



Partnering: Is this concept still relevant today?

Colin Kingshott
Dave Sayers
Alan Small
Steve Osborne



with the community at heart



livin

A charitable industrial provident society and a registered housing provider


Portfolio


We currently own in excess of;
8,500 properties, 2,700 garages,
60 commercial properties
Plus various areas of land

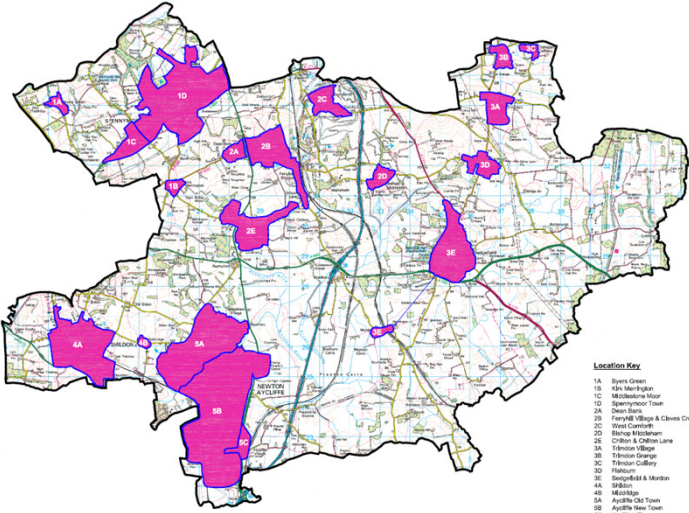
livin are one of the largest registered providers of social housing in the Durham area



with the community at heart







The region has a land area of 217 square km

The area extends from the towns of Shildon and Newton Aycliffe in the west up to Spennymoor and Ferryhill in the north and to Trimdon in the east.

Location Key

- 1A Byers Green
- 1B Kilmersburgh
- 1C Spennymoor Moor
- 2A Spennymoor Town
- 2B Swan Burn
- 2C Ferryhill Village & Cleveleys Cross
- 2D Hild
- 2E Hild & Catterick
- 2F Blaydon Moorland
- 2G Catterick & Catterick Lane
- 2H Blaydon Village
- 2I Blaydon Moorland
- 2J Blaydon Moorland
- 2K Blaydon Moorland
- 2L Blaydon Moorland
- 2M Blaydon Moorland
- 2N Blaydon Moorland
- 2O Blaydon Moorland
- 2P Blaydon Moorland
- 2Q Blaydon Moorland
- 2R Blaydon Moorland
- 2S Blaydon Moorland
- 2T Blaydon Moorland
- 2U Blaydon Moorland
- 2V Blaydon Moorland
- 2W Blaydon Moorland
- 2X Blaydon Moorland
- 2Y Blaydon Moorland
- 2Z Blaydon Moorland

with the community at heart



History



Council decided to tender based on quality and cost

- ✓ Contract structured in such a way in favour of partnership working.
- ✓ Tenants wanted an improved service;
- ✓ Council wanted Value for Money.









with the



History



Contract: 5 year TPC 2005
(with option of 2 year extension)
Value £74m
R&M – £41m
D/Homes - £33m



This form of contract offered the ideal opportunity for integrated team work and measurable improvement



Core Group established as a key driver

with the community at heart



History



Large Scale Stock transfer
30 March 2009



Contract novated to Sedgefield Borough Homes
(now living)



with the community at heart



Service issues



- Poorly Managed
- No performance management
- Not Customer Focused
- General Workforce Issues
- Budget?



with the community at heart



Initial Service Improvement (1)

- ✓ Call centre scripting & diagnostics
- ✓ Hand held technology for response & gas staff
- ✓ Training plan agreed with trade unions
- ✓ Dedicated customer care manager
- ✓ Customer care training
- ✓ Partnership wide training on systems MCM/ Orchard



with the community at heart



Initial Service Improvement (2)

- Restructured void process/teams
- Agreed void standards and removed need for void inspectors
- Agreed composite rates for voids and response
- Delivered in house gas servicing and void works
- Created electronic LGSR's
- CSR projects



with the community at heart



Value Engineering





During 2009, a partnership 'value engineering' team was set up with the aim of;

