

Final REPORT:

H1757 R & M Consultancy Services

12th December 2018



STAGE 1: Forensic Review of Existing Service

i: Report Structure

A key feature of any option appraisal is the benefit analysis (financial, operational and social) of each option moving forward.

The starting point for the benefit analysis is to complete a detailed review of the existing service, reviewing all areas of delivery, to act as a benchmark for any future options

This report is split into 8 sections

Section 1 – Contents:

Section 2 – Background and Context

Section 3 – Executive Summary

Will cover all pertinent points from each section

Section 4 – Project 1 Current Service Providers

Review of the commercial and operational performance of the existing service providers

Section 5 – Contract Services

Review of current and future maintenance expenditure of Contract Services, staff involved, and the cost of the operation

Section 6 – Performance Data

Profile of the service based on historic repairs data, indicating repairs and voids ratios, planned works, types of repairs, geographical spread and the demand on the service

Section 7 – Governance and Policies

Review of policy that governs the service and may impact future delivery

Section 8 - Review of IT interfaces and suitability

Review of IT interfaces and suitability

Sections may contain an individual executive summary (all of which will be summarised in section 3) and will include the specific project detail. There may be some duplication within sections as areas of focus cross over. There also maybe recommendations and observations contained within each section that for brevity are not included within the Section 3 Executive Summary

1: Contents

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2: Background and Context

a) Introduction to Stroud District Council

Stroud District Council (SDC) is a stock retained Local Authority within Gloucestershire and has circa 5200 properties. The stock predominantly consists of dwellings which are a mixture of flats and houses. The service is self financed through the Housing Revenue Account (HRA) section of the Authority. The service also retains within its portfolio a range of commercial premises such as shops.

Fluctuations in property numbers may occur due to Right to Buy/Acquire, new development and acquisitions, and disposals. Fees and tendered percentages are to be based on service provision, and remain unchanged due to fluctuations in property numbers of less than 10% of overall stock numbers.

Stroud District Council is a socially responsible landlord and want their tenants to live in their homes comfortably and independently.

They want their homes and estates to be sustainable, and be a place where people want to live as a matter of choice.

Social Housing providers are under increasing pressure to deliver better services for tenants, often for lower costs. As an organisation value for money is important to them and they want to explore every opportunity to deliver services which reflect this.

The Regulator for Social Housing (RSH) Value for Money Standard 2018 came into effect on 1 April 2018, which puts a revised focus on landlords to ensure every consideration is commercial arrangements for the provision of services.

b) Existing Service

In 2014 a report presented to Stroud District Council Housing Committee indicated that Tenant Services would look at options to insource work streams as contracts came to an end.

In 2015 Stroud brought its Gas Servicing and repairs function in house. Over the past three years the organisation has seen increased levels of satisfaction in this area. This has largely achieved through having a greater degree of control over the service and the flexibility to deliver a service which better suits the needs of our tenants.

Provision of the repairs and maintenance service is currently split North and South across the district, provided by two separate organisations. The Council currently has differing arrange with each of the two contractors due to the early termination of an existing arrangement.

Contractual arrangement for the delivery of the repairs and maintenance function with one of two incumbent contractors comes to an end on 31 March 2020, with no option to extend beyond the end date. The Second arrangement has a break clause aligned, with the above as a result of the initial term coming to an end; however in this instance an option exists to extend for a further six years by two terms of three years each.

SDC overall experience with internalising the Gas Servicing and repairs has been positive for both tenants and the Council, and the feedback received suggests there is a greater degree of confidence experienced by tenants when the Council delivers services directly.

While the internalisation of the gas service has been positive, they cannot look at this in isolation excluding what maybe other viable options including to continue delivery of the service using similar or existing models as present.

c) Approach

In October 2018 SDC commissioned Impart links to support in undertaking an options appraisal to explore the range of viable alternative/s for the delivery of service beyond the life of existing contractual arrangements.

Following the options appraisal the focus will be on the development of business cases for each viable option anticipating no more than three additional options excluding the existing arrangements with supporting business case to be put forward for consideration.

All options must link to the HRA business plan and be financially viable.

SDC have identified 3 stages to the process

Phase One

- Undertake an options appraisal, exploring a range self delivery or shared service models which may be adopted by the Council
- Development of a business case/s, and cost model/s which supports the Councils preferred approach

Subject to endorsement of the business case, and approach.

Phase Two

- Take a leading role to implement the preferred option
- Lead on supply chain requirement, and procurement for any new service
- Develop the overall project plan, timetable, and have responsibility for delivery
- Identify critical success factors
- Oversee the mobilisation of the new service in conjunction with key stakeholders

Phase Three

- Undertake project reviews, facilitating workshops as necessary
- During the first year undertake financial and performance audits of the preferred service delivery model
- Identify, and advise on any commercial opportunities, and next steps to realising any potential gains
- Provide an annual performance review of service provision and its fitness for purpose

d) Phase One

Impart links and SDC agreed to split Phase One into 3 stages

Stage 1 – Review of Existing Service (15th October to 15th December)

Objective: Understand and record the operational and commercial performance of the existing service as a benchmark for Benefit Analysis (BA) of future options

Project 1: Current Service Providers.

Review of the commercial and operational performance of the existing service providers

Project 2: Contract Services

Review of current and future maintenance expenditure of Contract Services, staff involved, and the cost of the operation

Project 3: Performance Data

Profile of the service based on historic repairs data, indicating repairs and voids ratios, planned works, types of repairs, geographical spread and the demand on the service

Project 4: Governance and Policies

Review of policy that governs the service and may impact future delivery

Project 5: IT and Communications

Review of IT interfaces and suitability

Project 6: Stage 1 Report

Commentary on all findings: summarising the current cost and performance of the service as a benchmark for future options.

Stage 2 – Long-list of Options (15th December to 21st January)

Objective: Through workshops and using the stage 1 findings as a benchmark, a long list of options will be developed, reviewed and rationalised to form a shortlist

Stage 3 – Short list of Options (21st January to 31st March)

Objective: A final short list of options inclusive of a benefit analysis, risk appraisal, investment plan, procurement profile, mobilisation plan and recommendations for review and approval

Stage 4 – Procurement and mobilisation of the preferred option (April 2019 onwards)**e) Phase One Stage One – Forensic Review of Existing Service**

During stage 3 SDC will receive a short list of options inclusive of a benefit analysis to enable an informed decision moving forward. Key criteria to achieve this is a detailed forensic review of the existing service

- Cost of service: including external service provider and internal management costs
- Performance of service: KPI's and service standards
- Service scope: Delivery statistics and type of work
- Service issues: Understanding of key issues that require mitigation within the new service

To understand the above Phase One Stage One is split into 5 projects

Project 1: Current Service Providers (James Manifold)

- Calculate cost of service for Mi-space and NKS
 - Average cost of repair
 - Average cost of void
 - Price per plot
 - Total repairs completed – comment on repair ratio and methodology
 - Planned works completed

- Comment on appropriateness of claim
- Review and comment on performance indicators
- Review how each service provider is structured
- Comment on any social benefit delivered
- Comment on potential future TUPE impact
- Comment on any constraints determined by the contracts
- Benchmark findings against the market place
- Comment on current service “value for money”
- Comment on current service “limitations”
- Draft Project 1 Report

Project 2: Contracts and Services – Budgets and Expenditure (Dave Elliott)

- Review the SDC personnel who currently manage the response repairs and planned works
 - Number, costs, roles and responsibilities
- Review the support services and how this is charged
 - Finance
 - HR
 - IT
- Calculate a true departmental cost to manage the service
- Comment on issues / skill gaps
- How is quality control managed – quality inspections
- Frequency of meetings with contractors
- What is the churn rate % of SDC employees
- What is the absence rate of SDC employees
- Map out the call centre, costs and how it works
- What are the future 10 year budgets?
- How are budgets developed?
- Key departmental issues
- Comment on current “limitations”
- Comment on current “best practice”
- Draft Project 2 Report

Project 3: Performance Data (Stuart Nicholls)

- Collate all stock data and comment on stock type and location
- Review 17/18 repairs and voids data prepare visual representation
 - Repairs and voids ratios
 - Repairs by type
 - Hotspots
 - Costs
- Review 17/18 planned works data
 - Commentary on work completed
- Observations on data in comparison to other service providers
- Draft Project 3 report

Project 4: Governance and Policies (Shane Furner)

- Review repairs specification and scope of works

- Comment on constitution
 - Comment on exclusions / inclusions
 - Obligations to residents
- Voids standard
 - Review what is included
 - Commentary on inclusions / exclusions
- Collate planned work specifications
 - Comment on compliance / gaps
- Tenant handbook / service standard
 - Compare to specs for consistency
 - Outline response times
 - Detail out of hours requirements
- Review corporate delivery plan
 - Comments on links to potential future options
- Review procurement procedure rules
 - Standing orders
 - Comment on limitations for future options
- Review any policy gaps
- Comment on policy “limitations”
- Draft Project 4 Report

Project 5: IT and Communications (Shane Furner)

- Map out the current IT systems and interfaces used by contract services in relation to repairs, planned and void works
- Detail the operational functions and the reasonableness of the systems
- Detail the costs of hardware, software and licences
- Detail any issues, gaps, non compliance and under utilisation of the systems
- Details IT department support services charges
- Draft Project 5 Report

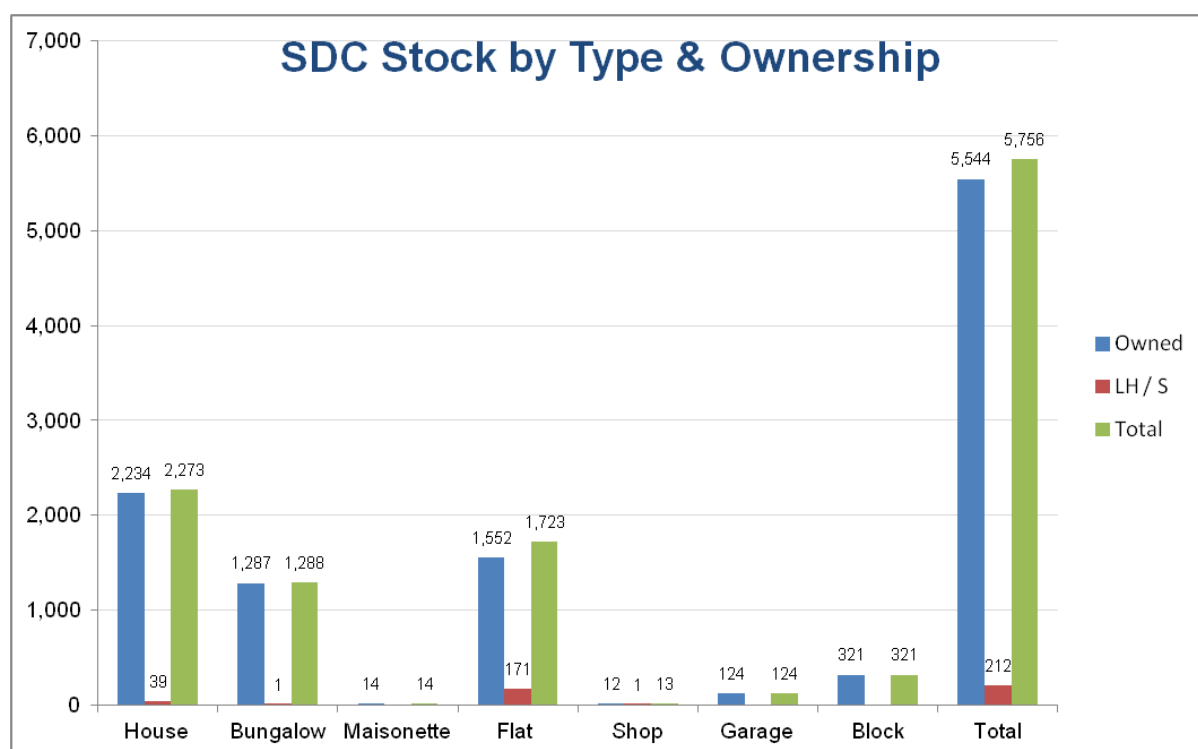
All the findings of each project will be summarised within this report

3: Executive Summary

ES1 Contract H1725 includes the following areas of work, funded through both Revenue and Capital budgets

Revenue	Capital
Responsive Repairs	Major Voids
Minor Voids	Kitchens & Bathrooms
Disabled Adaptations	External Works and Walls
Planned / Cyclical Maintenance	General Building Works
	Rendering
	Non Traditional Properties

ES2 SDC own 5,544 assets with a further 212 leasehold and shared ownership



ES3 In September 2015 SDC procured repairs and planned works through the tender “Responsive Repairs and Planned Maintenance Works Stroud District Council 2016 – 2026”. Mears Limited was the successful contractor in the Southern Region and NKS Contracts (Central) Limited was the successful contractor in the Northern Region

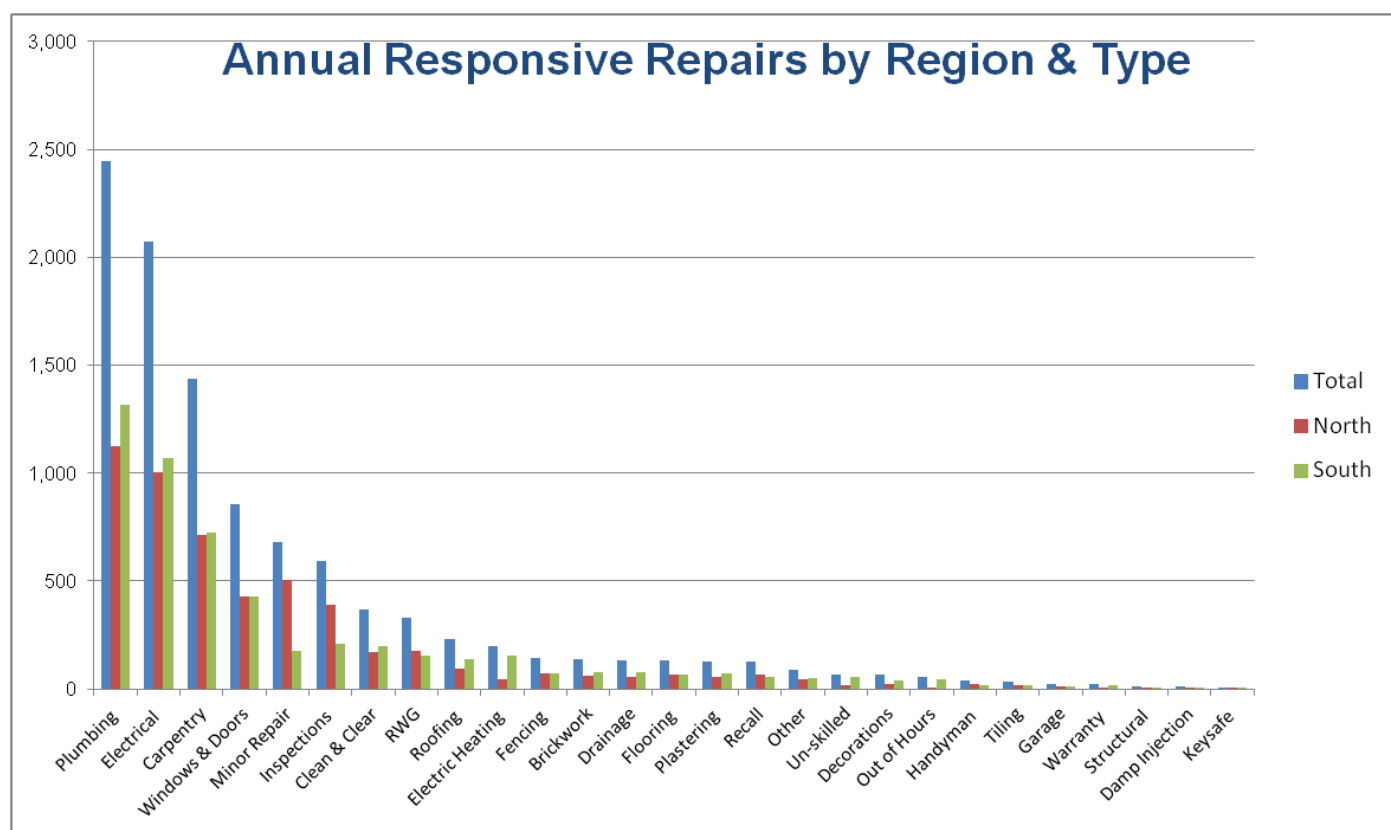
ES4 During 2017 SDC terminated the contract of Mears Limited and re-procured the work for the Southern Region. Mi-space (UK) Limited were the successful contractor

ES5 The table below indicates the types of repairs undertaken by each contractor during 2017/18

Contractor	No of Repairs	Type	Include in RR
Mears	4,271	Responsive	Yes
NKS	5,290	Responsive	Yes
Mi-Space	283	Responsive	Yes
Pearce Platford	89	Electrical	Yes
Kholar Mira	18	Showers	Yes
Glevum	817	Gas	No
Handy Person	467	Small RR	Yes
PC Moleing	14	Underground pipes	Yes
Proframe	15	Windows	Yes
Peter Goodhind	14	Structural Engin	No
Carpets of Yate	3	Carpets	Yes
Brown Bull	1	Landscaping	Yes
	11,282	Total	
	10,451	Without Gas & SE	

When calculating the repairs ratio gas repairs and structural engineering visits (not usually classified as responsive repairs will be removed from the calculation)

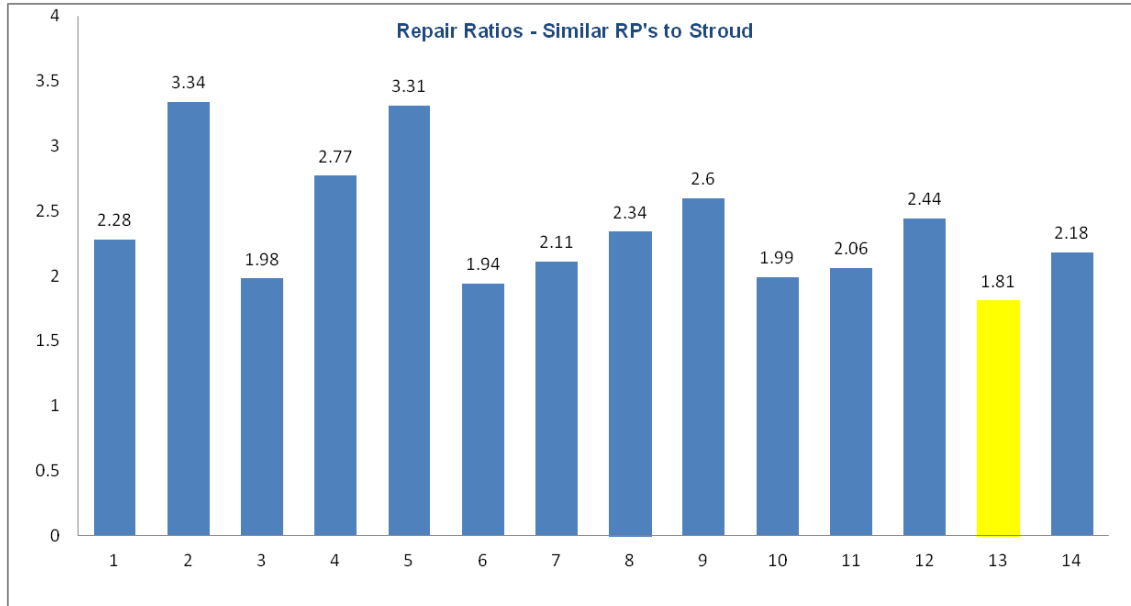
ES6 The top twenty repairs by trade type make up 98% of all SDC repairs delivery and is summarised by region in the graph below (excluding gas repairs)



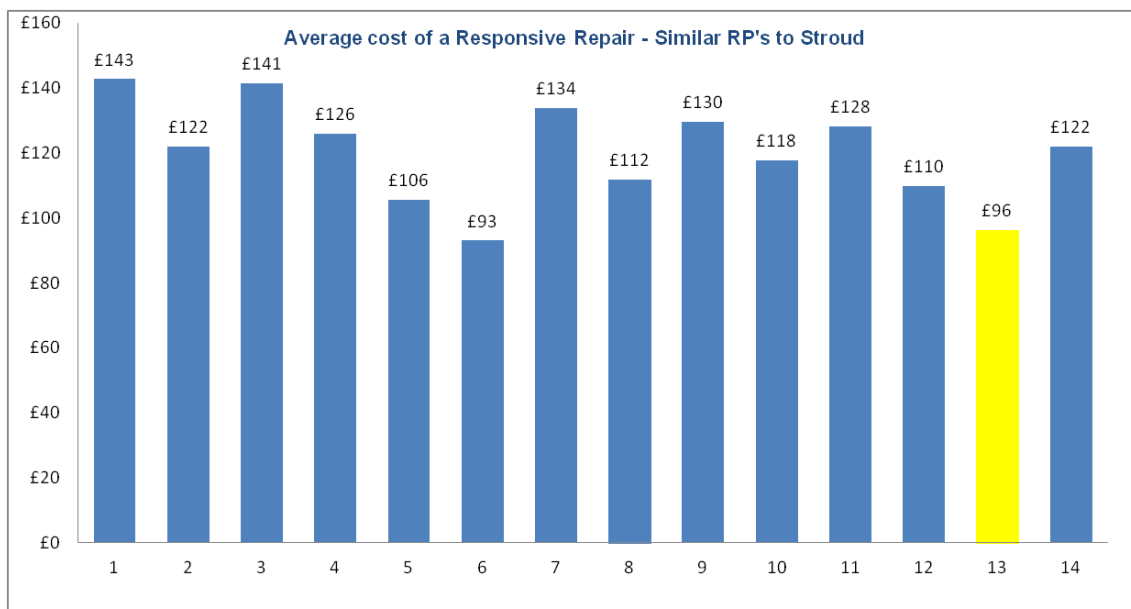
ES7 The repair ratio (the average number of repairs delivered to each property per year) is an important statistics for calculating resources to deliver future repairs services. Stroud’s repair ratio for 2017/18 is as follows

Area	Repairs	Stock	Repair Ratio
North	5,196	2,861	1.82
South	5,246	2,895	1.81
Stroud	10,442	5,756	1.81

ES8 The repair ratio is compared against impart links library of benchmark statistics and 1.81 appears to be low in comparison



ES9 The Average cost of a responsive repair excluding Gas Heating repairs is £96.63 which is statistically lower than most similar RP's repair costs within Impart links library of benchmark costs



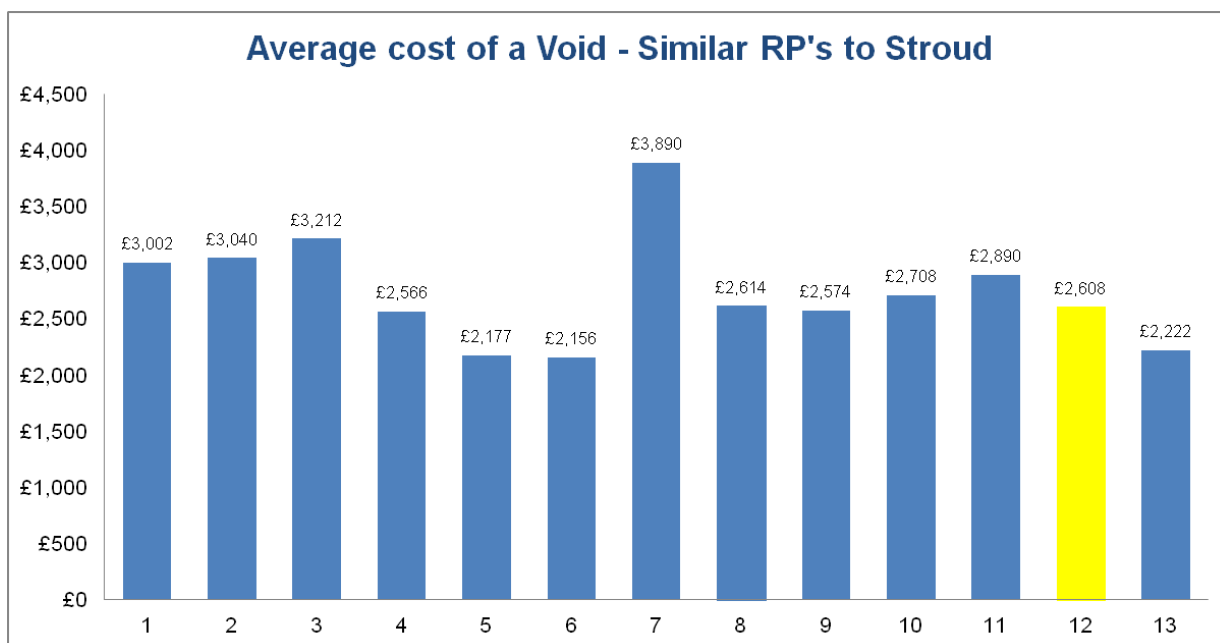
ES10 16.70% (£181,999) of all repairs claimed by contactors were claimed as a non standard item and not annotated against an NHF SOR code

ES11 Stroud has spent £721,800.63 on Void Properties in 2017/18:

A review of the orders highlights potential duplicate orders per property. Based on the orders per property per month, Impart links have calculated voids for the period as follows:

Completions	Cost	Price per Void
277	722,524	2,608

ES12 The average cost of a void (£2,608) is average in comparison to similar RP's



ES13 Based on the 2017/18 Voids Repairs Assessment the service is summarised as follows

- 277 voids have been completed which equates to a void ratio of 5% which is low in comparison to the market (IL benchmarks range between 5% and 15%)
- The average cost of a void is £2,608 (£2,629 in the North and £2,589 in the South) which is average in comparison to benchmark data
- 9.3% (£67,136) of all void repairs claimed by contactors were claimed as a non standard item and not annotated against an NHF SOR code
- The work completed and claimed within the voids is typical and consistent with others

ES14 Excluding gas central heating planned maintenance costs for 2017/18 totalled £2,735,151

Planned Work Type	Cost	Quant	Average
Asbestos removals	24,381	59	413
Asbestos Sampling	47,341	570	83
Bathrooms	615,343	201	3,061
Doors	228,292	324	705
Electrical works	212,145	386	550
General building	51,151	32	1,598

Kitchens	430,964	92	4,684
Rendering	350,866	44	7,974
Roofing	583,131	75	7,775
Windows	191,537	101	1,896
Total	2,735,151		

ES15 Based on the 2017/18 Planned Works Assessment the service is summarised as follows

- Excluding gas central heating SDC spent £2,735,151 on planned works
- Within each planned works categories are costs for full works, such as kitchen replacements, door installations, bathroom replacements and also costs for individual components within each, such as install skirting, fit a door closer and fit a shower
- Assessment indicates that 201 full bathrooms and 92 full kitchens were installed during the year
- The average cost of a kitchen was £4,684 which is above average in comparison to our library of benchmark costs.
- The average cost of a bathroom was £3,061 which is lower than average in comparison to our library of benchmark costs.

ES16 During 2017/18 SDC spent £4,465,933 on repairs, voids and planned. This expenditure equates to £326 price per plot (for repairs and voids) which is low within the market place

Budget Heading	Annual Spend ₍₁₎	Price Per Plot ₍₂₎	
Repairs	1,008,981	190	
Voids	721,801	136	326
Planned	2,735,151	515	
Total	4,465,933	841	

(1) Excludes all works relating to gas in repairs and planned (£81,839 & £732,938)

(2) PPP is based on stock of 5,756 less blocks and garages (321+124) = 5,311

ES17 On the anniversary of 1 years trading (April 2107) NKS received a 4% CPI inflationary increase and the 2nd anniversary (April 2018) a further 3% CPI increase. Based on these increase NKS rates are comparable to Mi-Space as follows

Work Type	Commercial /	Current Rates		
		Mi-Space	NKS	Variance
Responsive, OOH & Voids	NHF V6.2	+7%	+24.26%	17.26%
Major Voids, External Works, Roofing and	NHF V6.2	+9%	-19.66%	-28.66%
Extra over for Mira Showers	E/o Average	147	DNP	N/a
Dayworks	Hrly Average	47.08	16.07	-31.01
Mats, Plant & Subcontract uplifts	% Average	8.50%	23.19%	14.69%
Specialist Attendances	% Average	11.00%	33.90%	22.90%
Emergency Call Out Charge	Per Charge	75.00	53.96	-21.04
Kitchen	Average rate	3,915.14	4,817.19	902.05
Bathroom	Average rate	1,890.09	2,755.13	865.04
Electrical Rewire	Average rate	1,974.18	2,734.51	760.33
Electrical Upgrade	Average rate	1,310.42	1,408.90	98.48
Render	M2	119.53	DNP	N/a
Scaffold	Average rate	1,799.40	999.78	-799.62

ES18 The application of the CPI increase may require internal sign off in regard to its application. SDC have applied a 4% and 3% compounded increase to NKS stated NHF V6.2 percentage increase. This may have already been agreed with NKS but the application of inflation in regard to percentages may be considered in the future

	NHF Uplift	SDC Method	Actual Increase	4% applied to %
Tendered Uplift	16.00%			
April 2017 Agreed Uplift	20.64%	'(100*1.16*1.04)-100	29.00%	16.64%
April 2018 Agreed Uplift	24.26%	'(100*1.2436*1.03)-100	17.54%	17.14%

ES19 NHF 6.2 is materially similar to NHF 6.1. 6.2 was introduced to include additional rates for renewable energy and DDA works. Many RP's who procure repair contracts on a schedule of rates still utilise 6.1 (with the descriptions and rates still the same for all elements other than renewable energy and DDA's). Up until 2014 NHF6.1 was usually discounted within competitive tenders between 5 and 10%. Current tenders do indicate that this has changed and 6.1 & 6.2 are commonly tendered at levels between 0 and +15%. Many factors impact the NHF variance

- Geographical location
- Volume of repairs
- Stock type and spread
- Other works within the contract such as voids and planned
- Market forces
- IT systems and infrastructure
- Resources availability

Based on the above linked to the service undertaken for SDC we would not be surprised to see competitive tendered prices at +15% however NKS +24.26 is very unusual. This discount is somewhat mitigated by the planned and major voids discount of -19.66% but could also lead to NKS becoming commercially orientated to deliver more repairs and less work within the Major Voids and other planned category

ES20 KPI performance is satisfactory; however there have been issues in regard to customer satisfaction and collation of KPI data

ES21 A review of the available 2018/19 repairs data was undertaken (April 18 to July 18) and compared with the findings of the previous year

Category	2017/18	2018/19 (PR)
12 Month Repairs	10,442	8,886
Repair ratio	1.81	1.54
Price per repair	96.63	95.97
NSI claim percentage	16.70%	28.30%

The sample size for 18/19 is too small (4months) to draw any meaningful conclusions from the repair statistics and refer the reader to section 3 of this report. There is however some significant variation within 3 out of the 4 categories that will require review as performance results and financial information become available

ES22 A review of the available 2018/19 voids data was undertaken (April 18 to July 18) and compared with the findings of the previous year

Category	2017/18	2018/19
Voids Completed	277	186
Voids Ratio	5.00	3.00
Price per Void	2,608.39	2,357.40
NSI claim percentage	9.30%	2.90%

There appears to be a significant reduction in the volume of voids being completed. Although a small sample size this could be a natural trend or

- Incomplete data
- Lateness of contractors claims
- Unsatisfactory contractor performance

ES23 Price per plot comparison was completed

2018/19 based on a 4 month pro-rata

Budget Heading	Annual Spend ⁽¹⁾	Price Per Plot ⁽²⁾	
Repairs	852,768	161	
Voids	438,477	83	243

(1) Excludes all works relating to gas in repairs

(2) PPP is based on stock of 5,756 less blocks and garages (321+124) = **5,311**

2017/18 based on a full year

Budget Heading	Annual Spend ⁽¹⁾	Price Per Plot ⁽²⁾	
Repairs	1,008,981	190	
Voids	721,801	136	326

(1) Excludes all works relating to gas in repairs (£81,839)

(2) PPP is based on stock of 5,756 less blocks and garages (321+124) = **5,311**

Again the 4 months pro-rata data looks unusual in comparison to 17/18. It is recommended that SDC review the financial data closely moving forward to ensure there is no significant under spend

ES24 Based on the findings of the 4 month review of repairs and voids we concluded that it would be of no benefit to review 4 months of planned works and refer the reader to section 3 of this report which covers the planned works undertaken in 2017/18 in detail

ES25 Existing Team Structure and Overview

There are five delivery areas contained within the Contract Services department of Stroud District Council (SDC).

- Responsive Maintenance and Voids – Overall responsibility for delivering the Repairs and Voids contract.
- Contract Delivery – Overall responsibility for delivering the planned capital and revenue contracts
- Services and M&E – Overall responsibility for delivering the servicing and revenue M&E contracts and planned capital M&E contracts.

- Asset Information and support – Holds all asset data and long term planned programmes, also has responsibility for the call centre
- Health and Safety – Responsible for ensuring H&S compliance, including asbestos register, for the Contract Services team.

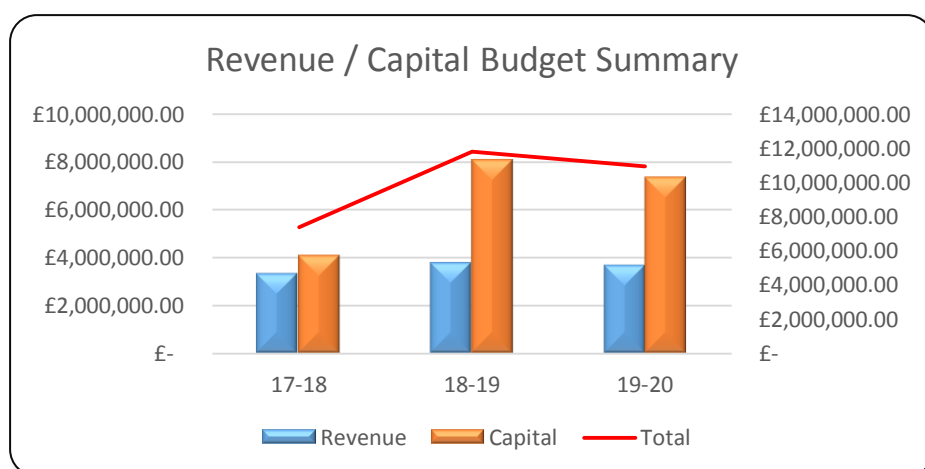
ES26 Staff leavers against the total number of staff members represents staff turnover of approximately 36%. This is considered a high statistic in comparison to similar organisations

ES27 At the start of the contract, appointments were raised by SDC at the first point of contact. Due to scheduling issues and a high number of appointments not being kept by main contractors, a decision was made that repair works would no longer be scheduled by SDC and this function would be completed directly by the contractor.

ES28 Call Centre Costs. The total cost of offering a responsive repairs call centre service is based on the cost below. Gas call centre operatives and schedulers have not been included in this calculation.

Post Number	Post Title	Staffing Cost	Call Centre Allocation (%)	Call Centre Staffing Cost	Support Services Cost	Total Cost
Staffing Costs						
	Asset Information and Support Manager	£ 46,487.00	5%	£2,324	£ 448.90	£2,773.25
TEN1229	Snr Maintenance Advisor	£ 39,373.90	70%	£27,562	£ 6,284.63	£33,846.35
TEN1225	Maintenance Advisor	£ 26,613.02	100%	£26,613	£ 8,978.04	£35,591.06
TEN1227	Maintenance Advisor	£ 26,613.02	100%	£26,613	£ 8,978.04	£35,591.06
TEN1228	Maintenance Advisor	£ 26,613.02	100%	£26,613	£ 8,978.04	£35,591.06
TEN1229	Maintenance Advisor	£ 26,613.02	100%	£26,613	£ 8,978.04	£35,591.06
	Total Cost	£ 192,312.98				£178,983.84
Fixed Costs						
Northgate	Repair Finder	£ -	100%	£0	£ -	£0.00
Northgate	BARIS	£ -	50%	£0	£ -	£0.00
	Total Cost	£ -				£0.00
Total						£178,983.84

ES29 Budgets have been set for 2018/19 and 2019/20 with a total budget 11,797,501 and £10,960,996 respectively, These budgets do include works for compliance and gas but are significantly greater than the £7,369,225 budget for 2017/18. Based on the review of the first 4 months trading there may be a underspend threat



ES30 Service Delivery Costs: Total Cost of Managing the Repairs, Voids and Planned Maintenance Contract (H1725)

In order to establish a staffing cost for delivery of the H1725 a percentage split was identified for all roles within the team. The following delivery areas were identified:

- Repairs Delivery
- Voids Delivery
- H1725 Planned maintenance Delivery
- Other Planned maintenance Delivery
- Asbestos management
- Stock Data and Strategy
- M&E Services and Gas Management
- Health and Safety Inspection and Implementation
- Other Areas

Team	H1725 Delivery			Other Asset Management Areas					
	Repairs Delivery	Voids Delivery	H1725 Planned maintenance Delivery	Other Planned maintenance Delivery	Asbestos management	Stock Data and Strategy	M&E Services and Gas Management	Health and Safety Inspection and Implementation	Other Areas
Senior Management	£ 37,204.43	£ 25,837.27	£ 26,351.85	£ 18,602.22	£ 3,874.82	£ 11,624.45	£ 18,602.22	£ 1,937.41	£ 5,812.22
Asset Information and Support	£ 288,828.91	£ 56,841.58	£ 67,843.03	£ 7,078.15	£ -	£ 180,931.34	£ 141,675.81	£ -	£ -
Responsive Maintenance and Voids	£ 266,165.43	£ 68,176.26	£ -	£ -	£ -	£ -	£ -	£ -	£ 9,814.04
Programme Delivery	£ -	£ -	£ 164,717.33	£ 155,600.91	£ -	£ 23,837.49	£ -	£ -	£ -
M&E and Services	£ -	£ -	£ -	£ 67,628.74	£ 4,907.02	£ -	£ 369,501.85	£ -	£ -
Health and Safety	£ 4,937.31	£ 4,937.31	£ -	£ -	£ 54,098.37	£ -	£ -	£ 34,773.14	£ -
System Costs	£ 29,509.98	£ 7,377.50	£ 11,942.21	£ 4,960.61	£ -	£ 19,842.44	£ -	£ -	£ -
Area Total	£ 626,646.06	£ 163,169.91	£ 270,854.43	£ 253,870.63	£ 62,880.21	£ 236,235.72	£ 529,779.87	£ 36,710.55	£ 15,626.27
	£ 1,060,670.39			£ 1,135,103.24					
	£ 2,195,773.63								

Team	H1725 Delivery							
	Salary Costs - Repairs Delivery	Salary Costs - Voids Delivery	Salary Costs - H1725 Planned maintenance Delivery	Support Service Cost	Departmental Operational Cost	Northgate	Keystone	Total
Senior Management	£ 32,356.28	£ 22,443.56	£ 22,958.14	£ 8,756.97	£ 2,878.61	£ 1,844.37	£ 918.63	£ 92,156.56
Asset Information and Support	£ 216,591.38	£ 42,781.92	£ 51,359.30	£ 77,353.19	£ 25,427.72	£ 9,221.87	£ 5,511.79	£ 428,247.18
Responsive Maintenance and Voids	£ 212,835.71	£ 55,571.05	£ -	£ 49,622.80	£ 16,312.12	£ 25,821.24	£ -	£ 360,162.92
Programme Delivery	£ -	£ -	£ 132,234.69	£ 24,446.53	£ 8,036.12	£ -	£ 5,511.79	£ 170,229.12
M&E and Services	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Health and Safety	£ 3,967.67	£ 3,967.67	£ -	£ 1,459.49	£ 479.77	£ -	£ -	£ 9,874.61
Area Total	£ 465,751.05	£ 124,764.21	£ 206,552.13	£ 161,638.98	£ 53,134.34	£ 36,887.48	£ 11,942.21	£ 1,060,670.39

The cost to deliver the service from a “client side” perspective including all salary, support services, operational costs and specific IT is £1,060,670 per annum

ES31 Post Completion Inspections: Post inspections are currently at a 50% level with the majority of these being completed via telephone conversations with customers following completed works. This is over and above the contracted required level due to the poor performance of Mi-Space to date. All voids are post inspected and stock condition survey carried out once complete

The contracted requirement of evidence of 10% post inspections completed by contractors has not been fulfilled however contractors are now starting to provide evidence of completed

post inspections. While this does show a performance issue by the main contractors it is apparent that SDC have not actively sought this information until recently

ES32 In regard to governance and policy there are no issues that would hinder or limit any potential administration options moving forward.

