Havering
LONDON BOROUGH

TOWNS & COMMUNITIES OVERVIEW & SCRUTINY SUB- COMMITTEE AGENDA

7.00 pm	Tuesday 22 March 2022	Virtual Meeting

Members 9: Quorum 4

COUNCILLORS:

Conservative Group (4)	Residents' Group (2)	Upminster & Cranham Residents' Group (1)
Robby Misir (Vice-Chair)	Paul Middleton	Christopher Wilkins
Timothy Ryan	Gerry O'Sullivan	
Carol Smith		
Ray Best (Chairman)		

Independent Residents' Group (1)	Labour Group (1)	
Tony Durdin	Keith Darvill	

For information about the meeting please contact:
Christine Elsasser 01708 433675
christine.elsasser@onesource.co.uk

Protocol for members of the public wishing to report on meetings of the London Borough of Havering

Members of the public are entitled to report on meetings of Council, Committees and Cabinet, except in circumstances where the public have been excluded as permitted by law.

Reporting means:-

- filming, photographing or making an audio recording of the proceedings of the meeting;
- using any other means for enabling persons not present to see or hear proceedings at a meeting as it takes place or later; or
- reporting or providing commentary on proceedings at a meeting, orally or in writing, so that the report or commentary is available as the meeting takes place or later if the person is not present.

Anyone present at a meeting as it takes place is not permitted to carry out an oral commentary or report. This is to prevent the business of the meeting being disrupted.

Anyone attending a meeting is asked to advise Democratic Services staff on 01708 433076 that they wish to report on the meeting and how they wish to do so. This is to enable employees to guide anyone choosing to report on proceedings to an appropriate place from which to be able to report effectively.

Members of the public are asked to remain seated throughout the meeting as standing up and walking around could distract from the business in hand.

What is Overview & Scrutiny?
Each local authority is required by law to establish an overview and scrutiny function to support and scrutinise the Council's executive arrangements. Each overview and scrutiny sub-committee has its own remit as set out in the terms of reference but they each meet to consider issues of local importance.

The sub-committees have a number of key roles:

1. Providing a critical friend challenge to policy and decision makers.

2. Driving improvement in public services.

3. Holding key local partners to account.

4. Enabling the voice and concerns to the public.

The sub-committees consider issues by receiving information from, and questioning, Cabinet Members, officers and external partners to develop an understanding of proposals, policy and practices. They can then develop recommendations that they believe will improve performance, or as a response to public consultations. These are considered by the Overview

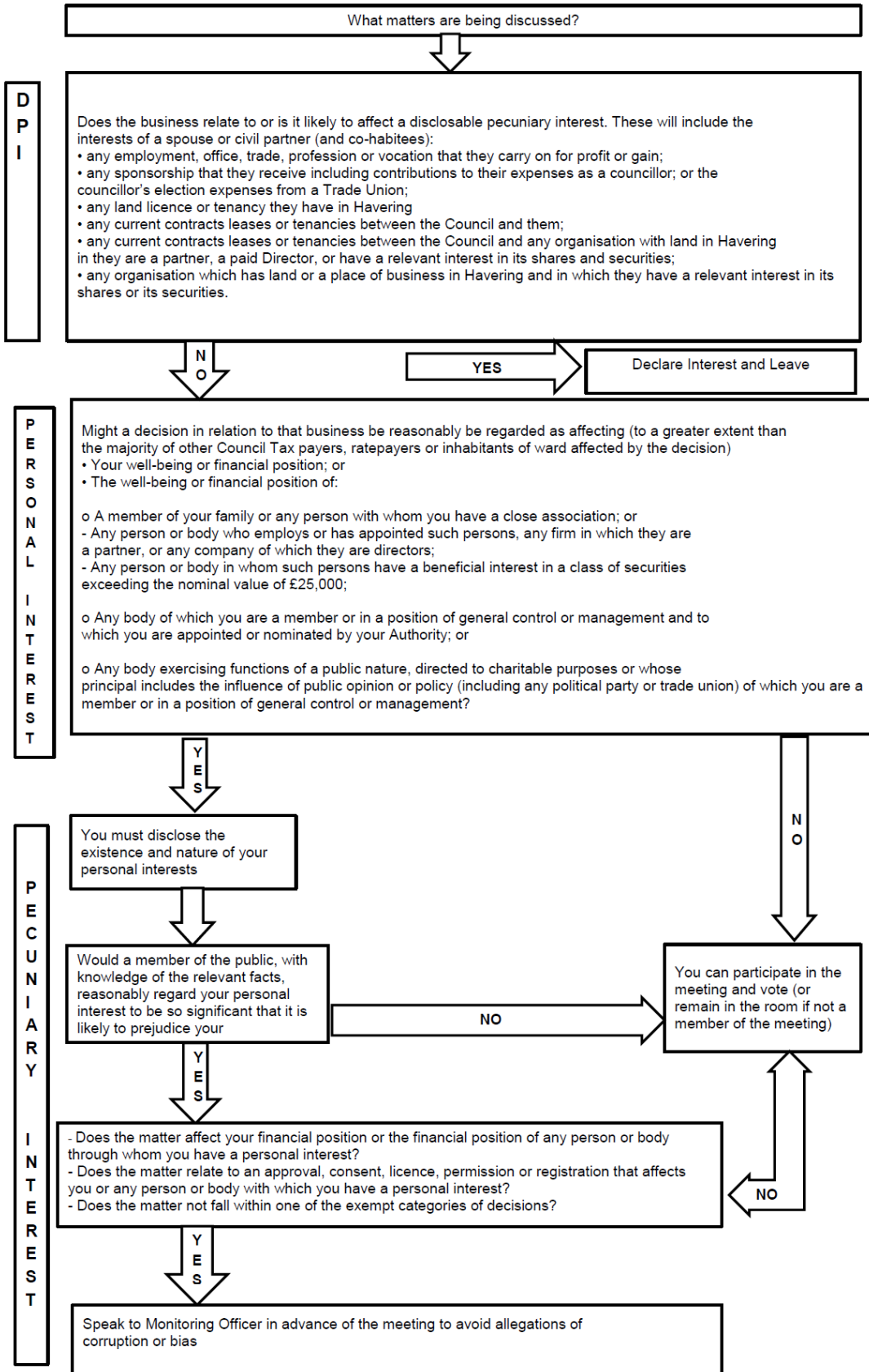and Scrutiny Board and if approved, submitted for a response to Council, Cabinet and other relevant bodies.

Sub-Committees will often establish Topic Groups to examine specific areas in much greater detail. These groups consist of a number of Members and the review period can last for anything from a few weeks to a year or more to allow the Members to comprehensively examine an issue through interviewing expert witnesses, conducting research or undertaking site visits. Once the topic group has finished its work it will send a report to the Sub-Committee that created it and will often suggest recommendations for the Overview and Scrutiny Board to pass to the Council's Executive.

Terms of Reference

The areas scrutinised by the Committee are:

- Regulatory Services
- Planning and Building Control
- Town Centre Strategy
- Licensing
- Leisure, arts, culture
- Housing Retained Services
- Community Safety
- Social and economic regeneration
- Parks
- Social inclusion
- Councillor call for Action

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF

What matters are being discussed?

DPI

Does the business relate to or is it likely to affect a disclosable pecuniary interest. These will include the interests of a spouse or civil partner (and co-habitees):
• any employment, office, trade, profession or vocation that they carry on for profit or gain;
• any sponsorship that they receive including contributions to their expenses as a councillor; or the councillor's election expenses from a Trade Union;
• any land licence or tenancy they have in Havering
• any current contracts leases or tenancies between the Council and them;
• any current contracts leases or tenancies between the Council and any organisation with land in Havering in they are a partner, a paid Director, or have a relevant interest in its shares and securities;
• any organisation which has land or a place of business in Havering and in which they have a relevant interest in its shares or its securities.

NO

YES → Declare Interest and Leave

PERSONAL INTEREST

Might a decision in relation to that business be reasonably be regarded as affecting (to a greater extent than the majority of other Council Tax payers, ratepayers or inhabitants of ward affected by the decision)
• Your well-being or financial position; or
• The well-being or financial position of:

o A member of your family or any person with whom you have a close association; or
- Any person or body who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors;
- Any person or body in whom such persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000;

o Any body of which you are a member or in a position of general control or management and to which you are appointed or nominated by your Authority; or

o Any body exercising functions of a public nature, directed to charitable purposes or whose principal includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management?

