Taunton Deane Borough Council / West Somerset Council

Taunton DLO operational challenges and opportunities for Improvement

Rich Prewer – Property Services Manager

1   Executive Summary / Purpose of the Report

1.1   This report will offer an update to Tenant Services Management Board on the current situation in Property services.

2   Recommendations

2.1   It is recommended that TSMB reads this report in conjunction with the Operational Delivery Plan for 2017/18 – Appendix B - and the Property Services Key Performance Indicators (KPI) Scorecard – Appendix A - to offer assurances performance issues are being dealt with and opportunities for improvement are being delivered. We would also be pleased to receive any recommendations around other KPI's the TSMB would like to receive.

3   Background

3.1   The efficient repair and maintenance of properties is a key requirement for any successful organisation.

3.2   The development of a repairs and maintenance Operational Delivery Plan and KPI Scorecard is designed to ensure we deliver an excellent repairs and maintenance service for tenants and leaseholders that sees performance in the 'top quartile' as a benchmark 'norm', and enables residents to live in well maintained, warm and safe homes that contribute to sustainable communities.

3.3   The KPI's and Plan concentrate on the delivery and the development of the repairs service. Please note that the data currently contained in the KPI Scorecard is for illustrative purposes only, it is too early in the current financial year to have accurate information available. The scorecard will be populated with precise information as the year progresses.

3.4   We recognise the importance of a highly performing value for money appointable repairs service. We will continue to improve our levels of service delivery and reduce our reliance on responsive maintenance; carry out more planned (programmed) maintenance, and adopt national best practice.

3.5   Our plan details the work which we will undertake over the year, linking to the TDBC transformation and demonstrates our commitment to ongoing service delivery and

improvement; this in turn will allow Property Services to become a commercial organisation capable of working within further markets.

4

4.1 **Resources**

Taunton Deane Property Services currently delivers its Maintenance service to its tenants from the Deane Depot based in Wellington. The majority of DLO operatives will then be working from home and it is envisaged they will travel to and from home to work using their allocated vehicles .This will only differ where operatives reside in areas where there are restrictions on the parking of Commercial vehicles.

4.2 **Repairs Logistics Team**

The Repairs Logistics Team is made up of ten full and part time logistics officers who are managed by a Repairs Logistics manager (New Appointment is imminent as current officer retires in May).

Their role is to act as the conduit between the tenants and leaseholders and the organisation with regards to property maintenance .Primarily they take calls from tenants and leaseholders who have repair and maintenance issues with their properties, identify the repair and plan the works through the DRS software system .This includes where possible identifying the Schedule of rates codes, planning the works, scheduling the appointments and booking the operatives.

Recent feedback highlights this service as the major cause of dissatisfaction with the repairs service. Planning software and issues with Open Contractor have not allowed the team to function as they should. We have made major strides forward in getting all trades onto tablets including voids and corporate work. Systems should have bedded in by the beginning of this financial year and I expect the service to improve greatly.

4.3 **Vehicles**

The current leased and owned vehicles used by Building Services are managed through business support at an approximate cost of £290,000 per annum. This includes fuel costs which are supplied via a fuel card system. Within the total price is the cost of running repairs and maintenance, licences, tax and Ministry of Transport testing. We will use all the information gleaned to investigate the opportunity of procuring our own fit for purpose vehicle fleet going forward.

4.4 **Staffing**

The repairs and maintenance service is currently delivered to our tenants via three geographically based area Works teams consisting of numerous trade operatives and support staff. In addition to these three teams we have an asbestos team who support the area teams in undertaking asbestos removal, task drilling and encapsulation works as and when necessary. In addition to delivering the response repairs service these three area works teams will also complete any void works or one off jobs that do not fall within a responsive category (such as construction of retaining walls ,car park works and

one off refurbishments.)

We also have a corporate works team which delivers a reactive and planned service to all our internal and external corporate stakeholders such as West Somerset council, Tone Leisure and TDBC. This work can vary from the maintenance of swimming pools harbours and marinas to the roll out of the WIFI in Taunton town centre .This work is charged and forms part of an income for the service.