- Improve value of goods/products/services across the partnership
- Use of local suppliers
- Whole life cost approach
- Improving warranties
- Use of new technologies
- Health benefits
- Targeted against specific areas



with the community at heart




Value Engineering



-Achievements

- Kitchen replacements (£102k savings + sustainable range)
- Bathroom replacements (£133k savings)
- Positive ventilation systems (£367k savings + health benefits)
- Door Ironmongery (£141k savings + extended warranty -2 to10 years)
- Electric fires (£300k savings + local manufacturer)
- Gas boilers (extended warranty -2 to 5 years)
- External Doors (£805k savings + local manufacturer + security)
- Flat Roofing (extended warranty -10 to 20 years)

Continuous monitoring and review



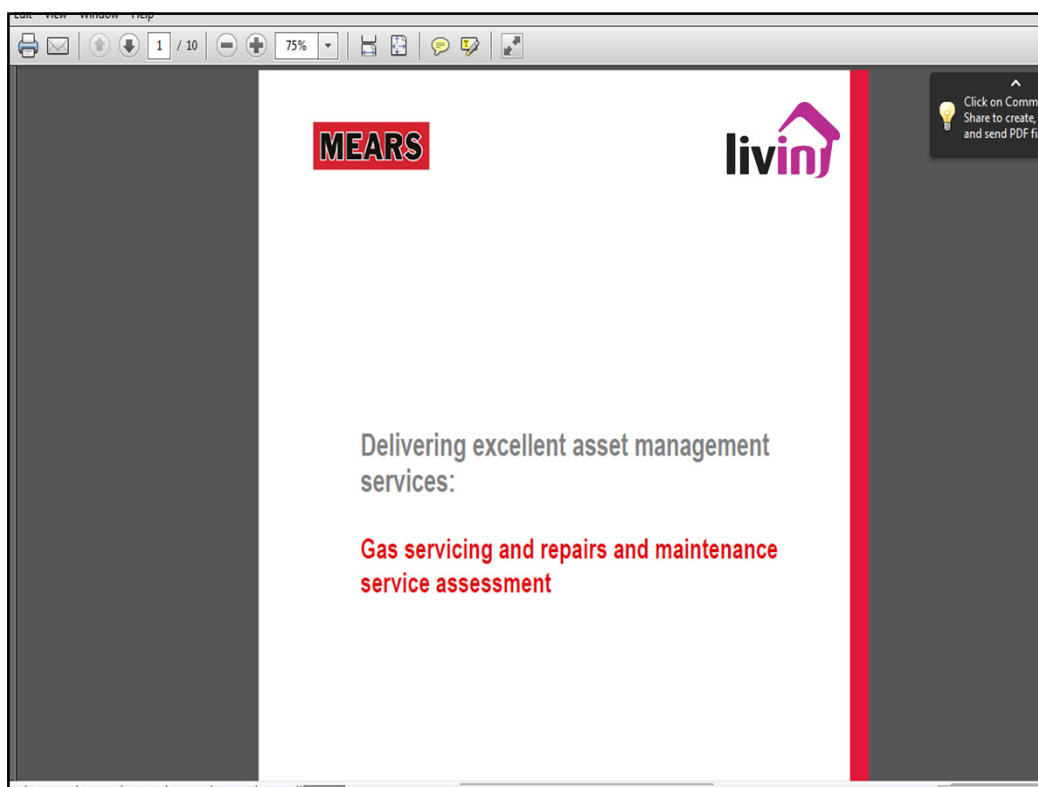
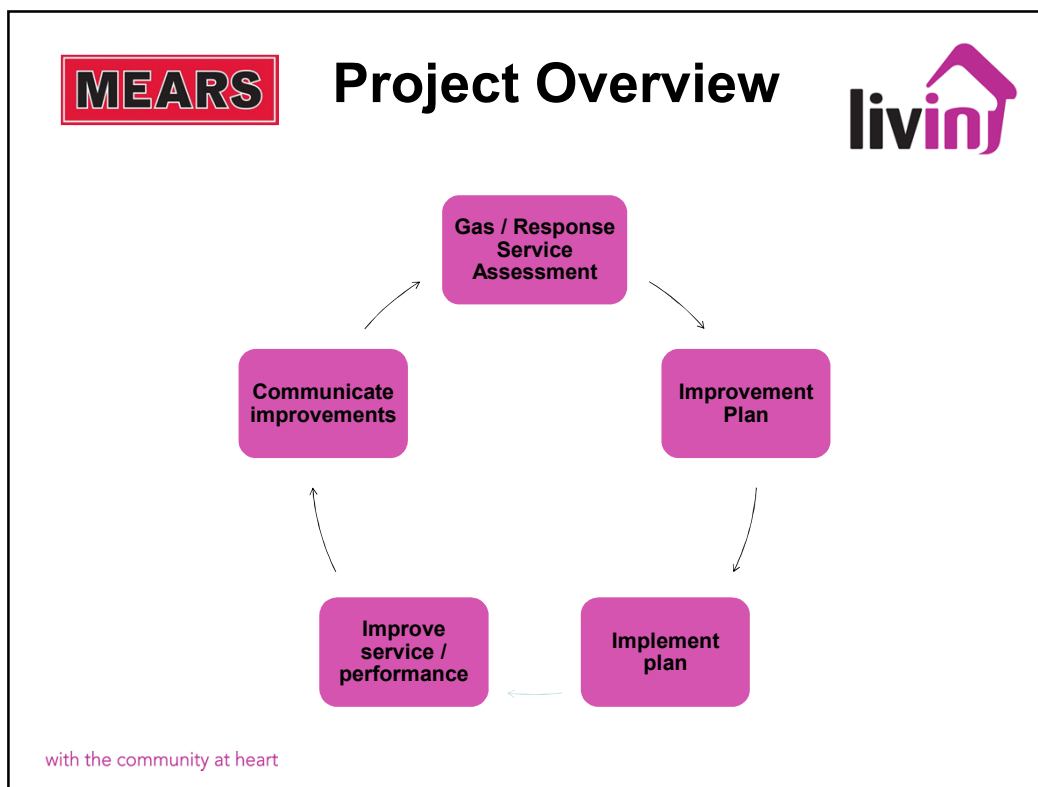
with the community at heart