YES

NO

You must disclose the existence and nature of your personal interests

PECUNIARY INTEREST

Would a member of the public, with knowledge of the relevant facts, reasonably regard your personal interest to be so significant that it is likely to prejudice your

NO → You can participate in the meeting and vote (or remain in the room if not a member of the meeting)

YES

- Does the matter affect your financial position or the financial position of any person or body through whom you have a personal interest?
- Does the matter relate to an approval, consent, licence, permission or registration that affects you or any person or body with which you have a personal interest?
- Does the matter not fall within one of the exempt categories of decisions?

NO

YES

Speak to Monitoring Officer in advance of the meeting to avoid allegations of corruption or bias

AGENDA ITEMS

1 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

(if any) - receive.

2 DECLARATION OF INTERESTS

Members are invited to declare any interests in any of the items on the agenda at this point of the meeting. Members may still declare an interest in an item at any time prior to the consideration of the matter.

3 CHAIRMAN'S ANNOUNCEMENTS

The Chairman will announce details of virtual meeting protocol.

4 MINUTES (Pages 1 - 6)

To approve as a correct record the minutes of the meetings of 31 January 2022 and to authorise the Chairman to sign them.

5 MEARS CONTRACTOR PERFORMANCE UPDATE (Pages 7 - 94)

Report and appendices attached.

6 QUARTER 3 PERFORMANCE (Pages 95 - 118)

Report and presentation attached.

Zena Smith
Democratic and Election Services
Manager

This page is intentionally left blank

Agenda Item 4

**MINUTES OF A MEETING OF THE
TOWNS & COMMUNITIES OVERVIEW & SCRUTINY SUB- COMMITTEE
Virtual via Zoom
31 January 2022 (7.20 - 9.14 pm)**

Present:

Councillors Ray Best (Chairman), Robby Misir (Vice-Chair), Carol Smith,
Timothy Ryan, Paul Middleton, Gerry O'Sullivan, Keith Darvill, Christopher Wilkins
and Tony Durdin

42   **APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE
       MEMBERS**

       There were no apologies for absence.

43   **DECLARATION OF INTERESTS**

       There were no declarations of interest.

44   **CHAIRMAN'S ANNOUNCEMENTS**

45   **MINUTES**

       The minutes of the meeting held on 8 July 2021 were agreed as a correct
       record and would be signed by the Chairman at a later date.

46   **PERFORMANCE INFORMATION UPDATE Q2**

       The Sub-Committee was updated on the Quarter 2 performance. The report set
       out the Council's performance against indicators within the remit of the Towns
       and Communities Overview and Scrutiny Sub-Committee for Quarter 2 (July -
       September 2021).

       The report and presentation provided an overview of the Council's
       performance against the performance indicators selected for monitoring by
       the Sub-Committee. The presentation highlighted areas of strong
       performance and potential areas for improvement. Council performance was
       identified using colours that indicated RAG ratings for 2021/22. Red meant
       that more than the 'target tolerance' off the quarterly target was achieved;
       amber meant that within the 'target tolerance' of the quarterly target was
       achieved; and green meant that on or better than the quarterly target was
       achieved.

       Where the performance was off track against the quarterly target and the
       rating was read 'Improvements required' were included in the presentation.

This highlighted what action the Council would take to address poor performance.

Also included in the presentation (where relevant) were Direction of Travel (DoT) columns, which compared:

- Short-term direction of travel – with performance the previous quarter (Quarter 1 2021/22)
- Long-term direction of travel – with performance during the same time the previous year (Quarter 2 2020/21)

It was explained that a green arrow meant performance was better and a red arrow meant performance was worse. An amber arrow meant that performance had remained the same.

It was noted that though service delivery was returning to business as usual, performance due to COVID-19 would still be impacted. In total, eleven performance indicators had been included in the Quarter 2 2021/22 report and presentation. Of those, ten have been assigned a RAG status. Two were currently rated 'red' (off track), two are rated 'amber' and six are rated 'green' (on track).

Discussion occurred around the aging construction trade and employment supports for a local labour force. Officers confirmed that they recognised these challenges and were liaising with local trade colleges and schools and companies that could offer apprenticeship programs. It was explained that the Joint Venture within the Council worked closely on the idea of social value practice and based recruitment around it.

Furthermore, the main risk factors had occurred from those experiencing delays in payment when moving from work to benefits. Advice had been offered proactively. Performance was also affected by the end of contract and a requirement to procure staff.

The Sub-Committee **noted** the contents of the report and presentation.

47   **HOUSING WHITE PAPER**

The Sub-Committee was updated on the Housing White Paper. The report set out the Government's 'Charter for Social Housing Residents' (White Paper) in November 2020. There were seven key priorities for providers of social housing and new powers for the Regulator for Social Housing (RSH) and Housing Ombudsman, to hold social landlords to account.

The Grenfell Tower fire in June 2017, and the subsequent public enquiry, prompted the Government's green paper*, 'A New Deal for Social Housing'*, and their *'Fixing our broken housing market'* consultation, which took place in 2018. This led to the November 2020 publication of a new '***Charter for Social Housing Residents White Paper'***. The document set out seven key

priorities for providers of social housing and new powers for the Regulator for Social Housing (RSH) and Housing Ombudsman to hold social landlords to account. They were listed as follows:

- To be safe in your home.
- To know how your landlord is performing.
- To have your complaints dealt with promptly and fairly.
- To be treated with respect.
- To have your voice heard by your landlord.
- To have a good quality home and neighbourhood to live in.
- To be supported to take your first step to ownership.

Discussion took place around the financial commitment of this and requirement of a higher standard of delivery. It was noted that tenant engagement and complaints should also form part of the review, with further evidence given from officers to form a redesigned engagement leaseholder forum. Mystery shopping could also be introduced as a way of ensuring service standards.

Officers explained that the safety bill legislation was nearing completion as it was still being debated. The housing consumer relations bill was another one to watch and these bills were particularly import for governance and scrutiny. The Housing White Paper report would go onto Cabinet on 16 February for further scrutiny and information.

Members also commented on the fact that there were more complaints from housing association residents generally regarding anti-social behaviour because their residents were not monitored in the same way as Council tenants. Therefore all social landlords need to address this issue across the board. Officers explained that housing association tenants didn't have access to Councillors. However, with this new legislation housing associations will be pushed to publish performance.

Members queried what the cost of compliance would be and officers suggested it would be around £18m initially.

The Sub-Committee **noted** the contents of the report.

48　　**HOUSING DECARBONISATION TARGET**

The Sub-Committee was updated on the Housing Decarbonisation Target. The report set out to provide an update on the decarbonisation activity and forward plan for the HRA housing stock.

It was explained that that in order to significantly reduce the Council's carbon footprint and in turn minimise the climate, economic and social impacts which would flow from increased temperatures, the Council aimed to make direct changes in its HRA Housing stock.

Domestic heating and hot water production was estimated to contribute 21% of the UK total carbon emissions. Fuel poverty regulations also imposed an obligation on landlords to bring all properties up to EPC band C by 2030. The Council's current domestic property portfolio was largely 1940s, 50s and 60s built properties which were not designed to meet the modern insulation and ventilation standards, and therefore needed considerable work to bring up to the levels required.

Currently due the Decent Homes programme, the average SAP rating was circa 70 (EPC C). However there were circa 2,600 properties currently below a band C. (there were not EPCs for every property and therefore some information was estimated. Undertaking full EPCs of all properties was ongoing). A high level assessment of the possible measures required to bring all properties up to an EPC C initially and ultimately zero carbon has been undertaken by Savills.

The assessment identified spending of £23k per property which would achieve an 87% carbon reduction. Officers explained this would include insulation and windows, and was classified as a fabric first approach. A total spend of £276m would be required across the entire stock and when costs were removed for Decent Homes type programmes (already in the business plan) there would be a need to identify circa £200m.

The remaining 13% carbon reduction would require significant additional investment in deep retrofitting properties, however it was felt that the decarbonisation of the electrical grid and improving technology would close the gap.

The new Housing Asset management Strategy (attached Appendix 1) has embedded a zero carbon approach across all future work streams, and this would be a key consideration as the design programmes would maximise the investment benefit. For example a de-gassing of high and medium rise building is being investigated. This would remove a significant fire risk in terms of a building safety approach, and would be a zero carbon alternative solution.