The cost of the DLO APT&C response staff salaries is estimated to be for financial year 2016/2017 approx. £1,353,958.44.This is estimated to be lower than the budgeted figure of £1.9m mainly due to the number of vacancies we are currently carrying in the area of Multi skilled operatives and general trades.

However we have increased our dependency on sub-contractors and agency staff due to staff shortages and this will have an overall impact on the general staff costs at the year-end .The budget for temporary staff and sub-contractors totals £638,310 yet the forecast for this area is £919,671, an overspend of £281,361. However with the potential underspend on the APT&C staff budget of £546,042 this still leaves us with an anticipated underspend in this area of around £250,000.However this will be reduced over time by additional costs not already budgeted for such as training costs and additional support costs.

With regards to Agency staff, we have recruited the majority to the establishment to help develop the cultural change we desire.

We have considered the legal position of the sub-contractors and Agency staff that may feel they have an employment rights claim and acted appropriately with the support of our HR colleagues.

Property Services, in trying to establish a trade pool also employs and supports a number of apprentices who attend the local college on a day release basis .There are in total 13 apprentices at the moment some of which are second and third year students.

4.5 **Stores/Supplies**

We are currently reviewing the way we procure our stores and materials. In delivering the repairs service our operatives have the ability to use a number of approved trade supply outlets as well as our own internal stores .With regards to whether we receive value for money from these organisations or whether they have been subjected to any market testing process is not confirmed .However we use a number of local plumbing, electrical, paint and timber merchants who through negotiations could offer a more cost effective price for materials .We anticipate an approximate spend on supplies and materials in excess of £1,000,000 this financial year and there would obviously be some savings or cost benefits if we were to negotiate a supplies contract with a larger more diverse supplier rather than twenty or thirty smaller local franchises. In addition the stock removed from store is subject to an additional % to cover costs of staff and premises which are above 43%.

4.6 **Information Technology Issues**

We have trained our Trade Professionals in the use of PDA's and have relied on the

good will of staff to date to do this. A number of the Repairs logistics staff have helped to deliver this process, however it has been stressful and fraught with difficulties beyond their control. IT issues are our biggest concern going forward.

The recent changes to the Business Support Team has enabled the streamlining of admin services and we have noticed a marked improvement in what they deliver for us however the continuation of the training is key to us being in a position to deliver timely business information and report on budgets and KPI's.

Currently we have trained and issued all the three Area Works teams with PDA's but still need to expand the use to cover the corporate works team, the asbestos team and the electrical testing team .However this has been delayed due to issues with regards to the DRS system, operational issues, PDA training and the lack of corporate information on Open Contractor .Other issues include the lack of specific schedule of rates codes on the system to allocate works to the operatives via the PDA.

Operatives have consistently complained about the problems they are having with the PDA's in that on occasions the language changes, password drops, jobs aren't received or there is no signal .Currently we have had no access to PDA working for three days which requires all operatives to visit the office to try and get additional work .This means all operatives are either trying to ring the office, visit the logistics team or waste time not chasing work. We are working with our IT colleagues to resolve this as quickly as possible as the tablets are key for providing the detail around the KPI's

4.7 Response repairs/Voids

Our aim as identified within the scorecard looks to reduce turnaround time, rent loss and average void cost offering significant savings.

The Area Works Managers are struggling with completing the voids within a reasonable amount of time mainly because they cannot prioritise their workforce as this is subjected to the DRS /PDA system. The schedules are in the first instance written up and processed by the Area Works Managers who are happy with the current voids proforma. This is then sent to the Business Support Team for processing and when completed will be returned. Running parallel to this process is the asbestos survey request to Tersus which can take a substantial amount of time to complete.