What else did we do and how did we do it?

Focus Groups (staff, tenants, managers)	Desk top assessment	Staff interviews
Process analysis	In-depth assessment	Report & 2 year improvement plan

with the community at heart





Attributes of a 3 Star Landlord – Top 10

Customer Focus	Service Standards	Continuous Improvement	Performance Management Culture
Awareness of costs and VFM	Customer Feedback	Strong Leadership	Effective Business Planning
Customer Satisfaction		Integrated IT	



with the community at heart

Repairs – Weaknesses

No repairs & maintenance procedure	Poor communications within partnership	Call centre performance is inconsistent and not monitored	Appointments not customer focussed	4 repair categories in place
Emergency repair target not challenging	Jobs on time at or below national average	No handyman scheme in place	No annual MOT carried out	Limited multi-skilling
Pre and post inspection process unclear	Spend on repair priority not monitored consistently	Reasons for cancelled jobs not always clear	Mears using paper and PDA system	Staff highlighted need for more training on Orchard
Asbestos management could be improved		No benchmarking of costs or performance	Assessment of contract performance assessment not undertaken	

with the community at heart



APPENDIX 1

Date last updated: 23-Jul-10 **SEDGEFIELD BOROUGH HOMES (SBH) PARTNERSHIP SERVICE**

Last updated by: Steve Osborne **IMPROVEMENT PLAN 2010/11 - 2011/12**

Ref	Service area	Focus	Finding	Action	Priority	Progress update	Source
RRS1	Response Repairs	Policy & procedure	There is no repairs and maintenance policy and procedures in place	Develop a comprehensive repairs policy and supplementary procedures to ensure a consistent and quality service is provided. This should incorporate roles and responsibilities, identify protocols for dealing with errors and financial approvals and pre and post inspections. This will also set out the performance measures for the service	High		Response repairs to gas service assessment 2010
RRS2	Response Repairs	Policy & procedure	Process for pre-inspections is unclear: (1) Pre-inspections generally carried out by the contractor unless the job relates to condensation or dampness or the estimated job value is over £500 (2) Jobs with values over £500 are referred to SBH for pre-inspection and authorisation although it is unclear what process SBH go through when pre-inspected. Approval of works over £500 tends to be over the phone or by email (3) the contractor does not always inform SBH of jobs that are likely to be over £500 with the 30 day time limit (as majority relate to non-urgent work/external works). This leads to the job being				
RRS3	Response Repairs	Policy & procedure	There are inadequate financial checks in place: SBH performs financial checks on jobs completed by the contractor. This is to ensure that correct rates have been charged and that the correct amount is to be paid to the contractor. The following was noted: (1) The finance checks are not documented and there are no standard procedures in place to ensure all items are checked in a consistent manner (2) If a job is not checked within 10 days then this will be automatically approved by the system and included on the invoice from the contractor	Formalise the checking procedures and minimum requirements should include: (1) The items that have been checked (2) Who the check has been performed by and when (3) Errors noted and reported to the contractor (4) Error corrected by the contractor. The current process should be reviewed and the automatic approval function removed	High	Item 1 - complete. Item 2 - complete. Item 3 - complete. Item 4 - complete.	Internal Audit March 2010
RRS4	Response Repairs	Policy & procedure	There is not sufficient financial monitoring: The contractor provides SBH with monthly performance information. This includes information relating to: (1) Work	Implement financial KPIs. The results of performance against these KPIs should be monitored and reported to senior management. KPIs that could be measured	High	Started.	Internal Audit March 2010

Improvement Plan Strengths

What did we do and how did we do it?

Towards Excellence Team

Staff, managers, tenants

Lead from living & Mears

Started 2010

with the community at heart

MEARS



Towards Excellence

Customer Service - achievements to date.....

- ✓ Designated livin customer call centre with low rate telephone numbers
- ✓ Seamless transfer of calls 'out of hours'
- ✓ 2hr Emergency repairs
- ✓ First available appointments offered
- ✓ Texting ahead
- ✓ Information left detailing follow on repairs
- ✓ High gas compliance
- ✓ High Levels of Satisfaction



