joint working group from Mears and TGHC are reviewing areas of improvement such as,

- Accurate description of works to increase opportunity to complete job at first visit
- Application of correct SOR & quantities
- Clear scope of works and planning for multi trade jobs
- Management of tenant expectation, for example, extent and type of plastering repairs

The winter months to date have not delivered the extreme weather of the last few years, although strong winds have hampered/delayed some working at height operations.

Mears and TGHC have worked together to mitigate any issues that may arise from the current ongoing Fire Fighter Industrial Action. Additional resource has been made available as required and emergency stock has been added to the out of hours store to ensure correct materials are available at all times.

Mears 24/7 call centre have now taken over the out of hours calls from TGHC. Specific training was delivered to the Mears 24/7 call centre and the results appear positive. Joint monitoring of orders raised will be required during Quarter 4 to ensure to interpretation of an emergency repair is being correctly applied.

Mears and TGHC agreed to trial appointments from 16.30pm -18.30pm on Tuesday and Thursday evenings. Trades have varied during the trial and have included joinery, electrical and plumbing. This was designed to give flexibility to customers that are unable to make appointments during the day. .

Due to ICT and procedural barriers the trial was extended to the end of January.

Upon completion of the trial a joint review of the findings will be required to determine how an effective service to customers can be offered in the future. The review will include assessing the level of demand, the trade/resource required and the number of appointments needed to determine the shape of the service.



**Voids Contract**

The increase in the number of voids received has continued throughout Quarter 3 with the number of voids received totalling 1,424.

2010 - 11	2011 - 12	2012 -13	2013 - 14
345	385	391	440

The table below shows the volume of voids raised on a monthly basis.

April	May	June	July	August	Sept	Oct	Nov	Dec	Total
184	169	136	185	150	160	165	150	125	1424

Terminations have increased from 30 – 40/ week, largely due to the impact of welfare reform, impacting on the number of voids raised. There were, on average, 158 voids raised per month up to the end of Quarter 3. TGHC are monitoring termination levels on a weekly basis.

The level of work required to bring the voids to the lettable standard continues to be high, with over 50% of the properties falling above the relet 3 category.

A relet 4 category has now been introduced within the contract to bridge the gap between a relet 3 and major work. The impact on performance of this category will be monitored in the coming months.

December performance for relets remains out of target at 22.40 days. Quarter 3 overall stands at 20.03 days which is an improvement of 3.69 days in comparison to Quarter 2. Year to date performance stands out of target at 19.79 days.

The fail rate for Mears to achieve the Lettable Standard at the first inspection by TGHC exceeds 40%, however, customer satisfaction of the property offered in line with the Lettable Standard remains in target at 96.80% against a target of 95%. The quality inspections completed by TGHC ensures that quality is met prior to properties being made available to customers.

In conjunction with the Tyne & Wear Fire brigade a pilot scheme was introduced during Quarter 3 and has so far proven successful. Mears SHE Manager co-ordinates the results of the installations & provides details to both TGHC & the Tyne & Wear Fire brigade.

TGHC and Mears are currently working together on the Talisman review of the void service. Presentations have been delivered to the panel by both parties followed by a tour of the Mears branch. The next stage of the review is for the Talisman group to meet with the TGHC void officers and Mears void Supervisors in January 2014.

A full operational review has taken commenced in December to look at all processes and structure from both partners to identify any potential improvements or efficiencies. Results will be reviewed in January for implementation at earliest opportunity.

**Gas Servicing & Repairs Contract**

**Gas Servicing Contract:**

April to Dec 2013	Completed	Overdue	N/A one	N/A two	N/A three	N/A & Warrant process	Completed %
Total	14631	22	3976	1478	595	595	99.88

There are currently 22 outstanding Landlord Gas Safety Record's.

- 3 for August.
- 2 For September.
- 6 for October.
- 4 for November.
- 7 for December.

TGHC officer Gary Stirling has now been sworn in as a warrant officer in substitution of the role formerly delivered by Environmental Health. This has required a reassessment of all paperwork and process in conjunction with the council's legal services to ensure compliance. The new TGHC led process is scheduled to come into operation week commencing 20<sup>th</sup> January.

The Mears gas section, working alongside TGHC to provide additional coordination for the no access squad, has worked with great diligence to ensure the reduction in the number of overdue services. This approach has been vital to bring services back to the current level and although it has required additional officer support it has been a valid interim solution to accommodate the transition of the warrant process.

The no access rate remains over three quarters of the current contract year. Following a review of the warrant process for no access all correspondence has been reworded advising residents of the cost implications of failing to provide access.