This process prevents the operatives from entering the property until the property has been surveyed for asbestos and the schedule received .Once this is completed the Area Works Manager will then arrange for the Repairs Logistics team to load the schedule on to the system and send it to an operative via a PDA .The main problem with this at the outset was that some of the logistics team did not have enough information about the works required to know which trades to allocate first and when .Carpenters were sent to remove kitchens whilst they were still plumbed in and plasterers to plaster ceiling before the electrics were disconnected. However with joint working and the Area Works Managers sitting with the logistics team this is getting better. We now have a pre void officer in post and we are recruiting another. We are already reaping the rewards from this.

4.8 Waste Disposal Costs
In checking the financial costs for voids and response repairs there are continually large sums of money being attributed to the voids costs in both minor and major on a monthly

basis which prevents us from calculating our average void cost .These charges I am told are an agreed % from some years ago, but do not reflect the position on the ground. This has been dealt with and the void cost will now be accurate.

5   Links to Corporate Aims / Priorities

All the work we are doing aims to complement the wider TDBC transformation plan and its aspirations to deliver a brilliant service. The operational delivery plan and the KPI scorecard also look to exceed expectations and put Property Services in the top quartile of our peer groups as measured by Housemark.

5.1   **Best Practice**

Property Services will focus on three main priorities this year, these are, financial performance, cultural change and customer satisfaction.

Understanding our costs is key to effective financial performance and to this aim the HRA budget has been set up accordingly. It's imperative the tablets are used correctly to provide the necessary data.

I am pleased to say the cultural change we desire within Property Services has started to take shape and puts the customer at the heart of all we do. We have also trained contractors to deliver their service to mirror ours so it's seamless for the customer.

To compliment this we have joined two organisations that will offer assurances on how we measure the change. The Association of Gas Safety Managers (AGSM) will offer advice and guidance on best practice for our new in house gas team.

We have also joined the Considerate Constructors Scheme. This organisation will visit on a six monthly basis the Wellington site along with visits to residents' homes to ensure that we deliver an exceptional service. I propose to update TSMB after the visits have been undertaken and report the scores received.

Reporting Frequency: once only   Ad-hoc   quarterly

Twice-yearly   annually

List of Appendices (delete if not applicable)

Appendix A	KPI Scorecard
Appendix B	Operational Delivery Plan

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Property Services Performance Scorecard