ES33 There are gaps in the suitability of IT systems between client and contractor, particularly on the repairs side. Appointments have to be double handled and booked by the contractor.

ES44 There are no apparent issues with Legislative compliance

ES45 Northgate and Keystone are not cohesive. They do not integrate with each other and as a result there are many 'work-arounds'. These include extra software to interface between certain aspects, and manual interventions. It seems as if temporary adjustments have become permanent fixtures.

ES46 Day to day operations are possible with current systems in place. **However**, there is requirement for manual interventions such as scanning a huge amount of documents every day on to the system rather than an automated process.

There is also a possibility that with so many interfaces and manual processes that crucial data such as HHSRS data could be missed.

ES47 BARIS has been an important step in reducing the amount of reconciliation required. Tara Wheeler in particular was spending a lot of time with reconciliation's, but the BARIS interface has meant that this is now automated.

ES48 Staff are dissatisfied with the current system. Processes are more difficult and take longer than could be if a cohesive system was in place.

ES49 Keystone is an effective system that is well utilised and is proving successful in gaining and storing survey data, planned works programmes, compliance, and keeping audit trails of all work streams.

ES50 Northgate completes a number of housing tenancy tasks, but a limited number of staff are able to use the system fully. The system does not integrate with Keystone effectively.

ES51 Internal IT support costs were £98,000 the period 2017-18, and are forecasted to rise considerably:

2018-19	£141,300
2019-20	£182,000

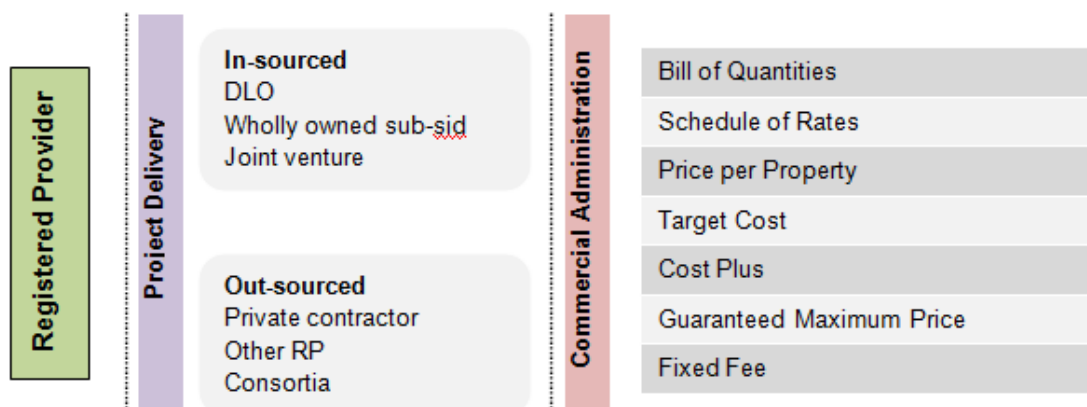
These costs are based on a share of total costs, so it wouldn't only be changes in maintenance that affect the charges, but also changes in the service recharging out, and changes across the wider council (especially for services which recharge on headcount).

These figures do not include Keystone or Northgate support or licences.

ES52 Total cost of Service based on work delivery costs for 2017/18 to use as a guide during the optioneering process

Category	Cost	%
Asbestos removals	24,381	0.44%
Asbestos Sampling	47,341	0.86%
Bathrooms	615,343	11.13%
Doors	228,292	4.13%
Electrical works	212,145	3.84%
General building	51,151	0.93%
Kitchens	430,964	7.80%
Rendering	350,866	6.35%
Roofing	583,131	10.55%
Windows	191,537	3.47%
Responsive Repairs	1,008,981	18.25%
Voids	722,524	13.07%
Work Total	4,466,656	80.81%
Salary Costs - Repairs	465,751	8.43%
Salary Costs - Voids	124,764	2.26%
Salary Costs - H1725 Planned	206,552	3.74%
Support Services	161,639	2.92%
Department Operational	53,134	0.96%
Northgate	36,887	0.67%
Keystone	11,942	0.22%
Client Side Total	1,060,670	19.19%
Delivery Total	5,527,326	

ES53 The findings within this report are a prelude to the option appraisal process. During the workshops there will be a number of options available to SDC including but not limited to



3a: Selected Recommendations / Findings (delete after draft)

- Review spend in 2018/19 against budget allocations
- Review inflation increase methodology for NKS
- Northgate and Keystone do not effectively interface
- Resource is being used as manual 'work arounds' are required to complete day to day tasks
- There is currently masses of paperwork which with the right systems in place would be unnecessary. This is currently scanned in and takes up significant amount of time.
- Bolt on software is being utilised as standard API's (Application programming interfaces) are limited. While this serves its purpose, it seems as though these are temporary measures which require more support and resource than if a new system with sufficient capabilities were in place
- Software licencing is expensive, if there was a full system provided by single supplier the expectation is that these costs would drop
- In house IT support is capable of supporting Northgate, and are unhappy with the could service supplied by Keystone
- The Cloud based eservice provided by Keystone is well received by asset team staff.
- In-house support costs are cross charged. It is currently unclear what the charges are or what they cover.
- Generally, the Asset team are happy with the Keystone system and the processes involved.
- There are a few members of staff that are Northgate users which are advocates of it. But generally, the feeling is that it is archaic, 'clunky', and difficult to use.
- IT systems in the current format do not sync with contractor systems as was required in the terms of the original tender. This causes issues such as SDC not being able to make appointments on behalf of the contractor. Extra processes have to be put into place. This issue the fault of the contractors, although there is no doubt the SDC systems could be improved.
Other issues with the Client IT systems require manual 'work arounds' which are process and resource heavy (as covered in section 5)
An investment in IT systems is recommended.
- Where possible moving forward parity of service, scope and specification should be factored in across regions. This will make administration and management of the contracts easier to deal with and more efficient to deal with.
- While not a policy, it is worth noting that a previous joint venture agreement (SDC and Ubico) has not been as successful as predicted and therefore joint venture agreements may viewed with a bias against this type of model.
- Details provided show an inconsistent recording and monitoring of contract Repairs and Voids KPI's and general contract reporting. This indicates a reliance on a retrospective Ridge audit rather than current position.
- It is recommended a review of how KPI's are recorded is completed and a consistent reporting structure and methodology across both contractors is established.

- Changes to contract in terms of appointments now booked directly by contractor are making monitoring of performance difficult in this area. It is likely that this will not change while the current contract is in place but SDC need to establish a reporting process from the contractor on any areas affected by this change in process.
- The level of post completions currently being carried out is high. This is due to poor performance of contractor. Contractual obligation for post completion details needs to be enforced and a time based plan of reducing the SDC responsibility introduced. Alternatively the cost of on-going higher levels of responsibility for SDC should be discussed with the contractor and steps taken for possible re-imburement.
- There appears to be a mixed skill level of contract management within Planned Delivery team requiring additional support on managing contracts and commercial aspects through keystone. Additional training / support is required in certain areas.
- The Keystone based planned programme shows high variance on year to year works required – consider smoothing this to provide a consistent and manageable planned programme across the forthcoming years.
- A five year cycle for stock condition surveys and surveys completed on all voids shows gives constantly updated and accurate stock condition knowledge.
- There appears to be a relatively high turnover of staff for organisation size. HR unable to comment on reasons for this and it is recommended that this is investigated further.
- Long term operational / support cost forecasting difficult due to SDC process of distributing cost. Assumptions have been made on the impact of support service costs to changes that may occur following this procurement exercise and these must be validated with the SDC finance team.

4: Project 1 – Current Service Providers

4.01 Contract H1725 includes the following areas of work, funded through both Revenue and Capital budgets

Revenue	Capital
Responsive Repairs	Major Voids
Minor Voids	Kitchens & Bathrooms
Disabled Adaptations	External Works and Walls
Planned / Cyclical Maintenance	General Building Works
	Rendering
	Non Traditional Properties

4.02 In September 2015 SDC procured repairs and planned works through the tender “Responsive Repairs and Planned Maintenance Works Stroud District Council 2016 – 2026”. Mears Limited was the successful contractor in the Southern Region and NKS Contracts (Central) Limited was the successful contractor in the Northern Region

4.03 During 2017 SDC terminated the contract of Mears Limited and re-procured the work for the Southern Region. Mi-space (UK) Limited were the successful contractor

4.04 As Mi-space tendered in 2017 and NKS in 2015 on different tender documents, both contractors are being commercially administrated in a slightly different way

Work Type	Commercial Admin	Tender Allowances	
		Mi-Space	NKS
Responsive, OOH & Voids	NHF V6.2	+7%	+16%
Major Voids, External Works, Roofing and Other Planned	NHF V6.2	+9%	-25%
Extra over for Mira Showers	E/o Average	147	DNP
Dayworks	Hrly Average	47.08	15.00
Mats, Plant & Subcontract uplifts	% Average	8.50%	15.00%
Specialist Attendances	% Average	11.00%	25
Emergency Call Out Charge	Per Charge	75.00	50.00
Kitchen	Average rate	3,915.14	4,497.00
Bathroom	Average rate	1,890.09	2,572.00
Electrical Rewire	Average rate	1,974.18	2,552.75
Electrical Upgrade	Average rate	1,310.42	1,315.25
Render	M2	119.53	DNP
Scaffold	Average rate	1,799.40	933.33

The following is the exclusions from each contractors basket rate and which is charged as extra

Mi-Space: Kitchens – Basket rate Exclusions:

Re-wiring of kitchen / the supply and fit of a new consumer unit / the supply and fit of a new heat detector / the supply and fit of a new carbon monoxide (CO) detector / the replacement of the kitchen light with a new LED strip light/LED bulkhead including associated wiring / the replacement or servicing of the existing extractor fan or the installation of a new extractor fan (where previously there was not one) / removal of notifiable asbestos. Such work is to be carried out in strict accordance with Health and Safety Regulations. The Contractor is to supply the Employer with the removal consignment notice / demolition of existing build-in larders / the supply of any new white goods or cookers. If these are to be supplied, they will

be costed using the supply cost plus the percentage adjustment for specialist suppliers on the Form of Tender.

Mi-Space: Bathrooms – Basket Rate Exclusions

Re-wiring of bathroom / the replacement of the bathroom light fitting with a new sealed unit / the replacement or servicing of the existing extractor fan or the installation of a new extractor fan (where previously there was not one) / the installation of a new shower

Mi-Space: Separate Wc/Cloakroom – Basket Rate Exclusions

Re-wiring of the WC/Cloakroom / the replacement of the light fitting with a new sealed unit

NKS: Kitchens – Basket Rate Exclusions:

Removal of notifiable asbestos. Such work is to be carried out in strict accordance with Health and Safety Regulations. The Contractor is to supply the Employer with the removal consignment notice / demolition of existing build-in larders / the supply of any new white goods or cookers. If these are to be supplied they will be costed using the supply cost plus the percentage adjustment for specialist suppliers on the Form of Tender.

NKS: Bathrooms – no exclusions

NKS: Separate Wc/Cloakroom – no exclusions

4.05 On the anniversary of 1 years trading (April 2107) NKS received a 4% CPI inflationary increase and the 2nd anniversary (April 2018) a further 3% CPI increase. Based on these increase NKS rates are comparable to Mi-Space as follows

Work Type	Current Rates			
	Commercial / NHF V6.2	Mi-Space	NKS	Variance
Responsive, OOH & Voids	NHF V6.2	+7%	+24.26%	17.26%
Major Voids, External Works, Roofing and	NHF V6.2	+9%	-19.66%	-28.66%
Extra over for Mira Showers	E/o Average	147	DNP	N/a
Dayworks	Hrly Average	47.08	16.07	-31.01
Mats, Plant & Subcontract uplifts	% Average	8.50%	23.19%	14.69%
Specialist Attendances	% Average	11.00%	33.90%	22.90%
Emergency Call Out Charge	Per Charge	75.00	53.96	-21.04
Kitchen	Average rate	3,915.14	4,817.19	902.05
Bathroom	Average rate	1,890.09	2,755.13	865.04
Electrical Rewire	Average rate	1,974.18	2,734.51	760.33
Electrical Upgrade	Average rate	1,310.42	1,408.90	98.48
Render	M2	119.53	DNP	N/a
Scaffold	Average rate	1,799.40	999.78	-799.62

The application of the CPI increase may require internal sign off in regard to its application. SDC have applied a 4% and 3% compounded increase to NKS stated NHF V6.2 percentage increase. This may have already been agreed with NKS but the application of inflation in regard to percentages may be considered in the future

	NHF Uplift	SDC Method	Actual Increase	4% applied to %
Tendered Uplift	16.00%			
April 2017 Agreed Uplift	20.64%	'(100*1.16*1.04)-100	29.00%	16.64%
April 2018 Agreed Uplift	24.26%	'(100*1.2436*1.03)-100	17.54%	17.14%

4.06 NHF 6.2 is materially similar to NHF 6.1. 6.2 was introduced to include additional rates for renewable energy and DDA works. Many RP's who procure repair contracts on a schedule of rates still utilise 6.1 (with the descriptions and rates still the same for all elements other than renewable energy and DDA's). Up until 2014 NHF6.1 was usually discounted within competitive tenders between 5 and 10%. Current tenders do indicate that this has changed and 6.1 & 6.2 are commonly tendered at levels between 0 and +15%. Many factors impact the NHF variance

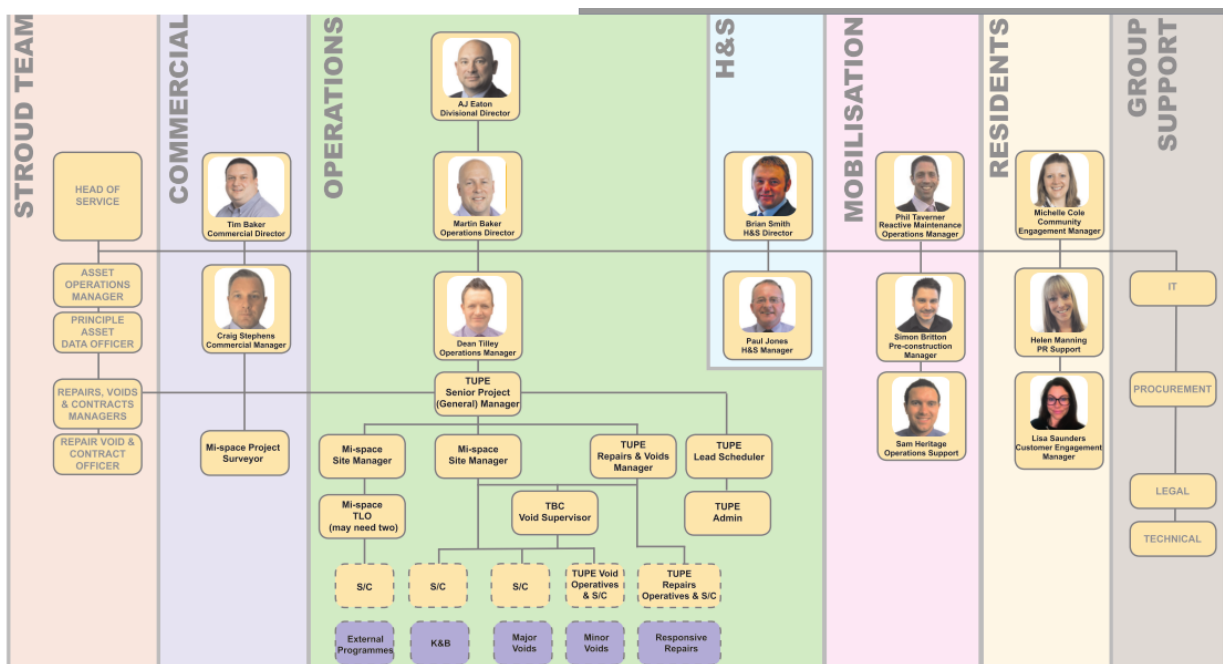
- Geographical location
- Volume of repairs
- Stock type and spread
- Other works within the contract such as voids and planned
- Market forces
- IT systems and infrastructure
- Resources availability

Based on the above linked to the service undertaken for SDC we would not be surprised to see competitive tendered prices at +15% however NKS +24.26 is very unusual. This discount is somewhat mitigated by the planned and major voids discount of -19.66% but could also lead to NKS becoming commercially orientated to deliver more repairs and less work within the Major Voids and other planned category

4.07 Mi-space contract expires in March 2020 and NKS has a break clause written in which could be activated in March 2020

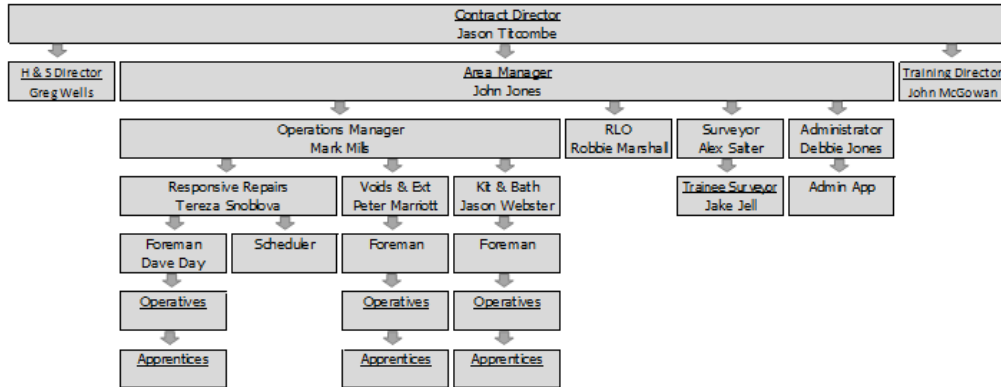
4.08 Both contractors prepared "quality" statements to support their tenders identifying the management / support staff and operatives to deliver the service

Mi-space Structure

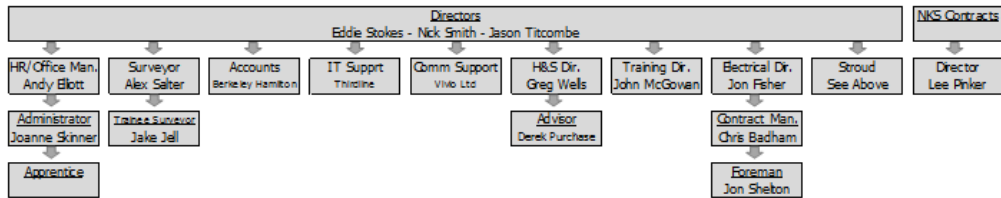


NKS Structure

Our proposed operational structure for the Stroud District Council contract:



This is how our structure will link with our Head Office:



Both structures are reasonable and appropriate to deliver the service and will be useful for SDC as a reference point moving forward

4.09 The following repairs and voids KPI's are recorded to determine performance

- % of Emergency Orders (4H & 24H) attended to and made safe within 4 hours
- % of Routine orders completed within target times
- % of orders completed right first time to the satisfaction of the contract administrator and tenant and within attendance timescale
- % of voids completed within turnaround times
- % of Resident's satisfied
- % of appointments Kept (tenanted properties)
- % of invoices submitted on time
- Number of Health & Safety Incidents identified

NKS KPI Performance – repairs and voids

NKS Contracts		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Benchmark	Comments
% of Emergency Orders (4H & 24H) attended to and made safe within 4 hours	Target	100	100	100	100	100	100	100	100	100	100	100	100		
	Actual	98	98	98	98	98	100	98	98	98	98	98	98		Target to increase to 98% from Apr 17
% of Routine orders completed within target times	Target	100													
	Actual	100					90								
% of orders completed right first time to the satisfaction of the contract administrator and tenant and within attendance timescale	Target	81	81	81	81	81	81	81	81	81	81	81	81		Target to increase 1% per year in years 1-5 and remain at 85% thereafter
	Actual	82					82								
% of voids completed within turnaround times	Target	98	98	98	98	98	98	98	98	98	98	98	98		Target to increase to 98% from Apr 17
	Actual	100					100								
% of Resident's satisfied	Target	98	98	98	98	98	98	98	98	98	98	98	98		Target to increase to 98% from Apr 17
	Actual	99.7					100								
% of appointments Kept (tenanted properties)	Target	98	98	98	98	98	98	98	98	98	98	98	98		Target to increase to 98% from Apr 17
	Actual	90.8					96								
% of invoices submitted on time	Target	90	90	90	90	90	90	90	90	90	90	90	90		
	Actual														
Number of Health & Safety Incidents identified	Target	0	0	0	0	0	0	0	0	0	0	0	0		See H7S information
	Actual	0					0								

Mi-space KPI Performance – repairs and voids

		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Contract Document Targets
% of Emergency Orders (4H & 24H) attended to and made safe within 4 hours	Target	100	100	100	100	100	100	100	100	100	100	100	100	100
	Actual	100	95	95	94	86.42	90							96
% of Routine orders completed within target times	Target	95	95	95	95	95	95	95	95	95	95	95	95	95
	Actual	100	89	91	91	73.33	85							92.75
% of orders completed right first time to the satisfaction of the contract administrator and tenant and within attendance timescale	Target	80	80	80	80	80	80	80	80	80	80	80	80	80
	Actual	100	70	76	71	77.81	80							79.25
% of voids completed within turnaround times	Target	95	95	95	95	95	95	95	95	95	95	95	95	95
	Actual	100	70	57	50	70	82							69.25
% of Resident's satisfied	Target	95	95	95	95	95	95	95	95	95	95	95	95	95
	Actual	100	100	100	100	96	98.11							100
% of appointments Kept (tenanted properties)	Target	95	95	95	95	95	95	95	95	95	95	95	95	95
	Actual	100	95	97	95	62.03	76							96.75
% of invoices submitted on time	Target	90	90	90	90	90	90	90	90	90	90	90	90	90
	Actual	100	100	100	100	100	100							100
Number of Health & Safety Incidents identified	Target	0	0	0	0	0	0	0	0	0	0	0	0	0
	Actual	0	0	0	0	0	0							0

- KPI reports are completed and issued by the contractors. Initially Mi-Space were completing and issuing KPI reports, however, NKS KPI reports were completed by SDC. This was identified following the change in personnel within SDC and this has now been re-established with both contractors compiling KPI reports. This is evidenced with a lack of KPI data for NKS between April and September 2018. Performance against the contract KPIs is monitored at the monthly Operations meetings where any issues are discussed.
- It is noted that different formatting is used for the KPI reports produced and recommended that a consistent report format is produced to aid comparison between contractors.
- Overall performance is mixed against KPIs with Mi-Space achieving contract targets against five of the eight KPI's. NKS performance is showing under performance in two of the eight measures in September. The % of invoices received on time has not been reported on and there is no overall year to date performance reported on all measures. There is also variance between the figures reported above and the KPI statistics in the Ridge audit.
- Details provided show an inconsistent recording and monitoring of Repairs and Voids KPI's and general contract reporting. Reliance on the retrospective Ridge audit rather than current position is prevalent.

4.10 The following planned maintenance KPI's are recorded and monitored to establish performance

- Adherence to Original Programme Following Dates Issued to Residents - %
- Residents Satisfied with Service - %
- Properties Not Requiring Recall Within 12 Months of Completion - %
- Number of Reportable Health & Safety Accidents or Non-Compliance Issues

NKS KPI Performance – Planned

NKS Contracts		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Comments
Adherence to Original Programme Following Dates Issued to Residents - %	Target	97	97	97	97	97	97	97	97	97	97	97	97	Target to increase 1% to max. 98% thereafter
	Actual	100%	100%	100%	100%	100%	100%							
Residents Satisfied with Service - %	Target	99	99	99	99	99	99	99	99	99	99	99	99	Target to increase 1% to max. 100% thereafter
	Actual	89%	96%	94%	67%	62%	94%							
Properties Not Requiring Recall Within 12 Months of Completion - %	Target	97	97	97	97	97	97	97	97	97	97	97	97	Target to increase 1% to max. 98% thereafter
	Actual	98%	99%	99%	99%	79%	99%							
Number of Reportable Health & Safety Accidents or Non-Compliance Issues	Target	0	0	0	0	0	0	0	0	0	0	0	0	
	Actual	0	0	0	0	0	0	0	0	0	0	0	0	

Mi-Space Performance – Planned

Mi-Space		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Comments
Adherence to Original Programme Following Dates Issued to Residents - %	Target	97	97	97	97	97	97	97	97	97	97	97	97	Target to increase 1% to max. 98% thereafter
	Actual	0%	0%	0	0	89%	75%							
Residents Satisfied with Service - %	Target	99	99	99	99	99	99	99	99	99	99	99	99	Target to increase 1% to max. 100% thereafter
	Actual	0%	0%	0%	0%	100%	100%							
Properties Not Requiring Recall Within 12 Months of Completion - %	Target	97	97	97	97	97	97	97	97	97	97	97	97	Target to increase 1% to max. 98% thereafter
	Actual	0%	0%	0%	0%	0%	0%							
Number of Reportable Health & Safety Accidents or Non-Compliance Issues	Target	0	0	0	0	0	0	0	0	0	0	0	0	
	Actual	0	0	0	0	0	0	0	0	0	0	0	0	

- No current issues reported with the progress of NKS planned works however there have been several challenges/disputes regarding specific rates, predominantly on the external work stream however this is being managed appropriately by the contracts managers.
- There are current issues with the performance of Mi-Space on the Kitchen and Bathroom work streams but these are being managed by SDC, with the externals being progressed satisfactorily.
- Based on the KPI's NKS are under performing on the satisfaction KPI (particularly in July and August).
- Overall there appears to be an inconsistent approach to the collection and monitoring of KPIs across this contract.

4.11 Response repair times in the tenant handbook are::

Reponse

Repairs

These are broken down into two types:-

- Emergency Repairs - 24 hours
- Appointed Repairs - 20 working days

Response repair times are to be appointed at a mutually acceptable time and date where at all possible.

There was an issue been flagged that the SDC system generates a 2 hour slot and the contractor operates a 4 hour slot and so there have been some complications when booking appointments.

This has now been resolved by allowing the contractor to make their own appointments. This is not an ideal situation as the call centre is unable to confirm an appointment at the time of the first call. This is a change in operating procedure since signing contracts. Original descriptions is outlined below.

Contractor obligations:

- SDC to make appointments in 2 hour slots on behalf of the contractor
- Attend response repairs within 20 working days, but within 2 weeks if possible
- 1x evening per week and Saturday 9:00 – 12:00 availability
- 80% First Time Fix
- Full No access procedure including calling tenant whilst at the property
- Emergency orders must be attended within 4 hours (including Out of Hours calls)
- Where emergency calls are only made safe contractor must attend site the next day to complete the repair

4.12 Project 3 within this report reviews the service data from 2017/18. A review has also been undertaken on the data to date for 2018/19

Stroud have completed £344,519.80 on Responsive Repairs between April 2018 – July 2018, completing 3620 works orders.

Having Reviewed the data, there 37 orders with either negative cost or zero cost, which have been removed for the purposes of this analysis

Revised Data

Based on the revisions, this report indicates that Stroud have completed 3,583 Repairs at a cost of £344,696 – Equating to an average repair / order cost of £96.20 (2017/18 Average - £96.80)

	24H	2WK	3MO	4H	EM	GEN	ROU	URG	VO	
ELEC	110	0	0	34	0	0	396	317	0	857
GAS	154	0	0	37	140	0	189	100	1	621
RESPONSE	209	1	0	134	1	1	1115	470	0	1,931
RESPOTH	0	0	0	1	0	164	1	8	0	174
	473	1	0	206	141	165	1,701	895	1	3,583
	24H	2WK	3MO	4H	EM	GEN	ROU	URG	VO	
ELEC	£ 8,003.30	£ -	£ -	£ 2,591.23	£ -	£ -	£ 48,096.37	£ 35,319.56	£ -	£ 94,010.46
GAS	£ 9,413.98	£ -	£ -	£ 2,351.51	£ 8,090.06	£ -	£ 29,516.53	£ 10,984.33	£ 84.24	£ 60,440.65
RESPONSE	£ 11,295.43	£ 25.00	£ -	£ 8,060.02	£ 67.43	£ 63.09	£ 123,802.88	£ 34,071.53	£ -	£ 177,385.38
RESPOTH	£ -	£ -	£ -	£ 76.28	£ -	£ 11,685.36	£ 85.00	£ 1,013.57	£ -	£ 12,860.21
	£ 28,712.71	£ 25.00	£ -	£ 13,079.04	£ 8,157.49	£ 11,748.45	£ 201,500.78	£ 81,388.99	£ 84.24	£ 344,696.70

4.13 Repairs statistics are as follows

Contractor	No of Repairs	Type	Include in RR
Mears	3	Responsive	Yes
NKS	1,144	Responsive	Yes
Mi-Space	1,634	Responsive	Yes
Kholar Mira	7	Showers	Yes
Handy Person	148	Small RR	Yes
PC Moleing	1	Underground pipes	Yes
Proframe	23	Windows	Yes
Peter Goodhind	2	Structural Engin	No
Total	2,962	4 Months	
Pro-rata full year	8,886	12 Months	
Stock	5,756		
Repairs Ratio	1.54		
Total Cost	284,256.00	4 Months (exc gas)	
Cost of Repair	95.97	4 Months (exc gas)	

4.14 Comparison to 2017/18

Category	2017/18	2018/19
12 Month Repairs	10,442	8,886
Repair ratio	1.81	1.54
Price per repair	96.63	95.97
NSI claim percentage	16.70%	28.30%

The sample size for 18/19 is too small (4months) to draw any meaningful conclusions from the repair statistics and refer the reader to section 3 of this report. There is however some significant variation within 3 out of the 4 categories that will require review as performance results and financial information become available

4.15 Stroud have spent £146,159.07 on Void Properties between April 2018 – July 2018: Based on the data provided Stroud have completed works across 64 orders, working on 62 properties.

ALL				
	Qty	Value (£)	Avregae Cost (£)	
Apr-18	8	£ 14,177	£ 1,772.17	
May-18	14	£ 29,020	£ 2,072.84	
Jun-18	18	£ 55,215	£ 3,067.48	
Jul-18	22	£ 47,747	£ 2,170.33	
	62	£ 146,159	£ 2,357.40	

This represents a reduced average void cost when compared to the average cost of a void in 2017/18 of £2,608.39

4.16 Based on the 2018/19 data, Stroud Have worked on 1% of their stock as a void property. This is inconsistent between North and South, and represents a forecast void ratio less than market average and less than the previous year, particularly in the South.

ACTUAL APRIL - JULY 2018

	Stock	Voids	Ratio
North	2861	49	0.02
South	2895	13	0.00
Total	5,756	62	0.01

FORCAST BASED ON PRO-RATA

	Stock	Voids	Ratio
North	2861	147	0.05
South	2895	39	0.01
Total	5,756	186	0.03

4.17 The detail below represents the costs and quantities of void delivery in the term split by conurbation area:

	ALL			NORTH			SOUTH		
	Qty	Value (£)	Avregae Cost (£)	Qty	Value (£)	Avregae Cost (£)	Qty	Value (£)	Avregae Cost (£)
Apr-18	8	£ 14,177	£ 1,772.17	6	£ 14,084	£ 2,347.29	2	£ 94	£ 46.80
May-18	14	£ 29,020	£ 2,072.84	14	£ 29,020	£ 2,072.84	0	£ -	£ -
Jun-18	18	£ 55,215	£ 3,067.48	13	£ 37,590	£ 2,891.53	5	£ 17,625	£ 3,524.93
Jul-18	22	£ 47,747	£ 2,170.33	16	£ 31,443	£ 1,965.21	6	£ 16,304	£ 2,717.33
	62	£ 146,159	£ 2,357.40	49	£ 112,137	£ 2,288.51	13	£ 34,022	£ 2,617.09

4.18 Comparison to 2017/18

Category	2017/18	2018/19
Voids Completed	277	186
Voids Ratio	5.00	3.00
Price per Void	2,608.39	2,357.40
NSI claim percentage	9.30%	2.90%

There appears to be a significant reduction in the volume of voids being completed. Although a small sample size this could be a natural trend or

- Incomplete data
- Lateness of contractors claims
- Poor contractor performance?

4.19 Price per plot comparison

2018/19 based on a 4 month pro-rata

Budget Heading	Annual Spend ⁽¹⁾	Price Per Plot ⁽²⁾	
Repairs	852,768	161	
Voids	438,477	83	243

(1) Excludes all works relating to gas in repairs

(2) PPP is based on stock of 5,756 less blocks and garages (321+124) = **5,311**

2017/18 based on a full year

Budget Heading	Annual Spend ⁽¹⁾	Price Per Plot ⁽²⁾	
Repairs	1,008,981	190	
Voids	721,801	136	326

(1) Excludes all works relating to gas in repairs (£81,839)

(2) PPP is based on stock of 5,756 less blocks and garages (321+124) = **5,311**

Again the 4 months pro-rata data looks unusual in comparison to 17/18. It is recommended that SDC review the financial data closely moving forward to ensure there is no significant under spend

4.20 Based on the findings of the 4 month review of repairs and voids we concluded that it would be of no benefit to review 4 months of planned works and refer the reader to section 3 of this report which covers the planned works undertaken in 2017/18

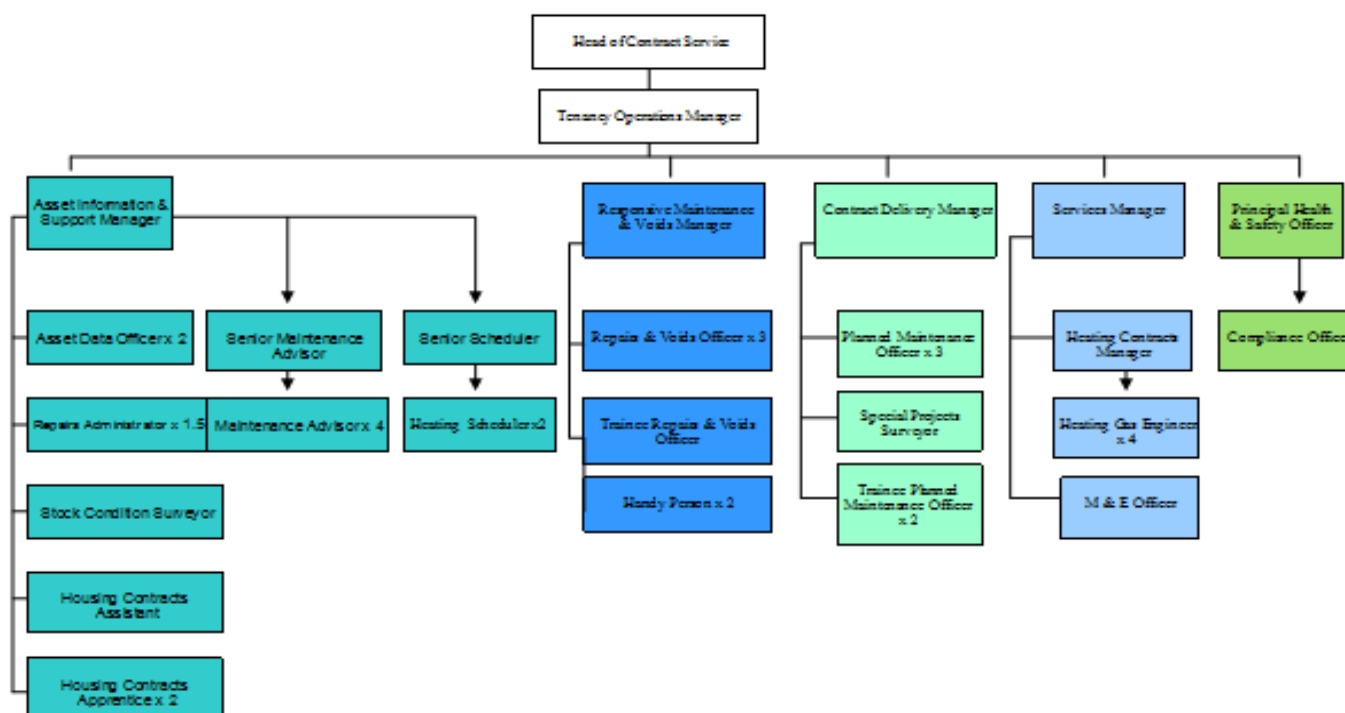
5: Project 2 – Contracts and Services: Budgets and Expenditure

5.0 Executive Summary

5.01 Existing Team Structure and Overview

There are five delivery areas contained within the Contract Services department of Stroud District Council (SDC). These are listed below and fall under the structure shown:

- Responsive Maintenance and Voids – Overall responsibility for delivering the Repairs and Voids contract.
- Contract Delivery – Overall responsibility for delivering the planned capital and revenue contracts
- Services and M&E – Overall responsibility for delivering the servicing and revenue M&E contracts and planned capital M&E contracts.
- Asset Information and support – Holds all asset data and long term planned programmes, also has responsibility for the call centre
- Health and Safety – Responsible for ensuring H&S compliance, including asbestos register, for the Contract Services team.



5.02 Vacant Roles and Staff Turnover: Based on the staff leavers level against the total number of staff members of the team this represents a staff turnover level of approximately 36% over this period. This is considered a high percentage of turnovers when compared to other similar organisations.

5.03 SDC Contracts Team Call Centre: The Call Centre refers to eight roles which are contained within the Asset and Information Team. Using the Repair Finder module of Northgate, works are scheduled out based on the national Housing Federation Schedule of Rates v6.2 and a priority is attached. SDC use the following priorities of work:

- Emergency (4 Hour Response)
- Emergency (24 Hour Response)
- Urgent (7 calendar days)
- Routine (28 calendar days)

5.04 Appointments: At the outset of the contract appointments were raised by SDC at the first point of contact.

Due to scheduling issues and a high number of appointments not being kept by main contractors, a decision was made that repair works would no longer be scheduled by SDC and this function would be completed directly by the contractor.

5.05 Call Centre Costs. The total cost of offering a responsive repairs call centre service is based on the cost below. Gas call centre operatives and schedulers have not been included in this calculation.