with the community at heart

MEARS



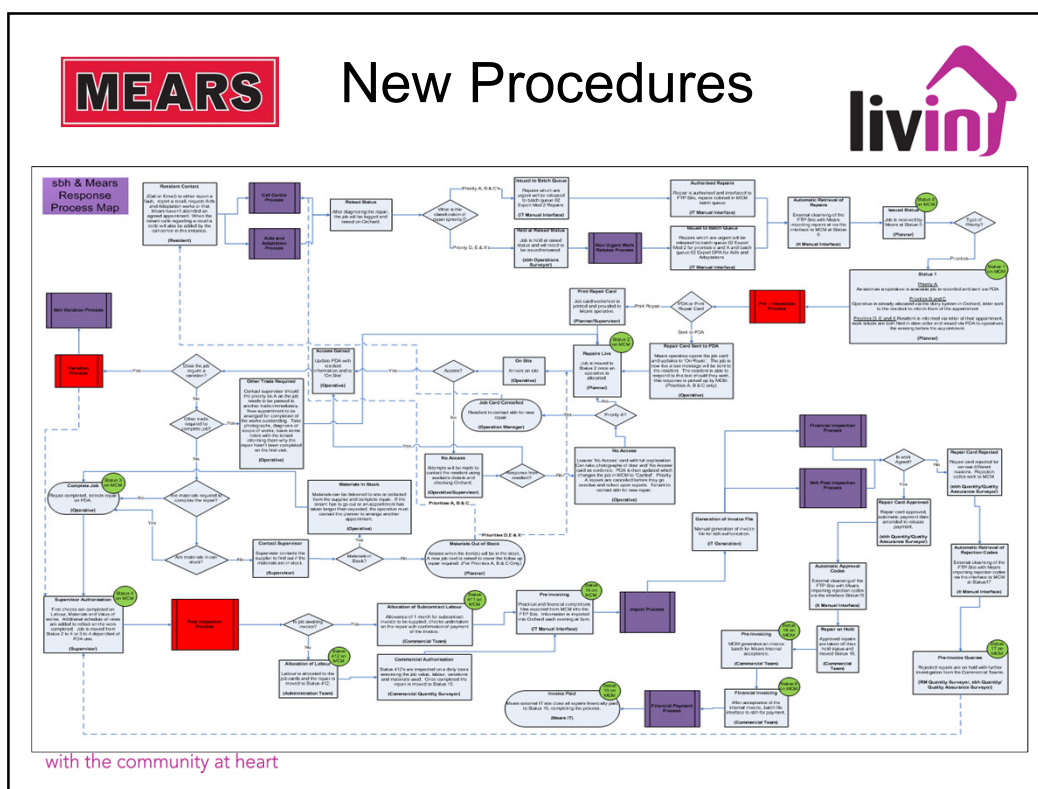
Towards Excellence


Working Practices- achievements to date.....

- New procedures/ process mapping
- Improved repair diagnosis tools
- Integrated repair 'issuing and planning'
- Innovative priority system
- Increase in repair appointments (300%)
- Increased operative productivity (26%)
- Improved no access rates (3% from 5.5%)
- Improved first visit fix (from 80% to 92%)
- Completion of repairs in 7 days (from 11 days)
- Smoke & CO detectors checked during gas safety check (estimated savings of £57k per annum)





with the community at heart