A full road map for each property to ensure that a clear programme of activities to achieve the 2030 and 2040 targets and ensure the HRA business plan includes sufficient monies would be developed. This would ensure that the most appropriate investment decisions were made across the portfolio.

Furthermore, external funding streams were also being investigated to see if there could be a reduction on the impact on the HRA. There was a bill submitted for £1.0m through the Social Housing Decarbonising Fund (SHDF) which would allow a number of the poorest performing properties to be brought up to a C Band and a delivery vehicle has been planned should the bid be successful.

Discussion occurred around insulation in external walls as then it would require less heating within PSIF buildings. Officers explained that insulating floors was likely the best approach but was the most difficult and that making buildings too air tight caused damp and therefore a balance approach was required that used a holistic methodology and was monitored when specific funding was granted. Further challenges were found in finding certified tradesman to do the work.

It was confirmed that the Council would find out whether the bid for funds was successful in February 2022. There was a total of £80m available but lots of competition. However, regardless of whether the Council were successful they would continue works as planned because there would be further future bids available. Future updates on all bidding would be provided at future meetings on a 6 monthly basis period and added onto the work programme.

Members raised further concern over costs and where the money would come from especially as costs would likely rise further as time went on. Officers explained that if they did everything that was on the plan now it would cost £200m. However, since the plan would be continuous, developing and evolving over time with new technologies. etc, officers believed costs would possibly decrease with a wait and see strategy to maximise value for money.

The Sub-Committee **noted** the contents of the report.

49   **REPAIRS AND MAINTENANCE**

The Sub-Committee was updated on the repairs and maintenance service. The report provided an update on the procurement of the new contract.

It was explained that LBH had a legislative duty to undertake repairs and maintenance works to its properties owned and managed by the HRA. The report was produced in December so may be slightly out of date. Breyer Group who were awarded the contract several years ago have experienced significant challenges throughout the term. Mainly due to poor specification, contract management and poor performance by the contractor.

However, through a proactive approach by both Breyer the Council officers, LBH performance had significantly improved and has now been operating at or around the required KPIs in regards to repairs completed on time and those completed "right first time". There have been more issues over the last few months for various reasons and officers are managing Breyer closely during the full demobilisation of the contract. As a contingency, the Council has a number of smaller contractors that can be relied on should there be a need in the coming months.

There had been a complete undertaking of a fully compliant procurement exercise to secure a new contractor on a 10 year contract that would provide a better continuity of service and allow for ongoing improvement and investment in service delivery. Mears have been appointed and a significant amount of time was invested in understanding customer's views and preferences for the new service and this has considerably improved the specification and KPIs within the new contract.

Gas services would remain the same and all properties had been serviced and were safe.

It was further explained that Mears and Council staff (call handlers) would be working out of the same site and this integrated model approach would enable better service through communication and technology. An incentive would be given to the contractor for setting targets and KPIs to allow extra benefits to them. An online portal would also be available to residents to book and review appointments. Members would prefer progress reports sent directly to them if they wished to view if Mears were meeting the objectives and would like to see those vital linkages between the Council CRM systems. Members suggested the report come back at the next meeting to see how Mears were doing.

The Sub-Committee **noted** the contents of the report.

Chairman

Havering
LONDON BOROUGH

Town and Communities Overview and Scrutiny Committee

22nd March 2022

Subject Heading:	Housing Repairs and Voids Mobilisation Update
SLT Lead:	Patrick Odling-Smee
Report Author and contact details:	Garry Knights Assistant Director of Housing Property Services Garry.knights@havering.gov.uk 01708 432834
Policy context:	LBH has a legislative duty to undertake repairs and maintenance works to its properties owned and managed by the HRA
Financial summary:	None – information only

The subject matter of this report deals with the following Council Objectives

Communities making Havering   []
Places making Havering   [x]
Opportunities making Havering   []
Connections making Havering   []

SUMMARY

This report provides a briefing to the committee on the mobilisation of the new Housing Repairs and Void contract with Mears Ltd.

RECOMMENDATIONS

That members note the contents of this report.

REPORT DETAIL

This report provides an update on the key activities which are required to mobilise the new repairs and voids contract with Mears and demobilise the existing contract with Breyers.

We have a number of subject specific meetings each week, including overall service delivery, IT and Communications. We have had a number of sessions clarifying the scope and extent of the service and removing the ambiguities.

The full activity tracker is provided at Appendix 1.

There has been significant works undertaken by both the teams from Havering and Mears and as such we remain on target for the commencement of the full service on Monday 4th April, delivering responsive repairs and void works.

Demobilisation

We have worked with Breyer to minimise the disruption to residents. Mears task team of operatives, along with a number of smaller support contractors have been taking on the Routine repairs since the 1st March to allow Breyer to complete their outstanding jobs.

From the 28th March all urgent repairs will go to Mears and from the 1st April all emergency jobs will go to a support contractors. Mears will take all jobs from the 4th April, this phased approach will allow Mears to deliver the service with their task

team whilst they on-board new staff and the staff who are TUPEd across from Breyer.

IT Integration

In order to ensure a seamless customer journey, from the initial call through to undertaking a customer satisfaction survey, integration between LBHs Open Housing system and the Mears MCM system is necessary

We have undertaken a number of process mapping exercises to ensure the systems can, and will align, and identify the interfaces which need to be developed.

These 2 way interfaces are almost complete and ready for full testing, and are confident these will all be in place for the contract start. We have a more manual fall-back position available should there be any initial issues, this has been tested.

LBH surveyors will all carry a new tablet devices which will allow them to directly raise and allocate repairs into the Mears system whilst they are on site with residents, which will significantly improve the service and eliminate the double handling which currently occurs.

There are a number of IT areas which are not required initially for the delivery of the service but which will help us be more efficient going forward, such as full integration with our asset management system Keystone, full integration with our finance systems, these are phase two activities and both Mears and Havering have resource allocated to deliver these.

Call Handling

One of the problem areas identified on the existing contract was the difficulty for residents to raise or change repairs, but also the difficulties for non-technical staff in diagnosing and allocating jobs, with one of the predominant causes being the separation of the teams undertaking these functions.

Whilst our call centre will continue to manage calls we have agreed that four call handlers will be ring-fenced to repairs and will be co-located with the Mears planners and supervisors at our co-location facility.

This will allow our more specialist call handlers to directly liaise with the Mears team to assist with diagnosis, ensure jobs are allocated to the correct priority and allow them to quickly and easily check directly with Mears on outstanding repairs, rather than the email approach which has tended to permeate the service.

In addition the MCM platform will allow far better direct commination with residents, who will be sent texts and emails when jobs are raised, will be sent reminders before the jobs and will be sent live mapping when operatives are on the way. This will also

allow resident to make changes to appointments or advise operatives of any special instructions.

Branding

The branding for the vehicles and uniforms has been agreed (see Appendix 2). All vehicles are on order and will be sign written ahead of the go live.

Staff including TUPE (transfer of Undertakings (Protection of Employment)

Mears have been working with the Breyer staff who may TUPE onto the new contract. The final numbers of staff will not be confirmed until the end of the contract and accordingly Mears have their task team of operatives and back office staff on hand to deliver at go live.

Communications

A communication plan has been agreed (see Appendix 3) and a number of resident events will be held over the coming weeks.

Letters will be sent to all residents, detailing the keys features of the service, key contact number etc and these will be delivered before go live of the service.

In line with our new resident engagement strategy a resident group is being created which be involved in the ongoing monitoring and development of the service.

Premises

A key improvement is the co-location of Mears and LBH staff which will significantly improve partnering working and break down silos.

A modern office space has been procured at the CEME centre in Rainham, Mears will fully run the service from this office with all relevant staff and management based from here.

Alongside Mears staff our 4 call handlers will also be based there, along with on a daily basis, our Repairs and Void manager, one of our senior surveyors, one duty surveyor and two repairs/voids officers. There will also be an additional number of hot desks which will allow the rest of the team to drop in as required.

CEME also have meeting rooms and drop in spaces available as required.

Subcontrcators and supply chain

Mears have procured the majority of their supply chain, and are just finalising some specialist services.