Post Number	Post Title	Staffing Cost	Call Centre Allocation (%)	Call Centre Staffing Cost	Support Services Cost	Total Cost
Staffing Costs						
	Asset Information and Support Manager	£ 46,487.00	5%	£2,324	£ 448.90	£2,773.25
TEN1229	Snr Maintenance Advisor	£ 39,373.90	70%	£27,562	£ 6,284.63	£33,846.35
TEN1225	Maintenance Advisor	£ 26,613.02	100%	£26,613	£ 8,978.04	£35,591.06
TEN1227	Maintenance Advisor	£ 26,613.02	100%	£26,613	£ 8,978.04	£35,591.06
TEN1228	Maintenance Advisor	£ 26,613.02	100%	£26,613	£ 8,978.04	£35,591.06
TEN1229	Maintenance Advisor	£ 26,613.02	100%	£26,613	£ 8,978.04	£35,591.06
	Total Cost	£ 192,312.98				£178,983.84
Fixed Costs						
Northgate	Repair Finder	£ -	100%	£0	£ -	£0.00
Northgate	BARIS	£ -	50%	£0	£ -	£0.00
	Total Cost	£ -				£0.00
Total						£178,983.84

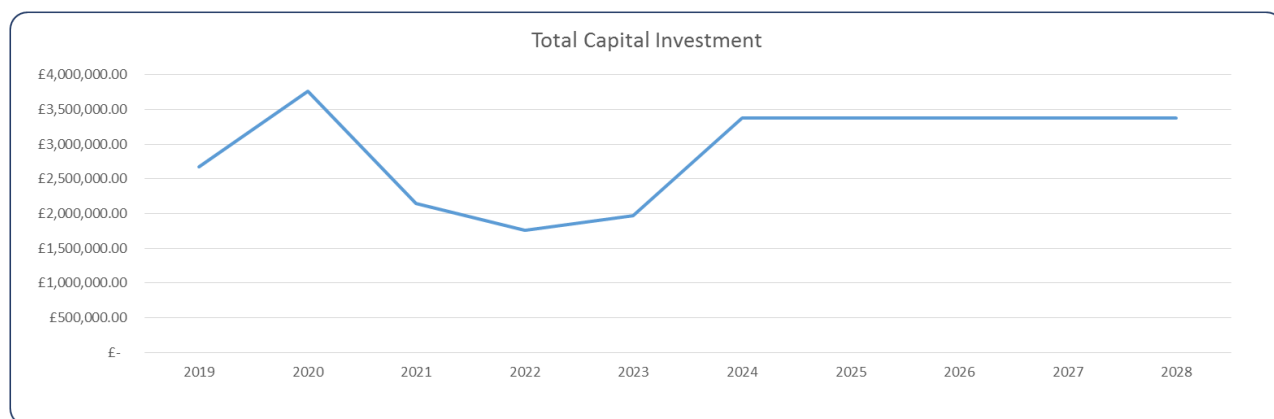
5.06 Budgets and Budget Setting Process: Overall Summary of Budgets 17/18 – 19/20
The following budget summaries have been provided for Revenue and Capital contracts to be completed by SDC Contract Services Team:

Budget Overview 17-20				
Budget Area		Financial Period		
Revenue		17-18	18-19	19-20
7246	Insurance Works	£ 4,252.51	£ -	£ 50,000.00
7300	Responsive Maintenance	£ 927,656.91	£ 988,500.00	£ 1,054,764.00
7300	Handyman	£ 11,901.85	£ 27,400.00	£ 23,240.00
7310	Minor Voids	£ 744,850.88	£ 841,800.00	£ 820,000.00
B01 B022	Disabled Adaptations	£ -	£ 10,000.00	£ -
B01 B010	Cyclical Redecorations	£ -	£ 431,591.00	£ 450,104.00
7320	H&S Compliance	£ -	£ -	£ 90,780.00
7320	Planned/Cyclical Maintenance Works (part)	£ 418,272.44	£ 163,000.00	£ -
7320	Planned/Cyclical Maintenance Works (part)	£ 51,595.94	£ -	£ -
7300	Responsive Maintenance (M&E)	£ 378,289.93	£ 405,400.00	£ 413,300.00
7320	Planned/Cyclical Maintenance Works (part)	£ 176,915.08	£ 167,470.00	£ -
7321	Gas In-House Provider	£ 590,163.15	£ 508,500.00	£ 586,200.00
7322	Gas In-House Team-Materials	£ -	£ 210,000.00	£ 161,000.00
Total		£ 3,303,898.69	£ 3,753,661.00	£ 3,649,388.00
Capital		17-18	18-19	19-20
7555	Major Voids	£ 346,145.92	£ 570,000.00	£ 450,000.00
7551	Adaptations	£ 42,838.65	£ 142,948.00	£ 200,000.00
7553	Kitchens & Bathrooms	£ 1,122,182.81	£ 1,506,216.00	£ 1,348,373.00
7561	Doors & Windows	£ 430,198.55	£ 791,237.00	£ 992,100.00
7569	Non-Traditional Properties	£ 44,606.11	£ 595,000.00	£ -
7559	Compliance (part)	£ 47,445.02	£ 257,000.00	£ 410,000.00
7559	Compliance (part)	£ 62,608.71	£ -	£ -
7550	Central Heating Systems (incl Boilers)	£ 758,999.91	£ 623,974.00	£ 991,295.00
7562	Electrical	£ 240,741.98	£ 212,000.00	£ 212,000.00
7563	Environmental Works	£ 1,031.24	£ 127,000.00	£ -
7571	Door Entry	£ 42,988.78	£ 352,000.00	£ 212,000.00
7574	External Works	£ 925,539.47	£ 2,792,465.00	£ 2,421,840.00
7572	Suited Locks	£ -	£ 74,000.00	£ 74,000.00
7576	Lifts	£ -	£ -	£ -
Total		£ 4,065,327.15	£ 8,043,840.00	£ 7,311,608.00
Grand Total		£ 7,369,225.84	£ 11,797,501.00	£ 10,960,996.00

Revenue Budgets are based on unit rates currently being achieved and the estimated works order numbers for delivery and includes for CPI inflation to be applied.

Planned Capital Budgets are based on 'Age and Condition' reports from the Keystone data based on the following component costs and lifecycles. Using the condition data held within keystone the following profile of Capital Improvements required over the next 10 years has been produced:

Components	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Bathrooms	£ 354,317	£ 471,617	£ 264,501	£ 249,462	£ 221,150	£ 326,036	£ 326,036	£ 326,036	£ 326,036	£ 326,036
Doors	£ 175,537	£ 137,813	£ 68,981	£ 101,377	£ 91,920	£ 103,826	£ 103,826	£ 103,826	£ 103,826	£ 103,826
Electricals	£ 160,138	£ 252,220	£ 104,878	£ 40,363	£ 93,802	£ 188,921	£ 188,921	£ 188,921	£ 188,921	£ 188,921
Heating	£ 359,018	£ 384,585	£ 333,836	£ 274,774	£ 375,539	£ 554,611	£ 554,611	£ 554,611	£ 554,611	£ 554,611
Kitchens	£ 263,244	£ 283,161	£ 221,267	£ 87,681	£ 129,806	£ 350,157	£ 350,157	£ 350,157	£ 350,157	£ 350,157
Windows	£ 207,577	£ 330,987	£ 57,552	£ 111,260	£ 230,700	£ 190,256	£ 190,256	£ 190,256	£ 190,256	£ 190,256
Externals	£ 40,875	£ 706,656	£ 179,021	£ 29,872	£ 106,441	£ 256,365	£ 256,365	£ 256,365	£ 256,365	£ 256,365
Roofs	£ 945,393	£ 938,299	£ 596,573	£ 654,641	£ 542,997	£ 866,853	£ 866,853	£ 866,853	£ 866,853	£ 866,853
Walls	£ 163,958	£ 260,068	£ 322,040	£ 208,504	£ 174,526	£ 535,596	£ 535,596	£ 535,596	£ 535,596	£ 535,596
Total	£ 2,670,056	£ 3,765,405	£ 2,148,648	£ 1,757,932	£ 1,966,882	£ 3,372,621	£ 3,372,621	£ 3,372,621	£ 3,372,621	£ 3,372,621



The current profile shows large variances in annual requirement which may create difficulty for contractors to resource work over an extended contract period. It is recommended that a smoothing exercise is carried out to give more consistent annual programmes.

5.07 Current Contracts: The overall Responsive Repairs and Void works Contract (H1725) covers the following areas of work across both revenue and capital budgets:

Revenue

- Responsive Maintenance
- Minor Voids
- Disabled Adaptations
- Planned/Cyclical Maintenance

Capital

- Major Voids
- Kitchens & Bathrooms
- External Works (Including External Works / Walls / General Building Works / Rendering)
- Non-Traditional Properties

All other areas of work are completed through either external contracts or internal SDC workforce.

5.08 Service Delivery Costs: Total Cost of Managing the Repairs, Voids and Planned Maintenance Contract (H1725)

In order to establish a staffing cost for delivery of the H1725 a percentage split was identified for all roles within the team. The following delivery areas were identified:

- Repairs Delivery
- Voids Delivery
- H1725 Planned maintenance Delivery
- Other Planned maintenance Delivery
- Asbestos management
- Stock Data and Strategy
- M&E Services and Gas Management
- Health and Safety Inspection and Implementation
- Other Areas

Staffing costs against the Repairs, Voids and H1725 Planned Maintenance areas are considered to be covered within this procurement process.

The table below shows the summary of costs:

Team	H1725 Delivery			Other Asset Management Areas					
	Repairs Delivery	Voids Delivery	H1725 Planned maintenance Delivery	Other Planned maintenance Delivery	Asbestos management	Stock Data and Strategy	M&E Services and Gas Management	Health and Safety Inspection and Implementation	Other Areas
Senior Management	£ 37,204.43	£ 25,837.27	£ 26,351.85	£ 18,602.22	£ 3,874.82	£ 11,624.45	£ 18,602.22	£ 1,937.41	£ 5,812.22
Asset Information and Support	£ 288,828.91	£ 56,841.58	£ 67,843.03	£ 7,078.15	£ -	£ 180,931.34	£ 141,675.81	£ -	£ -
Responsive Maintenance and Voids	£ 266,165.43	£ 68,176.26	£ -	£ -	£ -	£ -	£ -	£ -	£ 9,814.04
Programme Delivery	£ -	£ -	£ 164,717.33	£ 155,600.91	£ -	£ 23,837.49	£ -	£ -	£ -
M&E and Services	£ -	£ -	£ -	£ 67,628.74	£ 4,907.02	£ -	£ 369,501.85	£ -	£ -
Health and Safety	£ 4,937.31	£ 4,937.31	£ -	£ -	£ 54,098.37	£ -	£ -	£ 34,773.14	£ -
Area Total	£ 597,136.08	£ 155,792.41	£ 258,912.22	£ 248,910.02	£ 62,880.21	£ 216,393.28	£ 529,779.87	£ 36,710.55	£ 15,626.27
	£ 1,011,840.70			£ 1,110,300.19					
	£ 2,122,140.89								

5.09 Post Completion Inspections: Post inspections are currently at a 50% level with the majority of these being completed via telephone conversations with customers following completed works. This is over and above the contracted required level due to the poor performance of Mui-Space to date. All voids are post inspected and stock condition survey carried out once complete

The contracted requirement of evidence of 10% post inspections completed by contractors has not been fulfilled however contractors are now starting to provide evidence of completed post inspections. While this does show a performance issue by the main contractors it is apparent that SDC have not actively sought this information until recently.

5.10 Repairs and Voids KPI's: Overall performance is mixed against KPIs with Mi-Space achieving contract targets against five of the eight KPI's. NKS performance is showing under performance in two of the eight measures in September. The percentage of invoices received on time has not been reported on and there is no overall year to date performance reported on all measures. There is also variance between the figures reported above and the KPI statistics in the Ridge audit.

5.11 Planned and Capital Improvement KPI's. No current issues reported with the progress of NKS on the planned side. Current issues with the performance of Mi-Space are apparent on the Kitchen and Bathroom work streams with the external work being progressed satisfactorily. Based on the KPI's NKS are under performing on the satisfaction KPI and this must be investigated further.

Overall there appears to be an inconsistent approach to the collection and monitoring of KPIs.

5.12 Key Observations and Recommendations

- Details provided show an inconsistent recording and monitoring of contract Repairs and Voids KPI's and general contract reporting. This indicates a reliance on a retrospective Ridge audit rather than current position.

It is recommended a review of how KPI's are recorded is completed and a consistent reporting structure and methodology across both contractors is established.

- Changes to contract in terms of appointments now booked directly by contractor are making monitoring of performance difficult in this area. It is likely that this will not change while the current contract is in place but SDC need to establish a reporting process from the contractor on any areas affected by this change in process.
- The level of post completions currently being carried out is high. This is due to poor performance of contractor. Contractual obligation for post completion details needs to be enforced and a time based plan of reducing the SDC responsibility introduced. Alternatively the cost of on-going higher levels of responsibility for SDC should be discussed with the contractor and steps taken for possible re-imburement.
- There appears to be a mixed skill level of contract management within Planned Delivery team requiring additional support on managing contracts and commercial aspects through keystone. Additional training / support is required in certain areas.
- The Keystone based planned programme shows high variance on year to year works required – consider smoothing this to provide a consistent and manageable planned programme across the forthcoming years.
- A five year cycle for stock condition surveys and surveys completed on all voids shows gives constantly updated and accurate stock condition knowledge.
- There appears to be a relatively high turnover of staff for organisation size. HR unable to comment on reasons for this and it is recommended that this is investigated further.
- Long term operational / support cost forecasting difficult due to SDC process of distributing cost. Assumptions have been made on the impact of support service costs to changes that may occur following this procurement exercise and these must be validated with the SDC finance team.

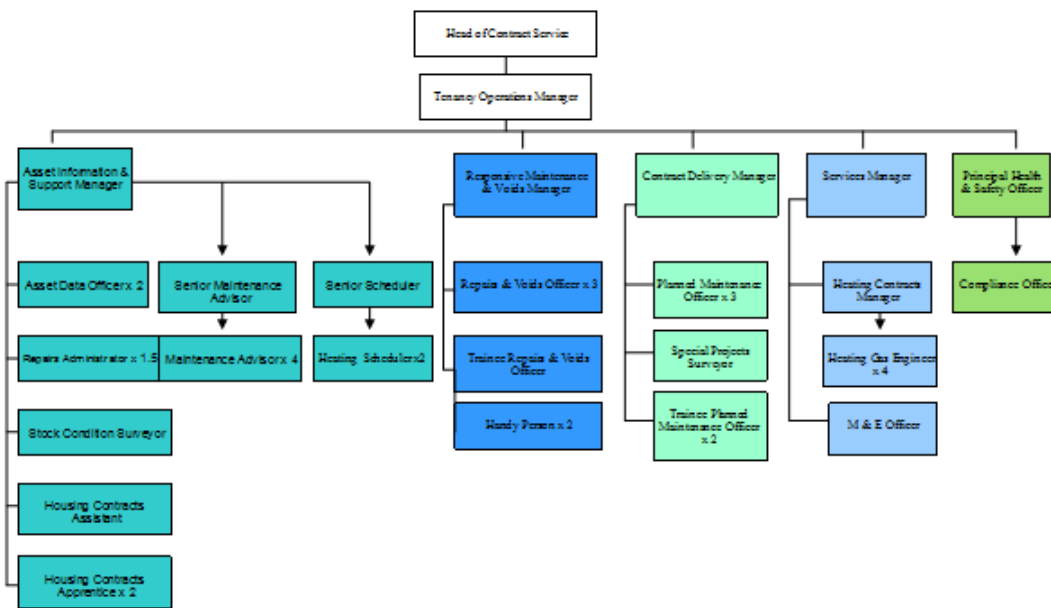
5.13 Report Detail

5.13a Existing Team Structure and Overview

Overall Team Structure

There are five delivery areas contained within the Contract Services department of SDC. These are listed below and fall under the structure shown:

- Responsive Maintenance and Voids
- Contract Delivery
- Services and M&E
- Asset Information and support
- Health and Safety



Team Overview

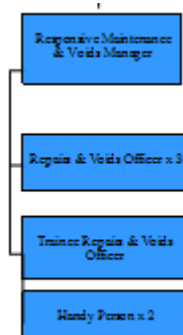
The team is currently managed by Angela Carr on an interim Basis. This was previously undertaken by Colin Scott who has recently left SDC and the role is now listed as vacant.

The team manages the overall delivery of the Responsive Maintenance and Voids contract to the North and South Region of SDC stock (H1725) currently being undertaken by NKS Contract Services (North) and Mi-Space (South)

The Team covers a total of 7 people covering 4 roles including a trainee. There are 2 currently vacant roles within this team.

Structure & Team Roles

- **Responsive Maintenance and Voids Manager**
Overall responsibility for the delivery of the Repairs and Voids contract ensuring contract performance and quality delivery. Reporting of KPI's to senior management
- **Repairs and Voids Officer (x3)**
Managing operational delivery of the repairs and voids service



including pre & post inspections and undertaking property condition Inspections.

- **Trainee Repairs and Voids Officer**
Assisting the Repairs and Voids officers in managing the operational Delivery of the Repairs and Voids Service
- **Handyperson (x2)**
Delivery of minor repairs such as lock changes or other minor work. The work is identified and issued to the Handyperson via the Call Centre.

Contract Delivery

Team Overview

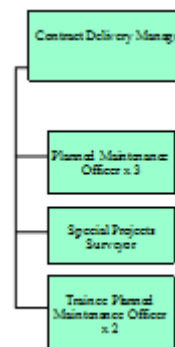
Team managed by Fay Gorick and manages the overall delivery of the Planned Capital contracts covered by both the H1725 contract and other external contracts. The following areas are managed by this team:

- Major Voids
- Adaptations
- Kitchens & Bathrooms
- Doors & Windows
- External Works
- Non-Traditional Properties
- Environmental Works

The Team covers a total of 7 people covering 4 roles including 2 trainee posts.

Structure & Team Roles

- **Contract Delivery Manager**
Overall responsibility for the delivery of the Planned Capital programmes delivered across the SDC region. This includes work streams included within the H1725 contract, and other contracts, ensuring contract performance and quality delivery. Reporting of KPI's to senior management
- **Planned Maintenance Officer (x3)**
Listed as 4 x Contract Officers on the Staffing budget information details provided. One role has been re designated as Special Projects Surveyor listed below.
Planned maintenance officer roles have operational delivery responsibility for Planned Capital delivery contracts including managing budgets, individual costs per property and all quality inspections. Contract Management is through the Keystone software.
- **Special Projects Surveyor – Check with SDC**
- **Trainee Planned Maintenance Officer (x2)**
Assisting the Planned Maintenance Officers with the delivery of the Planned Capital programmes.



Services and M&E

Team Overview

The team is managed by Angela Carr and is responsible for the overall delivery of the Services and M&E contracts within the contract services team of SDC. This includes the following areas:

- Responsive Revenue
- Planned Revenue
- Planned Capital Works

The Team covers a total of 9 people covering 5 roles including an Apprentice. There are 2 currently vacant roles.

Structure & Team Roles

- **Services Manager**

Overall responsibility for the delivery of the M&E Contracts with the Revenue and Planned areas delivered across the SDC re Ensuring contract performance and quality delivery. Reporting of KPI's to senior management

- **Heating Contracts Manager**

Operational delivery responsibility for Central Heating servicing and maintenance contracts and Planned Capital Delivery of Central heating upgrades.

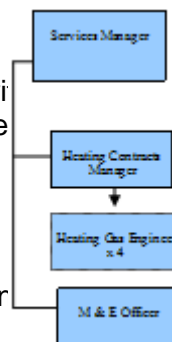
- **Heating Gas Engineer (x5)**

Works including Servicing, remedial repairs and day to day repairs, on Gas Central heating systems within the SDC portfolio.

- **Apprentice Heating Engineer**

- **M&E Officer**

Operational delivery responsibility for M&E Servicing and Repair contracts including managing budgets, individual costs per property and all quality inspections.



Asset Information and Support

Team Overview

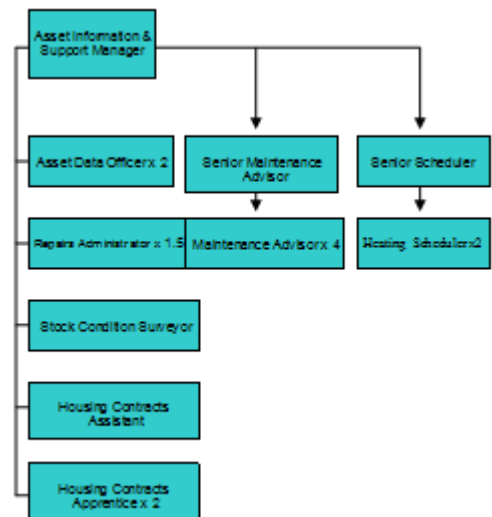
The team is managed by Tara Skidmore and manages the following areas of responsibility:

- Stock Condition and Asset Data
- Keystone Database and Modules
- Future Planned Programmes
- Repairs Call Centre
- Gas Repairs Call Centre and Scheduling

The Team covers a total of 19 people covering 12 roles including a trainee. There are 2 currently vacant roles within this team.

Structure & Team Roles

- **Asset Information and Support Manager**
Manages the Asset Data Team, Maintenance Advisors and Heating Schedulers. Leads in all system development for housing contracts and information management and support services.



- **Asset Data Officer**
manages information in keystone including reporting on decent homes forecasting. Lead on system development for Keystone and Clik, providing training to staff and contractors and a level ongoing support to contracts officers
- **Repairs Administrators (x1.5)**
repair invoices, audits, year end reconciliations, support and develop the repair module in Northgate, contractor reconciliations (fortnightly), system admin, monitors B ARIS, creating & maintaining reports, setting up budget hierarchy in Northgate, supporting staff and contractor in Northgate queries
- **Stock Condition Surveyor**
Complete 8 stock condition surveys a day allowing half a day a week office time. Also identify any repairs during the survey to be reported during the survey on the telephone.
- **Housing Contracts Assistant**
Schedule stock condition surveys, Administrative Assistance and support to wider housing contracts team
- **Housing Contracts Apprentice**
Assisting the Housing Contracts Assistant on the above duties.
- **Senior Maintenance Advisor**
Manages the maintenance advisors day to day, provides support to the R&M Manager, produces management reports on R&M, liases with contractors on awaiting client inspections
- **Maintenance Advisor (x4)**
takes phone calls, log repairs through Northgate, carry out post inspections, book in jobs for the handyperson, carry out print runs, manage inbox
- **Senior Scheduler**
Manages the Heating schedulers day to day, provides support to the Gas Manager, produces management reports on heating, liases with contractors, manages the invoicing
- **Heating Scheduler (x2)**
takes phone calls, schedules in gas services, schedules in breakdowns, makes warranty calls, process paperwork (mainly LGSR scanning), manage inbox

Health and safety Team

Team Overview

The team is managed by Alan Coates and manages the Health and Safety aspects of contract delivery across all areas. This includes the following areas of responsibility:

- Managing the Principle designer role with an external contractor
- Management of Asbestos Register and removal contracts
- H&S Compliance of contractors
- Management of FRA compliance inspections and work with major Repairs and voids team to ensure work is completed.
- Responding and advising on individual issues on H&S across the team.

The Team covers a total of two people covering two roles with no current vacancies within this team.

Structure & Team Roles

- **Principle Health and Safety Officer**
Overall responsibility for the Health and Safety compliance of the Contracts Team. Management of the Asbestos Register and monitoring / removal process.
- **Compliance Officer**
Assisting the Principle Health and Safety officer on the above duties.



Vacant Roles and Staff Turnover

Between October 2016 and October 2018 there were the following changes in staffing levels across the Contracts team.

	Between 16/10/2016 and 16/10/2018
Current Staff Members in Contracts Management	36 (33.64 FTE)
New Starters in Contracts Management	16
Staff Leavers	13

Based on the staff leavers level against the total number of staff members of the team this represents a staff turnover level of approximately 36% over this period. This is considered a high percentage of turnovers when compared to other similar organisations.

Contractor Roles

In addition to the roles listed above, the Repairs and Void contractors currently have the following role requirements which are provided in order to deliver the required service levels:

- **Resident Liaison** The Contractor shall provide a full-time resident liaison service that is flexible, pro-active and has empathy with residents' needs, with a named individual.
- **Schedulers** Following the change in responsibility to schedule repairs the main H1725 contractors now employ schedulers directly.

5.13b SDC Contracts Team Call Centre

Call Centre Process

Under the contract it is the responsibility of the Employer (SDC) to provide a call centre function.

Repair calls, or planned work enquiries will initially come through the main Stroud District Council switchboard and, through a series of options, be directed to either the Contract Services Call Centre team or directly to the team required. Emails come in to a repairs inbox which is also monitored by this team.

The Call Centre refers to eight roles which are contained within the Asset and Information Team.

The roles are:

- Senior Maintenance Advisor
- Maintenance Advisor x 4
- Senior Heating Scheduler
- Heating Scheduler x 2
- During busy periods/holidays the housing contracts assistant and apprentice will assist by taking repair calls.

Calls coming through to the call centre are automatically linked to the contract area which will pull through the correct contractor area. In addition to this the address detail entered by the Maintenance advisors will populate the relevant tenant's names, contact details, type of property and repairs history reducing the need for multiple systems to be opened & ascertain the basic data.

Using the Repair Finder module of Northgate, works are scheduled out based on the national Housing Federation Schedule of Rates v6.2 and a priority is attached. SDC use the following priorities for works orders:

- Emergency (4 Hour Response)
- Emergency (24 Hour Response)
- Urgent (7 calendar days)
- Routine (28 calendar days)

Priorities are based on the individual circumstances and the severity of the job. Any decision on the priority to be used is taken by the maintenance advisor at the time of the call. Repair advisors also decide on work to be completed by the Handyperson service. Work orders are allocated to the Handyperson based on the Handyperson skill levels and the call handlers own experience of work requirements.

Works orders are transferred to contractors using a BARIS interface between NKS and Mi-Space which will automatically send details and SOR's to the contractors.

Appointments

As per the contract insert below, initially appointments were raised by SDC at the first point of contact.

'Appointments will be made with the residents by the Employer on behalf of the Contractor at the first point of contact.

The Contractor shall provide the Employer with direct access to a dynamic scheduling and appointment system from the commencement of the Contract. There are to be no restrictions as to number of Employer's officers that can access this.

Appointments will be offered for all internal and external repairs (except emergencies,

where residents will be told that the Contractor will attend within the prescribed period)

In addition to this, the Contractor is deemed to have allowed in his tender for providing one evening per week for appointments and between 9am and 12 noon on Saturdays which is now being offered by both contractors. .

Due to scheduling issues and a high number of appointments not being kept by main contractors, a decision was made that repair works would no longer be scheduled by SDC and this function would be completed directly by the contractor. A works order is sent via BARIS containing a list of works and priority and the contractors now contact customers to arrange a suitable date and time within the repair period to complete the work. Schedulers are now directly employed by both main contractors. There is currently no time period for contractors to arrange appointments stipulated.

The contractors did not increase any costs in order to provide this service as it was considered a service failure on the contractor's side and therefore a cost of rectification was borne by the contractors. No evidence was supplied to detail whether the Handyperson service make appointments or how this is monitored and reported.

Changes to contract in terms of appointments now booked directly by contractor are making monitoring of performance difficult in this area. It is likely that this will not change while the current contract is in place but SDC need to establish a reporting process from the contractor on any areas affected by this change in process.

Out of Hours Service

An Out of Hours service is delivered by CIVICA is managed by Tenant services however incorporates all SDC services for example environmental health and community facilities.

Orders required during the out of hour's periods are retrospectively entered into Northgate the next morning to ensure they are logged on to the system and can be monitored and invoiced.

The cost to SDC to deliver the OOH service is £23,000 which is contained within the Responsive Maintenance budget. SDC also incur an additional £11.99 per month for dedicated OOH phone lines.

Call Centre Performance

Call Levels

The table below shows the level of calls received by the call centre between October and September for both 16/17 and 17/18:

Queue	01/10/2016-30/09/2017	01/10/2017 - 30/09/2018	Variance
P552 (Housing Heating Repair)	11243	10547	-6%
P553 Other Housing Repair)	7555	5625	-26%
P554 (Contractor)	35321	36015	2%
P555 (Housing New General Repair)	17746	16885	-5%
Total Calls Per Year	71865	69072	-4%
Total for 2 years		140937	

The codes used above refer to the following:

- P552 – Heating Repair and Servicing appointments - Heating scheduler
- P553 – Queries on existing repairs / Chases - Maintenance Advisors
- P554 – Contractor Queries - Direct calls to NKS/Mi-Space

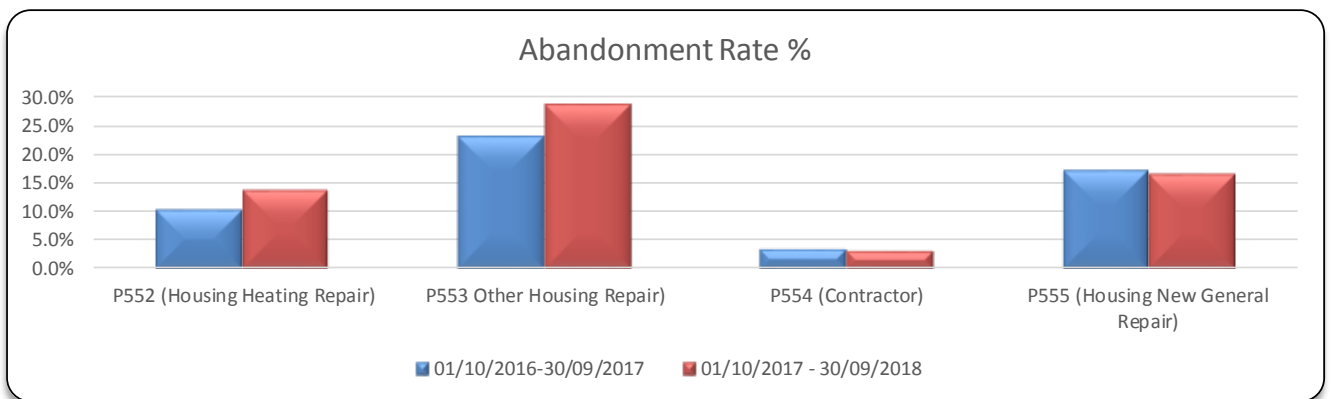
- P555 – General Responsive Maintenance Reports- Maintenance Advisors

The statistics show an overall reduction in calls by 4% over this period with the largest variance within the Other Housing Repairs category. This is due to change in the team structure and a move away from short term agency staff leading to a reduction in calls from customers and contractors. Call levels are expected to stabilise around the 17/18 levels moving forwards.

Abandonment Rates

The table below shows the level of abandoned calls between October and September for both 16/17 and 17/18:

Abandon %	01/10/2016-30/09/2017	01/10/2017 - 30/09/2018	Variance
P552 (Housing Heating Repair)	10.1%	13.6%	3.5%
P553 Other Housing Repair)	23.0%	28.3%	5.3%
P554 (Contractor)	3.3%	3.1%	-0.2%
P555 (Housing New General Repair)	16.8%	16.3%	-0.6%

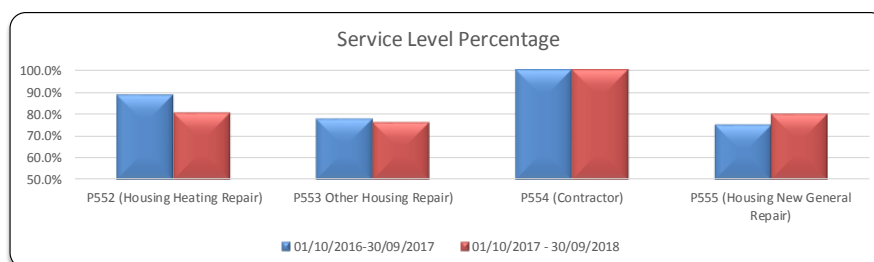


Abandonment rates have increased in two areas, Housing Heating Repair and Other Housing Repairs.

Call Centre Service Level

The table below shows the Service Level percentage between October and September for both 16/17 and 17/18:

Service level %	01/10/2016-30/09/2017	01/10/2017 - 30/09/2018	Variance
P552 (Housing Heating Repair)	88.7%	80.4%	-8.3%
P553 Other Housing Repair)	77.9%	76.2%	-1.8%
P554 (Contractor)	100.0%	100.0%	0.0%
P555 (Housing New General Repair)	74.8%	80.1%	5.3%



Call Centre Costs: The total cost of offering a responsive repairs call centre service is based on the calculations below. The costs of Gas repairs call service and scheduling has not been included as it is considered out of the scope of this procurement exercise.

Post Number	Post Title	Staffing Cost	Call Centre Allocation (%)	Call Centre Staffing Cost	Support Services Cost	Total Cost
Staffing Costs						
	Asset Information and Support Manager	£ 46,487.00	5%	£2,324	£ 448.90	£2,773.25
TEN1229	Snr Maintenance Advisor	£ 39,373.90	70%	£27,562	£ 6,284.63	£33,846.35
TEN1225	Maintenance Advisor	£ 26,613.02	100%	£26,613	£ 8,978.04	£35,591.06
TEN1227	Maintenance Advisor	£ 26,613.02	100%	£26,613	£ 8,978.04	£35,591.06
TEN1228	Maintenance Advisor	£ 26,613.02	100%	£26,613	£ 8,978.04	£35,591.06
TEN1229	Maintenance Advisor	£ 26,613.02	100%	£26,613	£ 8,978.04	£35,591.06
	Total Cost	£ 192,312.98				£178,983.84
Fixed Costs						
Northgate	Repair Finder	£ -	100%	£0	£ -	£0.00
Northgate	BARIS	£ -	50%	£0	£ -	£0.00
	Total Cost	£ -				£0.00
Total						£178,983.84

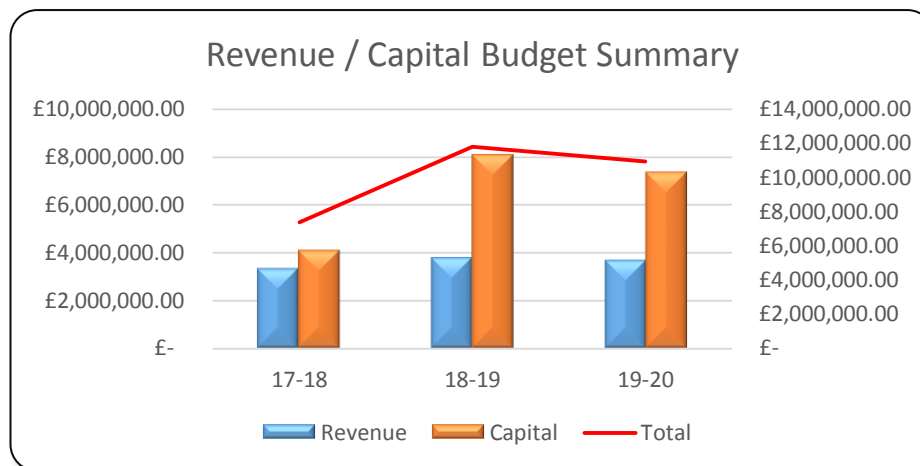
Repair Finder and BARIS interface costs are included within the overall Northgate cost of £36,887 which is taken from the Repairs and Voids budget.

5.13c Budgets and Budget Setting Process

Overall Summary of Budgets 17/18 – 19/20

The following budget summaries have been provided for Revenue and Capital contracts:

Budget Overview 17-20				
Budget Area		Financial Period		
Revenue		17-18	18-19	19-20
7246	Insurance Works	£ 4,252.51	£ -	£ 50,000.00
7300	Responsive Maintenance	£ 927,656.91	£ 988,500.00	£ 1,054,764.00
7300	Handyman	£ 11,901.85	£ 27,400.00	£ 23,240.00
7310	Minor Voids	£ 744,850.88	£ 841,800.00	£ 820,000.00
B01 B022	Disabled Adaptations	£ -	£ 10,000.00	£ -
B01 B010	Cyclical Redecorations	£ -	£ 431,591.00	£ 450,104.00
7320	H&S Compliance	£ -	£ -	£ 90,780.00
7320	Planned/Cyclical Maintenance Works (part)	£ 418,272.44	£ 163,000.00	£ -
7320	Planned/Cyclical Maintenance Works (part)	£ 51,595.94	£ -	£ -
7300	Responsive Maintenance (M&E)	£ 378,289.93	£ 405,400.00	£ 413,300.00
7320	Planned/Cyclical Maintenance Works (part)	£ 176,915.08	£ 167,470.00	£ -
7321	Gas In-House Provider	£ 590,163.15	£ 508,500.00	£ 586,200.00
7322	Gas In-House Team-Materials	£ -	£ 210,000.00	£ 161,000.00
Total		£ 3,303,898.69	£ 3,753,661.00	£ 3,649,388.00
Capital		17-18	18-19	19-20
7555	Major Voids	£ 346,145.92	£ 570,000.00	£ 450,000.00
7551	Adaptations	£ 42,838.65	£ 142,948.00	£ 200,000.00
7553	Kitchens & Bathrooms	£ 1,122,182.81	£ 1,506,216.00	£ 1,348,373.00
7561	Doors & Windows	£ 430,198.55	£ 791,237.00	£ 992,100.00
7569	Non-Traditional Properties	£ 44,606.11	£ 595,000.00	£ -
7559	Compliance (part)	£ 47,445.02	£ 257,000.00	£ 410,000.00
7559	Compliance (part)	£ 62,608.71	£ -	£ -
7550	Central Heating Sytems (incl Boilers)	£ 758,999.91	£ 623,974.00	£ 991,295.00
7562	Electrical	£ 240,741.98	£ 212,000.00	£ 212,000.00
7563	Environmental Works	£ 1,031.24	£ 127,000.00	£ -
7571	Door Entry	£ 42,988.78	£ 352,000.00	£ 212,000.00
7574	External Works	£ 925,539.47	£ 2,792,465.00	£ 2,421,840.00
7572	Suited Locks	£ -	£ 74,000.00	£ 74,000.00
7576	Lifts	£ -	£ -	£ -
Total		£ 4,065,327.15	£ 8,043,840.00	£ 7,311,608.00
Grand Total		£ 7,369,225.84	£ 11,797,501.00	£ 10,960,996.00



Revenue budgets have been broadly stable with a slight decrease from the current 18/19 budget overall to the 19/20 budget levels with the main decrease in planned / cyclical maintenance lines where work has been classified as capital external improvements.

Capital budgets have increased by approximately £4m from the 17/18 levels following major increases to the Non-traditional properties and External Works programme lines.

Revenue Budgets are based on unit rates currently being achieved and the numbers for delivery and includes CPI inflation.

Planned Capital budgets are based on 'age and condition' reports from the Keystone Asset Management Module (KAM) using the following component costs and lifecycles. This is also validated and supplemented by Repairs Surveyors. There is an ongoing stock condition survey programme of approximately 1200 properties / year giving a five year cycle of surveys.