TGHC communications team have released a number of advertisements raising the profile of no access and highlighting the budgetary pressure of additional services, and costs incurred by TGHC in serving the warrant. This approach is intended to highlight to all residents the impact on the service and direct cost of failing to provide access.

Data quality reviews are still on going to improve the transfer of information between Northgate and Mears MCM systems.

**Gas Repairs Contract:**

April to Dec 2013	Jobs	No Access	Percentage No Access
Totals	9640	857	8.9%

Customers receive a phone call to confirm the appointment for every repair received, however a no access rate of 8.9% is still evident.

Access to complete new tenant gas safety checks is an area of concern. This is in part influenced by the increase in voids resulting from Welfare Reform. The increased volume of signups per week is exceeding the number of available appointment slots and placing a greater pressure on availability of resource. In response Mears have increased from 8 per slots per day to 10 to address this; ongoing review in line with resource availability will be required.

Workshops with Housing Offices have taken place in November to reaffirm communications and job allocation processes.

The introduction of the new Energy Angels scheme is anticipated to relieve some of the pressure resulting from a lack of live gas supplies in the property at the time of visit. Where tenants are able to arrange services to be live at an earlier stage this will allow checks to be scheduled with more certainty and hopefully reduce abortive appointments.

**Electrical Testing Contract**

The programme of 1281 properties is progressing on track. To date 955 have been completed, 71% of the programme, with provision in place to complete before end of March 2014.

All residents receive a call to arrange appointments; this is then followed up with a letter and text. An evaluation of the success rate in line with no access is to be carried out next quarter.

The high workload on voids has resulted in a need for Mears to work in partnership with an external electrical contractor to deliver the service during peaks in workload.

Mears Electrical team completed work to refurbish the shower facilities at Wrekenton Blue Star Youth football team as part of the community foundation.

**Painting & Repairs Contract**

The external painting contract was suspended for the winter period.

Of the 2,120 properties within the contract, 1,558 are completed (73%). There are also 302 garages to paint, 161 are completed (53%). The external programme is due to recommence on 17th February to conclude the external programme.

The internal programme has commenced, with communal works to Harrison Court and Pleasant Place (Birtley Villas commenced 13/01/2014 – ie Qtr.4). Programmed work approximately 30% completed in December (88% as of 17/01/14).

In September Mears recruited their first Painting apprentice since 1998; this is a reflection of the commitment from Mears to deliver the Painting service going forward.

### **Aids & Adaptations Contract**

In the first 9 months, Mears were issued 982 jobs, of which, 922 were completed, with 60 jobs cancelled by the client or the end user.

### **KPI Report. Completed on Time.**

- AD1, (7Days). 602 jobs completed. 99.58%
- AD2, (25Days), 286 jobs completed, 99.37%
- AD3, (45 Days), 34 jobs completed, 81.82% (time variation submitted due to additional work)

Mears have been requested to adapt a full 3 bedroom property in Wardley, on behalf of Gateshead Council. This property will be used as a respite/transit property to cater for residents with disabilities who need a place to stay on a temporary basis.

The property will undergo extensive refurbishment, with all requirements of the current regulations for accessibility, both internal and external of the property, complete with through floor lift and fully adapted kitchen / bathing facilities.

### **Apprentices**

There are currently 21 apprentices within the Mears Gateshead business made up of the following:

- 4 transferred during the TUPE transfer in 2012
- 7 employed in the Mears September 2012 recruitment process
- 7 employed in the Mears February 2013 recruitment process
- 3 employed in the Mears September 2013 recruitment process

The apprentices are broken down in to the following trades:

- Joiners = 1
- Gas plumbers = 4
- Plumbers = 0
- Electricians = 2
- Roofers = 1
- Multi skill = 9
- Decorator = 1
- Business administration = 2
- Customer care = 1

Mears have partnered with Gateshead College to provide all the relevant courses tailored to suit the business needs. All NVQ qualifications undertaken are portable & can be used once qualified throughout the construction industry. The main benefit is having a locally qualified work force with a skill set that can be utilised in the future.

In order to gain experience all apprentices are utilised within all areas of the contract, responsive repairs, voids, adaptations, painting/repairs, gas & within the office. A general all round knowledge of the business helps to nurture an understanding of how the contract works.

An intake of an additional 4 apprentices planned for next 2 months, comprising of a mix of operational and office based roles, split yet to be determined.

### **Customer Care**

#### **Complaints**

Complaints have remained static during quarter 3, compared to the previous quarter.

Quarter 3 results are showing an average of 18 complaints per month compared to 41 per month for the same quarter in 2012.