Gremlins







with the community at heart

- Starting out
- Agreeing price per property
- Additional appointments
- Appointing external jobs
- Linking IT systems
- Communicating improvements
- People
- Asset Information
- Processes
- Community





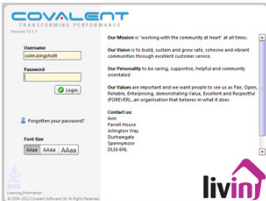
Performance Data




Data is collated from MCM and Orchard

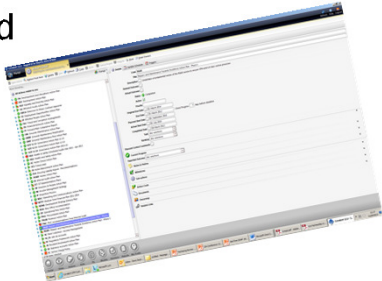
livin staff have live access to MCM

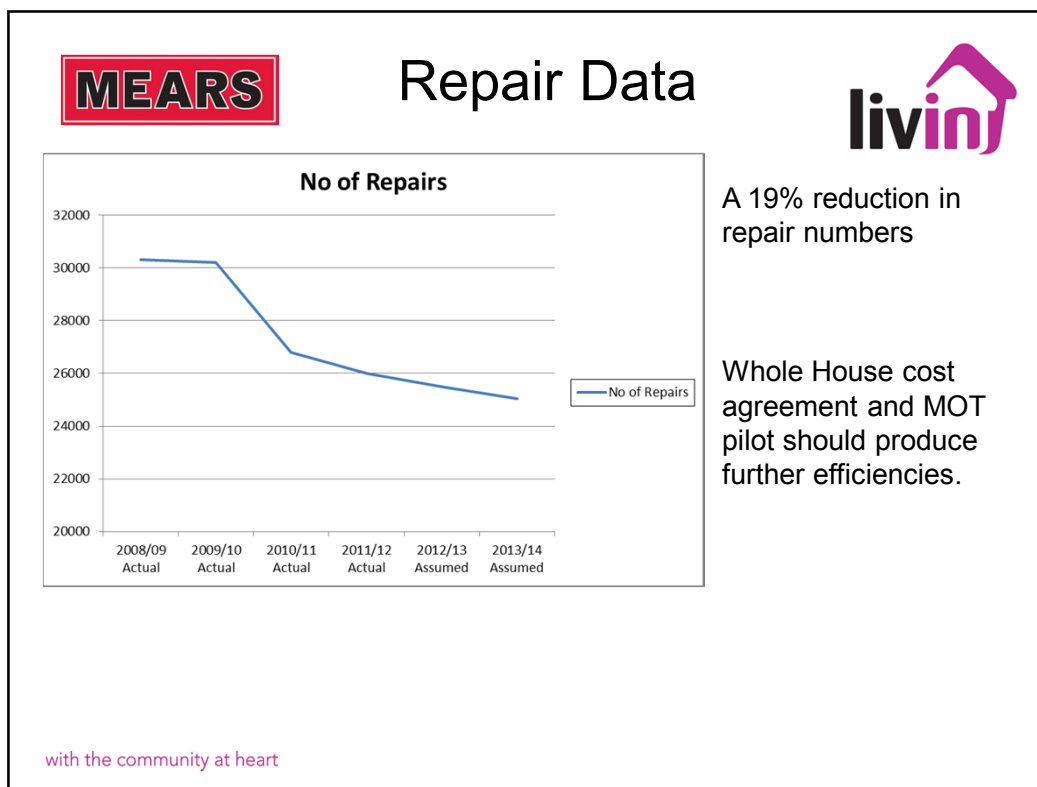
Each performance measure has an agreed control sheet which dictates how the data should be collected and how the measure should be calculated