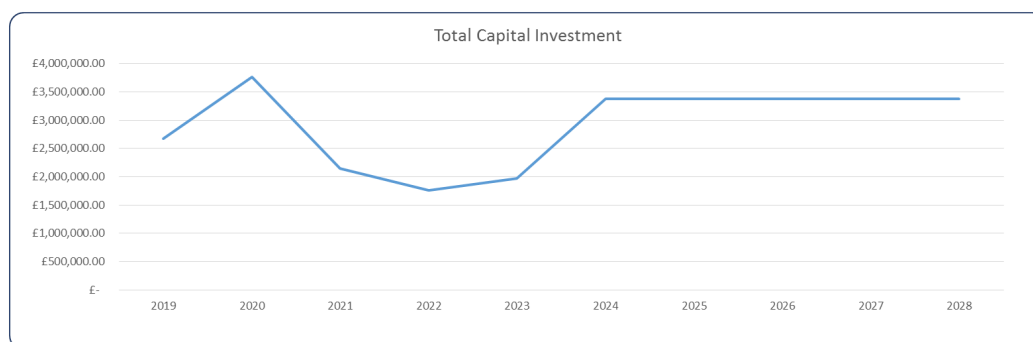
Component lifecycles used for future programme development are as follows:

Components	Cost	lifecycle (yrs)
Bathroom	£3,430.00	30
Adapted Bathroom	£3,430.00	30
Doors	£ 571.00	30
Fire Door	£1,001.00	30
Primary Heating (Gas) Boiler only	£1,700.00	15
Primary Heating (Renewables)	£5,000.00	25
Radiators	£1,200.00	40
Storage Heating	£3,500.00	20
Electric Fire	£ 500.00	20
Kitchen	£5,389.00	20
Main Roof	£8,000.00	60
Secondary Roof	£4,500.00	60
Render	£3,500.00	30
Windows	£2,032.00	30
Fascias and Soffits	£1,500.00	30
RWG's	£ 900.00	30

The above lifecycles are in line with the current industry standards in this area. Using the condition data held within the keystone the following profile of Capital Improvements required over the next 10 years has been produced:

Components	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Bathrooms	£ 354,317	£ 471,617	£ 264,501	£ 249,462	£ 221,150	£ 326,036	£ 326,036	£ 326,036	£ 326,036	£ 326,036
Doors	£ 175,537	£ 137,813	£ 68,981	£ 101,377	£ 91,920	£ 103,826	£ 103,826	£ 103,826	£ 103,826	£ 103,826
Electricals	£ 160,138	£ 252,220	£ 104,878	£ 40,363	£ 93,802	£ 188,921	£ 188,921	£ 188,921	£ 188,921	£ 188,921
Heating	£ 359,018	£ 384,585	£ 333,836	£ 274,774	£ 375,539	£ 554,611	£ 554,611	£ 554,611	£ 554,611	£ 554,611
Kitchens	£ 263,244	£ 283,161	£ 221,267	£ 87,681	£ 129,806	£ 350,157	£ 350,157	£ 350,157	£ 350,157	£ 350,157
Windows	£ 207,577	£ 330,987	£ 57,552	£ 111,260	£ 230,700	£ 190,256	£ 190,256	£ 190,256	£ 190,256	£ 190,256
Externals	£ 40,875	£ 706,656	£ 179,021	£ 29,872	£ 106,441	£ 256,365	£ 256,365	£ 256,365	£ 256,365	£ 256,365
Roofs	£ 945,393	£ 938,299	£ 596,573	£ 654,641	£ 542,997	£ 866,853	£ 866,853	£ 866,853	£ 866,853	£ 866,853
Walls	£ 163,958	£ 260,068	£ 322,040	£ 208,504	£ 174,526	£ 535,596	£ 535,596	£ 535,596	£ 535,596	£ 535,596
Total	£ 2,670,056	£ 3,765,405	£ 2,148,648	£ 1,757,932	£ 1,966,882	£ 3,372,621	£ 3,372,621	£ 3,372,621	£ 3,372,621	£ 3,372,621

Years 2025 – 2028 are an average of the stated level required within this period.



The current profile shows large variances in annual requirement which may create difficulty for contractors resourcing work over an extended contract period. It is recommended that a smoothing exercise is carried out to give more consistent annual programmes.

Current Contracts

The overall Responsive Repairs and Void works Contract (H1725) covers the following areas of work across both revenue and capital budgets:

Revenue

- Responsive Maintenance
- Minor Voids
- Disabled Adaptations
- Planned/Cyclical Maintenance

Capital

- Major Voids
- Kitchens & Bathrooms
- External Works (Including External Works / Walls / General Building Works / Rendering)
- Non-Traditional Properties

All other areas of work are completed through either external contracts or internal SDC workforce.

Responsive Maintenance and Voids works use the National federation Schedule of Rates version 6.2 as a works identification and pricing mechanism with a tender variation percentage being applied. On the most recent tender this was +7% for Mi-Space and +20.64% for NKS.

Capital works are priced using a combination of bespoke tendered rates and a 'Basket of Goods' based contract. It is apparent that the specifications and contract

inclusions for the 'Basket of Goods' based contract vary across the contractors and this is causing some confusion. This is further highlighted by the items identified in the Ridge monthly audit.

On both contracts residents are to be offered choices so far as is reasonable as follows:

Kitchens Cupboard doors;
 Door handles
 Worktops;
 Wall tiles;
 Flooring;
 Taps (including mixer and lever taps)
 Wall colour.

Bathrooms Vinyl floor covering;
 Wall colour;
 Level access shower in lieu of bath (subject to CA agreement).

British Standard references are quoted throughout the specification and have been randomly checked for appropriateness and relevance and are in good order.

Component replacement specifications are detailed, clearly showing included and excluded items.

Mi-Space

Planned work specifications taken from the 2018-2020 tender for the Southern area of which Mi-Space were successful are of appropriate completeness, and are robust in terms of detail i.e. layout of rooms, and reference to agreed materials used.

Mi-Space have a cost base per kitchen size, plus or minus items as seen in Appendix A.

Floor Area (wall to wall) Number of base/ cupboard units	6.5m ² to 8.5m ²	8.5m ² to 10.5m ²	10.5m ² to 12.5m ²	
6	£3286.36	£3512.77	£3678.89	1
7	£3498.00	£3723.19	£3890.53	2
8	£3709.65	£3933.60	£4102.18	3
9	£3921.30	£4144.02	£4313.83	4
10	£4132.94	£4354.43	£4525.47	5
	a	b	c	

NKS

Planned works for the NKS contract differ from the MI-Space Contract. NKS have a flat rate for a kitchen install, plus or minus items as seen in Appendix B.

In contrast to the Mi-Space contract the following items are included:

- New consumer Unit
- Partial rewire

5.13d Service Delivery Costs

Staffing and Departmental Costs: Staffing and Departmental costs are split across four different expense codes in the SDC finance system. These are:

- Staffing and Related Expenditure (A Codes)
- Departmental / Operational Expenditure (B,C & D Codes)
- Support Service Charges Expenditure (H Codes)
- Other Cost Expenditure (K Codes)

Departmental Operational Codes		Support Services		Other Costs	
B01	HRA Repairs, Maintenance & Alterations	H02	Finance - Accountancy	K10	Reimbursement
C40	Mileage	H03	Finance - Audit	K10	Reimbursement
C41	Essential User Lump Sum	H04	Finance - Payroll	K32	Building Control Fees
C50	Transport Insurance	H07	Finance - Risk Management	K38	Fees and Charges
D01	Equipment Purchase	H11	IT - Infrastructure Team		
D10	Catering - Internal Issues	H20	Business Development		
D30	Services	H30	Property Man't/Office Accom - Office Accommodation		
D30	Services	H33	Property Services		
D30	Services	H40	Head of Legal Services (Monitoring Officer)		
D30	Services	H41	Legal Services		
D33	Consultants Fees	H50	Procurement Services		
D51	Telecommunications	H55	Human Resources		
D52	Hardware	H62	Corporate Services - Customer Services Centre		
D61	Accommodation/Subsistence	H65	Corporate Services - Marketing		
D65	Registration Charges	H66	Corporate Services - Policy & Review		
		H86	Head of Property Services		
		H93	Business Continuity		

Staff Related Costs

Based on establishment charges / FTE Equivalent and expected costs. Set by Departmental Heads as part of the annual budget setting process.

Departmental Operational Costs

Other operation costs required by the department and set by departmental heads. Costs are based on known areas of expenditure and an allowance for CPI inflation.

Support Services Costs

Internal support service charges set annually by the SDC finance team.

Predominantly based on departmental headcount with some departments charging based on combination time spent on services and budgets and an organisational headcount requirement.

The table below shows average support services charges

Cost Code	Description	2017/18		2018/19		Variance		
		Total	Ave	Total	Ave	Total	Ave	% Variance
H04	Finance - Payroll	£ 5,063.32	£ 111.50	£ 8,200.00	£ 180.58	£ 3,136.68	£ 69.07	62%
H07	Finance - Risk Management	£ 1,214.74	£ 26.75	£ -	£ -	-£ 1,214.74	-£ 26.75	0%
H11	IT - Infrastructure Team	£108,255.89	£2,383.97	£141,300.00	£3,111.65	£ 33,044.11	£ 727.68	23%
H20	Business Development	£ 5,500.00	£ 121.12	£ 8,500.00	£ 187.18	£ 3,000.00	£ 66.06	35%
H30	Property Man't/Office Accom - Office Accommodation	£ 54,169.03	£1,192.89	£ 72,400.00	£1,594.36	£ 18,230.97	£ 401.47	25%
H50	Procurement Services	£ 8,995.78	£ 198.10	£ 14,000.00	£ 308.30	£ 5,004.22	£ 110.20	36%
H55	Human Resources	£ 22,866.67	£ 503.56	£ 43,000.00	£ 946.93	£ 20,133.33	£ 443.37	47%
H62	Corporate Services - Customer Services Centre	£ 31,426.97	£ 692.07	£ 44,300.00	£ 975.56	£ 12,873.03	£ 283.48	29%
H65	Corporate Services - Marketing	£ 3,747.15	£ 82.52	£ 5,100.00	£ 112.31	£ 1,352.85	£ 29.79	27%
H66	Corporate Services - Policy & Review	£ 2,687.21	£ 59.18	£ 11,500.00	£ 253.25	£ 8,812.79	£ 194.07	77%
H93	Business Continuity	£ 3,721.98	£ 81.96	£ 5,400.00	£ 118.92	£ 1,678.02	£ 36.95	31%
H02	Finance - Accountancy	£ 15,723.67	£ 346.26	£ 16,100.00	£ 354.55	£ 376.33	£ 8.29	2%
H03	Finance - Audit	£ 19,792.13	£ 435.85	£ 9,300.00	£ 204.80	-£ 10,492.13	-£ 231.05	-113%
H33	Property Services	£ 300.00	£ 6.61	£ 1,600.00	£ 35.23	£ 1,300.00	£ 28.63	81%
H40	Head of Legal Services (Monitoring Officer)	£ 1,900.49	£ 41.85	£ 200.00	£ 4.40	-£ 1,700.49	-£ 37.45	-850%
H41	Legal Services	£ 22,300.54	£ 491.09	£ 14,800.00	£ 325.92	-£ 7,500.54	-£ 165.17	-51%
H86	Head of Property Services	£ 23,718.50	£ 522.32	£ 12,000.00	£ 264.26	-£ 11,718.50	-£ 258.06	-98%
	Totals	£ 331,384.07	£ 7,297.60	£ 407,700.00	£ 8,978.20	£ 76,315.93	£ 1,680.60	19%

The table shows an average increase of over £400/department team member in IT Infrastructure, Human Resources and Accommodation cost with an overall increase to the support services cost per team member of over £1600 from 2017 / 2018. The SDC finance team were unable to forecast the anticipated support services costs for 2019/20 at the point of writing this report.

Figures above are based on the support services costs for 18/19. It has not been possible to breakdown the areas further to understand how changes in contracts and personnel levels will impact these costs. For this reason a current average has been used for staffing cost calculations.

Total Cost of Managing the Repairs, Voids and Planned Maintenance Contract (H1725)

In order to establish a staffing cost for running the H1725 a percentage split was identified for all roles within the team. The following work delivery areas were identified:

- Repairs Delivery
- Voids Delivery
- H1725 Planned maintenance Delivery
- Other Planned maintenance Delivery
- Asbestos management
- Stock Data and Strategy
- M&E Services and Gas Management
- Health and Safety Inspection and Implementation
- Other Areas

Staffing costs against the Repairs, voids and H1725 Planned Maintenance areas are considered to be covered within this procurement process.

The percentage split for each role across the delivery areas above was confirmed with SDC and, using the staffing salary costs provided, including additional contribution, and an average Support services and Operational Departments cost, the staffing cost for each work area was established.

The detail below includes the cost of the call centre operatives. The full percentage split of roles and costs is contained within Appendix C

Team	H1725 Delivery			Other Asset Management Areas					
	Repairs Delivery	Voids Delivery	H1725 Planned maintenance Delivery	Other Planned maintenance Delivery	Asbestos management	Stock Data and Strategy	M&E Services and Gas Management	Health and Safety Inspection and Implementation	Other Areas
Senior Management	£ 37,204.43	£ 25,837.27	£ 26,351.85	£ 18,602.22	£ 3,874.82	£ 11,624.45	£ 18,602.22	£ 1,937.41	£ 5,812.22
Asset Information and Support	£ 288,828.91	£ 56,841.58	£ 67,843.03	£ 7,078.15	£ -	£ 180,931.34	£ 141,675.81	£ -	£ -
Responsive Maintenance and Voids	£ 266,165.43	£ 68,176.26	£ -	£ -	£ -	£ -	£ -	£ -	£ 9,814.04
Programme Delivery	£ -	£ -	£ 164,717.33	£ 155,600.91	£ -	£ 23,837.49	£ -	£ -	£ -
M&E and Services	£ -	£ -	£ -	£ 67,628.74	£ 4,907.02	£ -	£ 369,501.85	£ -	£ -
Health and Safety	£ 4,937.31	£ 4,937.31	£ -	£ -	£ 54,098.37	£ -	£ -	£ 34,773.14	£ -
Area Total	£ 597,136.08	£ 155,792.41	£ 258,912.22	£ 248,910.02	£ 62,880.21	£ 216,393.28	£ 529,779.87	£ 36,710.55	£ 15,626.27
	£ 1,011,840.70			£ 1,110,300.19					
	£ 2,122,140.89								

Contract & Quality Management

Contract Management

Repairs and Voids

The repairs and voids contracts are managed through Northgate with orders being raised, prioritised and then issued to contractors via the BARIS interface. Orders are priced using the National Housing Federation schedule of rates v6.2 which are identified using the repair finder module of Northgate and pre populated on all works orders prior to issue to the main contractors.

Variations are submitted by the main contractors and approved by the Repairs and Voids Officers ensuring an audit trail within the Northgate system. Works are then completed by contractors via the contractor portal. There is a self-variation level of £150.00 on Void works for both contractors. Mi-Space have a minimum order value of £25.00 for repairs.

Invoicing is not currently automated with the SDC finance system not communicating with the finance system. Completed works costs are reported from the system and confirmed with contractors who then submit an invoice to the agreed value to the SDC finance team.

SDC have access to the Mi-Space works order database (one Serve) which enables tracking of works order progress. This is not available for NKS where post inspections and tenant queries are used to indicate any problems.

Major Voids are issued via Keystone and can be access by CAP. Repairs and Void officers log all void related works on to Northgate following inspection of the property. This increases the contract management workload to SDC on this contract.

The following reports are produced from Northgate to enable contract management information to be analysed:

- Post Inspections with Results
- Recalls with results
- Target Void Completions
- Void |Completion Analysis
- WO Completion Analysis

NKS have been party to this contract for 2 years and are well established in their delivery of both day to day repairs and void works. There are currently no major issues with quality or work completions and low levels of issues with failed access or other day to day operations.

Mi-Space have been party to this contract since March 2018, following a very quick tender period and lead in time. They were allowed 6 months grace to bed in the service. During this time they have undertaken both Voids and day to day repairs. Unfortunately there have been a high number of issues with Mi-Space's service delivery reported within this period.

Main areas of concern are:

- Customer Service,
- Quality of works

- Completions / Time taken to complete works

SDC are actively managing the concerns including meetings with Mi-Space at a senior management level to ensure that Mi-Space are delivering the contract obligations. There have been several changes in personnel and sub-contractors at Mi-Space and this appears to be improving the performance levels. Mi-Space they are now providing the majority of the void works with an in house team, which is slowly leading to improvements especially on timescales. Further improvements are still to be made on the responsive element of the contract.

Planned Maintenance

Planned contract management is managed via the Keystone Planned maintenance module. The planned maintenance/contracts officers (PMOs) issue CAI's, track progress & complete works within this module and receive a monthly contractor application for payments, and value the works following 100% handovers.

Overall performance is monitored using the Keystone contract dashboard which allows real time monitoring of all responsible contracts. This includes details of committed spend, payments, volumes of works undertaken and outstanding.

There appears to be a mixed skill level of contract management within Planned Delivery team requiring additional support on managing contracts and commercial aspects through keystone. Additional training / support is required in certain areas.

A five year cycle for stock condition surveys and surveys completed on all voids shows gives a constantly updated and accurate stock condition knowledge.

Post Completion Inspections

In regard to Post completions the contract documents state the following:

The Contractor will be required to undertake regularly throughout the duration of the Contract a minimum of 10% random post inspections of completed Day to Day Responsive Repairs and 100% of Void Property Works, works over £1,000 and planned works and shall provide to the CA the results of the post inspections.

Current post inspections are currently at a 50% level with the majority of these being completed via a telephone conversation with customers following completed works. This is due to the poor performance of Mi-Space. All voids are post inspected and stock condition survey carried out once complete

The contracted requirement of evidence of 10% post inspections completed by contractors has not been fulfilled however contractors are now starting to provide evidence of completed post inspections. While this does show a performance issue by the main contractors it is apparent that SDC have not actively sought this detail until recently.

The required Post Inspection levels have now been revised and the following targets apply:

- System set at 10% - less than £100
- 20% less than £500

- 30% less than £1000
- 10% random of all others

The high level of post completions currently being carried out is due to poor performance of contractors. Contractual obligation for post completion details needs to be enforced and a time based plan of reducing the SDC responsibility introduced.

Alternatively the cost of on-going higher levels of responsibility for SDC should be discussed with the contractor and steps taken for possible re-imburement.

KPI's Repairs and Voids

The following KPI's are recorded and monitored to establish contract performance under the Repairs and Maintenance delivery within the H1725 contract:

- % of Emergency Orders (4H & 24H) attended to and made safe within 4 hours
- % of Routine orders completed within target times
- % of orders completed right first time to the satisfaction of the contract administrator and tenant and within attendance timescale
- % of voids completed within turnaround times
- % of Resident's satisfied
- % of appointments Kept (tenanted properties)
- % of invoices submitted on time
- Number of Health & Safety Incidents identified

Current performance levels against these KPI's are detailed in the tables below:

NKS Contracts

NKS Contracts		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Benchmark	Comments
% of Emergency Orders (4H & 24H) attended to and made safe within 4 hours	Target	100	100	100	100	100	100	100	100	100	100	100	100		
	Actual						100								
% of Routine orders completed within target times	Target	98	98	98	98	98	98	98	98	98	98	98	98		Target to increase to 98% from Apr 17
	Actual	100					99								
% of orders completed right first time to the satisfaction of the contract administrator and tenant and within attendance timescale	Target	81	81	81	81	81	81	81	81	81	81	81	81		Target to increase 1% per year in years 1-5 and remain at 85% thereafter
	Actual	82					82								
% of voids completed within turnaround times	Target	98	98	98	98	98	98	98	98	98	98	98	98		Target to increase to 98% from Apr 17
	Actual	100					100								
% of Resident's satisfied	Target	98	98	98	98	98	98	98	98	98	98	98	98		Target to increase to 98% from Apr 17
	Actual	99.7					100								
% of appointments Kept (tenanted properties)	Target	98	98	98	98	98	98	98	98	98	98	98	98		Target to increase to 98% from Apr 17
	Actual	90.8					96								
% of invoices submitted on time	Target	90	90	90	90	90	90	90	90	90	90	90	90		
	Actual														
Number of Health & Safety Incidents identified	Target	0	0	0	0	0	0	0	0	0	0	0	0		See H75 information
	Actual	0					0								

Mi-Space

		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Contract Document Targets
% of Emergency Orders (4H & 24H) attended to and made safe within 4 hours	Target	100	100	100	100	100	100	100	100	100	100	100	100	100
	Actual	100	95	95	94	86.42	90							96
% of Routine orders completed within target times	Target	95	95	95	95	95	95	95	95	95	95	95	95	95
	Actual	100	89	91	91	73.33	85							92.75
% of orders completed right first time to the satisfaction of the contract administrator and tenant and within attendance timescale	Target	80	80	80	80	80	80	80	80	80	80	80	80	80
	Actual	100	70	76	71	77.81	80							79.25
% of voids completed within turnaround times	Target	95	95	95	95	95	95	95	95	95	95	95	95	95
	Actual	100	70	57	50	70	82							69.25
% of Resident's satisfied	Target	95	95	95	95	95	95	95	95	95	95	95	95	95
	Actual	100	100	100	100	96	98.11							100
% of appointments Kept (tenanted properties)	Target	95	95	95	95	95	95	95	95	95	95	95	95	95
	Actual	100	95	97	95	62.03	76							96.75
% of invoices submitted on time	Target	90	90	90	90	90	90	90	90	90	90	90	90	90
	Actual	100	100	100	100	100	100							100
Number of Health & Safety Incidents identified	Target	0	0	0	0	0	0	0	0	0	0	0	0	0
	Actual	0	0	0	0	0	0							0

KPI reports are completed and issued by the contractors. Initially Mi-Space were completing and issuing KPI reports, however, NKS KPI reports were completed by SDC. This was identified following the change in personnel within SDC and this has now been re-established with both contractors compiling KPI reports. This is evidenced with a lack of KPI data for NKS between April and September 2018. Performance against the contract KPIs is monitored at the monthly Operations meetings where any issues are discussed.

It is noted that different formatting is used for the KPI reports produced and recommended that a consistent report format is produced to aid comparison between contractors.

Overall performance is mixed against KPIs with Mi-Space achieving contract targets against five of the eight KPI's. NKS performance is showing under performance in two of the eight measures in September. The % of invoices received on time has not been reported on and there is no overall year to date performance reported on all measures. There is also variance between the figures reported above and the KPI statistics in the Ridge audit.

Details provided show an inconsistent recording and monitoring of contract Repairs and Voids KPI's and general contract reporting. Reliance on retrospective Ridge audit rather than current position. It is recommend a review of how KPI's are recorded and establish a consistent report and methodology across both contractors.

Planned and Capital Improvement

The following KPI's are recorded and monitored to establish contract performance under the Repairs and Maintenance delivery within the H1725 contract:

- Adherence to Original Programme Following Dates Issued to Residents - %
- Residents Satisfied with Service - %
- Properties Not Requiring Recall Within 12 Months of Completion - %
- Number of Reportable Health & Safety Accidents or Non-Compliance Issues

Current performance levels against these KPI's are detailed in the tables below:

NKS Contracts

NKS Contracts		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Comments
Adherence to Original Programme Following Dates Issued to Residents - %	Target	97	97	97	97	97	97	97	97	97	97	97	97	Target to increase 1% to max. 98% thereafter
	Actual	100%	100%	100%	100%	100%	100%							
Residents Satisfied with Service - %	Target	99	99	99	99	99	99	99	99	99	99	99	99	Target to increase 1% to max. 100% thereafter
	Actual	89%	96%	94%	67%	62%	94%							
Properties Not Requiring Recall Within 12 Months of Completion - %	Target	97	97	97	97	97	97	97	97	97	97	97	97	Target to increase 1% to max. 98% thereafter
	Actual	98%	99%	99%	99%	79%	99%							
Number of Reportable Health & Safety Accidents or Non-Compliance Issues	Target	0	0	0	0	0	0	0	0	0	0	0	0	
	Actual	0	0	0	0	0	0	0	0	0	0	0	0	

Mi- Space

Mi-Space		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Comments
Adherence to Original Programme Following Dates Issued to Residents - %	Target	97	97	97	97	97	97	97	97	97	97	97	97	Target to increase 1% to max. 98% thereafter
	Actual	0%	0%	0	0	89%	75%							
Residents Satisfied with Service - %	Target	99	99	99	99	99	99	99	99	99	99	99	99	Target to increase 1% to max. 100% thereafter
	Actual	0%	0%	0%	0%	100%	100%							
Properties Not Requiring Recall Within 12 Months of Completion - %	Target	97	97	97	97	97	97	97	97	97	97	97	97	Target to increase 1% to max. 98% thereafter
	Actual	0%	0%	0%	0%	0%	0%							
Number of Reportable Health & Safety Accidents or Non-Compliance Issues	Target	0	0	0	0	0	0	0	0	0	0	0	0	
	Actual	0	0	0	0	0	0	0	0	0	0	0	0	

No current issues reported with the progress of NKS on the planned side. There have been several challenges/disputes regarding specific rates, predominantly on the external work stream, however this is being managed appropriately by the contracts managers.

In addition to this, current issues with the performance of Mi-Space on the Kitchen and Bathroom work streams are being managed, with the externals being progressed satisfactorily.

Based on the KPI's NKS are under performing on the satisfaction KPI and this must be investigated further. Overall there appears to be an inconsistent approach to the collection and monitoring of KPIs across this contract.

Contract Meetings

As part of the H1752 contract, the following meetings are to be attended by SDC and contractors:

'The Contractor will be required to attend weekly operations meetings, monthly progress meetings, bi-monthly and then quarterly review meetings and occasional resident forum meetings.'

Weekly Operational Meetings

Held with Voids managers of each contractor to discuss handovers, delays and upcoming voids.

Monthly Progress Meetings

Review the Contractor's performance over the previous month in accordance with the Key Performance Indicators.

Review Meeting

Review the overall performance of the Contract and to discuss items of continuous improvement of the service and its delivery that may be of benefit to the Contractor, the Employer and their residents

Ridge Monthly Audit

The contract is audited by Ridge on a monthly basis and a report produced. The following work areas are assessed:

- Annual Spend Against Budgets
- Responsive Repairs Order Profile
- Responsive Repairs and Minor Voids
- Major Voids
- Kitchens and bathrooms
- External Works
- Electrical Works
- Contractor Performance against KPI's

This report is produced as part of the contract with an ongoing cost variable cost to SDC contained within other services provided by Ridge. Audits are based on the production of reports and spreadsheets retrospectively supplied by SDC and give a general overview of performance across the H1725 contract. The value of the audits to SDC is restricted by the level and quality of data provided by SDC and Audits are provided based on reports from approximately two months prior so must be used as a review rather than for on-going contract management.

Additional benefit and overview can be gained from the following areas highlighted within the audits:

- Order profiles & the top 5 most frequently used SORs
- Individual audits on specific job queries including price and correct usage of SORs
- Highlighting areas of claimed work considered within the scope of Planned basket rates

6: Project 3 – Performance Data

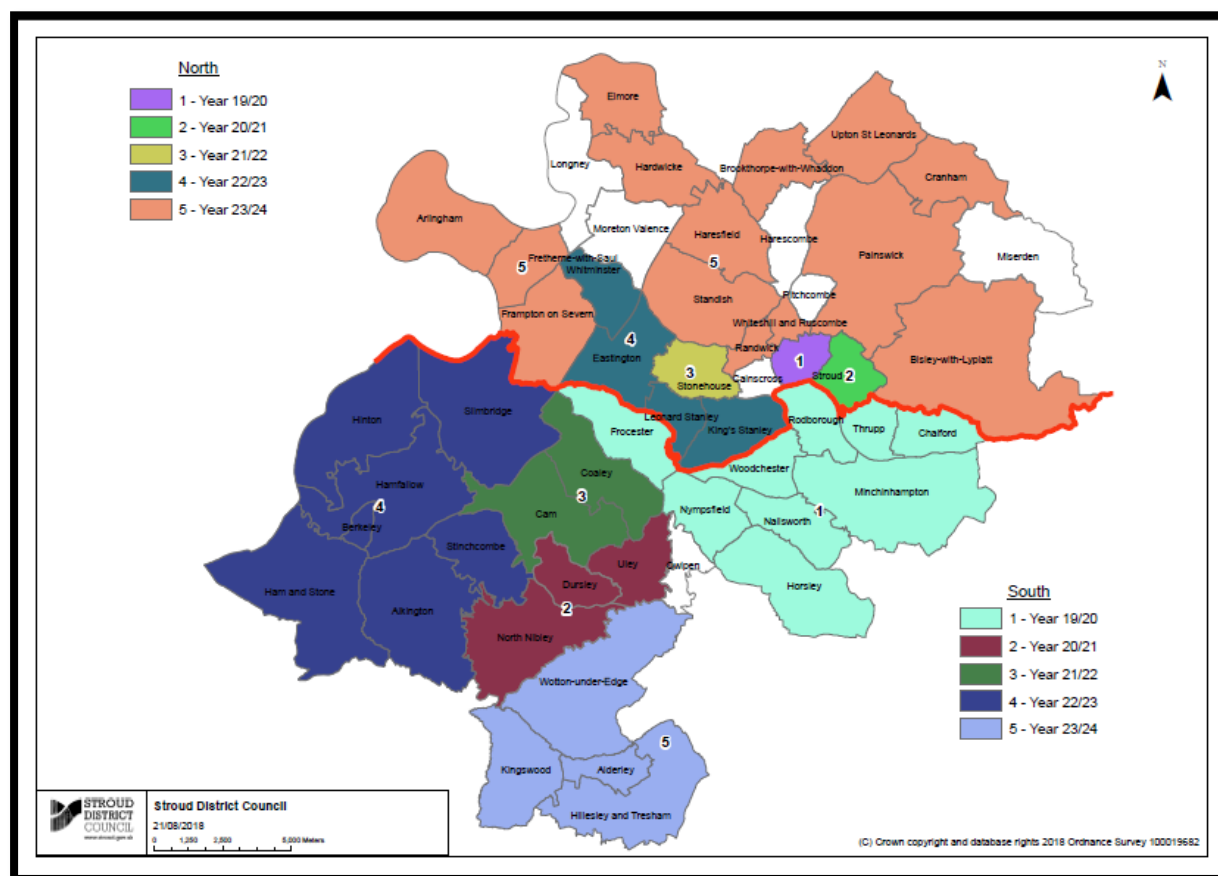
6.1 There are 5,756 assets on SDC database

	<u>Stock Quantity</u>	<u>Council Owned</u>	<u>Leasehold New</u>	<u>Leasehold Old</u>	<u>Shared Ownership</u>
Pre 1945 Trad House	717	717	0	0	0
Post 1974 Trad House	222	200	0	0	22
Post 1974 Trad Block	102	102	0	0	0
Post 1974 Non-Trad Block	8	8	0	0	0
Pre 1945 Trad Bungalow	39	39	0	0	0
1945-1964 Trad Maisonette	14	14	0	0	0
1945-1964 Trad Bungalow	354	354	0	0	0
1945-1964 Non-Trad Bungalow	78	78	0	0	0
Pre 1945 Non-Trad Block	5	5	0	0	0
1965-1974 Trad Bungalow	461	461	0	0	0
1965-1974 Non-Trad Bungalow	21	21	0	0	0
1965-1974 Trad Flat	465	454	9	2	0
1945-1964 Trad Flat	436	411	20	5	0
1965-1974 Non-Trad Flat	58	10	26	22	0
1965-1974 Trad Block	77	77	0	0	0
1965-1974 Non-Trad Block	7	7	0	0	0
1945-1964 Trad House	723	723	0	0	0
1945-1964 Non-Trad House	313	313	0	0	0
1965-1974 Non-Trad House	73	73	0	0	0
Post 1974 Trad Flat	597	572	17	8	0
Post 1974 Non-Trad House	62	46	0	0	16
Pre 1945 Non-Trad House	14	13	0	0	1
Post 1974 Trad Bungalow	331	331	0	0	0
1965-1974 Trad House	149	149	0	0	0
1945-1964 Trad Block	101	101	0	0	0
1945-1964 Non-Trad Block	16	16	0	0	0
1945-1964 Non-Trad Flat	102	62	21	19	0
Shop	13	12	1	0	0
Garage	124	124	0	0	0
Pre 1945 Trad Flat	28	25	3	0	0
Post 1974 Non-Trad Flat	35	17	13	5	0
Pre 1945 Trad Block	5	5	0	0	0
Post 1974 Non-Trad Bungalow	4	3	0	0	1
1945-1954 Trad Flat	1	1	0	0	0
Pre 1945 Non-Trad Flat	1	0	1	0	0
	5756	5544	111	61	40

6.2 Of the 5,756 assets 96.32% are owned by SDC the other 3.68% are leaseholder or shared ownership

	Owned	Leasehold	Shared	Total
Assets	5,544	172	40	5,756
Percentage	96.32%	2.99%	0.69%	
		3.68%		

6.3 SDC split the stock into north and south geographical areas – as shown on the map below



6.4 The North Region stock is split as follows

Stock Profile - North

	<u>Stock Quantity</u>	<u>Council Owned</u>	<u>Leasehold New</u>	<u>Leasehold Old</u>	<u>Shared Ownership</u>
House	1197	1183	0	0	14
Block	148	148	0	0	0
Bungalow	645	644	0	0	1
Maisonette	8	8	0	0	0
Flat	798	723	50	25	0
Shop	8	8	0	0	0
Garage	57	57	0	0	0
	2861	2771	50	25	15

Stock Profile - North by Area

	<u>Stock Quantity</u>	<u>North</u>	<u>North - 1</u>	<u>North - 2</u>	<u>North - 3</u>	<u>North - 4</u>	<u>North - 5</u>
House	1197	0	341	250	269	123	214
Block	148	1	50	53	25	15	4
Bungalow	645	0	98	58	181	158	150
Maisonette	8	0	0	0	8	0	0
Flat	798	0	304	308	122	58	6
Shop	8	0	3	1	4	0	0
Garage	57	57	0	0	0	0	0
	2861	58	796	670	609	354	374

6.5 The South Region stock is split as follows

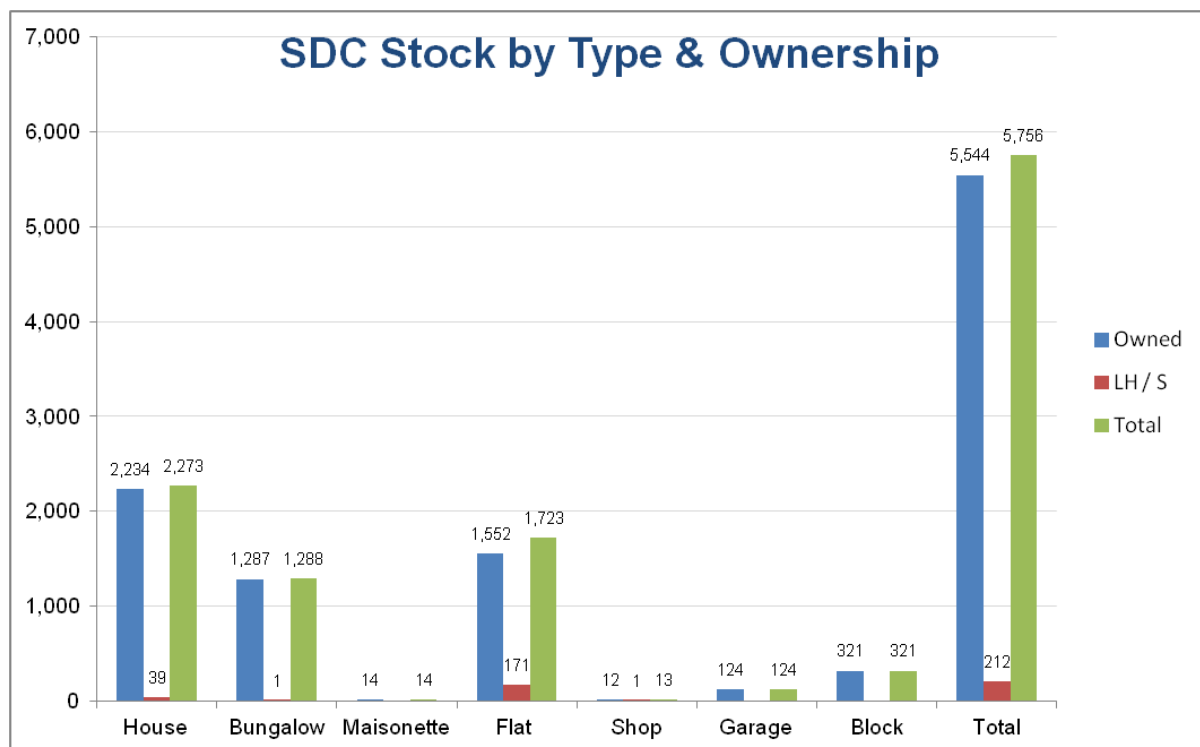
Stock Profile - South

	<u>Stock Quantity</u>	<u>Council Owned</u>	<u>Leasehold New</u>	<u>Leasehold Old</u>	<u>Shared Ownership</u>
House	1076	1051	0	0	25
Block	173	173	0	0	0
Bungalow	643	643	0	0	0
Maisonette	6	6	0	0	0
Flat	925	829	60	36	0
Shop	5	4	1	0	0
Garage	67	67	0	0	0
	2895	2773	61	36	25

Stock Profile - South by Area

	<u>Stock</u>	<u>South</u>	<u>South - 1</u>	<u>South - 2</u>	<u>South - 3</u>	<u>South - 4</u>	<u>South - 5</u>
House	1076	25	365	261	152	119	154
Block	173	5	21	54	41	17	35
Bungalow	643	0	223	69	230	65	56
Maisonette	6	0	0	0	6	0	0
Flat	925	86	108	251	202	102	176
Shop	5	5	0	0	0	0	0
Garage	67	67	0	0	0	0	0
	2895	188	717	635	631	303	421

6.6 The stock for the entire regions is made up of the following unit types



6.7 A detailed review of all responsive repairs completed and recorded during 2017/18 was undertaken

Records indicate that 11,282 responsive repairs were undertaken during the year £1,092,120.33

Responsive Repairs				
Electrical	2,074	£	220,037	£ 106.09
Heating - Electric	197	£	10,633	£ 53.98
Inspection	595	£	21,511	£ 36.15
Keysafe	6	£	223	£ 37.24
Plumbing	2,446	£	149,342	£ 61.06
Minor Repair	678	£	26,171	£ 38.60
Recall	125	£	-	£ -
Warranty	22	£	2,380	£ 108.18
Heating - Gas	840	£	83,139	£ 98.97
Cleaning & Clearance	366	£	33,724	£ 92.14
Unskilled Maintenance	69	£	25,161	£ 364.66
Carpentry	1,439	£	131,271	£ 91.22
Windows, Doors, Glazing	857	£	96,214	£ 112.27
Fencing	144	£	34,466	£ 239.34
Other	90	£	17,066	£ 189.62
Garage	25	£	2,547	£ 101.90
Flooring	133	£	32,741	£ 246.17
Roofing	229	£	66,234	£ 289.23
Decorations	64	£	10,734	£ 167.72
Groundworks & Drainage	134	£	38,951	£ 290.68
RWG	329	£	20,464	£ 62.20
Plastering	127	£	20,588	£ 162.11
Brickwork	136	£	26,528	£ 195.06
Handyman	40	£	149	£ 3.73
Out of Hours Repairs and Make Safe	53	£	3,216	£ 60.68
Structural Surveys	14	£	3,963	£ 283.07
Tiling	36	£	5,153	£ 143.14
Damp Injection	14	£	9,514	£ 679.57
Total	11,282	£	1,092,120	£ 96.80

Various categories of repairs were undertaken by a number of different contractors. On face value an average cost of responsive repair of £96.80 is providing value for money. This cost will be benchmarked against other costs later in the report

6.8 A number of different contractors delivered repairs during 2017/18. Mears and NKS were the main contractors responsible for repairs, Mears contracts was terminated during the year and they were replaced with Mi-Space

	Mears Ltd	Nks Contracts (Central) Ltd	Mi-Space	Pearce Platford Ltd (Electrical)	Kohler Mira Ltd T/A Mira Showers	Glevum Heating	Sdc Handy Person	Pc Moleing Services Ltd	Proframe (Uk) Ltd	Peter Goodhind Associates	Carpets Of Yate	Brown Bull Landscaping	
ELEC	759	1486	53	89	18	0	0	0	0	0	0	0	
GAS	0	0	0	0	0	817	0	0	0	0	0	0	
RESPONSE	3512	3804	230	0	0	0	0	0	0	0	0	0	
RESPOTH	0	0	0	0	0	0	467	14	15	14	3	1	
	4,271	5,290	283	89	18	817	467	14	15	14	3	1	11,282

	Mears Ltd	Nks Contracts (Central) Ltd	Mi-Space	Pearce Platford Ltd (Electrical)	Kohler Mira Ltd T/A Mira Showers	Glevum Heating	Sdc Handy Person	Pc Moleing Services Ltd	Proframe (Uk) Ltd	Peter Goodhind Associates	Carpets Of Yate	Brown Bull Landscaping	
ELEC	£ 62,640.68	£ 144,742.41	£ 5,447.25	£ 6,389.57	£ 2,379.94	£ -	£ -	£ -	£ -	£ -	£ -	£ -	
GAS	£ -	£ -	£ -	£ -	£ -	£ 78,557.28	£ -	£ -	£ -	£ -	£ -	£ -	
RESPONSE	£ 348,186.59	£ 377,106.89	£ 15,813.17	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	
RESPOTH	£ -	£ -	£ -	£ -	£ -	£ -	£ 28,213.58	£ 9,595.00	£ 4,488.17	£ 3,963.00	£ 3,544.80	£ 1,052.00	
	£ 410,827.27	£ 521,849.30	£ 21,260.42	£ 6,389.57	£ 2,379.94	£ 78,557.28	£ 28,213.58	£ 9,595.00	£ 4,488.17	£ 3,963.00	£ 3,544.80	£ 1,052.00	£ 1,092,120.33

Repairs are classified as either, electric, gas, responsive or responsive repair other.