KPI Number	KPI detail	Target / Expected Level 2017/18	A/Q/M	End of 2016/17 Performance	Q1 2017/18 Performance	Cumulative Performance	Traffic light	Trend	Comments
1	Responsive Repairs: Emergency Repairs Completed on Time	100%	Q		100%	100%	G	⇔	On target
2	Responsive Repairs: Appointed (non-emergency repairs) Completed on time	95%	Q		86.50%	88.30%	R	NEW	Improving cumulitive performance. July figure was 92.9%
3	Responsive Repairs: Repairs completed out of target	5%	Q		6.70%	4.40%	A	NEW	The trend is showing a major improvement, in April the figure was 9.1% however for June we are achieving 0.7 for July
4	Responsive Repairs: Spend against profiled Budget	100%	Q		95.80%	95.60%	G		
5	Responsive Repairs: Productive Time (number of hours works/number of hours available to work)	75%	Q		75.27%	80.00%	G	NEW	The calculation for this figure is based on working 207 days out of 260. The assumes 53 days. 11 days (4% Company target) sickness, 28 days holiday 8 Bank holidays and 6 training days. 207 /260=79.62%.
6	Responsive Repairs: Average Visits per day	3.5	Q		3.2	3.2	A	NEW	Trend remains steady
7	Responsive Repairs: Average jobs per day	5	Q		5.4	5.4	G	NEW	The performance in this area remains consistent . New supervisors and schedulers will assist with improving this trend further.
8	Responsive Repairs: Satisfaction with the quality of the works (postcards)	85%	Q		98.00%	97.00%	G	NEW	
9	Responsive Repairs: Customer Satisfaction with Operatives professionalism (postcards)	85%	Q		99.00%	97.80%	G	NEW	2 returns from a total of 56 returns in July highlighted dissatisfaction. Both have been investigated and appropriate action taken
10	Planned Maintenance: Commited Spend against budget	100%	Q		70%	85%	G	NEW	This KPI is difficult to report as both an underspend and overspend are equally bad. The target level highlighted for the purpose of this committee will identify overspend. The commentary provided here will give this committee details of any issues identified such as refusals. the 70% figure highlighted in Q1 performance relates to the percentage of budget committed to date.
11	Planned Maintenance: % Capital works commited against plan	95%	Q		99.38%	94.50%	G	⇧	We are late starting gas installs due to the delay in mains Installations
12	Planned Maintenance: Refusal rate (%)	5%	Q		19.60%	18.00%	R	NEW	• Kitchen (139) • Bathroom (28) • Heating (34) • Windows (1) • Wet Room (6) In total this is 208 refusals this year, so far. 29 less refusals than the quarterly update
13	Planned Maintenance: Customer Satisfaction against planned works	95%	Q		98.97%	98.45%	G	⇧	
14	Gas: Percentage of properties with a current CP12	100%	Q		100%	100%	G	⇔	
15	Gas: Number of properties going through legal access action (within target date)	40	Q		0	0	G	NEW	
16	Voids: Number of voids YTD againt profile	280	Q		190	262	G	NEW	
17	Voids: Number of Major voids (Quarter total)	32	Q		26	36	A	NEW	4 more than profiled
18	Voids: Number of minor voids (Quarter total)	248	Q		164	226	G	NEW	22 less than profiled. Revised void standard being implimented.
19	Voids: Average cost per minor void	£2,750	Q		£2,858.00	£2,853.00	R	⇔	Turn around time are being affected by the recent changes to the asbestos management process. This could add up to 5 days depending if asbestos is found an its type because we are unable to
20	Voids: Average cost per major void	£6,000	Q		£7,322.33	£7,124.75	R	⇔	There has been a reduction in cost cumulitively in July.
21	Voids: Spend against profiled budget	100%	Q		91.90%	91.60%	G	⇧	Spend within budget only due to the lower than predicted volumes received. Improving trend
22	Voids: % of voids turned around by sub contractors	80%	Q		76.84%	73.28%	G	⇧	
23	Voids: Number of voids post inspected (to agreed standard)	100%	Q		100%	100%	G	⇧	
24	Aids & Adaptations: Tenant Satisfaction with Aids and Adaptations	95%	Q		100%	100%	G	⇧	The void manager is carrying out a 10% quality inspection check on the pre and post work quality.
25	Numbers of issues/refusals referred from Building Services to Communities and Incomes about potential tenancy issues and vulnerability		Q		New	64			We should set up a central database for Building Services to accuratly report numbers. There will be no target set for this PI.
26	Sub Contractor Training		Q		New	71.00%			3 contractors have had training. All bbout establishing a consistant product