with the community at heart










Performance Measures



Strategic Measures

Code	Measure	Target	Status	Good or Bad	2011/12
EAS_13	Percentage of emergency repairs completed on target time	95.00%	✓	↑	98.45%
EAS_14	Percentage of repairs where appointment made and kept	98.50%	⚠	↑	96.60%
EAS_16	Percentage of properties with a valid landlord Gas Safety record	100.00%	✓	↑	99.79%
EAS_12	Percentage of responsive repairs completed right first time	80.00%	✓	↓	92.17%
EAS_10	Percentage recycling rate of the strategic partnership	86.00%	✓	↑	87.88%

with the community at heart

MEARS

Performance Measures

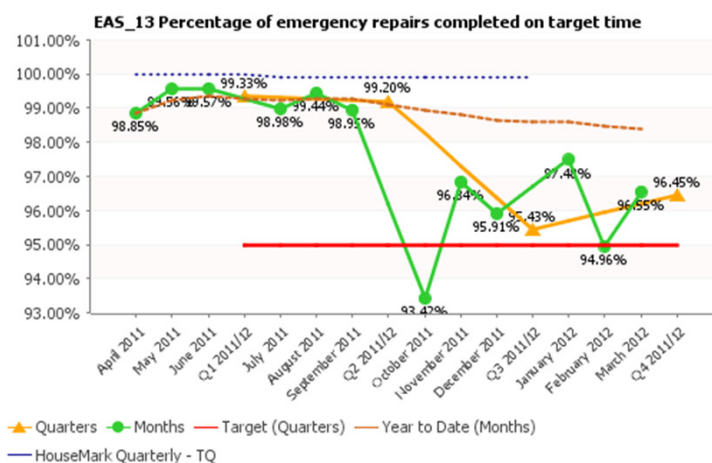
Operational Measures

Code	Measure	Target	Status	Good or Bad	2011/12
EAO_44	Percentage of responsive repairs passing quality assurance inspections	100.00%	✓	↑	99.09%
EAO_47	Percentage of emergency repairs not accessed	0.00%	●	↑	1.77%
EAO_48	Percentage of appointable repairs that have been given an appointment	100.00%	●	↑	91.35%
EAO_49	Average number of responsive repairs per dwelling pa	4	✓	↑	3.74
EAO_52	Percentage of gas appointments made and kept	100.00%	✓	↑	100%
EAO_54	Percentage customers satisfied with Repairs and Maintenance	95.00%	✓	↑	98.00%
EAO_55	Percentage of tenants satisfied with Capital works	95.00%	✓	↓	93.06%
EAO_56	Percentage customers satisfied with Gas Servicing	95.00%	✓	↑	99.19%
EAO_59	Percentage customers satisfied with the Emergency call out service	95.00%	✓	↑	98.08%
EAO_58	Percentage customers satisfied with their Aids & Adaptation work	95.00%	✓	—	100.00%
EAO_43	Percentage of responsive jobs quality inspected (R&M)	5.00%	✓	↓	10.22%
EAO_46	Percentage of emergency repairs accessed and completed at first visit	90.00%	✓	↑	96.48%
EAO_53	Percentage access for gas appointments achieved at the first point of contact	85.00%	⚠	↓	83.09%