Other than gas which was delivered by Glevum Heating and is now been internalised all other repairs may be included within the new service

6.9 The table below indicates the types of repairs undertaken by each contractor

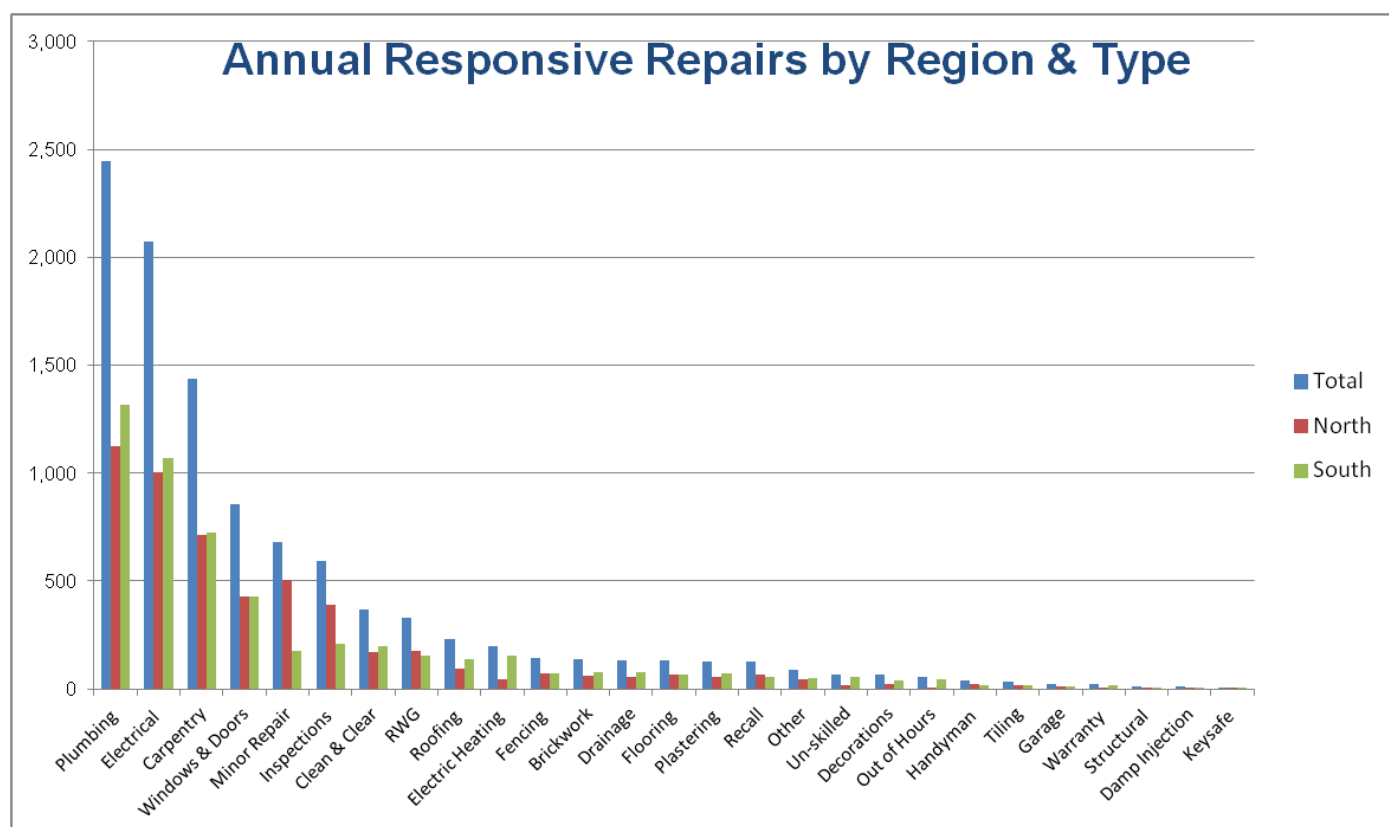
Contractor	No of Repairs	Type	Include in RR
Mears	4,271	Responsive	Yes
NKS	5,290	Responsive	Yes
Mi-Space	283	Responsive	Yes
Pearce Platford	89	Electrical	Yes
Kholar Mira	18	Showers	Yes
Glevum	817	Gas	No
Handy Person	467	Small RR	Yes
PC Moleing	14	Underground pipes	Yes
Proframe	15	Windows	Yes
Peter Goodhind	14	Structural Engin	No
Carpets of Yate	3	Carpets	Yes
Brown Bull	1	Landscaping	Yes
	11,282	Total	
	10,451	Without Gas & SE	

When calculating the repairs ratio gas repairs and structural engineering visits (not usually classified as responsive repairs will be removed from the calculation)

6.10 The repairs have been summarised by trade and area

	ALL			NORTH			SOUTH		
	Qty	Value (£)	Avregae Cost (£)	Qty	Value (£)	Avregae Cost (£)	Qty	Value (£)	Avregae Cost (£)
Electrical	2074	£ 220,037	£ 106.09	1005	£ 123,170	£ 122.56	1069	£ 96,866	£ 90.61
Heating - Electric	197	£ 10,633	£ 53.98	44	£ 2,393	£ 54.39	153	£ 8,240	£ 53.86
Inspection	595	£ 21,511	£ 36.15	388	£ 13,837	£ 35.66	207	£ 7,674	£ 37.07
Keysafe	6	£ 223	£ 37.24	3	£ 122	£ 40.72	3	£ 101	£ 33.75
Plumbing	2446	£ 149,342	£ 61.06	1127	£ 72,696	£ 64.50	1319	£ 76,646	£ 58.11
Minor Repair	678	£ 26,171	£ 38.60	504	£ 17,039	£ 33.81	174	£ 9,132	£ 52.48
Recall	125	£ -	£ -	69	£ -	£ -	56	£ -	£ -
Warranty	22	£ 2,380	£ 108.18	7	£ 659	£ 94.19	15	£ 1,721	£ 114.71
Heating - Gas	840	£ 83,139	£ 98.97	386	£ 35,600	£ 92.23	454	£ 47,539	£ 104.71
Cleaning & Clearance	366	£ 33,724	£ 92.14	170	£ 17,598	£ 103.52	196	£ 16,126	£ 82.28
Unskilled Maintenance	69	£ 25,161	£ 364.66	16	£ 6,081	£ 380.05	53	£ 19,081	£ 360.01
Carpentry	1439	£ 131,271	£ 91.22	714	£ 63,616	£ 89.10	725	£ 67,655	£ 93.32
Windows, Doors, Glazing	857	£ 96,214	£ 112.27	431	£ 55,466	£ 128.69	426	£ 40,747	£ 95.65
Fencing	144	£ 34,466	£ 239.34	73	£ 14,670	£ 200.96	71	£ 19,796	£ 278.81
Other	90	£ 17,066	£ 189.62	42	£ 9,430	£ 224.53	48	£ 7,636	£ 159.07
Garage	25	£ 2,547	£ 101.90	14	£ 1,991	£ 142.19	11	£ 557	£ 50.61
Flooring	133	£ 32,741	£ 246.17	68	£ 18,134	£ 266.68	65	£ 14,607	£ 224.72
Roofing	229	£ 66,234	£ 289.23	93	£ 32,331	£ 347.65	136	£ 33,903	£ 249.29
Decorations	64	£ 10,734	£ 167.72	25	£ 6,310	£ 252.40	39	£ 4,424	£ 113.43
Groundworks & Drainage	134	£ 38,951	£ 290.68	55	£ 12,321	£ 224.02	79	£ 26,630	£ 337.09
RWG	329	£ 20,464	£ 62.20	177	£ 9,399	£ 53.10	152	£ 11,064	£ 72.79
Plastering	127	£ 20,588	£ 162.11	57	£ 7,518	£ 131.90	70	£ 13,070	£ 186.71
Brickwork	136	£ 26,528	£ 195.06	59	£ 16,045	£ 271.95	77	£ 10,483	£ 136.15
Handyman	40	£ 149	£ 3.73	21	£ 106	£ 5.05	19	£ 43	£ 2.26
Out of Hours Repairs and Make Safe	53	£ 3,216	£ 60.68	6	£ 239	£ 39.87	47	£ 2,977	£ 63.34
Structural Surveys	14	£ 3,963	£ 283.07	6	£ 1,810	£ 301.67	8	£ 2,153	£ 269.13
Tiling	36	£ 5,153	£ 143.14	17	£ 2,911	£ 171.21	19	£ 2,242	£ 118.02
Damp Injection	14	£ 9,514	£ 679.57	5	£ 670	£ 133.90	9	£ 8,844	£ 982.71
	11,282	£ 1,092,120	£ 96.80	5,582	£ 542,163	£ 97.13	5,700	£ 549,958	£ 96.48

6.11 Responsive Repairs by region and type (excluding gas repairs)



6.12 The top twenty repairs by quantity make up 98% of work types

Trade	Total	North	South	Type	Total	North	South
Plumbing	2,446	1,127	1,319	Plumbing	23.4%	21.7%	25.1%
Electrical	2,074	1,005	1,069	Electrical	19.9%	19.3%	20.4%
Carpentry	1,439	714	725	Carpentry	13.8%	13.7%	13.8%
Windows & Doors	857	431	426	Windows & Doors	8.2%	8.3%	8.1%
Minor Repair	678	504	174	Minor Repair	6.5%	9.7%	3.3%
Inspections	595	388	207	Inspections	5.7%	7.5%	3.9%
Clean & Clear	366	170	196	Clean & Clear	3.5%	3.3%	3.7%
RWG	329	177	152	RWG	3.2%	3.4%	2.9%
Roofing	229	93	136	Roofing	2.2%	1.8%	2.6%
Electric Heating	197	44	153	Electric Heating	1.9%	0.8%	2.9%
Fencing	144	73	71	Fencing	1.4%	1.4%	1.4%
Brickwork	136	59	77	Brickwork	1.3%	1.1%	1.5%
Drainage	134	55	79	Drainage	1.3%	1.1%	1.5%
Flooring	133	68	65	Flooring	1.3%	1.3%	1.2%
Plastering	127	57	70	Plastering	1.2%	1.1%	1.3%
Recall	125	69	56	Recall	1.2%	1.3%	1.1%
Other	90	42	48	Other	0.9%	0.8%	0.9%
Un-skilled	69	16	53	Un-skilled	0.7%	0.3%	1.0%
Decorations	64	25	39	Decorations	0.6%	0.5%	0.7%
Out of Hours	53	6	47	Out of Hours	0.5%	0.1%	0.9%
Handyman	40	21	19				
Tiling	36	17	19				
Garage	25	14	11				
Warranty	22	7	15				
Structural	14	6	8				
Damp Injection	14	5	9				
Keysafe	6	3	3				
Total	10,442	5,196	5,246	Total	98.5%	98.6%	98.4%

6.13 Stroud record a variety of repair priority codes

24 Hours, 2 Weeks, 3 Months, 4 Hours, Emergency, General, Routine, Urgent and Voids

The repairs delivered during 2017/18 have been recorded under the following priority codes

	24H	2WK	3MO	4H	EM	GEN	ROU	URG	VO	
ELEC	314	4	0	262	18	1	962	843	1	2,405
GAS	90	0	0	32	115	3	279	298	0	817
RESPONSE	604	24	1	795	92	1	3997	2032	0	7,546
RESPOTH	11	0	0	5	0	421	44	33	0	514
	1,019	28	1	1,094	225	426	5,282	3,206	1	11,282
	24H	2WK	3MO	4H	EM	GEN	ROU	URG	VO	
ELEC	£22,302.89	£ 517.30	£ -	£15,947.46	£ 1,545.50	£ 90.93	£103,597.02	£ 77,221.99	£376.76	£ 221,599.85
GAS	£ 5,715.84	£ -	£ -	£ 1,922.30	£ 5,663.46	£ 140.40	£ 37,570.45	£ 27,544.83	£ -	£ 78,557.28
RESPONSE	£32,994.59	£12,693.68	£166.20	£41,483.85	£ 7,702.05	£ 35.77	£501,735.21	£144,295.30	£ -	£ 741,106.65
RESPOTH	£ 1,346.37	£ -	£ -	£ 181.71	£ -	£40,586.75	£ 4,203.62	£ 4,538.10	£ -	£ 50,856.55
	£62,359.69	£13,210.98	£166.20	£59,535.32	£14,911.01	£40,853.85	£647,106.30	£253,600.22	£376.76	£1,092,120.33

Excluding gas the 59.25% of all repairs are routine (assuming priority codes changed to Emergency, General, Routine and Urgent)

Priority	Repairs	%	% New Priority
24 Hours	929	8.88%	
2 Weeks	28	0.27%	
3 Months	1	0.01%	
4 Hours	1,062	10.15%	
Emergency	110	1.05%	1.30%
General	423	4.04%	5.01%
Routine	5,003	47.81%	59.25%
Urgent	2,908	27.79%	34.44%
Voids	1	0.01%	
Total	10,465		

6.14 Repairs can be further analysed, reviewing which NHF 6.1 SOR code has been used for each repair.

The tables below indicate which category of NHF repairs have been used and the most commonly booked repair codes

Analysis also shows that 16.7% of all repairs have been charged as None Standard items (NSI) i.e.: works that cannot be attributed to a NHF schedule of rates item.

NHF (CAT)	All
ARTEX	£ 135.42
BRICK	£ 26,528.43
CARP	£ 130,140.12
CLEAR	£ 2,679.05
CONC	£ 15,042.47
DECO	£ 10,734.01
DOOR	£ 61,105.53
DRAIN	£ 7,051.59
ELEC	£ 213,442.56
FENCE	£ 34,465.58
FLOOR	£ 19,419.39
GARAGE	£ 2,547.39
GLAZE	£ 29,127.16
GROUND	£ 409.18
GUTTER	£ 20,463.51
INSP	£ 18,832.85
JETTER	£ 30,408.76
LAB	£ 8,636.41
PLASTER	£ 20,452.93
PLUM	£ 144,686.30
ROOF	£ 65,268.95
SLAB	£ 5,800.48
SUBS	£ 37,590.27
TILE	£ 5,152.90

NSI £ 181,999.09

Total £ 1,092,120.33

NSI 16.7%

Most Common NHF SOR Codes

SOR Code	SOR Text	Job Value
830003	SHOWER:RENEW NE 8.5KW UNIT as of 16/2/15 now 9.0kW	£ 67,510.83
872020	SMOKE DETECTOR:RENEW WITH OPTICAL TYPE	£ 33,753.64
318125	WINDOW:OVERHAUL PVCU	£ 26,589.57
551005	DOUBLE GLAZED UNIT:REGLAZE NE 1.00SM-CLEAR LOW E	£ 23,011.58
039004	DRAIN:JET BLOCKAGE	£ 20,113.48
630571	WC CISTERN:OVERHAUL ANY TYPE	£ 19,272.85
631321	TAP:OVERHAUL ANY TYPE OF TAP	£ 12,900.67
841003	FAN:RENEW VARIABLE SPEED CONDENSATION CONTROL	£ 10,152.88
325109	DOOR:LOCK CYLINDER TO PVCU	£ 9,546.30
325117	DOOR:OVERHAUL PVCU	£ 9,374.68
325105	DOOR:RENEW MULTIPOINT LOCK TO PVCU	£ 9,293.51
603903	GUTTER:CLEAN/FLUSH OUT PER ELEVATION	£ 8,825.41
227005	INSULATION:LAY NEW 200MM THICK QUILT	£ 8,207.55
017113	FENCING:RENEW 1.8M BOARD PCC POST	£ 7,857.06
630516	Wc Pan:Overhaul Any Type	£ 7,793.95
211001	VENT:RENEW VENT ROOF TILE UNIT	£ 7,714.17
640003	BURST:REPAIR LEAKING FITTING	£ 7,413.74
898001	LIGHTING:LOCATE FAULT	£ 6,943.98
841001	FAN:RENEW 2 SPEED CONDENSATION CONTROL	£ 6,412.09
003007	PATH:RENEW 100MM CONCRETE BED	£ 6,302.58
101507	WALL:REBUILD 1B WALL IN FACINGS	£ 6,079.24
631315	TAP:RENEW PAIR HIGHNECK SINK CERAMIC DISC TAPS	£ 5,960.43
102103	WALL:RAKE OUT AND REPOINT BRICKWORK	£ 5,936.46
856103	LIGHT:RENEW FLEX LAMPHOLDER ROSE	£ 5,703.77
330001	DOOR:RENEW INTERNAL PLY FLUSH	£ 5,667.94

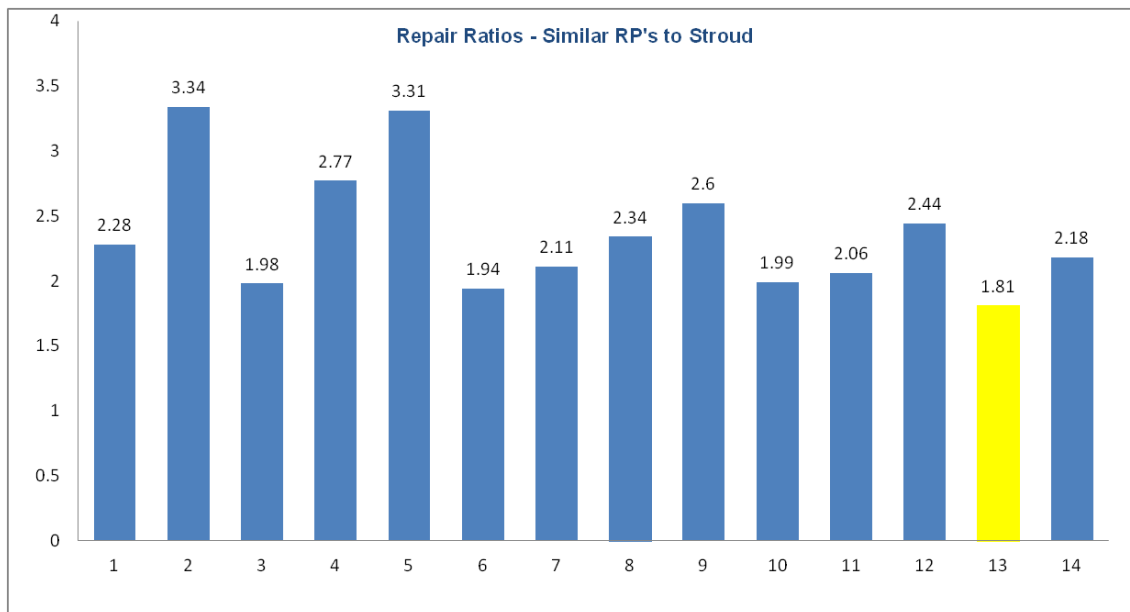
Most Common NSI Used

SOR Code	SOR Text	Job Value
MANSPE	manual code for specialist work	£ 43,636.62
GASMAIN201	Carry out the day to day responsive repairs and response to breakdowns to	£ 42,642.81
MANGAS	manual code for Gas trade	£ 16,565.00
099999	DAYWORKS: Unskilled Building LABOURER (Normal Hours)	£ 16,524.87
199999	DAYWORKS: Skilled GENERAL BUILDING (Normal Hours)	£ 14,065.48
MINORDER	Minimum order (To be used on Jobs with a Minimum order value only)	£ 12,105.96
GASMAIN202	CARRY OUT THE DAY TO DAY RESPONSIVE REPAIRS AND RESPONSE TO	£ 10,951.43
OOHGAS	OOH : undertaking repair in response to call out during 'out of hours' (call	£ 4,284.52
999999	EMERGENCY OUT OF HOURS	£ 2,951.60
66	Recall order	£ 2,770.46
899999	DAYWORKS: ELECTRICIAN (Normal Hours)	£ 1,588.11
298001	Client Inspection:Roofing	£ 1,551.26
699999	DAYWORKS: PLUMBER (Normal Hours)	£ 1,377.35
396507	Eviction Attendance:Change Front Door Locks	£ 258.64
390931	Lock:Full Lock Change ? Front And Rear Door	£ 237.64
656006	SUPPLY AND INSTALL PRV	£ 232.95
830003C	SHOWER: E/O 8.5KW SHOWER FOR 8.7KW MIRA ADVANCE FLEX/ FLEX EXTRA	£ 225.86
396020	Keysafe:Provide	£ 223.41
098005	Client Inspection:Drainage	£ 214.52

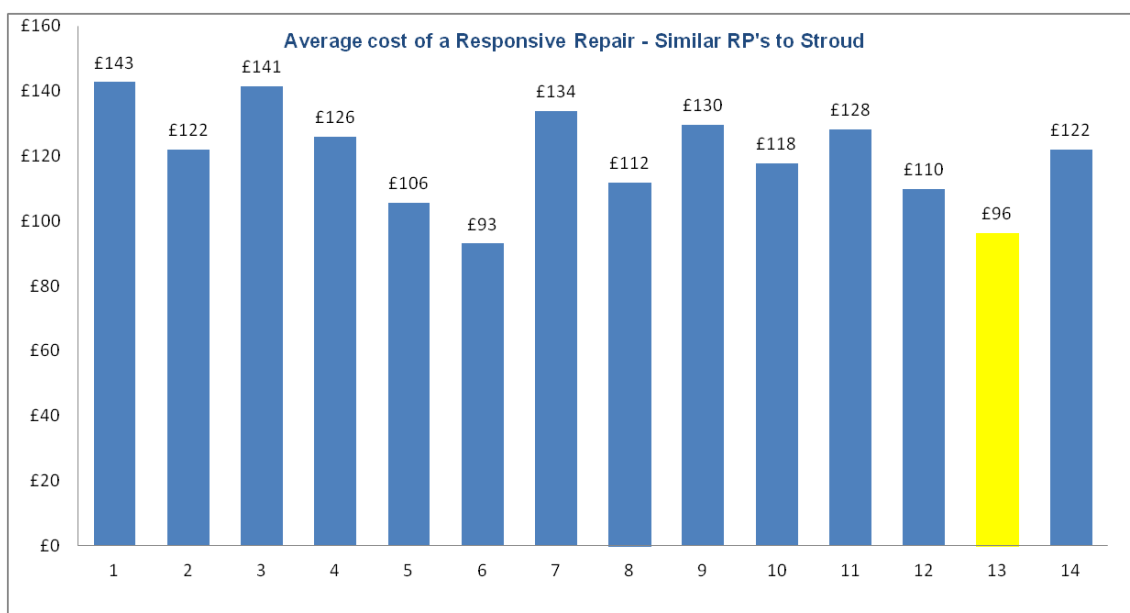
6.15 The repair ratio (the average number of repairs delivered to each property per year) is an important statistics for calculating resources to deliver future repairs services. Stroud’s repair ratio for 2017/18 is as follows

Area	Repairs	Stock	Repair Ratio
North	5,196	2,861	1.82
South	5,246	2,895	1.81
Stroud	10,442	5,756	1.81

6.16 The repair ratio is compared against impart links library of benchmark statistics and 1.81 appears to be low in comparison



6.17 The Average cost of a responsive repair excluding Gas Heating repairs is £96.63 which is statistically lower than most similar RP's repair costs within Impart links library of benchmark costs



6.18 Based on the 2017/18 Responsive Repairs Assessment the service is summarised as follows

- Excluding gas, 10,442 responsive repairs were completed during the year (5,196, 49.76% in the North and 5,246, 50.24% in the South)
- Excluding gas and VAT repairs costs for the year was £1,008,981 (£506,562, 50.21% in the North and £502,419, 49.79% in the South)
- The average cost of a responsive repair is £96.63 (£97.49 in the North and £95.77 in the South)
- 90% of all repairs were delivered under the work type categories of plumbing, electrical, carpentry, windows & doors, minor repairs, inspections (which requires investigation as there were 595 recorded), cleaning and clearance, RWG, roofing, electrical heating and fencing
- 59.25% of repairs were delivered under the routine category, with 34.44% classified as urgent
- 16.70% (£181,999) of all repairs claimed by contactors were claimed as a non standard item and not annotated against an NHF SOR code
- The repair ratio (number of repairs delivered on average to each property per year) is 1.81 (which is low compared to Impart links library of benchmark statistics)
- The Average cost of a responsive repair is £96.63 (£97.49 in the North and £95.77 in the South) which indicates value for money

6.19 Stroud has spent £721,800.63 on Void Properties in 2017/18:

Based on the data provided, Stroud has completed works across 451 orders, working on 284 properties. There are a number properties without cost, and 2 properties that have negative cost, (presumably credit notes from 2016/17 work) these have been removed from our assessment (14 properties in total).

A review of the orders highlights potential duplicate orders per property. Based on the orders per property per month, Impart links have calculated voids for the period as follows:

Completions	Cost	Price per Void
277	722,524	2,608

6.20 134 voids have been delivered in the North and 143 in the South

	ALL			NORTH			SOUTH		
	Qty	Value (£)	Avregae Cost (£)	Qty	Value (£)	Avregae Cost (£)	Qty	Value (£)	Avregae Cost (£)
Apr-17	16	£ 33,004	£ 2,062.78	7	£ 9,479	£ 1,354.08	9	£ 23,526	£ 2,613.98
May-17	25	£ 80,354	£ 3,214.15	11	£ 50,945	£ 4,631.38	14	£ 29,409	£ 2,100.61
Jun-17	29	£ 64,925	£ 2,238.79	16	£ 38,965	£ 2,435.32	13	£ 25,960	£ 1,996.91
Jul-17	27	£ 69,781	£ 2,584.48	15	£ 41,955	£ 2,796.97	12	£ 27,826	£ 2,318.86
Aug-17	26	£ 58,678	£ 2,256.84	10	£ 18,952	£ 1,895.19	16	£ 39,726	£ 2,482.86
Sep-17	23	£ 56,385	£ 2,451.54	12	£ 34,832	£ 2,902.65	11	£ 21,554	£ 1,959.43
Oct-17	23	£ 63,668	£ 2,768.18	13	£ 40,838	£ 3,141.39	10	£ 22,830	£ 2,283.00
Nov-17	23	£ 58,435	£ 2,540.67	9	£ 19,460	£ 2,162.17	14	£ 38,976	£ 2,783.99
Dec-17	18	£ 61,141	£ 3,396.71	7	£ 26,489	£ 3,784.17	11	£ 34,652	£ 3,150.14
Jan-18	29	£ 75,971	£ 2,619.69	12	£ 27,320	£ 2,276.67	17	£ 48,651	£ 2,861.82
Feb-18	19	£ 40,211	£ 2,116.39	12	£ 20,664	£ 1,721.97	7	£ 19,548	£ 2,792.54
Mar-18	19	£ 59,970	£ 3,156.30	10	£ 22,401	£ 2,240.08	9	£ 37,569	£ 4,174.33
	277	£ 722,524	£ 2,608.39	134	£ 352,298	£ 2,629.09	143	£ 370,225	£ 2,588.99

6.21 The voids ratio has been assessed as 5% - VR are usually between 5 & 15%

	Stock	Voids	Ratio
North	2861	134	0.05
South	2895	143	0.05
Total	5,756	277	0.05

6.22 The work split by trade is summarised as follows

	Total			
Electrical	1900	£	162,689.85	£ 85.63
Inspection	8	£	279.28	£ 34.91
Plumbing	1431	£	61,713.37	£ 43.13
Minor Repair	20	£	2,247.25	£ 112.36
Heating - Gas	39	£	4,368.86	£ 112.02
Cleaning & Clearance	810	£	72,802.82	£ 89.88
Unskilled Maintenance	171	£	11,914.92	£ 69.68
Carpentry	1265	£	67,706.81	£ 53.52
Windows, Doors, Glazing	385	£	45,809.04	£ 118.98
Fencing	41	£	3,090.38	£ 75.38
Garage	2	£	91.66	£ 45.83
Flooring	273	£	54,874.86	£ 201.01
Roofing	22	£	1,170.77	£ 53.22
Decorations	446	£	122,607.92	£ 274.91
Groundworks & Drainage	63	£	6,855.55	£ 108.82
RWG	19	£	586.87	£ 30.89
Plastering	329	£	20,839.67	£ 63.34
Brickwork	71	£	2,224.11	£ 31.33
Tiling	190	£	23,492.36	£ 123.64
Heating - Electric	47	£	3,409.67	£ 72.55
Non Standard Items	55	£	22,255.39	£ 404.64
Full Bathroom Renewal	4	£	7,255.04	£ 1,813.76
Full Kitchen Renewal	5	£	23,384.40	£ 4,676.88
Scaffolding	2	£	852.80	£ 426.40
	7602	£	722,524	

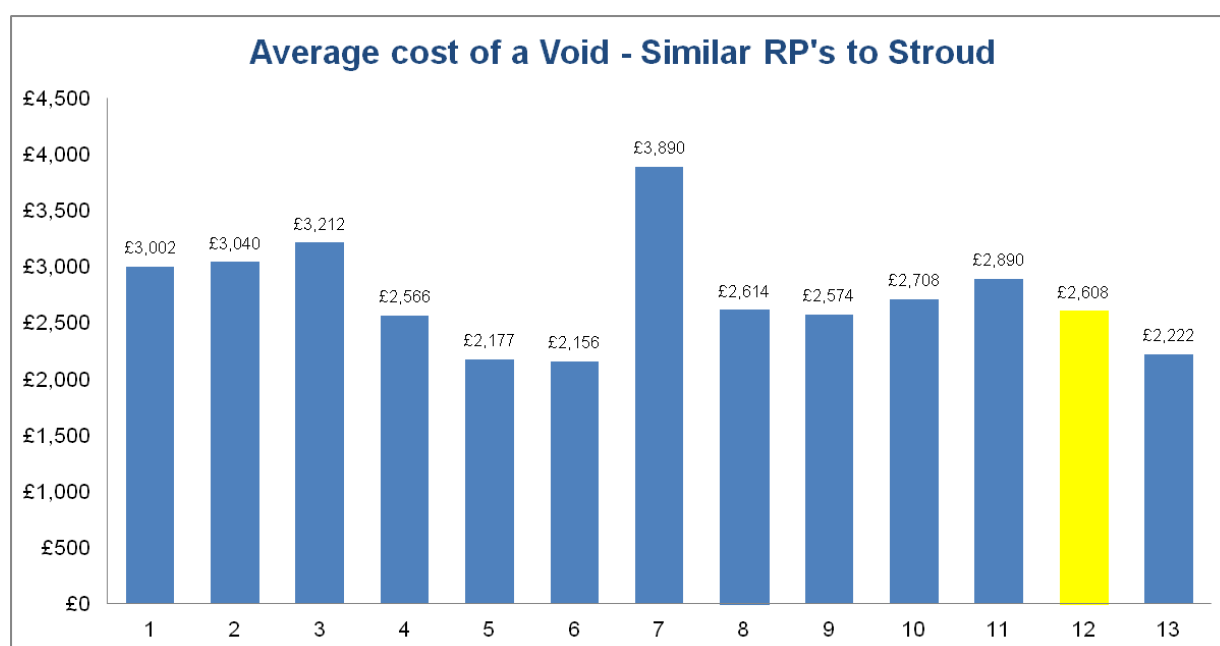
6.23 Natfed SOR 6.1 is used to administer the voids contract. 90.70% of all work claimed is annotated with a SOR code, the remaining 9.30% is claimed against a Non Standard Item (NSI) – The most common NSI is summarised below

Description	NHF	Value
FULL KITCHEN RENEWAL - as per planned works spec	NSI	£ 23,384.40
manual code for specialist work	NSI	£ 22,255.39
BATHROOM: Bathroom renewal with WC and cistern (including shower)	NSI	£ 5,588.96
DAYWORKS: Unskilled Building LABOURER (Normal Hours)	NSI	£ 5,027.02
Dwelling: Strip Prior To Redecorate 2 Bed Flat	NSI	£ 3,851.36
Minimum order (To be used on Jobs with a Minimum order value only)	NSI	£ 1,907.23
BATHROOM:E/O Cost for level access shower	NSI	£ 1,666.08
Dwelling:Strip Prior To Redecorate 1 Bed Flat	NSI	£ 1,421.34
DAYWORKS: ELECTRICIAN (Normal Hours)	NSI	£ 1,137.30
SCAFFOLDING: General 5-10m high ne 5m girth	NSI	£ 832.00

6.24 The most common NHF SOR codes used are as follows

Description	NHF	Value
TEST:UNOCCUPIED PROPERTY CERTIFICATE	ELEC	£ 34,535.85
DWELLING:REDECORATE 1 BEDROOM FLAT	DECO	£ 29,014.82
DOOR:RENEW INTERNAL PLY FLUSH	DOOR	£ 24,286.58
Dwelling:Clean To Lettable Standard	CLEAR	£ 22,556.53
ROOM:STRIP PAPER 15-20SM CEILING AREA	DECO	£ 21,462.75
SHEET FLOORING:LAY NEW POLYSAFE AND PLYWOOD	FLOOR	£ 19,647.64
SHOWER:INSTALL NEW NE 8.5KW UNIT as of 16/2/15 now 9.0kW	ELEC	£ 16,924.71
FAN:RENEW 2 SPEED CONDENSATION CONTROL	ELEC	£ 16,191.74
SHEET FLOORING:RENEW POLYSAFE	SUBS	£ 15,696.59
DWELLING:REDECORATE 2 BEDROOM FLAT	DECO	£ 13,858.27
HOUSE OR MAISONETTE:CLEAR OUT COMPLETE	CLEAR	£ 13,319.58
WALL TILES:NEW GLAZED TILES TO BATHROOM	TILE	£ 13,257.85
Stain Block:Apply One Coat	DECO	£ 12,738.00
DWELLING OR GARDEN:PROVIDE SKIP FOR RUBBISH	SUBS	£ 12,633.27
Fan:Install 2 Speed Condensation Control	ELEC	£ 9,671.97
WC PAN:RENEW SEAT COMPLETE	PLUM	£ 9,067.97
SHOWER:RENEW NE 8.5KW UNIT as of 16/2/15 now 9.0kW	ELEC	£ 8,469.62
WALL:RENEW APPLY 3MM SKIM COAT PLASTER	PLASTER	£ 8,265.44
WINDOW FRAME:RAKE OUT AND REPOINT	CARP	£ 7,632.41
DWELLING:WASH 1CT REDECORATION 1 BEDROOM FLAT	DECO	£ 7,497.01
SCREED:LATEX SELF LEVEL	FLOOR	£ 6,527.19
DOUBLE GLAZED UNIT:REGLAZE NE 1.00SM-CLEAR LOW E	GLAZE	£ 6,111.72
SHOWER:RENEW RAILS AND CURTAINS	PLUM	£ 5,932.68
WALLS AND CEILINGS:APPLY MIST 2 COATS EMULSION	DECO	£ 5,800.91
SURFACES:APPLY BACTDET AND HALOPHEN	DECO	£ 5,744.13
SHOWER:RENEW CURTAIN	PLUM	£ 5,697.50
SMOKE DETECTOR:INSTALL MAINS OPTICAL TYPE	ELEC	£ 5,511.52

6.25 The average cost of a void (£2,608) is average in comparison to similar RP's



6.26 Based on the 2017/18 Voids Repairs Assessment the service is summarised as follows

- 277 voids have been completed which equates to a void ratio of 5% which is low in comparison to the market (IL benchmarks range between 5% and 15%)
- The average cost of a void is £2,608 (£2,629 in the North and £2,589 in the South) which is average in comparison to benchmark data
- 9.3% (£67,136) of all void repairs claimed by contactors were claimed as a non standard item and not annotated against an NHF SOR code
- The work completed and claimed within the voids is typical and consistent with others

6.27 Stroud has spent £3,508,562.49 on planned works in 2017/18:

Within the data, there are a number of costs both positive and negative relating to corrections / Levi-charges / discrepancy amounts / RTB etc. These total £28,246.32 and for the purpose of this assessment have been removed as they cannot be assigned to a property or work stream.

There is also a cost of £12,227.04 for paving works to asset ref: "GOLDENLN" this appears to be external works carried out to a street rather than stock. Whilst this should be acknowledged, for the purpose of this assessment the cost has been removed.