As part of the mobilisation meetings we have identified a small number of areas which weren't previously included in the but will benefit from being delivered under the Mears contract, such as door entry repairs and playground equipment, and Mears is securing the supply chain or will directly engage operatives to deliver in these areas.

Voids

A number of new void processes have been agree which will streamline the process and reduce delays in bring properties back into use, these include a more proactive pre exit visit approach to determine works, Mears managing all aspect of statutory checks such as asbestos surveys and EICRs and Mears undertaking all heating works in void properties. This will reduce the handoffs which are currently embeded in the process.

Social Value

A social value plan is being agreed, both considering the areas which LBH required as part of the tender but also additional areas which Mears offered.

Mears have already started to deliver, completing a number of calls to our over 75 year old residents, an initiative which we undertake annually to determine any additional need or support requirements among this group.

$$\boxed{\textbf{IMPLICATIONS AND RISKS}}$$

Financial implications and risks:

This report is for noting and has no finance implications arising

Legal implications and risks:

This report is for noting and has no legal implications arising.

Human Resources implications and risks:

The comments made in this report do not give rise to any identifiable HR risks or implications that would affect either the Council or its workforce.

Equalities implications and risks:

No EQIA has been completed as this paper is for information only

MEARS

IMSP008: MOBILISATION
APPENDIX 9: MOBILISATION PROJECT PROJECT PLAN
Version 3.0 (September 2020)

Mobilisation Lead: Carly Glover

Go-live date: 01/04/2022

A: GUIDANCE

What is the Mobilisation Project Plan?

The Mobilisation Project Plan ('Plan') is the key document that will be used by the Mobilisation Project Team to record, manage and update all key mobilisation actions in one place. The Plan is split into the following tabs:

Ref:	Tab	Description/Purpose	Instructions
A	Guidance	Guidance on how to use the Mobilisation Project Plan Template (this tab)	See Below
B	Roles & Contacts	Summary list of Mobilisation Project Team members, key client contacts and others as required	The Co-ordinator will complete and maintain/update the roles and contacts section of the Mobilisation Project Team, Client Landlord and any other contacts as required
C	Risk Register	Key risks identified from Kick Off meeting and throughout the mobilisation along with actions to mitigate	The Lead will finalise the risk register following the initial Kick Off meeting and maintain/update throughout the mobilisation
D	Critical Milestones	Critical actions that must be delivered to ensure mobilisation success, broken down by Specialist (e.g. 3. Customer & Community Success)	The Lead will finalise the critical milestones following the initial Kick Off meeting and maintain/update throughout the mobilisation
E	Information Requests	Log to track requests for information	Specialist leads will ensure updates on Information Requests are provided to the Co-ordinator on a weekly basis along with Plan action updates. The Co-ordinator will maintain/update the Information Request log throughout the mobilisation
F	Governance and initial setup	Preparatory actions for mobilisation lead to undertake	Each Specialist lead will:
1	Bid Team	Project plan broken down by Specialist (e.g. 12: Operations)	
2	Legal		a) Complete the tab for their area of responsibility in full by the deadline agreed at the Kick Off Meeting. The initial update will include amending/adding/removing actions in the template as required to meet the needs of the specific mobilisation (hover over column headers for instructions)
3	HR		
4	Operations		
5	Compliance - electrical and gas		
6	Health & Safety		b) On an ongoing basis, the Specialist lead will update all actions in their area of responsibility on the project plan stored on Teams at least one day before the Weekly Progress Meeting
7	Central Finance		
8	Customer & Community Success		c) The Co-ordinator will update the Plan overall from all updates received on a weekly basis for use at the Weekly Progress Meeting and store on Teams
9	IT		
10	Apprentices, learning & development		d) Supplementary appendices including templates/presentations are referred to in certain specialist areas including:
11	Marketing and Comms		
12	Subcontractors & commercial		Appendix 9a: TUPE Presentation Template (see Tab 4. Operations)
13	Procurement & Fleet		Appendix 9b: Induction Training Plan with Resource Template (see Tab 4. Operations)
14	Out of hours		Appendic 9c: Induction Agenda Template (Operative) (see Tab 4. Operations)
15	Information Security		Appendix 9d: Induction Agenda Template (Planners & Supervisors) (see Tab 4. Operations)
16	Other		Appendix 9e: Floorwalking and Go-Live Plan (see Tab 4. Operations)
			Appendix 9f: Subcontractor Master List (See Tab 12. Subcontractors & Commercial)

B. ROLES AND CONTACTS

Mobilisation Project Team			
Role	**Name**	**Contact Phone**	**Contact Email**
Mobilisation Lead			
Specialist Leads:			
1 Bid Team	Kelley Blanchflower		
2 Legal	Leanne Nicolay		
3 HR	Kelly Tapley		
4 Operations	Jon Steward & Gary Luscombe		
5 Compliance - electrical and gas	Pat Woodhouse		
6 Health & Safety	John Henry		
7 Central Finance	Darren Vernon & Neil Erwood		
8 Customer & Community Success	Laura Siddals		
9 IT	Richard Pollard & Ian Davies		
10 Apprentices, learning & development	Mears Learning		
11 Marketing and Comms	Paddy Grace		
12 Subcontractors & commercial	Jon Steward & Gary Luscombe		
13 Procurement & Fleet	Martin Gaffney		
14 Out of hours	TBC		
15 Info Security	Rhys Green		
Client Contacts [Insert Client Landlord Name]			
Role	**Name**	**Contact Phone**	**Contact Email**
Repairs lead	**Neil Bugden <Neil.Bugden@havering.gov.uk>**		
Repairs and Voids manager	**Daniel Hadrava <Daniel.Hadrava@havering.gov.uk>**		
Voids lead	**Liam Knight <Liam.Knight@havering.gov.uk>**		
IT lead	**David Clifton <David.Clifton@havering.gov.uk>**		
Other Contacts [Insert Organisation Name]			
Role	**Name**	**Contact Phone**	**Contact Email**
Other Contacts [Insert Organisation Name]			
Role	**Name**	**Contact Phone**	**Contact Email**
Other Contacts [Insert Organisation Name]			
Role	**Name**	**Contact Phone**	**Contact Email**

D. RISK REGISTER

Ref:	Risk	Impact	Owner	Lead	Control to Mitigate Risk	Due Date	Progress Update	Status
A	Mobilisation Project Management/Governance							
1								
2								
3								
1	Bid Team							
a								
b								
c								
2	2 Legal							
a								
b								
c								
3	3 HR							
a								
b								
c								
4	4 Operations							
a	LBH - Resourcing							
c								
5	5 Compliance - electrical and gas							
a								
b								
c								
6	6 Health & Safety							
a								
b								
c								
7	7 Central Finance							
a								
b								
c								
8	8 Customer & Community Success							
a								
b								
c								
9	9 IT							
a								
b								
c								
10	10 Apprentices, learning & development							
a								Closed
b								
c								
11	11 Marketing and Comms							
a								
b								
c								
12	12 Subcontractors & commercial							
a								
b								
c								
13	13 Procurement & Fleet							
a								
b								
c								
14	14 Out of hours							