Building works Delivery Plan 2017-18

01-Apr-17

Key	Status
Red	Over Target or Budget
Yellow	In Progress
Green	Completed

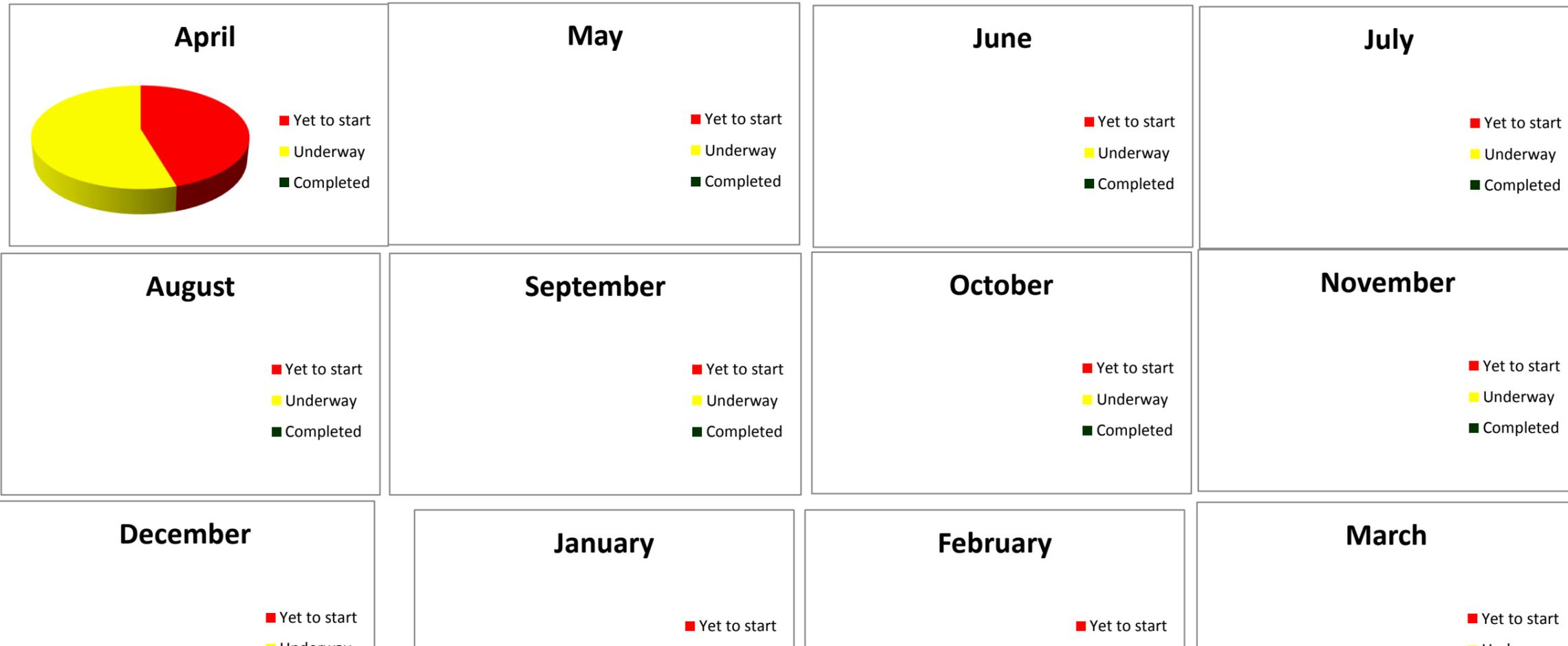| No.	Task Description	Alignment to objectives	Action Item	Target Due Date	Lead Officer	Progress to date	Status
1	Review and Improve Key Processes						
1.1	Operational		Develop and Monitor Comprehensive set of KPI's	Mar-17	Rich Prewer	KPI's agreed	In progress
1.2	Operational		Deliver outcomes from the transformation review into the void services offer	Aug-17	Jonathan Stevens		
1.3	Operational		Review the delivery of Void works in line with changes to CDM regulations	May-17	Jonathan Stevens	Currently reviewing regs to ensure complience	In progress
1.4	Operational		Reveiew the delivery of Void works in line with Asbestos regulations	May-17	Rich Wiseman	Set as 121 objective for Phil Webb in Jan 17.	In progress
1.5	Operational		Review the current vehicle leasing arrangements and procure new fleet	Nov-17	Rich Prewer		
1.7	Operational		Develop Void IT Functionality with IT, using Tablets	Apr-17	Jonathan Stevens	SORs currently being loaded into test system by Business Support.	In progress
1.8	Operational		Deliver cashable savings in the void repairs budget	Mar-18	Jonathan Stevens		
1.9	Operational		Develop an imprest stock based around intelligence gathered for job costing system	Nov-17	Jonathan Stevens		
1.10	operational		Review existing stores arrangement	Nov-17	Jonathan Stevens		
2	Long Term Maintenance and Investment						
2.1	Strategic		We will investigate the opportunity to create our own Gas Boiler maintenance team	Apr-17	Owain Jones	Business case has been approved by Cllr Terry Beale. Project underway to mobilise gas team. Admin posts out to recruitment. Awaiting TUPE confirmation.	In progress
2.2	Strategic		Work with Asset Management to develop robust 5 year investment plan	Feb-18	Rich Wiseman	First draft of asset data has been produced. Using this information for 17/18 programmes. Data is not robust though so designing database feedback process.	In progress
2.3	Strategic		Interrogate data to identify cyclical repairs to inform the programme above	Feb-18	Rich Wiseman	Data being interrogated as we validate properties for 17/18 programme.	In progress
3	Deliver Brilliant Services						
3.1	Operational		We will provide an excellent void service focused on resident satisfaction and improving our position against our peers	Mar-18	Jonathan Stevens	Working with Housing Lettings to embed new Decent Homes Standard. This will provide insight on customer satisfaction. Paul Hadley booked to do presentation to the AWMs on new standard and how we will use it to measure quality of work and customer satisfaction.	
3.2	Strategic		We will improve our position in respect of the housemark benchmarking tool	Mar-18	Rich Prewer		
3.3	Strategic		Use business intelligence to better understand patterns and trends regarding voids	Mar-18	Jonathan Stevens	Business Support are clearing down jobs in DRS which are presently compromising quality of data. Processes now in place to ensure all jobs are correctly closed off so that meaningful data can be gathered from April. Linked to 1.7, as need void SORs to be going through DRS / OC rather than using Repairs day tickets.	
4	Expansion of Building Services Offer to Include						
4.1	Operational		Investigate the maintenance service and gas servicing provision to leaseholders and other external Customers	Nov-17	Owain Jones	Prioritising mobilisation of gas maintenance team.	On hold
4.2	Operational		Investigate the maintenance service provision to external organisations	Mar-18	Rich Prewer		
5	Staff Development						
5.1	Operational		Training programme for all Surveyors, Supervisor and Managers	May-17	Rich Wiseman Jonathan Stevens	First CPD session held on 18/01 (Ventillation).	In progress