Based on the above, the details contained within this report will be based on a total 2017/18 planned spend of £3,468,089.13:

Planned works Spend 2017/18	£	3,508,562.49
Deduct Corrections / Lvi Charges	-£	28,246.32
GOLDENLN	-£	12,227.04

Revised 2017/18 £ 3,468,089.13

6.28 The £3,468,089 has been spent on a variety of planned works and summarised as follows

	<u>Planned Quantity</u>		<u>Value (£)</u>		<u>Avregae Cost (£)</u>
Asbestos Removals 17-18	59	£	24,381.31	£	413.24
Asbestos Sampling & Surveying 17-18	570	£	47,341.12	£	83.05
Bathrooms 17/18	201	£	615,343.33	£	3,061.41
Doors 17/18	324	£	228,292.20	£	704.61
Electrical Works 17/18	386	£	212,145.20	£	549.60
Gas Central Heating 17/18	164	£	732,937.73	£	4,469.13
General Building 17/18	32	£	51,150.65	£	1,598.46
Kitchens - 17/18	92	£	430,963.84	£	4,684.39
Rendering 17/18	44	£	350,866.28	£	7,974.23
Roofing 17/18	75	£	583,130.45	£	7,775.07
Windows 17/18	101	£	191,537.02	£	1,896.41
	<u>2048</u>	<u>£</u>	<u>3,468,089.13</u>		

6.29 The tables below identify the planned spend split across the North and South Areas

Asbestos Removals 17-18

	Stock Quantity	Cumulative		North			South		
		Value (£)	Avregae Cost (£)	Stock Quantity	Value (£)	Avregae Cost (£)	Stock Quantity	Value (£)	Avregae Cost (£)
House	25	£ 9,853.29	£ 394.13	11	£ 4,190.21	£ 380.93	14	£ 5,663.08	£ 404.51
Block	6	£ 3,099.80	£ 516.63	5	£ 2,917.10	£ 583.42	1	£ 182.70	£ 182.70
Bungalow	8	£ 2,017.18	£ 252.15	5	£ 851.97	£ 170.39	3	£ 1,165.21	£ 388.40
Maisonette	0	£ -	£ -	0	£ -	£ -	0	£ -	£ -
Flat	20	£ 9,411.04	£ 470.55	11	£ 5,953.97	£ 541.27	9	£ 3,457.07	£ 384.12
Shop	0	£ -	£ -	0	£ -	£ -	0	£ -	£ -
Garage	0	£ -	£ -	0	£ -	£ -	0	£ -	£ -
	59	£24,381.31	£ 413.24	32	£13,913.25	£ 434.79	27	£10,468.06	£ 387.71

Asbestos Sampling & Surveying 17-18

	Stock Quantity	Cumulative		North			South		
		Value (£)	Avregae Cost (£)	Stock Quantity	Value (£)	Avregae Cost (£)	Stock Quantity	Value (£)	Avregae Cost (£)
House	260	£ 23,416.13	£ 90.06	137	£ 12,474.12	£ 91.05	123	£ 10,942.01	£ 88.96
Block	12	£ 2,052.28	£ 171.02	5	£ 856.28	£ 171.26	7	£ 1,196.00	£ 170.86
Bungalow	124	£ 9,096.71	£ 73.36	65	£ 4,727.71	£ 72.73	59	£ 4,369.00	£ 74.05
Maisonette	1	£ 89.00	£ 89.00	1	£ 89.00	£ 89.00	0	£ -	£ -
Flat	173	£ 12,687.00	£ 73.34	81	£ 5,954.00	£ 73.51	92	£ 6,733.00	£ 73.18
Shop	0	£ -	£ -	0	£ -	£ -	0	£ -	£ -
Garage	0	£ -	£ -	0	£ -	£ -	0	£ -	£ -
	570	£47,341.12	£ 83.05	289	£24,101.11	£ 83.39	281	£23,240.01	£ 82.70

Rendering 17/18

	Stock Quantity	Cumulative		North			South		
		Value (£)	Avregae Cost (£)	Stock Quantity	Value (£)	Avregae Cost (£)	Stock Quantity	Value (£)	Avregae Cost (£)
House	36	£ 271,259.24	£ 7,534.98	20	£ 162,113.08	£ 8,105.65	16	£ 109,146.16	£ 6,821.64
Block	3	£ 71,375.97	£ 23,791.99	3	£ 71,375.97	£ 23,791.99	0	£ -	£ -
Bungalow	4	£ 7,087.90	£ 1,771.98	0	£ -	£ -	4	£ 7,087.90	£ 1,771.98
Maisonette	0	£ -	£ -	0	£ -	£ -	0	£ -	£ -
Flat	1	£ 1,143.17	£ 1,143.17	0	£ -	£ -	1	£ 1,143.17	£ 1,143.17
Shop	0	£ -	£ -	0	£ -	£ -	0	£ -	£ -
Garage	0	£ -	£ -	0	£ -	£ -	0	£ -	£ -
	44	£ 350,866.28	£ 7,974.23	23	£ 233,489.05	£ 10,151.70	21	£ 117,377.23	£ 5,589.39

Roofing 17/18

	Stock Quantity	Cumulative		North			South		
		Value (£)	Avregae Cost (£)	Stock Quantity	Value (£)	Avregae Cost (£)	Stock Quantity	Value (£)	Avregae Cost (£)
House	47	£ 298,950.02	£ 6,360.64	28	£ 204,251.07	£ 7,294.68	19	£ 94,698.95	£ 4,984.16
Block	8	£ 151,569.93	£ 18,946.24	8	£ 151,569.93	£ 18,946.24	0	£ -	£ -
Bungalow	17	£ 119,878.36	£ 7,051.67	11	£ 64,618.49	£ 5,874.41	6	£ 55,259.87	£ 9,209.98
Maisonette	0	£ -	£ -	0	£ -	£ -	0	£ -	£ -
Flat	3	£ 12,732.14	£ 4,244.05	2	£ 12,210.00	£ 6,105.00	1	£ 522.14	£ 522.14
Shop	0	£ -	£ -	0	£ -	£ -	0	£ -	£ -
Garage	0	£ -	£ -	0	£ -	£ -	0	£ -	£ -
	75	£583,130.45	£ 7,775.07	49	£432,649.49	£ 8,829.58	26	£150,480.96	£ 5,787.73

Doors 17/18

	Stock Quantity	Cumulative		North			South		
		Value (£)	Avregae Cost (£)	Stock Quantity	Value (£)	Avregae Cost (£)	Stock Quantity	Value (£)	Avregae Cost (£)
House	120	£ 70,430.20	£ 586.92	60	£ 34,711.20	£ 578.52	60	£ 35,719.00	£ 595.32
Block	4	£ 8,107.00	£ 2,026.75	3	£ 4,659.00	£ 1,553.00	1	£ 3,448.00	£ 3,448.00
Bungalow	65	£ 49,054.00	£ 754.68	49	£ 41,122.00	£ 839.22	16	£ 7,932.00	£ 495.75
Maisonette	1	£ 381.00	£ 381.00	1	£ 381.00	£ 381.00	0	£ -	£ -
Flat	134	£ 100,320.00	£ 748.66	76	£ 60,341.00	£ 793.96	58	£ 39,979.00	£ 689.29
Shop	0	£ -	£ -	0	£ -	£ -	0	£ -	£ -
Garage	0	£ -	£ -	0	£ -	£ -	0	£ -	£ -
	324	£228,292.20	£ 704.61	189	£141,214.20	£ 747.17	135	£ 87,078.00	£ 645.02

Windows 17/18

	Stock Quantity	Cumulative		North			South		
		Value (£)	Avregae Cost (£)	Stock Quantity	Value (£)	Avregae Cost (£)	Stock Quantity	Value (£)	Avregae Cost (£)
House	68	£ 140,856.97	£ 2,071.43	46	£ 102,175.24	£ 2,221.20	22	£ 38,681.73	£ 1,758.26
Block	3	£ 5,006.00	£ 1,668.67	3	£ 5,006.00	£ 1,668.67	0	£ -	£ -
Bungalow	17	£ 21,938.15	£ 1,290.48	9	£ 11,383.66	£ 1,264.85	8	£ 10,554.49	£ 1,319.31
Maisonette	3	£ 7,395.28	£ 2,465.09	3	£ 7,395.28	£ 2,465.09	0	£ -	£ -
Flat	10	£ 16,340.62	£ 1,634.06	8	£ 13,590.22	£ 1,698.78	2	£ 2,750.40	£ 1,375.20
Shop	0	£ -	£ -	0	£ -	£ -	0	£ -	£ -
Garage	0	£ -	£ -	0	£ -	£ -	0	£ -	£ -
	101	£191,537.02	£ 1,896.41	69	£139,550.40	£ 2,022.47	32	£ 51,986.62	£ 1,624.58

Kitchens 17/18

	Stock Quantity	Cumulative		North			South		
		Value (£)	Avregae Cost (£)	Stock Quantity	Value (£)	Avregae Cost (£)	Stock Quantity	Value (£)	Avregae Cost (£)
House	38	£ 180,284.61	£ 4,744.33	13	£ 61,554.79	£ 4,734.98	25	£ 118,729.82	£ 4,749.19
Block	0	£ -	£ -	0	£ -	£ -	0	£ -	£ -
Bungalow	27	£ 128,057.57	£ 4,742.87	6	£ 28,655.79	£ 4,775.97	21	£ 99,401.78	£ 4,733.42
Maisonette	0	£ -	£ -	0	£ -	£ -	0	£ -	£ -
Flat	27	£ 122,621.66	£ 4,541.54	8	£ 39,394.21	£ 4,924.28	19	£ 83,227.45	£ 4,380.39
Shop	0	£ -	£ -	0	£ -	£ -	0	£ -	£ -
Garage	0	£ -	£ -	0	£ -	£ -	0	£ -	£ -
	92	£430,963.84	£ 4,684.39	27	£129,604.79	£ 4,800.18	65	£301,359.05	£ 4,636.29

Bathrooms 17/18

	Stock Quantity	Cumulative		North			South		
		Value (£)	Avregae Cost (£)	Stock Quantity	Value (£)	Avregae Cost (£)	Stock Quantity	Value (£)	Avregae Cost (£)
House	106	£ 329,717.34	£ 3,110.54	77	£ 248,397.61	£ 3,225.94	29	£ 81,319.73	£ 2,804.13
Block	0	£ -	£ -	0	£ -	£ -	0	£ -	£ -
Bungalow	33	£ 109,711.13	£ 3,324.58	16	£ 56,050.40	£ 3,503.15	17	£ 53,660.73	£ 3,156.51
Maisonette	1	£ 2,794.48	£ 2,794.48	1	£ 2,794.48	£ 2,794.48	0	£ -	£ -
Flat	61	£ 173,120.38	£ 2,838.04	33	£ 94,170.75	£ 2,853.66	28	£ 78,949.63	£ 2,819.63
Shop	0	£ -	£ -	0	£ -	£ -	0	£ -	£ -
Garage	0	£ -	£ -	0	£ -	£ -	0	£ -	£ -
	201	£615,343.33	£ 3,061.41	127	£401,413.24	£ 3,160.73	74	£213,930.09	£ 2,890.95

Electrical Works 17/18

	Stock Quantity	Cumulative		North			South		
		Value (£)	Avregae Cost (£)	Stock Quantity	Value (£)	Avregae Cost (£)	Stock Quantity	Value (£)	Avregae Cost (£)
House	185	£ 96,227.34	£ 520.15	108	£ 55,346.39	£ 512.47	77	£ 40,880.95	£ 530.92
Block	37	£ 31,053.53	£ 839.28	21	£ 18,030.77	£ 858.61	16	£ 13,022.76	£ 813.92
Bungalow	86	£ 36,196.00	£ 420.88	38	£ 15,380.70	£ 404.76	48	£ 20,815.30	£ 433.65
Maisonette	0	£ -	£ -	0	£ -	£ -	0	£ -	£ -
Flat	78	£ 48,668.33	£ 623.95	40	£ 35,198.56	£ 879.96	38	£ 13,469.77	£ 354.47
Shop	0	£ -	£ -	0	£ -	£ -	0	£ -	£ -
Garage	0	£ -	£ -	0	£ -	£ -	0	£ -	£ -
	386	£212,145.20	£ 549.60	207	£123,956.42	£ 598.82	179	£ 88,188.78	£ 492.67

Gas Central Heating 17/18

	Stock Quantity	Cumulative		North			South		
		Value (£)	Avregae Cost (£)	Stock Quantity	Value (£)	Avregae Cost (£)	Stock Quantity	Value (£)	Avregae Cost (£)
House	95	£ 259,029.55	£ 2,726.63	43	£ 124,712.71	£ 2,900.30	52	£ 134,316.84	£ 2,583.02
Block	4	£ 276,848.18	£ 69,212.05	3	£ 147,979.18	£ 49,326.39	1	£ 128,869.00	£ 128,869.00
Bungalow	33	£ 111,131.02	£ 3,367.61	13	£ 51,122.34	£ 3,932.49	20	£ 60,008.68	£ 3,000.43
Maisonette	0	£ -	£ -	0	£ -	£ -	0	£ -	£ -
Flat	32	£ 85,928.98	£ 2,685.28	20	£ 50,621.09	£ 2,531.05	12	£ 35,307.89	£ 2,942.32
Shop	0	£ -	£ -	0	£ -	£ -	0	£ -	£ -
Garage	0	£ -	£ -	0	£ -	£ -	0	£ -	£ -
	164	£732,937.73	£ 4,469.13	79	£374,435.32	£ 4,739.69	85	£358,502.41	£ 4,217.68

General Building 17/18

	Stock Quantity	Cumulative		North			South		
		Value (£)	Avregae Cost (£)	Stock Quantity	Value (£)	Avregae Cost (£)	Stock Quantity	Value (£)	Avregae Cost (£)
House	15	£ 15,956.35	£ 1,063.76	9	£ 6,014.72	£ 668.30	6	£ 9,941.63	£ 1,656.94
Block	4	£ 11,289.76	£ 2,822.44	2	£ 5,116.78	£ 2,558.39	2	£ 6,172.98	£ 3,086.49
Bungalow	10	£ 16,664.63	£ 1,666.46	6	£ 11,175.68	£ 1,862.61	4	£ 5,488.95	£ 1,372.24
Maisonette	0	£ -	£ -	0	£ -	£ -	0	£ -	£ -
Flat	3	£ 7,239.91	£ 2,413.30	1	£ 5,968.23	£ 5,968.23	2	£ 1,271.68	£ 635.84
Shop	0	£ -	£ -	0	£ -	£ -	0	£ -	£ -
Garage	0	£ -	£ -	0	£ -	£ -	0	£ -	£ -
	32	£ 51,150.65	£ 1,598.46	18	£ 28,275.41	£ 1,570.86	14	£ 22,875.24	£ 1,633.95

6.30 The tables below identify each work item charged against the budget headings during 2017/18:

6.30a Asbestos Removals 17-18

No Information

6.30b Asbestos Sampling & Surveying 17-18

No Information

6.30c Bathrooms 17/18

Works Description	Value	QTY	Average
BATH01 - Bathroom renewal with WC	426,006	167	2,551
BATH02 - Bathroom renewal with separate WC	60,057	24	2,502
BATH03 - Separate WC/Cloakroom renewal	37,832	33	1,146
BATH06 - E/O cost for shower tray	6,180	9	687
BATH09 - Demolish wall between bathroom and WC	1,872	8	234
BATH05 - E/O cost for level access shower	38,799	33	1,176
BATH11 - Plaster (over 5sqm)	5,609	49	114
6309FB - BATH PANEL:RENEW HARDBOARD END AND FRAMING	23	1	23
3810AA - SKIRTING:RENEW SOFTWOOD SKIRTING	959	35	27
4380AA - SURFACES:PRIME PAINT GENERAL SURFACES TIMBER	14	1	14
BATH14 - SAVING - Omit flooring	-477	3	-159
3861BA - WINDOWBOARD:RENEW PVCU	389	8	49
3870AA - DUCT:RENEW PLYWOOD DUCT CASING NE 300MM	1,010	30	34
5560AC - DOUBLE GLAZED UNIT:REGLAZE UPTO 1.00SM-SAFETY LOWE	113	1	113
7030EA - RADIATOR:RENEW DOUBLE CONVECTOR NE 600X600	251	4	63
1011BA - WALL:DEMOLISH PLASTERED 1/2B WALL	52	1	52
3870AB - DUCT:RENEW PLYWOOD DUCT CASING OVER 300MM	711	17	42
BATH12 - SAVING - Omit redecoration	-802	4	-201
BATH13 - Replace stopcock	259	6	43
BATH04 - SAVING - Omit shower	-2,189	8	-274
1027EC - OPENING:BUILD UP INTERNAL IN 100MM BLOCKS	104	1	104
6307BC - BASIN:RENEW COMPLETE WITH PEDESTAL MIXER Mono tap	328	2	164
4310AA - WALL TILES:HACK OFF AND MAKE GOOD	19	1	19
4310AB - WALL TILES:RENEW OR FIX NEW GLAZED TILES	213	2	107
8566XA - BATHROOM LIGHT FITTING:RENEW WITH SEALED UNIT	1,358	5	272
6311CA - SHOWER:RENEW RAILS AND CURTAINS	56	5	11
6311CB - SHOWER:RENEW CURTAIN	42	1	42
4500DA - ROOM:REDECORATE UPTO 20SM CEILING AREA	23	1	23
8410AB - FAN:RENEW VARIABLE SPEED CONDENSATION CONTROL	232	2	116
DA941001 305mm Grab rail	111	1	111
BATH10 - Remove existing plasterboard ceiling and re-board incl skim	56	1	56
4510DA - ROOM:STRIP PAPER UPTO 20SM CEILING AREA	897	7	128
DA941001 305mm Grab bar	351	3	117
640001 repair burst pipe NE 28mm	691	10	69
DA9414002 Grab bar 450 mm straight	54	1	54
8150BA - HEATER:RENEW 2.5KW FAN CONVECTOR HEATER	1,093	18	61
3870CA - DUCT:FORM ACCESS PANEL IN EXISTING Rectify Adjustment	123	2	62
6101AC - STACK:RENEW EXTERNAL 110MM PVCU SOIL STACK	208	6	35
6101BE - STACK:RENEW EXTERNAL PVCU ACCESS BEND	614	1	614
BATH15 - SAVING - Omit extractor fan	28	1	28
6307FA - BASIN:REFIX WASH HAND BASIN	61	1	61
	-1,016	8	-127
	35	1	35

435121 Stain Block	65	3	22
3057AA - FLOORBOARD:RENEW ANY TYPE	221	4	55
4131AC - CEILING:BOND AND FINISH	579	8	72
4421AA - WALLS: MIST AND 2 COATS EMULSION	90	2	45
PRV	223	4	56
6309BA - BATH:RENEW 1700MM ACRYLIC TAPS	-310	1	-310
BATH07 - SAVING - Omit shower seat	-410	5	-82
5.2.24 Surestop	53	1	53
4310EA - WALL TILES:NEW GLAZED TILES TO BATHROOM	198	5	40
BATH17 - Reposition radiator	292	3	97
4380DD - DOOR:PAINT 2 GLOSS TIMBER DOOR (B/S) - NEW	36	1	36
4380DA - DOOR:PAINT 2 GLOSS TIMBER GLAZED DOOR (O/S) - NEW	32	1	32
6500AA - STOPCOCK:RENEW 15MM DIAMETER	46	2	23
3013AB - PARTITION:ERECT TIMBER STUD PLASTERBOARD SKIM BF	452	3	151
3013AC - PARTITION:INSTALL INSULATION INFILL NE 100MM	5	1	5
8801AA - TIME SWITCH:RENEW SWITCH CLOCK	12	1	12
8722AA - CARBON MONOXIDE DETECTOR:INSTALL MAINS OPERATED	70	1	70
Subcontract Work - Fit Stone faced Lintel	300	1	300
Subcontract Work - Fit Stone faced Lintel 25% on above works	75	1	75
Supply Stone Faced lintel	90	1	90
10% on materials for stone faced ets GC	9	1	9
Additional wc seat instructed by GC approved by FG alternative code used from 6.2 repairs NHF	32	1	32
Extra bath plug requested by GC approved by FG alternative code used 630919 NFHM3 VERSION 6.2	3	1	3
7030CA - RADIATOR:RENEW SINGLE PANEL NE 600X600	98	2	49
1013EB - PARTITION:NEW NON-LOADBEARING 100MM	74	1	74
6350AA - PIPE:RENEW OR INSTALL 15MM COPPER	2,234	18	124
Reverse Door	41	1	41
7030CB - RADIATOR:RENEW SINGLE PANEL NE 1200X600	70	1	70
Bathroom Renewal with WC & Cistern Subject to Survey	12,724	6	2,121
1140AA - WALL/CEILING:APPLY ANTI-FUNGICIDE	11	1	11
4420AA - WALLS AND CEILINGS:APPLY MIST 2 COATS EMULSION	21	1	21
3304AB - DOOR:CHANGE INWARD TO OUT OPENING	33	1	33
4270BB - WALL:RENEW 12.5MM DRY LINING	181	1	181
4111AB - WALL:RENEW APPLY 3MM SKIM COAT PLASTER	567	9	63
6201JB - PIPE:RENEW 40MM WASTE	657	15	44
SAVING - LIGHT NOT REQUIRED 8566XA	-267	6	-44
Building Labour (normal hours inc 4%)	29	1	29
HARDIEBACKER 4113AC Labour+Material (£13.90 p sht)+4%	57	2	28
Grab Bar 610mm (941003 inc 4%)	495	7	71
6201JA - PIPE:RENEW 32MM WASTE	602	13	46
3350AB - DOOR:EASE ADJUST REHANG INTERNAL NEW BUTTS	10	1	10
Skirting Softwood 3810AA inc 4%	177	2	89
4111AB 3mm skim coat inc all labour inc 4% Uplift (over 5sm inc in basket rate)	847	9	94
3350BA Rehang Door Complete inc 4% (Open outwards to reduce risk of entrapment)	112	4	28
6350AA 15mm Copper Pipe inc 4%	1,476	14	105
6307BA - BASIN:RENEW COMPLETE WITH PEDESTAL TAPS	206	1	206
8300AB - SHOWER:INSTALL 8.7 KW COMPLETE	532	1	532
3013AA - PARTITION:ERECT TIMBER STUD AND PLASTERBOARD BF	103	1	103
HARDIEBACKER - Revised rate 190917 @ 21.44	3,464	25	139
2110AA ROOF VENT - FOR EXTRACTOR FAN	294	6	49
1022ZA - BRICK REPAIR SMALL PATCH (SUCH AS BRICK UP VENT)	39	1	39
4310EA TILING ADDITIONAL	683	8	85
1150CA VENT COVER	9	1	9
Grab Bar 305mm (941001 in 4%)	58	1	58
4113AC - WALL:FIX NE 12.5MM PLASTERBOARD SCRIM JOINTS	50	1	50
6309FA - BATH PANEL:RENEW HARDBOARD SIDE AND FRAMING	52	1	52
8410AA - FAN:RENEW 2 SPEED CONDENSATION CONTROL	173	2	87

6305JB - WC PAN:OVERHAUL ANY TYPE	39	1	39
7030DA - RADIATOR:RENEW SINGLE CONVECTOR NE 600X600	64	1	64
6350AB - PIPE:RENEW OR INSTALL 22MM COPPER	858	7	123
3870XB - DUCT:RENEW PLYWOOD SIDED CASING - 300MM	22	1	22
3053AA - FLOORING:RENEW IN 19MM CHIPBOARD	18	1	18
8555CU - CCU:INSTALL RCBO/RCD TO BATHROOM CIRCUITS	112	1	112
7030AA - RADIATOR:DRAIN DOWN AND REFILL SYSTEM	496	7	71
4210AB - WALL:APPLY RENDER DUB OUT	11	1	11
4131AD - CEILING:BONDING AGENT	104	6	17
4111AC - WALL:12MM FLOAT AND SET	1,541	12	128
7600AA - RADIATOR:RELOCATE POSITION	141	1	141
6101BK - STACK:RENEW EXTERNAL PVCU 110MM BOSS CONNECTOR	74	4	18
6316JA - TAP:INSTALL EXTERNAL BRASS BIB TAP	53	1	53
8300EA - SHOWER:RENEW CIRCUIT	39	1	39
3300AA - DOOR:RENEW INTERNAL PLY FLUSH	209	2	104
6305EA - WC SUITE:INSTALL CLOSE COUPLED SPECIAL NEEDS TYPE	391	1	391
6305AA - Omit WC Inc 4% rpi)	195	1	195
0350BA - GULLY:INSTALL PVCU BACK INLET GULLY	147	2	73
3051AA - FLOORING:RENEW IN 19MM PLYWOOD	237	1	237
6101AA - STACK:RENEW EXTERNAL PVCU COMPLETE NE 2 STOREY	368	1	368
6307AA - BASIN:RENEW ON BRACKETS COMPLETE TAPS	173	1	173
Bathroom Renewal without wc and cistern (including shower)	1,948	1	1,948
8410XA - FAN:INSTALL 2 SPEED CONDENSATION CONTROL	161	1	161
3150AH - WINDOW:RENEW PULLEY WHEEL TO BOX SASH	25	1	25
4426AJ - RADIATOR:PREPARE, PAINT RADIATOR AND BRACKETS	12	1	12
0450BB - STOPCOCK:RENEW COPPER TO COPPER NE 22MM	25	1	25
3730AA - KITCHEN UNIT:REMOVE AND REFIX ANY TYPE	146	1	146
6560AA - SERVICE VALVE:RENEW OR INSTALL 15MM	22	1	22
3870AG - DUCT:RENEW PLASTERBOARD SIDED NE 450MM	140	1	140
2110AA - VENT:RENEW VENT ROOF TILE UNIT	98	2	49
1013DB - WALL:NEW 100MM BLOCK WALL	32	1	32
Saving : OMIT tiling	-220	1	-220
2050AC - TILE:RENEW FEATURE CONCRETE TILE HANGING	30	1	30
4133AB - CEILING:FIX NE 12.5MM PLASTERBOARD 3MM SKIM COAT	176	1	176
6360DA - PIPE:RENEW 15MM STEEL	48	1	48
AKW plinth	94	1	94
Credit due for non completion of electrical testing and certification	-1,626	1	-1,626
Credit due by Mears following audit report 2017/2018	-815	1	-815

6.30d Doors 17/18

Works Description	Value	QTY	Average
1.06c - Other Door - supply and fit GRP door	11,430	30	381
1.06b - Back Door - supply and fit UPVC door	36,957	97	381
1.06a - Front Door - supply and fit GRP door	44,196	116	381
1.10d - Side Panel - supply and fit glazed side panel 750-1000mm wide	1,251	5	250
2.01 - Fire Rated Internal Flat - FD30s Composite Door (no glazing)	68,085	89	765
1.09 - Fanlight - supply and fit over door glazed fanlight, any size	1,617	10	162
2.03 - Fire Rated Internal Flat- FD30s FD30s Composite Door (glazed)	8,580	10	858
1.07 - French Doors - supply and fit GRP patio doors	3,564	6	594
Sherborne House - double panic bars (communal lounge external doors)	476	1	476
1.10a - Side Panel - supply and fit glazed side panel up to 300mm wide	468	3	156
Longreach handle and suited lock	1,649	15	110
Door closer	266	2	133
consealer closers	488	4	122
1.10c - Side Panel - supply and fit glazed side panel 500-750mm wide	651	2	326

Arched door at the Circle	802	1	802
suited lock	624	12	52
supply of fire door	37,049	43	862
fitting of fire door	9,262	43	215
1.10b - Side Panel - supply and fit glazed side panel 300-500mm wide	184	1	184
Fire rated fan light	468	2	234
Cappit	225	2	113
Payment for survey costs - other doors	540	1	540

6.30e Electrical Works 17/18

Works Description	Value	QTY	Average
Electrical - materials @ £1	74,512	220	339
ET010 - Replace DSSO (incl box)	591	49	12
ET021 - Install RCBO	5,430	101	54
ET030 - Install extractor fan (lo carbon response)	4,996	19	263
ET038 - Install external light with 16w LED circular & all wiring	2,212	33	67
ET011 - Replace single light switch (incl. Box)	176	19	9
ET016 - Install Consumer Unit (12 ways)	8,724	39	224
ET031 - Replace smoke detector with Aico Ei166e	7,763	95	82
ET013 - Replace ceiling rose pendant	272	21	13
ET009 - Replace switched single socket outlet (incl box)	270	9	30
ET022 - Install MCB	525	41	13
ET012 - Replace double light switch (incl box)	15	2	7
ET023 - Install RCD switch	720	21	34
ET029 - Replace extractor fan (lo carbon response)	4,031	23	175
Rewire - 1 bed flat	26,002	12	2,167
Rewire Omit - Kitchen rewire	-6,864	24	-286
Heating (dimplex quantum) - 1 bed flat	1,841	1	1,841
Heating - replace board	739	5	148
Rewire - 2 bed house	10,526	4	2,632
Rewire - 2 bed bungalow	5,263	2	2,632
Rewire - 2 bed flat	10,526	4	2,632
Rewire Omit - Bathroom rewire	-1,626	6	-271
Rewire - 1 bed bungalow	8,667	4	2,167
Rewire Omit - Electric shower install	-2,746	22	-125
Upgrade - 2 bed house	3,385	2	1,692
Omit £1	-564	9	-63
ET037 - Replace external light with 16w LED circular	142	3	47
ET028 - Replace fused neon switch & box	89	5	18
ET027 - Replace cooker switch & box	56	4	14
Rewire - 4 bed house	6,422	2	3,211
Upgrade - 3 bed house	4,539	3	1,513
Rewire - 3 bed house	17,437	6	2,906
Rewire - bathroom/kitchen fan	740	2	370
Install heat detector & wiring (872101)	99	1	99
854501 - add light (ground floor)	1,239	6	207
855013 - add socket (ground floor)	1,991	10	199
854503 - rewire DS lighting 2way	346	3	115
5ft LED strip light	679	8	85
ET001 TEST	150	2	75
854505 - rewire UP lighting 1w	338	1	338
ET016A - replace 6way Consumer unit	780	5	156

Daywork - 1 engineer	235	7	34
ET032 - Replace heat detector with Aico Ei164e	228	4	57
ET039 - Install Katell Fire	719	2	360
14009 - prep fire fire install	97	1	97
872103 - install heat detector in kitchen	2,075	21	99
830013 - replace shower isolation switch	76	2	38
heating - replace downflow heater	481	4	120
Rewire - Integral outbuilding	275	3	92
Rewire - bedsit	2,167	1	2,167
872201 - install CO detector	324	2	162
Katell Fire - SURVEY ONLY	100	4	25
ET026 - Rewire shower	374	3	125
857019 28w lamp	26	2	13
855003 renew ringmain GF 4-8 sockets	756	2	378
855010 Renew spur outlet GF	642	1	642
860503 blank plate	156	1	156
855011	333	1	333
Lighting - Emergency LED Photocell	682	1	682
Lighting - LED Photocell	61	1	61
OMIT - ET027 cooker sw	-28	1	-28
OMIT - ET010 replace DSSO	-107	2	-53
OMIT - ET028 neon spur	-59	1	-59
OMIT - ET018 Earth bonding	-98	1	-98
ET018 - Earth bonding to property	49	1	49
SWA sub main (16mm)	353	2	176
SWA gland	57	2	28
892109 - Install 16mm cabl	51	5	10
Upgrade - 4 bed house	1,513	1	1,513
ET019 - 2.5mm twin & earth cable	14	1	14
851505 - wire 6mm cable	12	1	12
855510 - new meter tails	112	4	28
898001 - cleint inspection	170	9	19
835009 - Install cooker circuit	129	2	65
892023 - Install Earth Spike	233	2	117
OMIT - ET013 pendant	-30	2	-15
OMIT - ET009 light switch	-18	1	-18
OMIT LED strip light	-85	1	-85
OMIT - ET038 bathroom light	-69	1	-69
851513 -1.5mm-2.5mm T&E	136	3	45
850503 - Conduit PVC ne 25mm	34	2	17
815001 replace elec fire	139	1	139
855009 - renew spur outlet GF	188	1	188
845401 - renew GF light circuit 1 way	34	1	34
892111 replace bonding clamp	7	1	7

6.30f General Building 17/18

Works Description	Value	QTY	Average
6101AA - STACK:RENEW EXTERNAL PVCU COMPLETE NE 2 STOREY	299	1	299
2110AA - VENT:RENEW VENT ROOF TILE UNIT	784	2	392
1027FG - OPENING:BUILD UP EXTERNAL IN FACINGS	287	1	287
1025AA - WALL:CLEAR CAVITY AREAS NE 1.0SM	1,152	2	576
1026AA - CAVITY WALL INSULATION:INJECT	388	2	194

0174AD - FENCING:ERECT CHAINLINK FENCE AND POSTS 1.2M	1,782	1	1,782
0333AA - DRAIN:INSTALL 110MM PVCU NE 1M DEEP	221	1	221
6201BA - WASTE:RENEW 40MM PIPE AND TRAP SINK	103	1	103
4356AD - WALLS:WASH - 2 COATS MASONRY - BRICK	156	1	156
6011AC - DOWNPIPE:RENEW PVCU PIPE	161	1	161
6031AA - GUTTER:RENEW NE 112MM PVCU COMPLETE	2,549	7	364
1011AF - WALL:DEMOLISH EXTERNAL BLOCKWORK NE 225MM	609	2	305
0490BA - EXCAVATE:PIT NE 1.00M	2,416	2	1,208
0501AA - CONCRETE:SUPPLY AND PLACE IN TRENCH	817	2	409
1027DC - HOLE:HOLE FOR CAVITY INSPECTION	212	2	106
0501BB - CONCRETE:SUPPLY AND PLACE IN CAVITY	160	2	80
1013DC - WALL:NEW 225MM BLOCK WALL	1,952	3	651
0130AA - STEP:FORM OR RENEW STEP IN CONCRETE PAVING	91	1	91
0491AA - HARDCORE:FILLING	1,286	2	643
1033CC - COPING:LAY NEW PCC COPING	553	2	277
0271BB - BALUSTRADE:SUPPLY AND FIX KEE KLAMP	585	1	585
1025BA - WALL:RENEW CAVITY TIES	311	1	311
0050DB - MACADAM:EXCAVATE AND LAY 90MM PAVING	2,233	1	2,233
0015AA - EDGING:RENEW 50X152MM PCC EDGING	620	1	620
0030AB - PATH:RENEW NE 100MM CONCRETE BED AND SUB-BASE	2,677	2	1,338
0050DA - PAVING:RENEW 90MM MACADAM SURFACING	12,227	1	12,227
Subject to Survey	0	12	0
Wall Rake out & Repoint Brickwork	1,800	7	257
Renew Lead Flat Roof	467	1	467
Extra to renew felt and battens	182	1	182
Provisional Sum	10,000	2	5,000
Acre St - extract,refill cavity, repoint + scaffolding	5,968	1	5,968
0350EA - GULLY:RENEW GRATING	23	1	23
0390BA - DRAIN:JET BLOCKAGE	94	1	94
3030GB - SOFFIT:RENEW IN PVCU WITH VENT	4,065	6	678
3030AA - FASCIA:RENEW IN SOFTWOOD NE 300MM	2,789	12	232
2015AA - VERGE:RAKE OUT AND REPOINT IN MORTAR	1,499	6	250
6011AA - DOWNPIPE:RENEW PVCU NE 2 STOREY	842	6	140
1022AB - STONE:REBUILD WALL OVER 300MM NS IRREGULAR	1,015	2	507
0171BD - FENCING:RENEW 1.8M CLOSE BOARD TIMBER POST	0	1	0
1021AA - WALL:RAKE OUT AND REPOINT BRICKWORK	0	1	0

6.30g Kitchens - 17/18

Works Description	Value	QTY	Average
3810AA - SKIRTING:RENEW SOFTWOOD SKIRTING	564	10	56
3861BA - WINDOWBOARD:RENEW PVCU	78	2	39
3870AA - DUCT:RENEW PLYWOOD DUCT CASING NE 300MM	108	5	22
7030EA - RADIATOR:RENEW DOUBLE CONVECTOR NE 600X600	227	3	76
1027EC - OPENING:BUILD UP INTERNAL IN 100MM BLOCKS	138	1	138
4500DA - ROOM:REDECORATE UPTO 20SM CEILING AREA	265	2	133
8150BA - HEATER:RENEW 2.5KW FAN CONVECTOR HEATER	70	1	70
3870CA - DUCT:FORM ACCESS PANEL IN EXISTING	36	1	36
435121 Stain Block	802	12	67
4131AC - CEILING:BOND AND FINISH	1,155	6	193
4421AA - WALLS: MIST AND 2 COATS EMULSION	66	2	33
3013AB - PARTITION:ERECT TIMBER STUD PLASTERBOARD SKIM BF	1,314	4	329

3013AC - PARTITION:INSTALL INSULATION INFILL NE 100MM	5	1	5
8722AA - CARBON MONOXIDE DETECTOR:INSTALL MAINS OPERATED	372	4	93
6350AA - PIPE:RENEW OR INSTALL 15MM COPPER	3,820	59	65
4420AA - WALLS AND CEILINGS:APPLY MIST 2 COATS EMULSION	212	3	71
4111AB - WALL:RENEW APPLY 3MM SKIM COAT PLASTER	6,710	52	129
6201JB - PIPE:RENEW 40MM WASTE	1,030	36	29
6201JA - PIPE:RENEW 32MM WASTE	159	3	53
4113AC - WALL:FIX NE 12.5MM PLASTERBOARD SCRIM JOINTS	162	1	162
6350AB - PIPE:RENEW OR INSTALL 22MM COPPER	128	3	43
3870XB - DUCT:RENEW PLYWOOD SIDED CASING - 300MM	107	4	27
7030AA - RADIATOR:DRAIN DOWN AND REFILL SYSTEM	71	1	71
4131AD - CEILING:BONDING AGENT	56	1	56
4111AC - WALL:12MM FLOAT AND SET	11,392	52	219
3300AA - DOOR:RENEW INTERNAL PLY FLUSH	102	1	102
3730AA - KITCHEN UNIT:REMOVE AND REFIX ANY TYPE	72	2	36
4133AB - CEILING:FIX NE 12.5MM PLASTERBOARD 3MM SKIM COAT	162	1	162
KIT01 - Replacement kitchen, standard specification, all sizes	121,599	26	4,677
KIT08 - Reposition boiler	312	1	312
KIT04 - Plaster (over 10sqm)	568	3	189
KIT21 - Replace internal door	815	4	204
KIT22 - New double socket	268	5	54
720 mm high wall end panel	90	25	4
720mm high wall unit	604	26	23
KIT24 - New fused spur	262	4	66
8610BB - SWITCH:RENEW 5 AMP NE 3 GANG 2 WAY PLATE AND BOX	16	1	16
6319CA - WASHING MACHINE:RENEW INDIVIDUAL VALVE	35	3	12
KIT26 - E/o for Premiere Unit cost adjustment	30	1	30
Removal & Disposal of cladding	198	1	198
Additional floor area exc 12.5 sq m	721	4	180
Additional unit >10 nr	676	3	225
KIT11 - SAVING - Omit consumer unit	-942	5	-188
3830AA - ARCHITRAVE:RENEW SET TO ONE SIDE OF DOOR	91	2	45
3423AC - FRAME:SPLICE EXTERNAL REPAIR NE 1.0M	14	1	14
4380CA - FRAME:PREPARE PRIME PAINT TIMBER NE 300MM	22	1	22
4380DC - DOOR:PAINT 2 GLOSS TIMBER DOOR (O/S) - NEW	10	1	10
KIT14 - SAVING - Omit extractor fan	-799	6	-133
KIT23 - New single socket	87	2	44
E/O cost for cut worktop	136	3	45
4326AB - SHEET FLOORING:RENEW POLYSAFE AND SUB-BASE	595	3	198
4313BC - SCREED:LAY 60MM THICK SCREED	21	1	21
8561AB - LIGHT:RENEW FLEX LAMPHOLDER ROSE	22	2	11
KIT03 - Remove internal door, frame and block up	78	1	78
3850AD - SHELVING:12MM PLYWOOD HARDWOOD EDGED NE 300MM	63	1	63
Drill Core Holes	137	1	137
1150CA - VENTILATOR:RENEW PVC OR ALUMINIUM	35	2	17
4313DB - SCREED:LATEX SELF LEVEL	61	4	15
KIT16 - Remove airbrick	49	2	24
Board over glass panels in timber screen	70	1	70
8581AA - LIGHT:RENEW SINGLE FLUORESCENT FITTING WITH TUBE	18	1	18
KIT02 - Demolish larder and make good	677	5	135
4250AA - CEILING:APPLY ARTEX TYPE FINISH	8	1	8
4134AG - CEILING:OVERLAY NE 12.5MM VR PLASTERBOARD 3MM SKIM	153	2	76
4134AB - CEILING:FIX 12.5MM VR PLASTERBOARD 3MM SKIM COAT	262	1	262
4113AF - WALL:RENEW NE 12.5MM PLASTERBOARD 3MM SKIM	175	2	87
Kitchen refused by Tenat agreed fee for kitchen agreed by Fay Gorick	596	1	596
Block up vent agreed bt GC	16	1	16
3421AC - FRAME:RENEW INTERNAL WITH STOPS AND ARCHITRAVES	65	1	65
ADD MAINS CO ALARM 8722AA	2,870	31	93
KIT7A - Replacement kitchen, standard specification - 7 Units, 6.5m2 to 8.5m2 Floor	6,785	2	3,392