a							
b							
c							
15	**15 Info Security**						**15**

E. CRITICAL MILESTONES

Ref:	Critical Milestone	Lead	Date Due	Progress Update	Status
A Governance					
1					
2					
1 Bid Team					
a	Bid commitments completed				
b	Overview presentation completed for kick off meeting				
2 Legal					
a	Letter of intent/contract				
3 HR					
a	Obtain Due Diligence information				
b	Receive and interpret contractual information				
c	Serve Measures				
d	Deliver Group presentation				
e	Agree template for 1:1 meetings				
f	Conduct 1:1 meetings				
g	Update measures				
h	Start process of agreeing proposed structure with staff				
i	HR1 Form to be logged				
j	Start consultation on redundancies				
k	Start process of agreeing selection criteria				
l	Selection Criteria applied				
m	Dismissals to be applied by - all staff to work PILON?				
4 Operations					
a	Bid kickoff meeting with all relevant parties				
b	Structure confirmed				
c	Recruitment engaged as required				
d	Processes for all workstreams established				
e	Key client contacts established				
f	Inductions planned and delivered				
5 Compliance - electrical and gas					
a					
b					
6 Health & Safety					
a	Confirm PPE ordered with Procurement				
b	Ensure all PPE distributed at go live				
c	Is BSc happening before go live				
d	Deliver training				
e	Waste Management Solution				
f	Existing training requirements - training Matrix for exiting operatives				
g	Asbestos Awareness/ Cat B Removal requirements				
h	PAT Testing Regime - new tools/ existing tools				
7 Central Finance					
a	Operative rates in MCM				
b	Mobilisation costs recorded and captured especially any Task Team costs.				
c	Invoicing/payment process agreed before contract start				
d	Overhead Structure agreed pre restructure and post restructure with timelines and costs associated.				
e	Branch Forecast				
8 Customer & Community Success					
a					
b					
c					
d					
e					
f					
9 IT					
a					
b					
c					
10 Apprentices, learning & development					
a	Apprentice registration needs to be transferred to Mears				
b	Confirm qualifications of staff - certificates required				
c	Identify staff on formal qualifications that need day release				
11 Marketing and Comms					
a	Website branding				
b	Letter/administration branding				
c	Office branding				
d	Communications plan (internal/external)				
e	web2print				
f	Communications delivery (internal/external)				
12 Subcontractors & commercial					
a	Appendix SP12a (Subcontractor Master list) completed				
b	MCM contract and status setup completed				
c	MSP training planned/delivered				
d	Subcontractor rates in MCM				
e	Appendix SP12a shared with general manager				
13 Procurement & Fleet					
a	Office premises identified and lease agreed				
b	Van numbers confirmed and ordered				
c	Tool hire requirements confirmed				
d	Driver details obtained and validated				
e	Uniform requirements captured				
f	Procurement handbook for the branch completed				
g	Van stocks confirmed and ordered				
14 Out of hours					
a	Out of hours process confirmed				
b	Mears Hubs briefed and aware				
15 Info Security					
a	Completed Data Privacy Impact Assessment (DPIA) (where required)				
b	Complete Information Sharing Agreement (ISA) with client				
c	Complete Information Sharing Agreement (ISA) with suppliers/subcontractors				
d	Confirm that terms of ISA and/or contract as it applies to Information Security are understood by branch management team and staff				
e	Appoint a Branch Information Security Lead (BISL) with support from Divisional Information Security Lead				
f	Deliver 'Understanding GDPR' elearning as part of induction for all staff and operatives deliver latest Information Security Tool Box Talk				

F. INFORMATION REQUEST LOG

Ref:	Specialist Area/Function	Requested By	From Whom	Information Requested	Date Requested	Date Response Received	Progress Update
1	Repairs WIP data	LC	LBH	Detail of current WIP	19-Jan-22	21-Jan-22	Initial data received, req address info to be added
2	Asset keys and fobs	LBH	LC	List required	24-Jan-22		Forwarded to GL/JS for response
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							

GOVERNANCE AND INITIAL SETUP
Lead: [Insert name and job title]

Ref	Action
1	Create MS Teams Channel for internal governance
2	Create external MS Teams Channel (for client engagement) if applicable. NB: Clearly mark this as external facing.
3	Arrange for guest account setups for external users (if applicable). Request via IT.
4	Agree mobilisation team with RD
5	Arrange initial kick off meeting as per bid team action

If action is dependent on another action give details	Action Lead	Due Date

Progress Update & Risks/Issues	Status	Completion Comments
	Completed	
	Not Applicable	
	Not Applicable	
	Completed	
	Completed	

BID TEAM
Lead: Kelley Blanchflower

Ref	Action	If action is dependent on another action give details	Action Lead	Due Date	Progress Update & Risks/Issues	Status	Completion Comments
1	Notify COO of contract win and standstill period (do not update CMS until after standstill)					Completed	
2	Once cleared to do so, notify legal in preparation for contracts and send bid synopsis					Completed	
3	Inform Marketing & Comms of the key win themes, commitments etc for publicity/press releases					Completed	
4	Confirm bid team handover meeting with lead operating team(quality & commercial) - Appendix 6 - Bid Handover/Kick Off meeting presentation					Completed	
5	Compile Bid Commitment Log Template (Appendix 4) and upload into mobilisation Teams Channel, with complete submission (including appendices and clarification log), ITT docs and bid synopsis (Appendix 5)					Completed	
6	Advise of any other issues arising from the submission					Completed	

LEGAL
Lead: Leanne Nicolay

Ref	Action	If action is dependent on another action give details	Action Lead	Due Date	Progress Update & Risks/Issues	Status	Completion Comments
A	LEGAL						
1	Letter of Intent					Not Started	
2	Contract					Not Started	
3	Agree Draft Contract		LN	01-Apr-22	Awaiting legal team update from LBH	Not Started	
4	Issue Contract for Execution		LN	01-Apr-22		Not Started	
5	Execute Contract		LN	01-Apr-22		Not Started	
6	Performance Bond/Parent Company Guarantee		LN	01-Apr-22		Not Started	
7	Agree terms with Client		LN	01-Apr-22		Not Started	
8	Issue PB/PCG		LN	01-Apr-22		Not Started	
9	Tenancy Agreement		LN	01-Apr-22		Not Started	
10	Agree Licence to Occupy		LN	01-Apr-22		Not Started	
11	Agree Tenancy Agreement terms with Client		LN	01-Apr-22		Not Started	
12	Execute Tenancy Agreement		LN	01-Apr-22	Awaiting CEME legal team update	In Progress - At Risk	
13	Admissions Agreement		LN	01-Apr-22		Not Started	
14	Agree terms with Client		LN	01-Apr-22		Not Started	
15	Execute AA and issue Pensions Bond		LN	01-Apr-22		Not Started	
16	Agree principles on KPI implications		LN	01-Apr-22		Not Started	
17	Principles of implications on payment and KPIs agreed		LN	01-Apr-22		Not Started	
18	SLA Framework		LN	01-Apr-22		Not Started	
19	Ensure all legal obligations are met prior to contract commencement		LN	01-Apr-22		Not Started	

Ref	Action	If action is dependent on another action give details	Action Lead	Due Date	Progress Update & Risks/Issues	Status	Completion Comments
HR **Lead: Kelly Tapley**							
A	TUPE						
1	Review commercial contract (or letter of intent if contract not available) to ascertain whether there are TUPE provisions increasing statutory requirements to the process					Completed	
2	Make contact with Transferor to obtain due diligence				Updated anon data received 18/2	In Progress - On Target	
3	Establish if there is a recognised Trade Union in respect of the transferring employees.				Requested from Breyer	In Progress - On Target	
4	Assess due diligence, determine risks & opportunities (including whether restructure is required post transfer)	Mobilisation Manager			Bonus scheme; not in scope role being discussed	In Progress - On Target	
5	Ensure full knowledge of pension schemes in place and requirements post transfer (i.e. check if LGPS and admitted body status). Liaise with Mears Pension team on arrangements if required.				LGPs - contact made with pensions	In Progress - On Target	
6	Receive Employee Liability Information from Transferor, ensure this is complete (i.e. required 28 days before transfer or extra action needed to write about TUPE obligations)					In Progress - On Target	
7	Take care to ensure full knowledge of benefit schemes (excl pension) in place and required post transfer e.g. life assurance benefit, income protection, PHI etc.					In Progress - On Target	
18	Determine proposed transfer measures & inform Transferor of initial proposed measures				Working hours	In Progress - On Target	
8	Agree with Transferor timetable for consultation programme. Obtain agreement to joint meetings.				Monday 7th March - awaiting confirmation of timetable	In Progress - On Target	
9	Agree with Transferor timetable for 121 meetings.				Monday 7th March - awaiting confirmation of timetable	In Progress - On Target	
10	Confirm elected reps with Transferor and confirm their mandate (for TUPE and redundancy if applicable)				Breyer have confirmed elected reps are in place (2)	In Progress - On Target	
12	If agreed with Transferor invite to 121 meeting - to include requesting evidence for Right to Work checks, competency cards, certificates, qualifications. Decide if DBS check to take place pre or post TUPE.				Right to Work, 48 Hour Opt out, Driver Agreement - part of Workday onboarding	In Progress - On Target	
13	If agreed with Transferor conduct 121 factoring in any queries arising from due diligence, complete vehicle license check, uniform order form, Right to Work check, certificate check etc. Completion of forms - HMRC Starter Checklist, New Starter Form, 48 Hour Opt Out	Ensure availability of member of Procurement/Compliance/H&S teams to attend 121s			07/03/2022	In Progress - On Target	
15	Confirm those on transfer list are in scope and ensure those who are not are properly challenged					In Progress - On Target	
16	Update assessment of risks & opportunities of proposed staff transfering					Not Started	
17	Determine & cost any additional work streams					Not Applicable	
20	Confirm whether any employees are on long term absence or maternity leave					In Progress - On Target	
21	Request data on holiday taken & booked; sickness absence; 12 week average pay and personal files for transferring staff from Transferor					Not Started	
22	Write to those who did not attend 121 and conduct any outstanding 121 meetings					Not Started	
23	Consult over restructure (if applicable)						
24	Agree selection critera (only if restructure)						
25	Update transfer measures and re-send if applicable						
26	Agree final TUPE list						
27	If redundancy is likely issue HR1 form if it is proposed to dismiss 20 people or more						
28	Agree with elected reps redundancy selection criteria & its application						
29	Agree proposed operational structure with ops						
30	Confirm proposed resource plan						
31	Communicate with HR Admin Team to provide update of t&c's, contractual policies & procedures & additional benefits						
32	Provide TUPE EIB template to HR Admin Team for uploading to Workday.						
	Provide employee numbers to Procurement in order for ID cards to be produced and new employees to be set up by IT for MCM etc.						
33	Ensure payroll have sufficient information to pay employees - bank details to be added to Workday						
34	Write to employees to confirm those at risk if applicable						