with the community at heart

MEARS

Performance Measures



with the community at heart

MEARS**living**

Contract Promises - Update

	CONTRACT PROMISES	DETAILS	PROGRESS
1	70% of customers to regard our service as excellent with over 95% of customers regarding the service as satisfactory	95% Satisfaction 70% Excellent increasing 5% year on year	✓ Currently 97% ✓ Achieved based on consistently high overall satisfaction scores of 90%+
2	Achieve 3 Star status in two (2) years	Regulatory framework changed Towards Excellence Plan was to encompass all service areas which would have been assessed as part of the 3 star audit	⚠ TEP 1 Delivered TEP 2 On-going
3	VfM and Efficiencies	3% reduction in number in responsive repairs 5% year on year reduction in expenditure on responsive repairs Void turnaround in 10 days within agreed targets	✓ Currently on target to achieve ✓ 20.65% efficiency saving achieved between years 1 and 4 ✓ Achieved by 2010 when targets were changed to suit new void standards:- Fast track, Standard, MIV
4	Training & Development	Establish a Training Centre: train One apprentice per £1m of turnover	✓ A Training Centre established in partnership with Bishop Auckland College ⚠ Mears are short of target, however living are satisfied that this shortfall will be compensated wider employability commitments
5	Address issues around fuel poverty	Train staff in practical energy efficiency measures to enable them to provide guidance to residents	✓ Training has been provided
6	Undertake 20 Community Projects chosen by residents at own cost	To be delivered through working with tenants and the wider community	✓ More than 20 projects have been delivered
7	Be carbon neutral and deliver 85% recycle rate	Minimise carbon emissions Branch Recycling rate to be minimum 86%	⚠ This is on-going ✓ Branch specific rate is impractical to determine. ✓ Waste transfer station average has been used ✓ Achieved
8	Transfer, develop and improve the working environment for all employees	Structured training and development programmes and annual appraisals Encourage diversity and improve working conditions	✓ Job adverts focus on E&D, CCS awards targeted with a focus on improving welfare facilities on site ✓ Achieved and on going
9	Plan, document and demonstrate continuous improvement	Range of KPI's in place for responsive and capital works with performance against targets measured in Covalent	✓
10	Tenth promise created by the Tenant Housing Services Group in agreement with service provider	THSG requested the provision of a handyman scheme.	⚠ A similar scheme is provided by DCC and is available to living's tenants, therefore the DCC scheme was promoted to living's tenants

with the community at heart

MEARS**living**

What does it look like now? (Response)



Your living home guide

is **NOW** available
to download online



The guide is a one-stop-shop that tells you everything you need to know about being a tenant of living. The guide covers useful information such as how to report a repair, getting involved in your local community and paying your rent. It also covers important issues such as looking after your home and how you can end your tenancy with us if you decide to move on as well as much more.





5
A guide to reporting repairs

Back to contents


living

with the community at heart

MEARS **Response Repairs** 


Before



- ☐ No procedures
- ☐ 4 repair priorities
- ☐ Few repairs appointed
- ☐ Poor performance monitoring

After



- ☐ Joint procedures
- ☐ Emergency & non-emergency only
- ☐ Nearly all non-emergency appointed at tenants convenience (300% increase)
- ☐ Covalent

with the community at heart

MEARS **Response Repairs** 


Before



- ☐ Quality of repairs poor
- ☐ Poor budget management
- ☐ Poor first visit fix
- ☐ Average repair time = 12 working days

After



- ☐ 99% post inspection pass rate
- ☐ Price Per Property
- ☐ 90% first visit fix
- ☐ 7 working days (although not key driver)

with the community at heart

MEARS **Response Repairs** 


Before



- ☐ High mobile phone costs
- ☐ Tenant not kept informed and had to report follow on repairs
- ☐ Low operative productivity
- ☐ Customer satisfaction low (91%)