KIT10 - Replace stopcock	275	8	34
KIT10A - Replacement kitchen, standard specification - 10 Units, 6.5m2 to 8.5m2 Floor	30,374	8	3,797
KIT10B - Replacement kitchen, standard specification - 10 Units, 8.5m2 to 10.5m2 Floor	23,399	6	3,900
KIT10 Replace stopcock	669	20	33
KIT10A Replacement kitchen, standard specification - 10 Units, 6.5m2 to 8.5m2 Floor	15,718	4	3,930
1011BB - WALL:DEMOLISH PLASTERED 1B WALL	145	1	145
KIT18 Reposition radiator	187	2	94
KIT16 Remove airbrick	275	7	39
KIT20 - Fit Surestop water switch	57	1	57
3720AA - WORKTOP:RENEW NE 40MM THICK POST FORMED	511	3	170
KIT10B Replacement kitchen, standard specification - 10 Units, 8.5m2 to 10.5m2 Floor	16,328	4	4,082
KIT19 New gas carcassing	977	5	195
KIT18 - Reposition radiator	184	2	92
KIT9B Replacement kitchen, standard specification - 9 Units, 8.5m2 to 10.5m2 Floor	28,187	7	4,027
KIT05 - Remove existing plasterboard ceiling and re-board incl skim coat	1,170	3	390
KIT8A - Replacement kitchen, standard specification - 8 Units, 6.5m2 to 8.5m2 Floor	7,335	2	3,668
Additional Flooring Area	313	1	313
3810 Skirting Fix Labour Only £13 incl 4%	52	1	52
3830AA Architrave Set Labour Only £13 incl of 4%	13	1	13
3860CA Windowboard Hardwood - Labour Only £16.24 incl of 4%	19	1	19
3730AA Fit Only Cost Units	173	6	29
6451AE Equivalent PVCu Pipe covers £11.73 incl 4%	35	1	35
3710HA - KITCHEN UNIT:RENEW DRAWER PACK 500X600	288	2	144
KIT8A Replacement kitchen, standard specification - 8 Units, 6.5m2 to 8.5m2 Floor	22,343	6	3,724
Dayworks	1,675	19	88
LED Uplift (Mears rate of 47.63 less 8566XA £44.48 light included in basket)	66	20	3
3730UA Additional Door Only (material price)	2,622	40	66
720mm Wall Unit Price Uplift	1,611	54	30
8550EB - POWER:NEW SPUR OUTLET GROUND FLOOR NE 10M	1,502	11	137
8720CA - SMOKE DETECTOR:INSTALL MAINS OPTICAL TYPE	292	4	73
KIT9A Replacement kitchen, standard specification - 9 Units, 6.5m2 to 8.5m2 Floor	39,126	10	3,913
855513 - Additional MCB	0	11	0
Additional Units	1,842	8	230
ADD Mains Smoke Alarm 8720CA	2,137	19	112
6500BA - STOP TAP:RESITE AND RENEW WITH LEVER	168	3	56
Day Works (Skilled)	180	3	60
4323AA - FLOOR TILES:HACK UP VINYL TILES	292	5	58
8550GA - POWER:RENEW SOCKET OUTLET-GROUND FLOOR	234	3	78
3300EB - DOOR:RENEW INTERNAL HARDBOARD FACED – DECORATE	246	1	246
KIT7B Replacement kitchen, standard specification - 7 Units, 8.5m2 to 10.5m2 Floor	7,423	2	3,712
KIT07 SAVING - Omit redecoration	-298	1	-298
KIT7A Replacement kitchen, standard specification - 7 Units, 6.5m2 to 8.5m2 Floor	3,597	1	3,597
KIT10C Replacement kitchen, standard specification - 10 Units, 10.5m2 to 12.5m2 Floor	12,726	3	4,242
KIT9C Replacement kitchen, standard specification - 9 Units, 10.5m2 to 12.5m2 Floor	12,423	3	4,141
8566AA - LIGHT:RENEW 2X8W BULKHEAD FITTING	65	2	32
DEP Base Decorative End Panel	32	3	11
Omit Consumer (Not fitted) @ £0	0	22	0
Omit Light (not fitted) @ £0	0	5	0
Omit Heat Detector (not fitted) @£0	0	4	0
Omit Electric Wall Heater (Not Replaced) @£0	0	2	0
Omit Neon Fuse Spur & Socket (not fitted) @ £0	0	10	0
LED Uplift (Mears rate of 47.63 less 8566XA £44.48 light included in basket)	40	4	10
1150EA - VENT:INSTALL TUMBLE VENT KIT	85	2	42
6319AA - WASHING MACHINE:FORM NEW WASTE OUTLET	207	4	52

8826AB (Labour only inc 4%) Fit Appliances	183	1	183
1029BA - LINTEL:RENEW WITH CATNIC CN7	112	1	112
KIT03 Remove internal door, frame and block up	190	1	190
3720CA - WORKTOP:REMOVE AND REFIX	24	1	24
NO 15mm Copper Piping Required	199	2	100
NO Additional Plaster Required - 10m2 in basket rate	0	1	0
Omit Smoke Alarm (not fitted) @£0	0	6	0
Omit CO Alarm (not fitted) @ £0	0	4	0
2290AB - ROOF BOARDING:RENEW IN 18MM PLYWOOD	31	1	31
4420BA - WALLS AND CEILINGS:APPLY 2 COATS EGGSHELL GLOSS	7	1	7
4113AD - WALL:FIX NE 12.5MM PLASTERBOARD 3MM SKIM COAT	34	1	34
7030EB - RADIATOR:RENEW DOUBLE CONVECTOR NE 1200X600	129	1	129
4326CE - SHEET FLOORING:LAY NEW NON-SLIP AND SUB-BASE	608	3	203
Asbestos Work Non Licensed by Mears £0	0	7	0
Omit Light Switch (not fitted) £0	0	3	0
Average Kitchen Cost Pending Measure and valuation	3,815	1	3,815
KIT6A Replacement kitchen, standard specification - 6 Units, 6.5m2 to 8.5m2 Floor	3,448	1	3,448
LED Uplift Revised based on Supplier evidence diff/inc £28	335	11	30
4381AA - SURFACES:PREPARE 2 GLOSS GENERAL SURFACES TIMBER	29	1	29
Rental Loss 5 Days (£71.25 gross)	-242	1	-242
3710AB - KITCHEN UNIT:RENEW SINGLE BASE 600X500	191	2	96
ADD KMF FROM WP INC 8% CONTRACT ONCOST	899	7	128
KIT22 New double socket	148	2	74
LED UPLIFT inc 4% = £29.12	341	10	34
KIT8C Replacement kitchen, standard specification - 8 Units, 10.5m2 to 12.5m2 Floor	4,096	1	4,096
3350BA - DOOR:OVERHAUL INTERNAL COMPLETE	56	1	56
4310DA - WALL TILES:NEW GLAZED TILES TO KITCHEN	388	1	388
4505DA - ROOM:WASH REDECORATE UPTO 20SM CEILING AREA	86	1	86
6301AA - SINK TOP:RENEW SINGLE DRAINER TOP - TAPS	164	1	164
KIT07 - SAVING - Omit redecoration	-287	1	-287
KIT13 - SAVING - Omit electrical work	-750	1	-750
KIT9A - Replacement kitchen, standard specification - 9 Units, 6.5m2 to 8.5m2 Floor	7,687	2	3,844
Additional Door (blind) 3730UA MATERIAL ONLY INC 4%	583	6	97
Additional Uplift for 720mm wall Units - PER DOOR	297	8	37
7031AB - RADIATOR:INSTALL SINGLE NE 1200X600	146	1	146
KIT10C - Replacement kitchen, standard specification - 10 Units, 10.5m2 to 12.5m2 Floor	8,372	2	4,186
Day Works- Skilled inc 4% per hour	60	1	60
LED Striplight Uplift - Difference	58	2	29
NO PLASTERING (10 SQ M INC IN BASKET RATE)	0	2	0
KIT19 - New gas carcassing	188	1	188
3300EC - DOOR:RENEW INTERNAL EMBOSSSED PANELLED – DECORATE	146	1	146
8555CB - CCU:INSTALL ANY SIZE RCD	80	1	80
6601AA - SURESTOP:INSTALL 15MM TO RISING MAIN	70	1	70
KIT15 - SAVING - Omit flooring	-241	1	-241
3870AC - DUCT:RENEW PLYWOOD SIDED CASING NE 450MM	164	1	164
1019AB - WALL:REPAIR SMALL PATCH IN COMMONS	79	1	79
4353BA - WALLS:BRUSH, WASH, FUNGICIDE	75	1	75
6550AB - GATEVALVE:RENEW 22MM DIAMETER	27	1	27
8150DC - HEATER:RENEW NE 3KW PANEL HEATER	119	1	119
Credit owed due to over payment on interim Cert No IC-43-00001	-14,535	1	-14,535
Credit owed by Mears as a result of Audit 2017/2018	-9,947	1	-9,947

6.30h Rendering 17/18

Works Description	Value	QTY	Average
6201JB - PIPE:RENEW 40MM WASTE	14	1	14
6201JA - PIPE:RENEW 32MM WASTE	16	1	16
Scaffolding	4,575	1	4,575
1026AA - CAVITY WALL INSULATION:INJECT	2,397	5	479
1021AA - WALL:RAKE OUT AND REPOINT BRICKWORK	86	1	86
4210BA - WALL:SPECIALIST RENDER FLOAT	25,973	5	5,195
1025AB - WALL:CLEAR CAVITY	4,795	5	959
1120AA - WALL 225MM:CHEMICAL INJECTION EXTERNAL DPC	19,971	27	740
3635AA - CANOPY:RENEW SINGLE FLAT GRP	1,475	4	369
all in render,cavity, dpc porch	75,508	8	9,438
4210BA - Rendering	22,407	4	5,602
TV Aerial /dish removal	240	2	120
1462AA - CONCRETE TEST:HAMMER	1,074	2	537
4210AA - WALL:HACK OFF RENDER	806	3	269
1141AB - TANKING:RENEW TO VERTICAL SURFACES OVER 1SM	688	2	344
End of Terrace - Concrete Metric	45,249	7	6,464
Cavity Wall Insulation	48,928	19	2,575
1120TA - DWELLING:CHEMICAL DPC INJECT SURVEY	1,268	22	58
Loading Machine	1,711	6	285
1300GA - CHIMNEY:REMOVE AND REFIX TV AERIAL OR DISH	110	3	37
Scaffold	3,138	3	1,046
1200AK - CHIMNEY:DEMOLISH STACK AND MAKE GOOD ROOF	353	2	177
1013AD - WALL:NEW CAVITY WALL IN COMMONS	454	1	454
Gable Ladder	1,011	1	1,011
2150AB - ROOF:SEALING COMPOUND TO CRACKS	21	1	21
1142AD - WATERPROOFING:BITUMEN HORIZONTAL SURFACE OVER 1SM	41	1	41
1460AA - SURFACES:REPAIR CRACKS, CONCRETE NE 5MM	320	1	320
4366AB - WALLS:BRUSH APPLY REPELLANT BRICK	28	1	28
2150AA - ROOF: SWEEP AND APPLY WP COMPOUND	62	1	62
1142AB - WATERPROOFING:BITUMEN VERTICAL SURFACE OVER 1SM	63	1	63
Rendering	19,294	1	19,294
Roofing Plot Type 10	32,745	3	10,915
Celotex TP10 Insulation	1,310	3	437
Finlock Gutter	11,085	4	2,771
Skip	1,656	3	552
4600FB - GARDEN:CLEAR EXCEPTIONAL DEBRIS	65	1	65
Removal of trees hedges and fence	825	2	413
2270AA - INSULATION:LAY UPTO 270MM THICK QUILT	296	1	296
Bonding Gutter	238	1	238
2172BA - ROOF:RENEW ELASTOMERIC AND INSULATION	817	1	817
2310AC - FLASHING:RENEW LEAD COVER NE 150MM	292	1	292
3030CA - FASCIA:RENEW IN PVCU NE 300MM	177	1	177
6031AB - GUTTER:RENEW 112MM PVCU	162	1	162
2011CA - TILE:OVERHAUL INTERLOCKING ROOF COMPLETE	3,099	2	1,550
Removal of sofas and cabinets	238	1	238
Variations	14,927	7	2,132
6313EA - TAP:RENEW BRASS BIB TAP	29	1	29

0171AF - FENCING:RENEW 1.2M BOARD TIMBER POST	50	1	50
Invoice Correction	9,290	1	9,290
Damp Proofing	780	1	780

6.30i Roofing 17/18

Works Description	Value	QTY	Average
6011AC - DOWNPIPE:RENEW PVCU PIPE	58	2	29
3030GB - SOFFIT:RENEW IN PVCU WITH VENT	859	2	429
1120AA - WALL 225MM:CHEMICAL INJECTION EXTERNAL DPC	5,398	10	540
End of Terrace - Concrete Metric	83,732	10	8,373
Cavity Wall Insulation	11,138	5	2,228
1120TA - DWELLING:CHEMICAL DPC INJECT SURVEY	507	10	51
Loading Machine	642	3	214
1300GA - CHIMNEY:REMOVE AND REFIX TV AERIAL OR DISH	11	1	11
1200AK - CHIMNEY:DEMOLISH STACK AND MAKE GOOD ROOF	530	2	265
2270AA - INSULATION:LAY UPTO 270MM THICK QUILT	3,515	3	1,172
2172BA - ROOF:RENEW ELASTOMERIC AND INSULATION	3,406	2	1,703
2310AC - FLASHING:RENEW LEAD COVER NE 150MM	292	2	146
3030CA - FASCIA:RENEW IN PVCU NE 300MM	501	2	250
6031AB - GUTTER:RENEW 112MM PVCU	432	2	216
2011CA - TILE:OVERHAUL INTERLOCKING ROOF COMPLETE	10,966	7	1,567
Variations	86,209	44	1,959
Damp Proofing	1,932	3	644
2032AA - SLATE:RENEW WITH FIBRE CEMENT COMPLETE	93,847	9	10,427
2012AA - TILE:RENEW WITH INTERLOCKING COMPLETE	16,275	2	8,137
6011AB - DOWNPIPE:RENEW PVCU 2-4 STOREY	1,015	1	1,015
6031BA - GUTTER:RENEW 150MM PVCU COMPLETE	2,052	1	2,052
1011AC - WALL:DEMOLISH EXTERNAL 1-1/2B WALL	340	1	340
1013BC - WALL:NEW CAVITY WALL IN FACINGS	1,161	1	1,161
3030CB - FASCIA:RENEW IN PVC SHIPLAP NE 300MM	241	1	241
Chapel St / block	90,877	4	22,719
House roof all in	35,255	3	11,752
Fascia/soffit replacement	1,652	2	826
RWG -End of Terrace	436	2	218
Bungalow Semi - Concrete Metric	89,817	13	6,909
Mid Terrace - Concrete Metric	36,580	6	6,097
4270AC - CEILING:DRY LINE 12.5MM THERMALBOARD	1,862	2	931
4131AA - CEILING:RENEW APPLY SKIM COAT	378	2	189
2172BA - Additional Insulation	1,215	2	608

6.30j Windows 17/18

Works Description	Value	QTY	Average
1.01 - (Style B) Window: Renew with PVCU casement 1 light	25,603	84	305
1.02 - (Style C) Window: Renew with PVCU casement 2 light	90,870	92	988
1.03 - (Style D) Window: Renew with PVCU casement 3 light	35,646	44	810
1.05 - (Style A) Window: Renew with PVCU casement PVCU	947	11	86
brickwork costs	1,409	4	352

1.04 - (Style E) Window: Renew with PVCU casement 4 light Georgian Bar	3,160	4	790
5 westend porch and door	210	1	210
Brickwork GPH	1,662	1	1,662
Toughened glass - Sherborne House	995	2	497
glazing - Sherborne house	649	1	649
provisional cost subject to survey	732	1	732
removal of concrete mullions	2,000	1	2,000
insulation to remaining concrete	20,299	14	1,450
festival road concrete mullions	342	1	342
11 park road concrete mullions	1,464	1	1,464
8 park road	1,836	1	1,836
insulate and clad concrete cill	1,895	1	1,895
inspection of fire rated windows	193	1	193
	3,625	2	1,813

6.31 All of the individual rates have been checked for appropriateness and appear reasonable

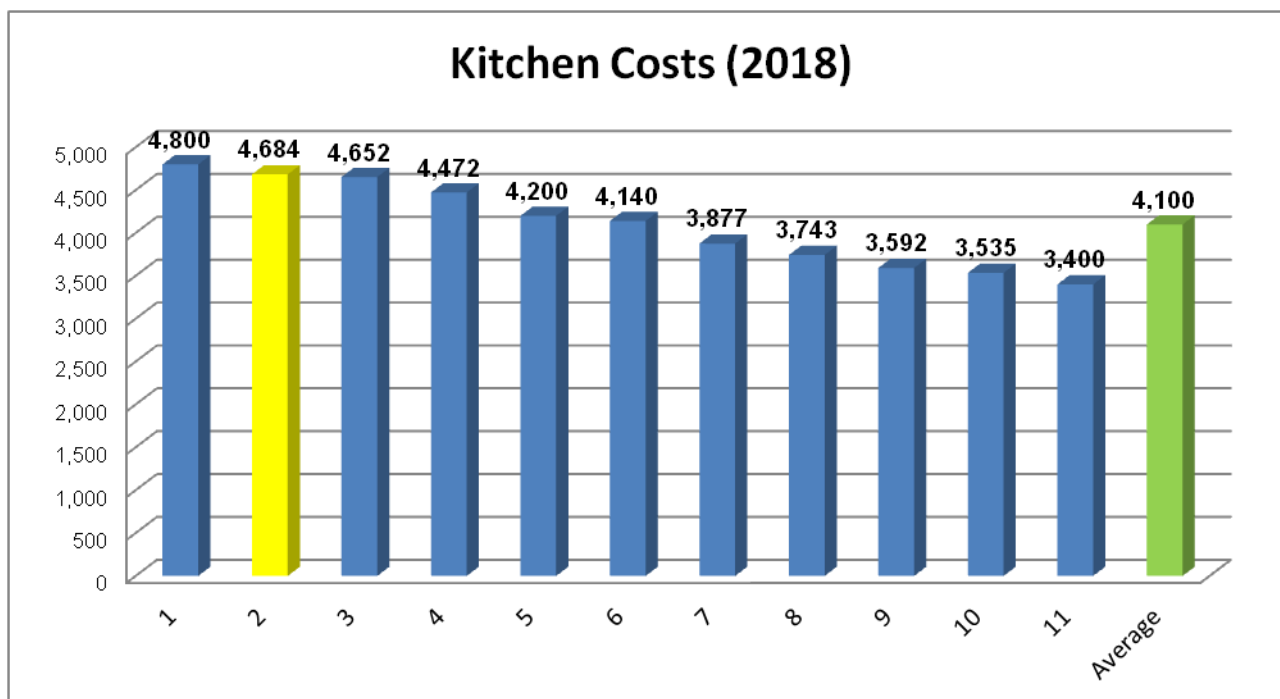
6.32 Planned works excluding gas central heating

Planned Work Type	Cost	Quant	Average
Asbestos removals	24,381	59	413
Asbestos Sampling	47,341	570	83
Bathrooms	615,343	201	3,061
Doors	228,292	324	705
Electrical works	212,145	386	550
General building	51,151	32	1,598
Kitchens	430,964	92	4,684
Rendering	350,866	44	7,974
Roofing	583,131	75	7,775
Windows	191,537	101	1,896
Total	2,735,151		

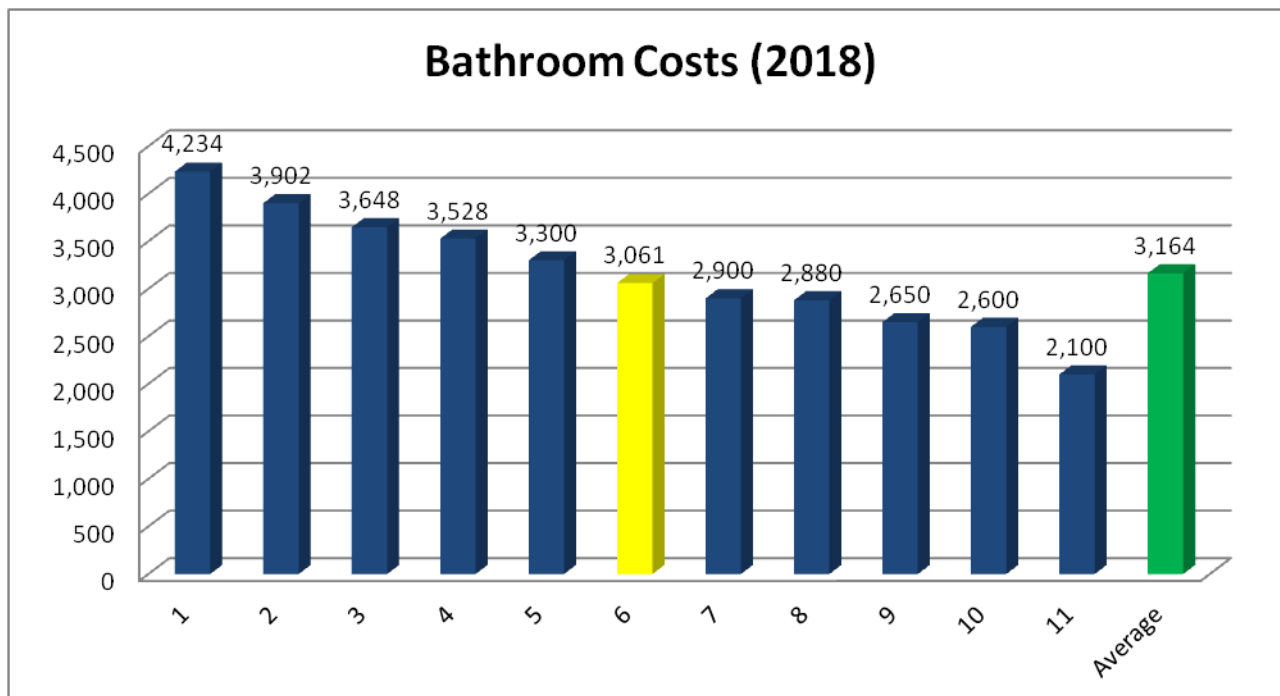
6.33 Work type description – the table below details the main body of work within each planned work category

Planned Work Type	Primary work within budget head
Asbestos removals	Removal of asbestos
Asbestos Sampling	Asbestos testing
Bathrooms	Bathroom refurbishments - full
Doors	External and internal doors - fire doors and GRP's
Electrical works	Re-wires and component replacements
General building	External works, paving, fencing and brickwork
Kitchens	Replacement kitchens and associated works
Rendering	External rendering and cavity wall insulation
Roofing	Full roofs and roof repairs
Windows	UPVC window replacements and associated works

6.33 Kitchen benchmarking



6.34 Bathroom benchmarking



6.35 Based on the 2017/18 Planned Works Assessment the service is summarised as follows

- Excluding gas central heating SDC spent £2,735,151 on planned works

- Within each planned works categories are costs for full works, such as kitchen replacements, door installations, bathroom replacements and also costs for individual components within each, such as install skirting, fit a door closer and fit a shower
- Assessment indicates that 201 full bathrooms and 92 full kitchens were installed during the year
- The average cost of a kitchen was £4,684 which is above average in comparison to our library of benchmark costs.
- The average cost of a bathroom was £3,061 which is lower than average in comparison to our library of benchmark costs.

6.36 During 2017/18 SDC spent £4,465,933 on repairs, voids and planned. This expenditure equates to £326 price per plot (for repairs and voids) which is low within the market place

Budget Heading	Annual Spend₍₁₎	Price Per Plot₍₂₎	
Repairs	1,008,981	190	
Voids	721,801	136	326
Planned	2,735,151	515	
Total	4,465,933	841	

(1) Excludes all works relating to gas in repairs and planned (£81,839 & £732,938)

(2) PPP is based on stock of 5,756 less blocks and garages (321+124) = **5,311**

7: Project 4 – Governance and Policies

7.01 Executive Summary

7.02 Scope and specification of works for each contractor is different. Baskets of goods rates for Kitchens, bathrooms, rewires, and scaffolding have different scope and therefore different inclusions and exclusions.

While this is manageable, it would be preferable to have parity so that all areas contract management were simpler.

7.03 There are no policy issues that would hinder or limit any potential administration options moving forward.

7.04 There are gaps in the suitability of IT systems between client and contractor, particularly on the repairs side. Appointments have to be double handled and booked by the contractor.

7.05 There are no apparent issues with compliance – Gas is in house and so is monitored closely. Other aspects of compliance have been added to the keystone asset management system to be monitored.

Although there is a concern that with so many manual processes within the system due to ineffective IT interfaces that there is more chance of issues arising.

7.06 Key Observations and Recommendations

- IT systems in the current format do not sync with contractor systems as was required in the terms of the original tender. This causes issues such as SDC not being able to make appointments on behalf of the contractor. Extra processes have to be put into place. This issue the fault of the contractors, although there is no doubt the SDC systems could be improved.

Other issues with the Client IT systems require manual 'work arounds' which are process and resource heavy (as covered in section 5)

An investment in IT systems is recommended.

- Where possible moving forward parity of service, scope and specification should be factored in across regions. This will make administration and management of the contracts easier to deal with and more efficient to deal with.
- While not a policy, it is worth noting that a previous joint venture agreement (SDC and Ubico) has not been as successful as predicted and therefore joint venture agreements may viewed with a bias against this type of model.

7.07 Report Detail

Review repairs specification and scope of works

Comment on constitution

Comment on exclusions / inclusions

Obligations to residents

As a precursor to the specification and scope of works it is worth remembering the standard that is set out:

HCA, Home Standard:

Repairs and maintenance Registered providers shall:

- (a) provide a cost-effective repairs and maintenance service to homes and communal areas that responds to the needs of, and offers choices to, tenants, and has the objective of completing repairs and improvements right first time*
- (b) meet all applicable statutory requirements that provide for the health and safety of the occupants in their homes.*

As part of the tender documents issued for the 2018 – 2020 southern region there are robust processes, scope of works and specifications for each element of works. These have been formed in to the contract won by Mi-Space. The basis and remit of the contract is similar to the MKS contract for the Northern region (although specifications differ).

Scope of Contract:

- Work to dwellings, garages, shops, open spaces and other assets.
- Electrical works of a responsive nature and to voids.
- Vandalism, malicious damage or the negligence of the occupant of the property.
- Fire insurance works.
- All trades **except** gas servicing work and other specialist mechanical services, such as to lifts, water hygiene, entry phones, fire alarms, emergency lighting, PAT testing.

Works will be measured and valued as follows:

- Responsive Repairs and Minor Voids (voids under £5,000) – NHF Schedule of Rates version 6.2 for Responsive Maintenance and Void Property Works;
- Kitchens, Bathrooms, Electrical Re-wires and Rendering and EWI.
- Major voids (voids over £5,000), external works and any other planned work not already covered – NHF Schedule of Rates version 6.2 for Planned Maintenance and Property Reinvestment Works.

Partnering practices:

- The Contractor to take increasing responsibility for quality assurance, including pre- and post- inspections. The Employer will carry out an audit role only;
- Increasing the level at which the Contractor is authorised to carry out variations (currently £150);
- Empowering the Contractor to carry out additional works when present on site;
- The Employer and the Contractor sharing facilities and resources, including offices;
- The Contractor carrying out annual inspections of property, including assessing for incentive scheme, recharges and vulnerability of residents.

Post work inspection regime (as per November 2018):

- | | |
|----------------|------|
| • Up to £250 | 10% |
| • £251 - £500 | 20% |
| • £501 - £1000 | 30% |
| • Over £1001 | 100% |

IL Comments:

- Post work inspections (per each of the value tiers) does not completely tally with a partnering (borderline Systems Thinking approach). However this is a short term contract and may feel necessary.
- Empowering the contractor to carry out works on site is difficult at the moment. If the CAP system worked for the repairs as it does for planned works extra work orders with proof transferred directly to the system would be possible.

KPI's

The key performance indicators for Responsive Repairs and Void Works are as follows:

- 100% of Emergency Orders (4H) to be attended to within 4 hours and works to be made safe within 4 hours.
- 95% of urgent and routine orders achieved within the target response time.
- At least 80% of Orders completed "right first time" i.e. completed to the CA's and resident's satisfaction within priority response time and on day of first attendance.
- At least 95% of voids to have a maximum turnaround of 3 working days for minor voids (£1,000 and under), 10 working days for voids £1,001 and £5,000 and 15 working days for Major Voids (over £5,000) including re-wire, full redecoration and replacement of kitchen and bathroom. Exceptional voids will be agreed on an Order by Order basis.
- At least 95% of all residents satisfied with the service provided under this Contract. This information will be recorded by both the Employer and the Contractor.
- At least 95% of appointments for non-voids work to be kept. This Key Performance Indicator only applies to work for which an appointment could be made e.g. appointments will not always be possible for emergency work.
- No health and safety accidents.
- Proportion of Orders invoices to be 90% of Orders completed, measured on an aggregate basis.

The key performance indicators for Planned Work are as follows:

- Adherence to programme after dates have been issued to residents with a target of 95%.
- At least 95% of all residents satisfied with the service provided under this Contract.
- At least 95% of Orders not requiring a call-back within 12 months of Order completion.
- No health and safety accidents.

The Key Performance Indicators for both Responsive and Planned Works are as follows:

- Response times to queries.

- Ability to contact management staff in a timely manner.
- Adaptability and willingness to address problems and criticism.
- Production of invoices, measures and interim valuations in a clear and accurate format and timely manner.

IL Comments:

KPI's seem reasonable with the contract in current format.

It may be possible to put measures in place to achieve greater percentages moving forward:

- Invoice of 'order fulfilled' utilising modern IT systems, i.e. jobs completed on site by operative through PDA's giving real time information
- Right First time percentage could be higher with 'operative stay put policies' or similar where materials required are delivered to site.

Management KPIs are reasonable, although generic. No timeframes given for management response times, or qualitative/ quantity definitions for invoice production.

Resident Obligations

- Suitably qualified operative/s to attend appointment at allocated time
- Right First Time fix if possible, re-appoint for suitable return if not
- Defect free work
- Comply with code of conduct, including having ID, behaving responsibly, being polite etc
- Ensure residence is clean and tidy after work carried out
- Dispose of any all rubbish
- Cause no damage to any of the resident's property or contents

Voids standard

Review what is included

Commentary on inclusions / exclusions

The below template is the lettable standard, which doubles up as the void standard. The document is marked as 'under review'. For the purposes of this report we assume this is the current standard.

COMPONENT	ITEM
<i>Documentation</i>	CP12 Gas Safe Certificate – if applicable
	Electrical Certificate
	Instructions and other Manuals
	Energy Performance Certificate
	Copy of Asbestos report for the property
<i>Innovations</i>	Provide Welcome Pack
	Fit Key Safes to all newly void properties
<i>Cleanliness</i>	All properties will be deep cleaned including kitchen units, cupboards, drawers, work surfaces, tiled areas and all sanitary ware
	All flooring will be removed (Where pets have been kept in property, ALWAYS remove)
	All floors will be cleaned
	The property will be free of damp, mould growth and infestation
	Rubbish will be removed
<i>Windows &</i>	All windows and frames will be cleaned internally

<i>Glazing</i>	All windows will open and close freely
	All windows will be able to be secured and have a window retaining and emergency opening facility
	All broken panes of glass or defective double glazed units will be replaced
<i>Utilities & Heating</i>	Check presence of hard wired smoke detectors on each storey
	Replace all broken – or metal – socket outlets and switch plates
<i>Kitchen</i>	Kitchens will not be replaced unless in unsafe, badly worn condition, or , have been recommended for replacement within the next 2 years, following a Stock Condition Survey
	All seal on sinks and worktops will be serviceable
<i>Bathroom & Toilet</i>	New toilet seat(s) will be fitted
	Provide lock to bathroom door
	The seal around the bath will be adequate
	Any unsafe light in the bathroom will be replaced with enclosed unit
	Where previous tenant installed shower, it will be tested and if safe, left working (only leave shower in if MIRA & it passes inspection and testing, otherwise, remove)
	Fully tile wall adjacent to shower and on wall housing shower
	Tile splash-backs to at least 2 tiles vertically and one tile width either side of WHB horizontally

COMPONENT	ITEM
<i>Special Needs Equipment</i>	If not required, remove (e.g. stairlift)
	If to be used, liaise with Contracts Team
	Ground Floor walk in showers will not be removed
<i>External Doors</i>	All properties will be secured
	All doors will be secure, serviceable and safe
<i>Floors & Ceilings</i>	Where walls are taken down, the flooring will be left safe and level
<i>Staircases, balustrades & balconies</i>	Staircase will have at least 1 handrail, running the full length of the stairs
	Balustrades, balconies and handrails will be secure
<i>Guttering and downpipes</i>	Will be intact, firmly attached and free from leaks
<i>Garden, fencing and pathways to the front & rear doors – from front of property</i>	The garden will be cleared and be free from rubbish
	Overgrown shrubs and hedges will be cut
	External structures such as sheds, greenhouses and similar outbuildings will be removed – unless they are in good condition. If left, they will become the tenants responsibility
	Boundary walls and fencing to road and public footpaths will be safe and complete
	Paths, steps and driveways will be stable and safe
	All fishponds will be filled in
	Examine state/position of trees, which may compromise property structure & report back to Tenancy Management
<i>Decoration</i>	Ensure walls and ceilings are sound and free from loose plasterwork
	In some cases, a Decoration Grant will be available
<i>Communal Areas & Stairwells</i>	Will have adequate lighting
	Secure floor coverings and nosings on staircases
	Glass in such areas will be completed and unbroken

	Check Door Entry Systems are operational. If not, report.
Energy	Loft insulation will comply with current standards
	Where main heating system is gas or electric, open chimneys to be blanked off and focal fires removed
	Property will have adequate lighting

IL Comments:

Lettable standard is in line with other providers within the UK. There are some ambiguous statements which may require clarification:

- All flooring to be removed (if pets Always remove) – *Gives doubt to the first statement*
- Adequate lighting – *What is deemed as adequate?*

There is no mention of internal doors – these are listed as an SDC liability within the tenant handbook. Presumably if damaged they should be addressed during the void process.

No mention of replacing bathroom or other components if within 2 years of Stock condition driven replacement programme as with the kitchen.

Collate planned work specifications Comment on compliance / gaps

The NKS contract has been running for several years, whereas the Mi-Space contract is relatively recent. The 2 contracts service the North and South regions.

In terms of contract each is contracted to an agreed schedule of rates based on the original tender plus or minus NHF.

In terms of planned works the baskets of goods included/excluded are different for each contract on kitchen and bathrooms. All other items are completed per measure.

On both contracts residents are to be offered choices so far as is reasonable as follows:

Kitchens Cupboard doors;
 Door handles
 Worktops;
 Wall tiles;
 Flooring;
 Taps (including mixer and lever taps)
 Wall colour.

Bathrooms Vinyl floor covering;
 Wall colour;
 Level access shower in lieu of bath (subject to CA agreement).

British Standard references are quoted throughout the specification and have been randomly checked for appropriateness and relevance and are in good order.

Component replacement specifications are detailed, clearly showing included and excluded items.

Mi-Space

Planned work specifications taken from the 2018-2020 tender for the Southern area of which Mi-Space were successful are of appropriate completeness, and are robust in terms of detail i.e. layout of rooms, and reference to agreed materials used.

Mi-Space has a cost base per kitchen size, plus or minus items as seen in Appendix A.

Floor Area (wall to wall) Number of base/ cupboard units	6.5m ² to 8.5m ²	8.5m ² to 10.5m ²	10.5m ² to 12.5m ²	
6	£3286.36	£3512.77	£3678.89	1
7	£3498.00	£3723.19	£3890.53	2
8	£3709.65	£3933.60	£4102.18	3
9	£3921.30	£4144.02	£4313.83	4
10	£4132.94	£4354.43	£4525.47	5
	a	b	c	

NKS

Planned works for the NKS contract differ from the MI-Space Contract. NKS have a flat rate for a kitchen install, plus or minus items as seen in Appendix B.

In contrast to the Mi-Space contract the following items are included:

- New consumer Unit
- Partial rewire

Specifications

There are always going to be differences and nuances when there are 2 different contracts in place. Especially when one has been long running and 1 is one is more recent.

The more in line these contract can be in terms of specifications the easier the contracts are to manage, judge quality, lead times, and compare the 2.

Poor contract management is the most likely cause of any contract. The more straight forward this process can be the better for contract manager, but also the support staff, invoicing etc.