It has taken an average of 10 days for a complaint to be investigated and closed compared to 36 for the same quarter in 2012

Year to date from April – Dec 2013 is showing 165 complaints compared to 226 during the same period in 2012

#### **Resident Liaison**

On-going support is provided from Customer Care to all sections within the business. A review of the specialist works process is now complete. The revised process incorporates the Mears customer care team to ensure a successful customer journey.

#### **Customer satisfaction**

Customer satisfaction has remained static at 99% of the customers rating the overall service from Mears at either excellent or good.

#### **Learning Modules**

Learning Modules have continued to be delivered by customer care. Topics have covered Key Performance Indicators, Compliments, PDA Surveys & Confidentiality

#### **Serving Our Communities**

Mears electrical team fitted four new showers and renewed cables for Wrekenton blue star football club.

Sheriff Hill Methodist Church received a face lift in the form of painting internal rooms. We also erected shelving to cupboards for storage of materials. New fencing and a gate was erected to some of the parameter.

£200 has been raised within the office and handed over to Gibside School in Whickham and the Roy Castle Lung Cancer Foundation.

**Health & Safety**

Accidents

Month	Near Miss	Minor	Major	Remarks
Apr	0	1	1	
May	1	2	3	
Jun	1	3	0	
Jul	0	5	0	
Aug	1	2	0	
Sep	0	0	2	
Quarter 3				
Oct	0	2	0	
Nov	0	3	1*	*IP tripped over a makeshift dog lead tied to a handrail by the tenant causing him to fall down stairs and injure his shoulder and ribs.
Dec	0	0	0	
YTD Totals				
Totals	3	18	7	

Site Inspections (SHE Manager)

At least one site inspection has been completed for each month throughout the full period (Apr – Dec). A number of inspections have also involved TGHC H&S representatives and Union Safety Representatives. Where non-conformances were identified business improvement records are raised and closed out.

SHE Meetings

The following meetings are scheduled monthly:

- Branch Manager / SHE Manager (as SHE Manager KPI)
- Union Safety Representatives (attended by Branch / SHE Manager subject to availability).
- TGHC SHE Group Meeting (attended by SHE Manager). A Monthly report is submitted prior to the meeting following the client’s format.

Details of accidents and findings of inspections are reviewed during all of these meetings.

HSE

There have been no visits or interaction with the HSE (other than RIDDOR) throughout the full period.

Training and Development

During October 2 x Mears (BSC accredited) 5 day Site Managers Safety Training Courses were delivered for 20 managers / supervisors. Having all successfully completed the course they are now all enrolled on a BSC Level 2 Award in Supervising Staff Safely, which is a nationally recognised qualification for those with general responsibility for the health and safety of others.

Equality & Diversity training has commenced for all employees. The training has been delivered by Percy Hedley College. At the end of Quarter 3, 53 employees have completed the training. Mears are aiming to have all 300 employees successfully through the training by the end of February.

Environmental

The branch had achieved accreditation against the 14001 / 9001 standards in March 2013. In May they were also involved in an external audit during TGHC re-accreditation against 14001.

Other than audit observations, there have been no environmental issues raised throughout the period.

Branch continues to dispose of waste in accordance with environmental legislation via Network waste. The recycling figures shown below are taken from their Compliance Control interface:

2013 Month	Total tonnes	Diverted tonnes	Percentage recycled
April	171.084	166.511	97.33%
May	191.313	186.154	97.30%
June	191.649	185.497	96.79%
July	253.909	246.263	96.99%
August	307.165	297.430	96.83%
September	371.988	355.230	95.50%
October	261.557	241.016	92.15%
November	203.751	192.640	94.55%
December	113.880	110.648	97.16%

Environment Agency

There have been no visits or interaction with the EA throughout the full period.

### ICT

The partnership have jointly investigated the reasons why variations were not being received in the Northgate system. Problems were apparent in the interface due to timing's. TGHC now produces a daily interface report which identifies any failed variations and have also amended the interface timing's in an aim to avoid future complications.

TGHC are progressing with the implementation of a new suite of computer interfaces to work between the 2 systems. The BARIS interface will ensure only correctly formatted consistent data flows between MCM and Northgate, this would remove the unnecessary time currently used to reconcile and resolve inconsistencies in the files transferred by the older interfaces.

TGHC requested a change made to the reconciliation report which is returned on a nightly basis to include variation numbers as well.

A change was made to the specialist sub contractor system which means now the PQQ and Insurance dates are updated centrally by Mears procurement. As such this improves the control and standard of the sub-contractors available to TGHC and its customers.