Building works Delivery Plan 2017-18

Key	Status
Red	Over Target or Budget
Yellow	In Progress
Green	Completed

No.	Task Description	Alignment to objectives	Action Item	Target Due Date	Lead Officer	Progress to date	Status
5.2	Operational		Work with IT to increase use of mobile working technology	Oct-17	Rich Prewer		
6	Networking Groups						
6.1	Strategic		Direct Works Forum	Mar-18	RP,RW,JS		
6.2	Operational		HAMMAR south west	Mar-18	RP,RW,JS		
6.3	Strategic		Attend CIH Conference and Seminars	Mar-18	RP,RW,JS	Researching CIH Brighton in March. JS attending CIH Rethinking Repairs 2017.	In progress

Property Maintenance Team - Delivery Plan Progress Sheet

Number of Items		Apr			May			Jun			Jul			Aug			Sept			Oct			Nov			Dec			Jan			Feb			Mar		
		Yet to start	Underway	Completed	Yet to start	Underway	Completed	Yet to start	Underway	Completed	Yet to start	Underway	Completed	Yet to start	Underway	Completed	Yet to start	Underway	Completed	Yet to start	Underway	Completed	Yet to start	Underway	Completed	Yet to start	Underway	Completed	Yet to start	Underway	Completed	Yet to start	Underway	Completed	Yet to start	Underway	Completed
Review & Improve Process	9	5	4	0																																	
Long Term Maint. & Investment	3		3																																		
Deliver Brilliant Services	3	1	2																																		
Expansion of Property Services	2	1	1																																		
Staff Development	2	1	1																																		
Networking	3	2	1																																		
	22	10	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

April — Yet to start, Underway, Completed

May — Yet to start, Underway, Completed

June — Yet to start, Underway, Completed

July — Yet to start, Underway, Completed

August — Yet to start, Underway, Completed

September — Yet to start, Underway, Completed

October — Yet to start, Underway, Completed

November — Yet to start, Underway, Completed

December — Yet to start, Underway

January — Yet to start

February — Yet to start

March — Yet to start