The main areas of 'compliance' are outside of the scope of this contract:

Compliance with given contractual obligations is monitored with;

- KPI's as above,

- Automatic flags within the Northgate system for variations, unusually high invoices etc
- 50% Post work inspections within each tier of spend

Gas

Asbestos

Other specialist M&E, assumed to include:

Air Con/ legionnaires

Lift Servicing

CCTV

Water hygiene

Fire alarms

Tenant handbook / service standard

Compare to specs for consistency

Outline response times

Detail out of hours requirements

The below table of responsibility is taken from the tenant handbook

Repair Area	Who		Qualification
	Us	You	
Baths	X		Except unblocking wastes (potential recharge)
Carpentry	X		
Chains and plugs		X	On basins, baths and sinks
Chimneys	X		
Communal areas	X		
Decoration (external)	X		
Decoration (internal)		X	Except when damage is caused by a structural defect
Domestic appliances		X	Such as cookers, fridges, washing machines, dishwashers
Doors	X		Internal and external including frames, hinges, locks, door jambs and thresholds, letterboxes and handles
External timbers elements	X		
Floor covering		X	Including adapting doors to accommodate carpets
Front door lock		X	Except communal locks
Fences and gates		X	Except if it backs onto public footpath or highway
Fire grates and surrounds	X		
Fixtures and fittings		X	Such as coat hooks, curtains, curtain rails
Floorboards	X		
Garages	X		
Gardening maintenance		X	Including dustbins and refuse areas
Gas	X		
Glazing		X	Except following criminal damage and you must get a crime number from the police
Hand basins	X		Except unblocking wastes (potential recharge)
Heating	X		Any type of heating
Hot water heaters	X		Including cylinder jackets

Repair Area	Who		Qualification
	Us	You	
Immersion heaters	X		
Infestations		X	e.g. By ants, wasps, bees, cockroaches, mice, rats or bedbugs
Internal door locks		X	
Kitchens	X		Except domestic appliances
Lights	X		Except dimmer switched and florescent light bulbs
Loss of keys		X	Including repairs to forced entry if you get locked out
Out buildings	X		Brick or concrete
Paths	X		Including steps, footpaths and ramps
Plastering	X		
Plumbing repairs and leaks	X		Except for washing machines and dishwashers
Porches	X		
Re-lighting pilot lights		X	Including the resetting of any heating controls or programmers
Re-washer taps	X		
Roofs	X		
Sink units	X		Except unblocking wastes (potential recharge)
Skirting boards	X		
Stairs	X		
Switches and sockets	X		Except dimmer switches
Telephone points		X	
TV aerials and sockets		X	Unless communal
Washing lines		X	Unless communal area
WC seats		X	
Windows	X		Including window sills, catches, sash cords and frames
Worktops	X		
Drains	X		See Page 2 (Repairs shared drains)
Wooden Sheds		X	

The above table sets out the responsibilities of the tenant and the Council. The council's contractors will be liable for all the aspects listed under 'Us'. Comparing the list with the scope of works set out in the ITT establishes that the 2 given works descriptions line up.

The above list is comparable with other providers within the UK. However, the 'internal door' component is often the responsibility of the tenant and only replaced during void works to bring back up to standard, but is listed as a council responsibility above.

Response Times

Response repair times in the tenant are handbook are simply:

Reponse
Repairs

These are broken down into two types:-

- Emergency Repairs - 24 hours
- Appointed Repairs - 20 working days

Response repair times are to be appointed at a mutually acceptable time and date where at all possible.

There was an issue been flagged that the SDC system generates a 2 hour slot and the contractor operates a 4 hour slot and so there have been some complications when booking appointments.

This has now been resolved by allowing the contractor to make their own appointments. This is not an ideal situation as the call centre are unable to confirm an appointment at the time of the first call. This is a change is operating procedure since contract as outlined below.

Contractor obligations:

- SDC to make appointments in 2 hour slots on behalf of the contractor
- Attend response repairs within 20 working days, but within 2 weeks if possible
- 1x evening per week and Saturday 9:00 – 12:00 availability
- 80% First Time Fix
- Full No access procedure including calling tenant whilst at the property
- Emergency orders must be attended within 4 hours (including Out of Hours calls)
- Where emergency calls are only made safe contractor must attend site the next day to complete the repair

Planned works must be advised 2 weeks in advance and the duration of the given works stated.

There are some discrepancies between the contractor obligations and the tenant handbook. Presumably these are so that the tenant is never 'over promised'. The obvious example is the tenant handbook states all emergencies will be attended within 24 hours, whereas the contractor has a deadline of 4 hours, including a KPI required 100% success.

There is an out of hours call centre (Civica) for all calls out of office hours (and on Wednesdays when the SDC call centre is in training). All calls are passed on to the contractor with a strict 4 hour response. The aim is to repair the issue but where necessary make safe and return next day to complete. Where repairs are not deemed an emergency the tenant will be liable for the charge which is dealt with by SDC.

Review corporate delivery plan
Comments on links to potential future options

There are 5 elements to the SDC corporate plan, and while the the planned, responsive repairs, and voids contract sits within the Affordable Housing section, it is important to ensure that the contract sits within the framework of the council overall goals.

OUR VISION . . .

Leading a community that is making Stroud district a better place to live, work and visit for everyone.

The plan seeks to demonstrate how this will be achieved around key priorities:

ECONOMY

Help create a sustainable and vibrant economy that works for all

AFFORDABLE HOUSING

Provide affordable, energy efficient homes for our diverse and changing population

ENVIRONMENT

Help the community minimise its carbon footprint, adapt to climate change and recycle more

HEALTH AND WELL BEING

Promote the health and well being of our communities and work with others to deliver the public health agenda

DELIVERY

Provide value for money to our taxpayers and high quality services to our customers

Economy; Gaining best value from any contract is paramount. The options appraisal being entered into shows that due diligence is being taken to ensure best value moving forward. It may also be important to direct community benefit into securing local jobs apprenticeships etc.

Current contractors have a commitment to show social value

Affordable Housing; The service is directly for the affordable housing provided by SDC. The provision of decent homes to a lettable standard is highest priority. Planned works to work to a goal of higher fuel efficiency and tackle fuel poverty.

No direct plan to reduce fuel poverty is in place, however, by updating EPCs on the new system the SAP rates are raising. As a result of general programmes such as doors, windows and roofing SAP ratings are improving.

Environment; Making the homes provided more fuel efficient with new boilers, insulation, etc. reduces carbon footprint.

Intelligent scheduling for appointments, and having the right van stock to complete works reduces travel.

Currently hampered by IT systems not allowing information flow. This could be to the detriment of the repairs

Health & Wellbeing; Decent Homes standard, giving tenants warm, affordable, dry homes.

Compliance is managed well, however the manual processes that are in place may be a weak point that would be negated by new IT systems.

Delivery; Service provision through a thorough process to achieve the right service for the right cost, providing value for money.

Contract management is currently hampered by IT systems not allowing information flow. This could be to the detriment of the delivery

By next year SDC should have 100% good stock condition data, which will enable planned programmes to be set with more accuracy than ever before. This will include double glazing, EWI, new boilers (separate to this contract), doors etc all of which will enhance the SAP rating of the properties and in turn make the homes more fuel efficient.

Within the 2017-2018 period only 1 home had External Wall Insulation. There were planned programmes for renewals such as double glazing, which by default will improve home efficiency but specific programmes to up SAP rating are hard to distinguish.

By including more of the partnering or Systems Thinking models within any new contract there may be ways of reducing post work inspections as the operative would self certify. This cuts down on staff and travel costs and lowers the carbon footprint with less visits taking place.

Review procurement procedure rules

Standing orders

Comment on limitations for future options

SDC has produced a 'Contract and Procurement Procedure Rules, with industry standard tiers:

Upto £5,000	Prices from 3 suppliers obtained to show VfM
Upto £75,000	Written quotations utilising South West Portal
£75,000 – EU threshold	Minimum 3 tender responses through South West Portal
Above Threshold	OJEU notice, formal tender, South West Portal,







Standing orders within the contract currently:
 Variations under £150 allowed
 Variation over £150 must be verified by SDC

There are no limitations based on the procedures in place as the contract will be over the EU threshold and as such must adhere to the EU rules of procurement.

There may be cultural issues that act as barriers to certain types of contract. The contract in place and previous contracts have been administered in a traditional manner, including the client checking contractors work, invoicing, etc. There is mention within the preamble of the current tender documents about partnering methods, however, this does not seem to be happening at the moment. If a true partnership or even Systems Thinking model was introduced the change management would be crucial.

Review any policy gaps

The council has a robust set of policies in place in terms of procurement, value for money, and all aspects of housing compliance.

- [Anti fraud and corruption policy statement and strategy \(including anti bribery policy and anti money laundering policy\) 2017 – 2019](#)  (516.6 KB)
- [Contaminated land strategy](#)  (536.8 KB)
- [Corporate Asset Management Strategy 2016-2021](#)  (34.3 KB)
- [Corporate Delivery Plan 2018-22](#)  (851.4 KB)
- [Data Protection Policy](#)  (402.1 KB)
- [Equality diversity policy](#)  (138.3 KB)
- [Jobs and growth plan 2013-2018](#)  (1.8 MB)
- [Jobs and growth plan 2013-2018 update](#)  (1.6 MB)
- [Risk management policy](#)  (339.4 KB)
- [Whistle blowing policy](#)  (28.9 KB)

There is a concern that with current systems there is many manual processes and therefore more chance of human error which has more possibility of something being missed than if the systems were linked and transferred data easily.

There is a potential issue with the way that the council cross charge for items such as IT support/ office space and possibly other items. It is difficult to see a true cost and as such the HCA funding model may be compromised.

Comment on policy “limitations”

There is nothing within the policies that will limit options moving forward.

Procurement standing orders are within normal parameters.

Limitations will not come through policy but with politics, culture, and council experience.

- Being a council, rather than a HA, the departmental fractions are greater, and have different priorities. i.e. the IT support team would rather keep Northgate as they are familiar and are confident in supporting it, the Asset team would rather change to a Civica (or similar) system.
- SDC have previously had a DLO and moved to a contractor model – there will be different views within the teams as to which model is better, and what their involvement is/ will be.
- Change management is difficult, especially if changes are wholesale changes meaning new staff, offices, job roles etc. There is a limit to how quickly this can be achieved and how much resource can be devoted to it.
- The council have a joint venture with a grounds maintenance/ facilities management company, Ubico. This venture has not been financially successful and may tarnish the idea of joint venture moving forward.

7.08 Conclusions

- Improvements in efficiency can be made by ensuring parity of specifications for planned works so that management and administration is simplified.
- Improvements in efficiency can be made by investing in IT systems to help smooth flow of information, i.e. Client and Contractor IT systems do not work with each other effectively in terms of scheduling.
- Standing orders are comparable with other providers, with no outstanding issues.
- No policy or legislation to hinder any administration option in the future
- Robust policies in place.
- A new delivery model will present opportunities to improve value for money, service standards, and work in more efficient methods, working to and enhancing the Corporate Delivery Plan.
- An investment in IT systems within any model moving forward is recommended.

8: Project 5 – IT and Communications

8.01 Executive Summary

8.02 Northgate and Keystone are not cohesive. They do not integrate with each other and as a result there are many 'work-arounds'. These include extra software to interface between certain aspects, and manual interventions. It seems as if temporary adjustments have become permanent fixtures.

8.03 Day to day operations are possible with current systems in place. **However**, there is requirement for manual interventions such as scanning a huge amount of documents every day on to the system rather than an automated process.

There is also a possibility that with so many interfaces and manual processes that crucial data such as HHSRS data could be missed.

8.04 BARIS has been an important step in reducing the amount of reconciliation required. Tara Wheeler in particular was spending a lot of time with reconciliation's, but the BARIS interface has meant that this is now automated.

8.05 Staff are dissatisfied with the current system. Processes are more difficult and take longer than could be if a cohesive system was in place.

8.06 Keystone is an effective system that is well utilised and is proving successful in gaining and storing survey data, planned works programmes, compliance, and keeping audit trails of all work streams.

8.07 Northgate completes a number of housing tenancy tasks, but a limited number of staff are able to use the system fully. The system does not integrate with Keystone effectively.

8.08 Internal IT support costs were £98,000 the period 2017-18, and are forecasted to rise considerably:

2018-19	£141,300
2019-20	£182,000

These costs are based on a share of total costs, so it wouldn't only be changes in maintenance that affect the charges, but also changes in the service recharging out, and changes across the wider council (especially for services which recharge on headcount).

These figures do not include Keystone or Northgate support or licences.

8.09 Key Observations and Recommendations

- The 2 main systems to not interface adequately.
- There has been a hiatus on progressing with investment in IT, and as a result temporary improvements have been added to solve particular issues, but a holistic view has not been taken.

- A report was conducted in 2014 which outlined 5 options moving forward with IT systems. It was found that the most advantageous and cost-effective option was to progress the procurement of a system to replace Northgate with a system such as the Civica system which seamlessly interfaces with Keystone.
- This report agrees that the sensible way forward for the Asset and repairs functions to be served by a new system that interacts with Keystone. This report has not considered how the Northgate replacement might affect issues such as rent.

8.10 Report Detail

Map out the current IT systems and interfaces used by contract services in relation to repairs, planned and void works

There are several systems used throughout the Repairs and maintenance team as flows:



Northgate is the housing management system holding all tenancy and housing information. This system is utilised for:

- All rental information; payments due, overdue, balances
- Tenant information; Names, contact details, flags
- Repairs; Logging, status, inspection regime, variation flags, audit trail, payment scheduling/ approvals
- Contractor invoicing, logging
- Asbestos report link from Keystone



Keystone is the asset management database and is constantly updated through the surveys conducted through the Foundation based tablets. Keystone holds all asset detail including:

- All asset detail:
 - KAM, Keystone Asset Management; Address, age, archetype of building, estate data, component data; type quantity, replacement date, warranty information
 - KSI, Keystone Servicing Information Service programmes, compliance data (audit trail and certificates), EPCs
 - KPM, Keystone Planned Maintenance; Planned works data, programmes, live updates
 - KAR, Keystone Asbestos Register; Asbestos reports, audit trail
 - FOUNDATION, the surveying software for the tablets which feed information directly into Keystone
- Tenant details (Pulled from Northgate each night)
- Audit trail of communications with contractors though Contractor Access Portal (CAP)

CAP

Contractor Access Portal is the interface between the planned works contractor and Keystone. This enables:

- Contractor to view all allocated jobs
- Contractor to update at any given time straight to Keystone (audit trail)
- Contractor to complete jobs; live updates
- Convey any other relevant detail data (tenant info etc)



Click is the scheduling tool is currently **only used by the Gas team** for SDC in-house gas services. Click holds all address information but no tenant information. Click is utilised for:

- Scheduling gas services
- Scheduling boiler/heating installs
- Scheduling gas repairs



Baris is the interface between Northgate and contractor IT systems.



Agresso is the accounting system used at SDC. This I used for:

- Processing rent payments
- Raising contractor invoices
- Processing contractor payments

Repair Process

The following process is typical of a repair from call into the call centre to completion by the contractor and payment:

1. Call in to call centre from tenant to report a repair required
2. Call handler uses Northgate picture based diagnostic tool to schedule repair. This automatically creates SOR's to pass to contractor and generates job cost.
3. Through a series of scripted questions dependant on repair though the diagnostic process call handler attributes the repair priority:
 - Routine 28 days

Urgent 7 days

Emergency 24 hours

4 hour 4 hours

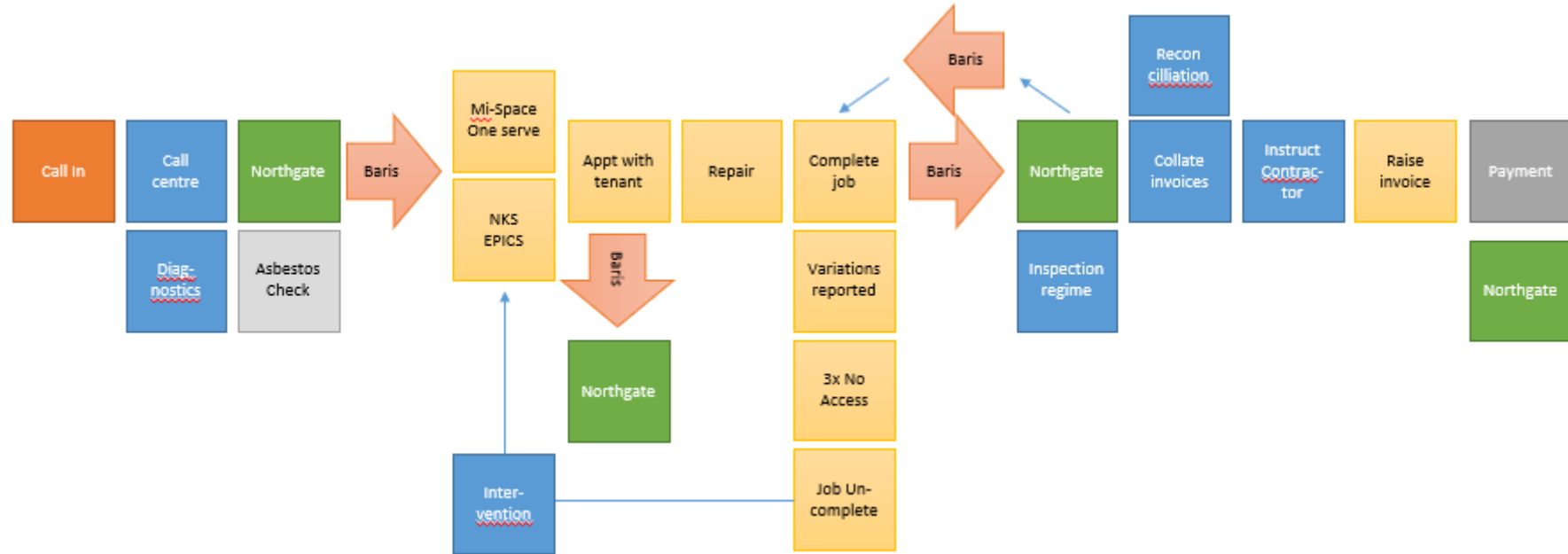
4. Call handler checks if there is asbestos present (through link to Keystone) and adds to job ticket appropriately.
5. Call handler adds any other notes, flags, specific times tenant is available, pertinent information
6. Job sent through Baris software to contractor
7. Contractor calls tenant to schedule an appointment within 24 hours (not contracted but agreed), logs on the system which updates Northgate (SDC) via Baris.
8. Contractor completes repair or tries to gain access 3 times
9. Contractor logs job complete – or no access inc. proof of 3 visits, to Northgate via Baris
- 9a. Where a job is not completed this is reported back to SDC, for further instruction, variation approval etc – Information may go back and forth between contractor and SDC via Baris and Northgate
10. Variations are logged. Any variations under £150 are accepted – Any variations over £150 have to be formally agreed before payment.
11. Northgate automatically, randomly selects an inspection regime within the following parameters:

Up to £250	10%
£251 - £500	20%
£501 - £1000	30%
Over £1001	100%

Inspections are to be completed within 7 days

Invoiced are not paid until inspections are complete
12. All jobs logged and approved are reconciled by Tara Wheeler weekly. Individual jobs are collated to create an invoice total. This total is provided to the contractor to invoice SDC.
13. Invoice accepted by Agresso system and payment made by BACS

Repair Information flow and Action Process



Legend:



Planned works

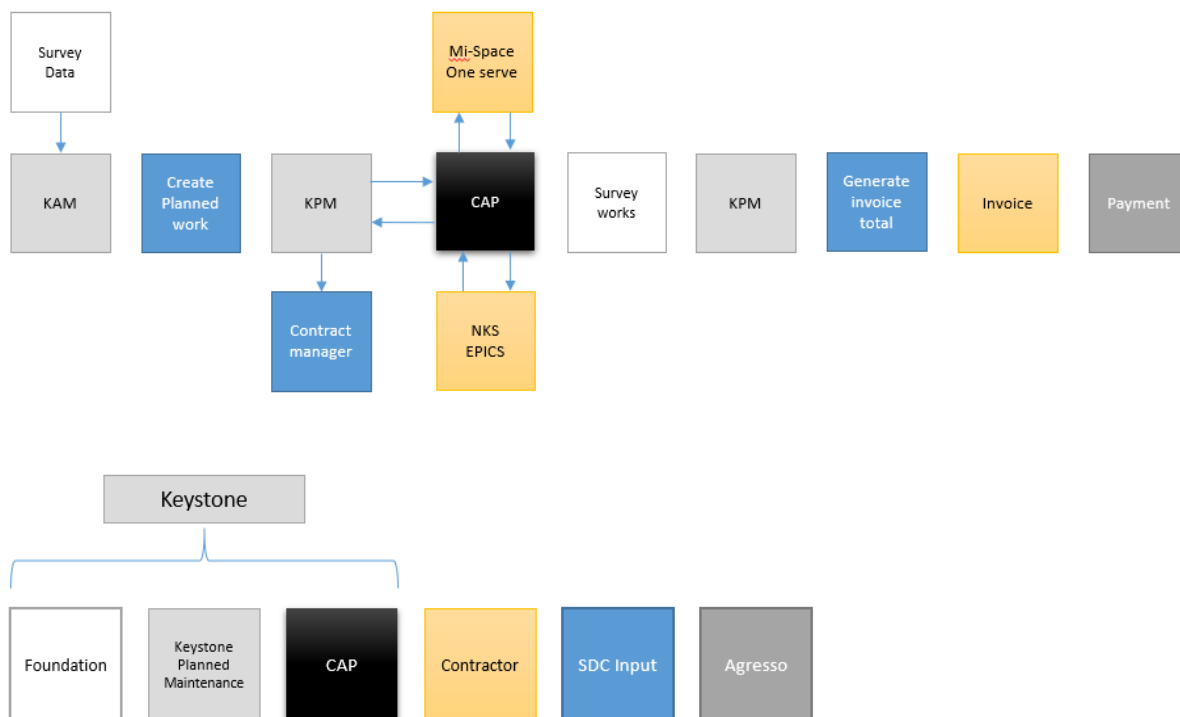
The geographical area has been split into 5 areas to create a 5 year plan. The stock condition survey regime has been built to feed the information for these specific areas. Approximately 1,000 surveys or 20% are complete each year, feeding the 5 year plan with up to date data.

The asset team put together suggested programmes of work to the contract managers for final approval and budget checking. Budgets are based on a basket of goods required for each bathroom/kitchen or measures for all other items. The basket of goods is adjusted when final fit is agreed.

The following is process is typical of a planned works programme:

1. Stock condition surveys conducted via FOUNDATION software on tablets uploaded directly into Keystone, validated by asset team.
2. Programme of works generated from Keystone asset data renewal dates and entered into KPM (Keystone Planned Maintenance)
3. Contract manager check, adjust if necessary, and approve programme of works
4. Make programme available through CAP (Contractor Access Portal)
5. Contractor can update, query, enter variations, adds and omits, including photos for consideration
6. Live updates throughout the programme
7. Surveyor sign off all works through FOUNDATION software on site with a tablet updated on Keystone & CAP
8. Contract manager compiles completed jobs and sends total to contractor to raise invoice
9. Invoice generated by Contractor, passed to Agresso for payment

Planned Works Information & action flow



Voids

Voids are split into 2 categories; minor and major. A minor void is treated in the same way as a repair, SOR's are passed to the contractor through the repairs process as shown above. Major voids are treated as planned works and follow the planned works protocols as above.

A Minor Void will typically consist of small-scale works items and be of low value. Typically, we would expect voids to fall into the following categories:

1. up to £500 – to be completed within 3 working days
2. £500-£1000 – to be completed within 5 working days
3. £500 and full decoration – to be completed with 7 working days
4. £500, full decoration and kitchen or bathroom – to be completed within 10 working days
5. £500, full decoration, kitchen and bathroom to be completed within 13 working days
6. Rewire add 2 working days to any combination

Major voids are usually large-scale works that either extend or improve the life of a building. A Major void is classed as such if an existing tenant would have in most instances had to be decanted in order for the works to take place. This definition is also applied to a void property subject to major works, not just those in major works programmes, and could include:

- Structural works, including floors, walls, roofs, or window and door replacements
- Site works to remedy the safety and security of tenants
- Works to address timber and pest issues, such as woodworm, or other infestation
- Consequential works as a result of major works
- Damage caused to buildings by a peril or major event such as fire, flood, subsidence or ground heave

The timescale for a Major Void is dependant on works however usually falls into 4-8 weeks

Detail the operational functions and the reasonableness of the systems

Processes in place are working and allow day to day running of the Asset management and repairs team to complete tasks as required. However, by using 2 different systems within the team some functions are more labour intensive than they would otherwise need to be. There are also some desired functions that are currently not possible (or if are possible are prohibitively expensive or beyond current skills/resource to implement).

The Housing management system, Northgate, and the Asset management system, Keystone do not effectively interface. There is a download from Northgate to Keystone each evening to transfer tenant details and a link in Northgate to be able view the asbestos report held in Keystone, but no other interfaces are currently usable.

From meetings with staff throughout the department the following viewpoints have been displayed:

Keystone:

Multiple functions; Stock surveying, asset management, planned maintenance, work flows, Compliance, signing off jobs, single point of communication/ data for assets and planned works

Closed protocol – Difficult for in house IT support. Data held by Keystone Cloud reduces control from SDC IT team

Operative experience – Good, easy to use, processes are streamlined and communications and audit trails held centrally

IT support experience – Difficult to use. Currently supported by Keystone cloud

* Cloud means that updates are instant and support work is carried out over the weekend meaning no downtime to the system. Data securely held off site.

Northgate:

Multiple functions; Tenant information, rent information, repairs diagnosis and logging, Auto SOR's.

Asset team struggle to get information from Northgate. It is felt that Northgate do not support the system in place.

In house IT team have been working with Northgate for a long time, are happy with the system and the support from Northgate.

Operative experience – Only 1 or 2 members of staff are able to pull reports and generally people feel the system is 'clunky'. System does not integrate adequately with other systems. IT team comments– System can be manipulated to do as required but takes time and resource.

An IT review was commissioned in 2014.

In 2014 the concerns about the system in its current format were as follows:

1. *We are not equipped to deal with welfare reform - 1% rent loss equates to approximately £300,000;*
2. *We are not equipped to deal with increasing tenant expectations and the need to provide a flexible, accessible service, eg inadequate tools to manage customer insight and our interactions with customers.*
3. *Managers and staff are not equipped with adequate reporting and performance management tools*
4. *IT for the gas DLO project is best procured through the wider IT project to ensure it is cost effective, integrated with the main systems and meets SDC's security requirements. There are serious legal implications attached to not fulfilling this business requirement.*
5. *The lack of integration between the systems:*
 - a. *impacts on our ability to manage health and safety issues in the properties like damp and asbestos - this has potential legal implications,*
 - b. *Responsive Repairs doesn't have easy access to information on warranties sometimes we pay for repairs that should be covered under warranties;*
6. *Inefficiencies hardwired into the current systems and processes (such as a lack of document management tools leading to excessive scanning) which, if not addressed through investment, will cost the organisation more than the upfront investment.*

7. *Many service improvements and efficiency savings require IT improvements*
8. *TS IT will continue to fall behind the rest of the sector and it will get more expensive to close it as innovations in the housing world continue.*
9. *The implementation of Northgate was never completed eg most staff don't know there is a search function and the search function was never configured according to the criteria that will be useful to the business – even without replacing Northgate we need to conduct an implementation exercise that needs to be resourced.*

Over the course of 10 years we will spend more on this option in support and maintenance costs than by negotiating lower on-going costs through procurement

While there has been some investment in the system since 2014 it is fair to say that these have been installed as temporary measures until the systems are upgraded or changed. These include:

A link within the Northgate repairs system to the asbestos report held within the Keystone system

A scheduling tool for the gas team to use which is a separate system and requires staff to operate Click, North gate and outlook to schedule the gas team and handy men.

A BARIS interface to allow contractor IT interface with Northgate

These systems are all 'bolt on' systems which require manual interventions, and as a result are resource demanding.

The 2014 IT review found the following detailed the following options moving forward:

1. No further investment in IT (Baseline)
2. Full investment in principle housing system as detailed by Northgate
3. Partial investment in Northgate, with SDC IT development (CSI) Invest in a new housing management system that integrates with Keystone.
4. Procure housing system which interfaces effectively with Keystone
5. Invest in one new system that takes over from Keystone and Northgate

Out of the above 5 options only it is the opinion of this report that only 2 options are viable options moving forward which are to be considered:

1. Partial investment in Northgate, with SDC IT development (CSI) Invest in a new housing management system that integrates with Keystone.
 2. Procure housing system which interfaces effectively with Keystone
1. Invest in the current systems to ensure that they integrate and perform as per SDC's requirement

Advantages	Disadvantages/Risks
<ol style="list-style-type: none"> 1. Business Continuity – no change to the main system 2. Meeting most of the business requirements without having to procure and implement a 	<ol style="list-style-type: none"> 1. Lack of integration between Northgate and Keystone is a major problem and no easy or cost-effective option for resolving this has been offered by Northgate or identified

<p>new system</p> <p>3. Reduced time to implement improvements - We could begin to implement improvements immediately and thus hopefully complete the project sooner due to not having to go through procurement</p> <p>4. Smaller scale implementation project than for a new system - We already have the system implemented so, although we would have to re-model and re-launch many modules, we would not have to enter into wholesale data migration or implementation of a new system and we have the knowledge of how to support the system in-house and all of the back-office infrastructure and links to the rest of the Council already set up for Northgate</p> <p>5. Complete existing projects and implement purchased modules and interfaces - We have bought modules and interfaces that we have not yet been executed (e.g. Customer Activity) – we would be able to realise the benefits of these investments</p> <p>6. Keeping Keystone – staff are happy with Keystone and if we stick with it we can realise the benefits to the business of the investment we have made in it in terms of financial and non-financial resources</p>	<p>through our research</p> <p>2. Lack of user buy-in – widespread dissatisfaction and disengagement with Northgate across the service – it will take very strong management of staff and a lot of training to ensure they use the system to capacity in the future</p> <p>3. Not cost effective – high upfront costs - £422,600 on improvements to the system, consultancy and third party add-ons</p> <p>4. Higher long-term costs – the current S&M costs for Northgate are significantly more than the average of those quoted by other software providers, and for this option they will double</p> <p>5. Extensive re-modelling of the processes and systems is required in Tenant Services whether or not we procure a new system, so this will need to be done even if we stay with Northgate but the incentive of a new system will not be there – Northgate was never fully implemented</p> <p>6. We have not tested the market for 15 years and may not be benefiting from all the advancements and savings available - we may be able to negotiate a cheaper contract by going through a competitive tendering process</p> <p>7. Lack of a suitable customer relationship management solution – Northgate’s preferred third party CRM solution (MS Dynamics) is expensive and too complicated for the needs of the business</p>
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2. Invest in a new housing management system that integrates with Keystone.

Advantages	Disadvantages/Risks
<p>1. Keeping Keystone – staff are happy with Keystone and if we stick with it we can realise the benefits of existing investment</p> <p>2. Future proofing – benefiting from the latest IT advancements on the market</p> <p>3. Potentially leaner and more secure IT support – for</p>	<p>1. Investment of Time & Resources - The procurement process is time-consuming and costly, and implementing a new system will take time and effort</p> <p>2. Impact of implementation and change on the service – staff will require training so there could be a period of adjustment before the benefits of the new system are realised; there may be a</p>

<p>example if we procure a cloud-based system it will be hosted externally which means we will be less at risk of loss of data. It will reduce demand on central IT to support the system</p> <ol style="list-style-type: none"> 4. “Compare, contrast and compete” - ensuring we have the best fit for TS from the current market 5. Efficiency savings through bulk buying - We can negotiate a better deal with a new provider through bulk buying solutions to all our current needs 6. User buy-in - staff are dissatisfied with the current system and involving them in choosing a new one would improve staff engagement thus boosting productivity and performance, and ultimately VfM 7. Potential for better customer service from the system provider - through peer research we have confirmed there are systems with positive reviews from existing users 8. Culture change - a new start to set up good working habits and replace inefficient processes with streamlined processes 9. Potential for improved service to our customers - implementing a new system will ensure valuable improvements to IT are made that previously have not been prioritised, and ultimately this will enable TS to provide a better and leaner service to customers 10. More cost effective – less expensive to procure a new system than to purchase the improvements Northgate has suggested we make 11. Long term financial sustainability – the average annual S&M costs for the new systems is about half the annual S&M costs of Northgate – and these would increase as we invest more in Northgate 	<p>need for some down time (although this is likely to be minimal, can be phased and done out of hours)</p> <ol style="list-style-type: none"> 3. Risks associated with choosing a new system - There is no perfect system and there are bound to be unforeseen issues with any system 4. SDC IT may not have the skills or resources to support the new system (although some of the budget has been set aside to assist with this) 5. Delay to project completion due to procurement 6. Never realising the potential of our existing system - the timescales of the project do not allow for us to fully explore the improvements that could be made by staying with Northgate before choosing to go out to procurement 7. Costs of double running - resourcing the current systems during procurement and implementation - It will take at least a year and a half to procure and implement a new system and in this time we will have to not only maintain the current systems but also make certain essential improvements to enable TS to fulfil its duties as a housing provider
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Detail the costs of hardware, software and licences

To detail the costs of the hardware the team have been looked at by role and determined as accurately as possible which role with the team require what hardware. By observing the requirements in this manner will allow the requirements to be upscaled for the options appraisal if required during the options stage.

This does not take into account any asset depreciation

Hardware

Desktop	Citrix, Monitor, Telephone
Tablet	Windows Surface Pro with Foundation
Mobile	Windows Phone
Dock	Windows Surface Pro compatible

Job Role	Desktop	Tablet	Mobile phone	Docking	Notes
Cost	£ 1,000.00	£ 600.00	£ 150.00	£ 250.00	
Head of Service	1		1		
Tenancy Ops Manager	1		1		
Asset Info & support Man'	1		1		
Asset Data Officer x2	2				
Repairs Admin x 1.5	1.5				
SCS		1	1		
Housing Contracts Ass't	1				
Senior Maint' Advisor	1				
Maintenance Advisor x4	4				
Senior Scheduler					Not included in service
Heating Scheduler x2					Not included in service
RM&V Manager	1		1		
R&V Officer x3		3	3		
Trainee R&V Officer		1	1		
Handy Person x2		2	2		
Contract Del' Man'	1		1		
Planned Maint' Officer x3		3	3		
Special Project Surveyor		1	1		
Trainee Planned M' x2		2	2		
Services Man'	1		1		Not included in service
Heating Contracts Man'					Not included in service
Heating Gas Eng' x4					Not included in service
M&E Officer		1	1		
Principal H&S Man'	0.33		0.33		Assumed RM&V allocation
Compliance Officer	0.33				Assumed RM&V allocation
Hot Desk/ Spares	11				
Docking Stations				4	
Total	27.16	14	20.33	4	
Total Cost	£27,160.00	£8,400.00	£ 3,049.50	£ 1,000.00	£ 39,609.50

Software

Software charges are as follows:

Keystone	QTY	Unit	Nett
Hosting Annual support & Maintenance	1	£9,000.00	£ 9,000.00
KAM Annual Support & Maintenance	1	£6,389.82	£ 6,389.82
KGI Annual Support & Maintenance	1	£1,700.75	£ 1,700.75
Foundation Annual Support & Maintenance	1	£1,366.51	£ 1,366.51
KAR Annual Support & Maintenance	1	£1,731.50	£ 1,731.50
AutoAssessor Pro Single User & Support	1	£2,601.84	£ 2,601.84
KSI Annual Support & Maintenance	1	£3,170.79	£ 3,170.79
KPM Licences	1	£1,731.55	£ 1,731.55
Keystone Hosting	8	£ 625.00	£ 5,000.00

Keystone Total	£	32,692.76
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Northgate	Nett
Estates	
Rents	
Repairs	
Right to Buy	
Tenancy Services	
Planned Maintenance	
FQV	
Business Objects BOE Professional Bundle 1BOE Prof	
Business Objects BOE Prof Bundle	
Oracle Database Enterprise Edition Non Standard 6500	
User	
Oracle Forms Developer Non Standard User	
Baris Repair Interface including Integrator for Baris use only	
Payment Arrangements	£ 36,887.45
SMS Communications Module	
DIP (Documents) & Workflow (Task Manager -All)	
API for Create Notepad	
Support Services	
Property Life Cycle	
Housing Self Serve Framework including	
Self Serve Rent Enquiries	
Self Serve Repairs Enquiries	
Self Serve Change of Circumstances	
Self Service for Repair (Interfinder)	
Self Service for Direct Debit (registration)	
Self Service for View Payment Schedule	
Self Service Key Details	
Northgate user group subs due November 2018	£ 250.00

Northgate Total	£	37,137.45
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Other IT Payments	Nett
Annual KOFAX licence for the scanner software	£ 1,726.00
Annual Escrow to NCC	£ 930.00
Under occupancy report to Civica paid to 31.12.18 in last year	£ 766.49
PTC server & scheduler last year paid to 13.09.18	£ 1,656.00
SOR software Responsive Maintenance to M3 Housing	£ 450.00

Other IT	£	5,528.49
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Summary of software costs:

Software	Nett	
Keystone Total	£	32,692.76
Northgate Total	£	37,137.45
Other IT	£	5,528.49
Annual Software Related Costs	£	75,358.70

Detail any issues, gaps, non-compliance and under-utilisation of the systems

The main issues derive from the fact there are 2 separate systems which are required to interface. To try and complete tasks with 2 separate systems means that processes are a burden on resources.

There have been 'bolt on' fixes to some of the major problems, meaning that legal obligations such as asbestos register sharing is covered. However each bolt on is for a specific element and adds little else. Further more this extra software comes at a cost and requires support.

The IT support have stated that more could be done to integrate the systems. However the problem has been long standing and the fact that it is still apparent suggests that the status quo is not going to change without investment and a new approach.

Key issues/ Gaps in the systems

- Northgate and Keystone do not integrate effectively
- It is difficult to run reports through Northgate which makes management difficult
- Document management capability is poor meaning all documents have to be scanned into the system, this creates unnecessary paperwork and is equivalent to 1x FTE scanning documents.
- Warranty information is not readily available and is sometimes missed meaning repair payments are paid rather than warranty work carried out.
- The Click system does not integrate with the other systems and as a result schedulers have to use click, Northgate and Outlook to be able to book operatives to jobs.

Non-Compliance

No evidence of non-compliance has been found. However, it is clear that using multiple platforms that do not share information easily may lead to information being misplaced and as such have an impact on compliance issues.

Repairs completed are manually checked by the asset team and only updated on to the asset register if a major repair has been completed and a resulting change in life span has occurred.

Details IT department support services charges

The following charges have been levied against the Asset and repairs team. The codes and amounts are decided by the accountants department.

Comment from SDC Principle Accountant: 'These costs are based on a share of total costs, so it wouldn't only be changes in maintenance that affect the charges, but also changes in the service recharging out, and changes across the wider council (especially for services which recharge on headcount).'

The below table shows the figures from 2017-18. This include some hardware costs which are not used in the comparison for support services below.

SDC IT Charges	Nett	
IT - Infrastructure Team (H11)	£	98,567.02
Telecommunications (Dxx)	£	321.49
Hardware (Dxx)	£	376.22
	SDC IT	£ 99,264.73

Discussions with the head of IT Infrastructure confirmed that costs should include cover for:

- Support services given by internal IT team
- Licences for operating systems
- IT infrastructure

Internal IT support costs were £98,567 for the period 2017-18, and are forecasted to rise considerably:

2018-19	£141,300
2019-20	£182,000

These figures do not include Keystone or Northgate support or licences.

8.11 Summary of Findings

- Northgate and Keystone do not effectively interface
- Resource is being used as manual 'work arounds' are required to complete day to day tasks
- There is currently masses of paperwork which with the right systems in place would be unnecessary. This is currently scanned in and takes up significant amount of time.
- Bolt on software is being utilised as standard API's (Application programming interfaces) are limited. While this serves its purpose, it seems as though these are temporary measures which require more support and resource than if a new system with sufficient capabilities were in place

- Software licencing is expensive, if there was a full system provided by single supplier the expectation is that these costs would drop
- In house IT support is capable of supporting Northgate, and are unhappy with the could service supplied by Keystone
- The Cloud based eservice provided by Keystone is well received by asset team staff.
- In-house support costs are cross charged. It is currently unclear what the charges are or what they cover.
- Generally, the Asset team are happy with the Keystone system and the processes involved.
- There are a few members of staff that are Northgate users which are advocates of it. But generally, the feeling is that it is archaic, 'clunky', and difficult to use.