New Relet SOR code REL0044 added to both systems on 1st November. SOR evaluation sessions have concluded for all trades with the exception of Electrical which are to be scheduled in early 2014. A series of briefings will follow to update Mears supervisors and TGHC property inspectors with additional guidance.

### Partnership Service Improvement

Strategic Service Improvement Plan is in place and reviewed monthly between Mears Improvement Manager and TGHC Repair Service Manager. Please see Improvement Plan for actions and progress.

An Operational Service Improvement Plan is currently in development to further support the strategic actions.



# Gateshead Scorecard

Gateshead Monthly Management Data													Ytd	Target
Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13			
RIDDOR reportable accidents	1	0	0	1	2	1	0	0	2	0	1	0	8	0
Lost Time Accidents	2	0	0	0	1	0	0	0	0	1	0	0	4	0
Minor Accidents	1	1	1	1	1	3	5	2	0	1	3	0	19	0
Near Misses	0	0	0	0	1	1	0	1	0	0	0	0	3	0

% of emergency, urgent and routine repairs completed within their timescale	99.72%	99.92%	99.81%	95.93%	96.24%	96.69%	98.49%	97.44%	98.13%	97.32%	97.41%	98.04%	97.30%	98%
% overall tenant satisfaction with the service provided by the TGHC Home Repairs Service?	96.18%	97.92%	98.84%	98.33%	98.42%	97.18%	96.91%	97.40%	97.94%	97.97%	98.44%	98.29%	98.02%	97%
% appointments made as a percentage of appointable repairs (first contact)	92.33%	96.95%	96.63%	88.35%	87.78%	84.84%	78.36%	82.10%	98.86%	99.86%	99.74%	99.68%	91.40%	98%
% appointments kept as % of appointments made (2 hour)	96.31%	96.60%	94.19%	92.15%	90.71%	88.24%	95.07%	95.38%	92.76%	93.26%	93.77%	94.24%	92.72%	98%
% of repairs completed at first visit	88.32%	91.43%	90.65%	93.61%	93.61%	93.61%	93.88%	93.62%	93.92%	93.80%	93.36%	94.04%	93.58%	91%
% of relevant properties that have had a gas service in the last 12 months	100.00%	100.00%	99.99%	100.00%	99.96%	99.94%	99.93%	99.86%	99.63%	99.85%	99.87%	99.88%	99.88%	100%
Average minor void repair turnaround time (working days)	12.07	14.01	12.81	12.24	15.51	24.48	24.48	22.73	23.90	19.57	18.12	22.40	19.79	11
Average major void repair turnaround time (working days)	34.00	49.50	30.00	57.00	57.50	51.00	51.00	no return	no return	66.00	NA	59.50	55.42	33
% of AD1, AD2 & AD3 aids & adaptation jobs completed within their timescales	100.00%	100.00%	100.00%	95.70%	100.00%	100.00%	100.00%	100.00%	96.55%	98.77%	96.47%	99.00%	99.02%	90%

No of Complaints Received	14	22	14	21	17	19	14	18	7	15	29	12	202	
No of Justified Complaints	5	19	11	16	7	8	11	11	5	10	23	10	136	
% Justified Complaints	36%	86%	79%	76%	41%	42%	79%	61%	71%	67%	79%	83%	67.3%	
No of Community Initiatives undertaker	0	0	1	2	0	4	7	1	1	1	1	0	18	

% of locally employed staf				76.0%	76.0%	76.0%	76.0%	76.0%	76%	76%	76%	76%	76%	
No of locally employed staf				252	252	252	252	252	252	252	252	252	252	
No of toolbox talks deliverec				8	6	13	18	10	12	9	13	6	95	
No of apprentices on contract				22	22	22	22	21	21	21	21	21	21	
No of Work Placements on Contract				0	0	0	0	0	0	0	1	1	0	
% of Multi Trade Operatives on Contrac				2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	
No of Gateshead tenants working for ASERT				3	3	3	3	3	3	3	3	3	3	
No of recognised training courses attended				0	7	6	3	4	0	0	1	5	26	
No of Learning Modules communicated to staff				0	0	1	3	1	1	0	0	0	6	
No of Safeguarding referrals				0	0	0	0	0	0	0	0	0	0	
No of Electricians on the contract	25	25	25	25	25	25	25	25	27	27	27	27	26	
No of Gas Engineers on the contract	41	41	41	41	41	41	41	41	41	41	41	41	41	
No of staff with a recognised H&S certifiator	256	262	262	262	262	262	262	262	262	262	262	262	262	
No of staff that have received E&D training	0	0	0	0	0	0	0	0	0	0	0	53	4	