

**Date: 2 July 2019**

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## **Improvement in Term Contractor (Breyer) performance**

### **Background**

The Havering Repairs Service maintains over 10,000 properties across the borough by using a term contractor, Breyer, and several small local contractors on an Ad Hoc basis.

There were issues with the term contractors performance around completed jobs within agreed timescales.

### **Key Issues**

In November 2018 the number of overdue jobs rose to 756. This had an impact on the main KPI, jobs completed within time which dipped to 84% against a target of 95%. This had a direct effect on the number of complaints received.

### **Improvements**

The following information seeks to give comfort around the improvements made and the ongoing plan to give residents a quality repairs service

We needed to focus on reducing the number of overdue jobs.

This was achieved by

- A skill gap analysis which identified areas where Breyer were short on labour.
- Using an issues log, poor practice was identified within the contact center where orders were being raised with incorrect trade code and priorities.
- Breyer changed a supervisor who was able to work with the team in a more effective manner which assisted in increasing productivity.
- Breyer worked with the contact center to increase the percentage of routine orders being issued, this is still a slight issue as it currently sits at 44% against a target of 70%
- Breyer employed 5 temps to assist in the reduction of the back log
- We introduced a daily monitoring sheet which tracks all key data to act as an early warning indicator
- Reduction of "Fixed Appointments" allowing the OneServe scheduling system to operate more effectively.
- All of the above increased productivity to produce an out turn of 3.5 jobs per day per operative

**Appendix 1.** The chart shows the result of all the work put in on both sides

### **Jobs completed in time**

During the work to reduce the overdue jobs we identified an issue with both system and manual reporting. This impacted on the Jobs completed within time KPI.

We met with Breyer and our internal performance reporting team, interrogated the reports and found anomalies that gave the wrong figures to the report for the jobs completed within time measure. **Appendix 2** Shows previously reported figures against the amended, which reinforces the improvements in Breyer service.

Regular meetings to rationalise discrepancies will be held until the issues are resolved. These will be the figures published.

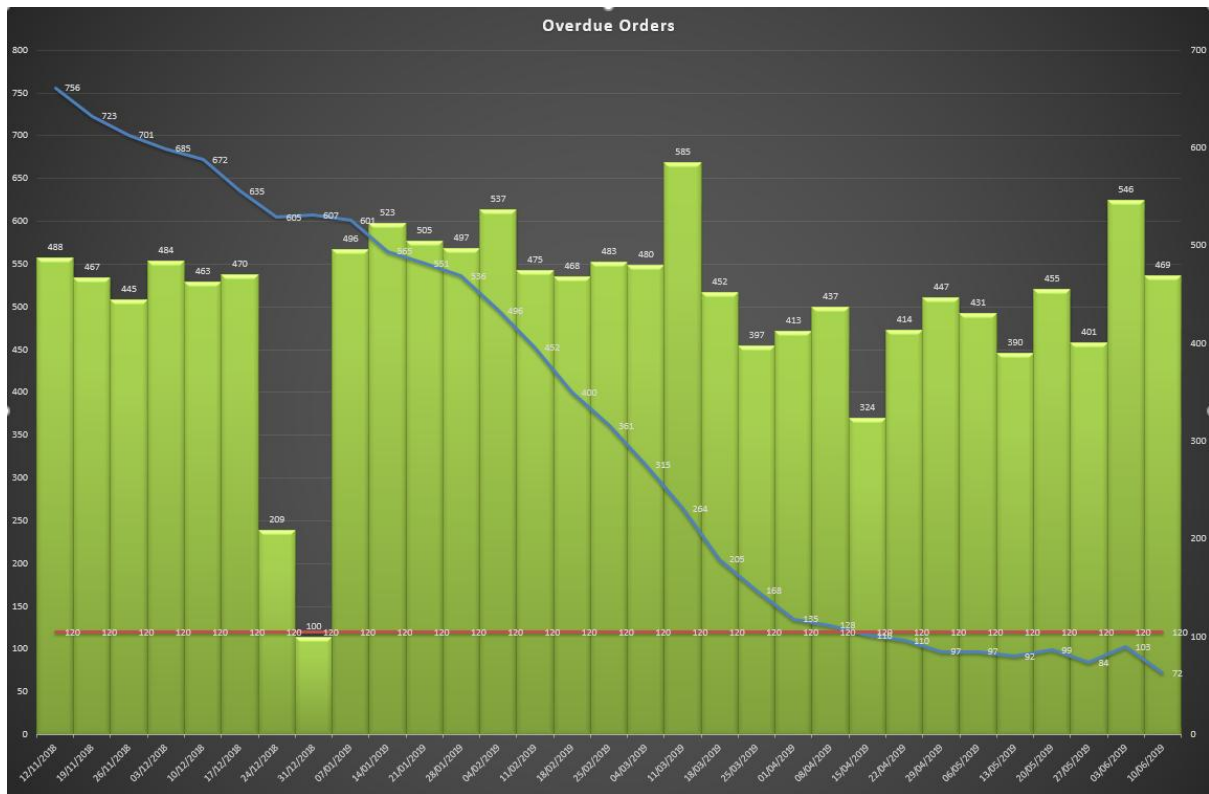
As a direct result of the service improvements, complaints have almost halved since the turn of the year. **Appendix 3**

It is worth noting that the percentage of complaints received compared to the orders closed is negligible at less than 1% with upheld at 0.5%. Well below the industry standard.

### **Continued Improvement**

- A new Repairs Manager has been appointed and has immediately set about improving the client, contractor relationship, productivity and the service as a whole delivered to our residents.
- Weekly meetings are being held around robust contract management.
- Breyer to reinstate Handyman service.
- Breyer to launch property MOT service targeting vulnerable residents.
- A more focused approach is being adopted by Havering surveyors.
- Officers and contractors are being held accountable for their actions, or lack of.
- A monthly reconciliation meeting will be held to establish a truer "jobs completed in target" figure.
- From 1<sup>st</sup> July Breyer will take back agreed out of scope works.
- From 1<sup>st</sup> July Breyer will start to take more voids.
- A tender exercise will be conducted to ensure VFM and due diligence for contractors picking up out of scope works and voids.
- The improvement action plan will continue and be updated to reflect the new ways of working.
- The call centre will be issuing agreed out of scope works directly to "back up" contractors instead of raising pre inspections to surveyors.
- Surveyors will be doing more back end monitoring of the contract I.e. cost scrutiny and quality assurance through a program of post inspections.
- Surveyors duty day is to be reinstated.

## Appendix 1



## Appendix 2

CONTRACTOR		BREYER			
Column Labels					
		Met		Not Met	
Row Labels	Count of On Target	Count of On Target2	Count of On Target	Count of On Target2	
April	82.22%	1512	17.78%	327	
May	88.94%	1729	11.06%	215	
June	92.48%	1501	7.52%	122	
<b>Grand Total</b>	<b>87.72%</b>	<b>4742</b>	<b>12.28%</b>	<b>664</b>	

## Appendix 3