35	*Ask for volunteers if applicable*					
36	*Apply selection criteria if applicable*					
37	*Advise staff provisionally selected if applicable*					
38	*Consult with staff to mitigate/avoid redundancy if applicable*					
39	*Dismiss if applicable*					
40	*Take proactive steps to manage survivors if applicable*					
41	Work with Branch Manager to develop an HR People Plan to ensure delivery of contract deliverables					
42	Write to new employees to confirm name of employer, applicable policies and any other relevant info on T&C's (i.e. on measures letter to each employee)					

OPERATIONS
Lead: Lucas Critchley, Gary Luscombe & Jon Steward

Ref	Action	If action is dependent on another action give details	Action Lead	Due Date	Progress Update & Risks/Issues	Status	Completion Comments
A	**LOGISITICS PLANNING**						
1	Tupe and Client Communication		LC/GL/JS			In Progress - On Target	
2	If applicable, create external MS Teams area for TUPE staff. Consult with HR BP prior to doing this.		LC/GL/JS			Not Applicable	
3	Deliver Transferree Questionnaire - see Appendix SP4a (TUPE presentation)		LC/GL/JS		In discussion with KT	In Progress - On Target	
4	Implement team briefs, forums and weekly team meetings		LC/GL/JS			Completed	
B	**TEAM STRUCTURE AND DELIVERY**						
1	Profile roles for management and key roles		LC/GL/JS			In Progress - On Target	
2	Communicate roles and objectives		LC/GL/JS			In Progress - On Target	
3	Service and Business Support		LC/GL/JS			In Progress - On Target	
5	Recruit interim service controllers		LC/GL/JS			In Progress - On Target	
7	Client to identify areas of work that can go to contractors		LC/GL/JS			In Progress - On Target	
8	Plan to mitigate redundancies, or redundancy plan, if applicable		LC/GL/JS			Not Applicable	
9	Review of staff transferring		LC/GL/JS			In Progress - On Target	
10	Review plan following actual TUPE		LC/GL/JS			Not Started	
11	Ensure onboarding requests are logged in ServiceNow for IT	Staff need to be in Workday	LC/GL/JS			Not Started	
C	**TASK TEAM**						
1	Confirm if TT are being applied to this contract and ensure that this is communicated to TT GM		LC/GL/JS			Completed	
2	Design ghost service via task team and admin function (if task team are being applied to this contract)					Completed	
3	Agree scope of TT involvement - e.g. WIP transfer, emergency coverage, complaints works etc					Completed	
4	Brief task team on contract specific processes (if required) and provide outline process map.					In Progress - On Target	
5	Diarise and carry out process handover to ensure TT briefed on contract-specific processes					In Progress - On Target	
6	Confirm OOH handover timesas part of handover				Havering are covering p1 and OOH Jobs from 1	In Progress - On Target	
7	Provide copy of subcontractor matrix to TT					In Progress - On Target	
8	Provide multi-trade definitions to TT - i.e. if an op is a multi, what does this include					Not Started	
9	Ensure TT have Issue to MSP permission on contract (if applicable)					Completed	
D	**CLIENT AND TRANSFER**						
1	Mobilisation (Temporary Premises)		LC/GL/JS			Not Applicable	
2	Mobilisation of new premises				We are just waiting on the Leese to be signed	In Progress - On Target	
E	**CONTRACT GOVERNANCE**						
1	Agree partnership management structure & processes		LC/GL/JS			In Progress - On Target	
F	**CONTRACT MANAGEMENT**						
1	Agree acess to all IT systems & confirm client accounts for MCMView access (if required)		LC/GL/JS			In Progress - On Target	
2	List and capture all 'bid promises' and contractual compliance requirements					In Progress - On Target	
3	Draft a workable summary (handbook) of the bid document for day to day contract mgmt purposes					Not Started	
4	Obtain and keep a watching brief on TUPE plans					In Progress - On Target	

#	Description		Assigned			Status	
5	Review current / agree new audit and quality control processes					Not Started	
6	Agree processes for service innovations and improvements					Not Started	
7	Review current / agree new processes for initiating / endorsing requests for change orders					Not Started	
8	Agree internal contract management peer review meetings					Not Started	
F	**CONTRACT PERFORMANCE REVIEW**						
1	Review current / agree new processes for KPI performance monitoring		LC/GL/JS			Not Started	
2	Review current / agree new contractual Standard Operating Procedures (SOPs)					Not Started	
3	Licences, insurance, etc					Not Started	
4	Obtain current insurance certificate					Not Started	
5	Waste transfer					In Progress - On Target	
6	Gas Safe Registration					In Progress - On Target	
7	NICIEC Registration					In Progress - On Target	
8	Obtain Asbestos Registration					Completed	
9	Enviromental					Completed	
10	Specialist contractors					In Progress - On Target	
11	Agree procurement/ extension to existing arrangments					In Progress - On Target	
G	**KPI's**						
1	Develop KPI handbook & agree indicators		LC/GL/JS			Not Started	
2	Agree collection process					Not Started	
3	Agree secondary and operational KPI reporting					Not Started	
H	**SERVICE DELIVERY R+M**						
1	W.I.P, appointments at end of month, booking appts for new start,and are we running on 100% capacity from day1?, communication to who?		LC/GL/JS			Not Started	
2	Draw up procedure to close jobs					Not Started	
3	Agreed procedure to close jobs					Not Started	
4	Agree cut-off date for new jobs & rectification work					Not Started	
5	Agree warranties					Not Started	
6	Establish status of all existing & new jobs onclient system(for eg Sx3)					Not Started	
I	**VOIDS**						
1	Agree location of the clients voids teams (presumed existing)		LC/GL/JS			Completed	
2	Agree process for normal work flow					Completed	
3	Agree process for security screens					Not Started	
4	Agreed process on transition of WIP and backlog of work					Not Started	
5	Agree principles on payment implications					Not Started	
J	**PLANNED WORKS**						
1	Demobilisation of existing contract if applicable					Not Applicable	
2	Monitor TUPE information & discussions		LC/GL/JS			Not Applicable	
3	Identify contact names and telephone numbers for Outgoing Contractor representative dealing with complaints/ defects		LC/GL/JS			Not Applicable	
K	**APPOINTMENTS**						
1	Map process		LC/GL/JS			Not Started	
2	Protocol for made & Kept app.					Not Started	
L	**PROCESSES**						
1	Have a strategy to deal with backlog (Contingency labour ?)		LC/GL/JS			Not Started	
2	Specialist works process (Life of)					Not Started	
3	Additional works process (Life of)					Not Started	
4	Productivity montoring					Not Started	
5	Pre inspection Voids Process					Not Started	
6	Post Inspection Repairs Process					Not Started	
7	Follow Ons (Life of)					Not Started	
8	No Access (Life of)					Not Started	
9	Emergency call out (Life of)					Not Started	
10	Cancellations (Life of)					Not Started	
11	Variations (Life of)					Not Started	
12	Recharges (Life of)					Not Started	
13	Voids / Jobbing (Life of)					Not Started	
14	Voids / Improvements / Decent Homes (Life of)					Not Started	