After



- ☐ Low mobile phone rate number
- ☐ Text ahead, follow on repairs booked before leave
- ☐ 26% increase in productivity
- ☐ 99% customer satisfaction

with the community at heart

MEARS **Response Repairs** 

Before


- ☐ Inconsistent diagnosis of repairs
- ☐ Sub contractor performance issues
- ☐ Tenants not aware of what happens after pre-inspection
- ☐ Significant waste in process (88 steps)


After




- ☐ Co-locate planner, improved diagnosis and first visit fix
- ☐ Mears directly deliver 97% of emergency repairs on target
- ☐ Tenant receipt of works ordered provided
- ☐ Reduced waste (44 steps)

with the community at heart

MEARS

Response Repairs






Before	After
	
<input type="checkbox"/> Complaints process unclear	<input type="checkbox"/> Accredited complaints management process
<input type="checkbox"/> Only 15% tenant profile information	<input type="checkbox"/> Nearly 100% profile info
<input type="checkbox"/> Services not tailored to tenants needs	<input type="checkbox"/> Translation; braille cards; wait if mobility issues; safeguarding awareness, etc.
<input type="checkbox"/> Unclear on what right first time means	<input type="checkbox"/> Adopted <i>CIH Charter</i> approach

with the community at heart

MEARS

Response Repairs



Before	After
	
<input type="checkbox"/> Limited multi skilling	<input type="checkbox"/> Multi skill training and 35 multi skilled apprentice recruited
<input type="checkbox"/> Manual and electronic systems in place	<input type="checkbox"/> PDA use for all operatives

with the community at heart






What does it look like now (Gas)








with the community at heart



Gas Servicing



Before	After
<div style="background-color: #cfe2f3; height: 20px; width: 100%; margin-bottom: 5px;"></div> <div style="background-color: #cfe2f3; height: 20px; width: 5%; margin-bottom: 5px;"></div> <ul style="list-style-type: none"> <input type="checkbox"/> High no access <input type="checkbox"/> Procedures out of date <input type="checkbox"/> Performance low (98.6%) <input type="checkbox"/> Admin intensive process <input type="checkbox"/> Low tenant satisfaction (95%) 	<div style="background-color: #cfe2f3; height: 20px; width: 100%; margin-bottom: 5px;"></div> <div style="background-color: #cfe2f3; height: 20px; width: 95%; margin-bottom: 5px;"></div> <ul style="list-style-type: none"> <input type="checkbox"/> Reduced by 1200 per year (£44k) <input type="checkbox"/> Updated procedures <input type="checkbox"/> Performance 99.8% - 100% <input type="checkbox"/> LGSR printed in tenants home <input type="checkbox"/> 100% tenant satisfaction

with the community at heart

MEARS

Community Focus






with the community at heart

MEARS


Contract Extension



During 2011, livin undertook a Contract options appraisal which included a number of reports from HQN

It was concluded that Mears offered;

- High levels of performance
- Financial benefits
- Continuous Improvement
- Added value benefits



livin's Board approved the exercising of the contractual option to extend the 'Partnering for Construction Services Contract' by two years.

with the community at heart

MEARS

living

Refreshed Community Focus

living better lives and **Economic Sustainability**

Mears will assist livin to deliver a wide range of community benefits including;



- Payment towards Aycliffe employability initiative.
- Apprenticeship/trainees and training to livin tenants during the extension period.
- Further develop work experience programmes.
- Provide a Social Enterprise Business to employ 8 ex offenders per annum.
- Work with Livin in the development of an Employment & Skills Plan
- Help address issues around fuel poverty to improve health and financial circumstances of tenants.
- Implementing the Governments 'Green Deal'
- Young Persons Skills programme

with the community at heart

MEARS

Next Steps

living

- Voids
- House MOT
- Intelligent use of information / GIS
- CIH Repairs Charter for Housing
- Continue to get the basics right



with the community at heart



Is partnering still alive?

with the community at heart



Thank You! Questions?

with the community at heart