15	Voids welcome Packs					Not Started	
M	**INDUCTION AND TRAINING**						
1	Design and agree induction day content, complete timetable and agenda - Appendix SP4b (Training timetable) and Appendix SP4c (Induction Agenda)	Refer to Induction Checklist SP4e	LC/GL/JS		Brentwood for induction base, to be designed once updated TUPE list received	In Progress - On Target	
2	Confirm induction dates and provide agenda/joining instructions to attendees					Not Started	
3	Deliver inductions and provide attendance records to Mears Learning					Not Started	
4	Confirm in-branch training and transition plan, utilising existing branch support (Appendix SP4d)					Not Started	
5	Communicate training and transition plan to all relevant resources					Not Started	

COMPLIANCE - ELECTRICAL AND GAS
Lead: [Insert name and job title]

Ref	Action	If action is dependent on another action give details	Action Lead	Due Date	Progress Update & Risks/Issues	Status	Completion Comments
A	ELECTRICAL						
1	Go Live Date					Completed	
2	Number of Electricians or those with Electrical in their job title		PW	01/04/2022	Pending TUPE info	In Progress - On Target	3 no names as yet
3	Number of Electrical Apprentices		PW	01/04/2022	Pending TUPE info	In Progress - On Target	None advised
4	Number of Electrical Supervisors		PW	01/04/2022	Pending TUPE info	In Progress - On Target	1?
5	Number of Electrical Managers		PW	01/04/2022	Pending TUPE info	In Progress - On Target	None advised
6	Skills Matrix required of all the above		PW	01/04/2022	Pending TUPE info	In Progress - On Target	Not completed, to be created 7th March following Qualifications Review
B	INTERVIEWS & ASSESSMENT						
1	Number of employees to be Interviewed by Electrical Compliance Team at 1- 1 stage		PW	01/04/2022	Pending TUPE info	In Progress - On Target	3 advised
2	Where and when Interviews to take place		PW	01/04/2022	Pending TUPE info	Not Started	Qualifications Review only at Breyer on 7th March
3	Electrical Questionnaire to be given at same time as 1 - 1's. Operatives to be advised prior to interview. Allow additional hour for this assessment		PW	01/04/2022	Pending TUPE info	Not Started	At Brentwood during induction?
4	Review all Qualifications Certificates at 1-1 stage. Operatives to be advised to bring in originals		PW	01/04/2022	Pending TUPE info	In Progress - On Target	7th March at Breyer
5	Copies to be taken of all Qualification Certificates		PW	01/04/2022	Pending TUPE info	In Progress - On Target	If allowed at Breyer otherwise at Brentwood on 6th April
C	SPECIALIST EQUIPMENT TO BE ORDERED BY TECHNICAL COMPLIANCE OFFICE						
1	Order Test Instruments - (1 set per electrical operative)		PW	01/04/2022	Pending TUPE info	In Progress - On Target	Ordered from SIS to be collected by VO from Broadstairs
2	Order Safe Isolation Equipment- (1 set per electrical operative)		PW	01/04/2022	Pending TUPE info	In Progress - On Target	Ordered from SIS to be collected by VO from Broadstairs
3	Order Voltage Testers - (1 set per electrical operative)		PW	01/04/2022	Pending TUPE info	In Progress - On Target	ordered from SIS to be collected by VO from Broadstairs
4	Order Torque Screwdriver set - (1 set per electrical operative)		PW	01/04/2022	Pending TUPE info	In Progress - On Target	ordered from SIS to be collected by VO from Broadstairs
5	Plant and Equipment database to be completed		PW	01/04/2022	Pending TUPE info	In Progress - On Target	To be created by VO with JP
6	Pre-order "Tablet"		PW	01/04/2022	Pending TUPE info	Not Started	IT
D	TRAINING						
1	Existing training requirements - training Matrix for exiting operatives from out-going contractor		PW	01/04/2022	Pending TUPE info	Not Started	TBC following qualfications review and assessments
2	Electrical Operatives to attend full day Induction/tablet forms training in branch.		PW	01/04/2022	Pending TUPE info	Not Started	Brentwood 6th April
3	Issuing of all test instruments, lock off-kits, voltage testers, torque screwdrivers and On-site guides		PW	01/04/2022	Pending TUPE info	Not Started	Brentwood 6th April
4	Issuing of and Tablet - to include training		PW	01/04/2022	Pending TUPE info	Not Started	Brentwood 6th April
5	Electrical Certification process - see section D2		PW	01/04/2022	Pending TUPE info	Not Started	Brentwood 6th April
6	Safe Isolation Training of non electrical trades as required.		PW	01/04/2022	Pending TUPE info	Not Started	TBC
7	Practical Assessments		PW	01/04/2022	Pending TUPE info	Not Started	OSA within 1 month of contract start
8	Additional training for electrical QS (s)		PW	01/04/2022	Pending TUPE info	Not Started	MCMView set up
9	Send all details to Mears Learning and Development		PW	01/04/2022	Pending TUPE info	Not Started	
10	Review, implement and write any new risk assessments		PW	01/04/2022	Pending TUPE info	Not Started	
E	MISCELLANEOUS						
1	Names of and NICEIC Registration Number of all existing electrical contractors		PW	01/04/2022		Not Started	
2	Name and contact details of NICEIC Registerd Qualified Supervisor(s) (QS) and Principle Duty Holder (PDH)						
3	Copy of electrical contractors last NICEIC Annual Assessment						

4	Arrange for new branch to become NICEIC registered under Mears registration Number				Suggest operate under Thurrock NICEIC until a decision is made if its necessary to have own registration		
5	Arrange for PAT testing to take place of all operatives tools before allowing them out on-site						
6	Arrange for PAT testing to take place of Office Equipment						
7	Arrange for Technical Library to be delivered to new branch					Not Applicable	
8	Arrange for first batch of eletrical forms to be delivered to branch from Commercial					Not Applicable	
9	Contact details for Client's Electrical Manager						
10	Create and add branch stamp and signatures to MCMView						
11	Create MCMView account for branch electrical QS						
F	**GAS**						
1	Go Live Date					Not Applicable	Gas is applicable to the void element of the contract, Cap off and where applicable cooker points and cooker point extensions.
2	Number of Gas employees					Not Applicable	
3	Number of Gas Managers					Not Applicable	
4	Number of Gas Supervisors					Not Applicable	
5	Number of Gas Apprentices					Not Applicable	
6	Skills Matrix required of all the above					Not Applicable	
7	Company Gas Safe Registration					Not Applicable	
8	ACS Gas Qualifications signed and sent to Compliance office along with request to register forms					Not Applicable	
9	Flue gas analyser (specification and utilisation of existing to be agreed at time of mobilisation)					Not Applicable	
10	Safe isolation equipment(Standard gas kit..Fluke T110 AND LOCK OFF KIT)					Not Applicable	
11	Extention lead					Not Applicable	
12	Task lighting					Not Applicable	
13	Power tools (To be allocated where applicable)					Not Applicable	
14	Hoover (Type to be agreed dependant on work stream…ie Wet/HVAC)					Not Applicable	
15	RCD					Not Applicable	
16	Miscellaneous or specialist equipment, ie commercial/solid fuel disciplines/lpg/oil (contract specific)					Not Applicable	
17	Temporary continuity bond					Not Applicable	
18	Flue brush kit issued.					Not Applicable	
19	Hand tools and operatives equipment checked for suitability.					Not Applicable	
20	Written gas test taken and passed (as part of 1 to 1 allow extra 30 mins)					Not Applicable	
21	Gas Inductions booked in via Rotherham					Not Applicable	
22	Management, supervisory and office staff inductions and training given by Regional Compliance managers on all Mears IMSP005 Documention					Not Applicable	
23	Check gas documentation / stickers have been ordered					Not Applicable	
24	Existing arrangements including all local forms such as Smoke detector/co detector requirements identified					Not Applicable	
25	Support documents, Current referencing books such as GIUSP,essential gas safety manual (Gid 1)					Not Applicable	
26	For Building Regulations Part 'L' & 'G' is there a person with responsibility for informing Central Compliance (monthly)					Not Applicable	
27	Gas Safe Cards ordered/issued					Not Applicable	

HEALTH & SAFETY
Lead: John Henry

Ref	Action	If action is dependent on another action give details	Action Lead	Due Date	Progress Update & Risks/Issues	Status	Completion Comments
A	PPE						
1	Number of employees		JH	01-Apr-22		Completed	
2	Go Live date		JH	01-Apr-22		Completed	
3	Confirm PPE ordered with Procurement		JH	01-Apr-22		Not Started	
4	Ensure all PPE distributed at go live		JH	01-Apr-22		Not Started	
B	TRAINING (Liaise with Induction, Learning & Development Lead: Tab 9)						
1	Number of employees needing training		JH	01-Apr-22		Not Started	
2	Obtain SHE Handbooks		JH	01-Apr-22		Not Started	
3	Where and when training taking place		JH	01-Apr-22		Not Started	
4	Is 1 day SHE happening before go live		JH	01-Apr-22		Not Started	
5	Deliver training/Issue Handbooks		JH	01-Apr-22		Not Started	
6	Record on database who has had training and when		JH	01-Apr-22		Not Started	
7	Identify anyone who has been missed		JH	01-Apr-22		Not Started	
C	OFFICE & SITE						
1	Office/Warehouse Location		JH	01-Apr-22		Not Started	
2	Existing arrangements		JH	01-Apr-22		Not Started	
3	Waste Management Solution		JH	01-Apr-22		Not Started	
4	Assessment on premises		JH	01-Apr-22		Not Started	
5	Ensure branch is in accordance with regulations signage, fire extinguishers etc		JH	01-Apr-22		Not Started	
6	Fire Evacuation Plan		JH	01-Apr-22		Not Started	
7	Review, implement and write any new risk assessments		JH	01-Apr-22		Not Started	
8	Stores Training on lifting (Where Applicable)		JH	01-Apr-22		Not Started	
D	MISCELLANEOUS						
1	PAT Testing Regime - new tools/ existing tools		JH	01-Apr-22		Not Started	
2	Ladder inspection - new Ladders/existing ladders		JH	01-Apr-22		Not Started	
3	Existing training requirements - training Matrix for exiting operatives		JH	01-Apr-22		Not Started	
4	Fire Risk Assessmentr to new premises - Extinguisher requirements		JH	01-Apr-22		In Progress - On Target	JH
5	Asbestos Awareness Training		JH	01-Apr-22		Not Started	
6	Asbestos register for council stock		JH	01-Apr-22		Not Started	
7	Asbestos Survey for branch premises		JH	01-Apr-22		Not Started	
8	Contact Details For Client's H&S representative		JH	01-Apr-22		Not Started	
9	Asbestos Survey for Branch Premises		JH	01-Apr-22		Not Started	
10	Scaffold Register		JH	01-Apr-22		Not Started	
11	Contact details for Client's H&S Rep		JH	01-Apr-22		Completed	The Clients H&S Rep is Sally Gammer. Email address Sally.Gam

CENTRAL FINANCE
Lead: Darren Vernon & Neil Erwood

Ref	Action	If action is dependent on another action give details	Action Lead	Due Date	Progress Update & Risks/Issues	Status	Completion Comments
A	CENTRAL FINANCE						
1	Confirm Site Coding Structure	standard but check for any client/contract specific requirements	NE/DV			Completed	Confirmed 1333
2	Complete Rate Codes and Payroll Set-Up	TUPE info/ ops setup by IT/HR				In Progress - On Target	Standard SoR v7.1 rates loaded, bespoke rates to be received fr
3	Create All Sales Ledger Accounts					Completed	DHAV002
4	Operatives on MCM	IT/workday				Not Started	
5	Cost Coding	standard but check for any client/contract specific requirements				Completed	Links to Branch number creation
6	Chart of Accounts	standard but check for any client/contract specific requirements				Completed	Links to Branch number creation
7	Check that internal job numbers i.e. codes for Sickness, Holidays etc have been setup	IT in MCM & Gloucester SUN				Not Started	
8	Contract Budget/Forecast					Completed	Budget loaded in SUN
9	Operatives labour rate on MCM	TUPE info/ ops setup by IT/workday				Not Started	
10	Petty Cash	Gloucester				Not Started	
11	MCM Training	Training plan				Not Started	
12	Exclusion process to be agreed					Not Started	
13	Invoicing Procedure	Support from IT BP				In Progress - On Target	Matt Hunt had initial process map with client
14	Aged Debtors	standard report				Completed	Links to Branch number creation
15	Cost Reports	Any client/contract specific reports				Completed	Links to Branch number creation
16	Financial Performance Reports	standard report				Completed	Links to Branch number creation
17	Ensure that the variation process is mapped with operations	Support from IT BP				Not Started	
18	Ensure that the invoice process is mapped with operations	Support from IT BP				Not Started	

CUSTOMER & SOCIAL IMPACT
Lead: Laura Siddals

Ref	Action
A	**CONTRACT/CLIENT SPECIFIC REQUIREMENTS**
1	Agree mobilisation team for culture/customer/social value
2	Will Contractual Obligations/promises have an effect on Service Delivery? Review any agreed 'customer' SLA's & KPI's - do they match contract?
3	Look at contractual commitments regarding Social Value
4	What are contractual Customer KPIs and measures?
5	Review contract bid commitments document for customer deliverables
B	**PEOPLE**
1	Identify with HR and GM which 'customer' roles will be filled by TUPE
2	Identify with HR and GM which 'customer' roles need recruiting for and support recruitment
3	Attend Group Consultations and 1-1's if Customer position is on TUPE list (liaise with HR lead)
4	Support interviewing for any requirement for CLO role recruitment with contract management
5	Work with operations to align expectations of CLO role; structure and delivering/monitoring of tasks
6	Specific induction for colleagues in CLO roles, go through job role and set expectations, deliver Customer and social value approach / strategy and documentation
7	Ensure access to all required customer systems is in place, such as; One Touch
8	Group Customer Induction to be delivered? Agree date/location/facilitator
9	Making a Positive Difference - CORE Training programme to be delivered? Agree date/location/facilitator
10	Is call handling training required for Call Centre/team & Planners?
C	**CUSTOMER/STAKEHOLDER ENGAGEMENT**
1	Local Surgeries (Information Points)
2	Local Management Committees
3	Community Police contacts
4	Social Services - is there a Respite available
5	Local Tenant Groups meetings, where and when are they
6	Local Community Initiatives currently underway
7	Meetings with councillors
8	Develop a Social Value plan inline with bid commitments / share and sign off with operations
9	Are Braille Stickers required? Agree wording and arrange delivery ready for Go Live
10	Obtain enough Language Line Cards for relevant staff in time for 'go live' date
11	Establish links with client recommended Tenant Forums

12	Identify client contacts - Customer & Social Impact
D	**PROCESS & INNOVATION**
1	Review and create/amend process flow charts with client for Customer Success
2	Review and track customer journey mapping/processes with client for Customer Success
3	Review and understand any requirement to create/amend customer charter with client for contract
4	Agree any 'customer' letter content with client and mobilisation team (customer Letters produced generically, client system or MCM for appointments)
5	Customer complaints - review client process map for review to agree data capture method and contact management process - Will Client or Mears lead? Set up One Touch access for key branch stakeholders
6	Agree Customer Satisfaction survey process, questions and capture method - liaise with Group Customer Insight team to eastablish VOC requirements and system set up for Go Live
7	Work with Operations to understand Client No Access/missed Appt process - share with Marketing & Comms lead for design/branding requirements and ordering
8	Communicate any Mears Group Customer & Social Impact reporting requirements/dates
9	Introduce Social Value toolkit i.e. measurement/Insight Mapper/Reporting
10	Client reporting framework and calendar for SV / customer satisfaction, complaints

If action is dependent on another action give details	Action Lead	Due Date	Progress Update & Risks/Issues
	LS	01/02/22	
	LS	31/03/22	
	LS	01/02/22	
	LS	31/03/22	
	LS	01/02/22	
	LS	01/04/22	
	LS	01/04/22	
	LS	01/04/22	
	LS	01/04/22	
	LS	01/04/22	
	LS	01/04/22	
	LS	31/03/22	
	LS	04/03/22	
	LS	04/03/22	
	LS	04/01/22	
	CSM	01/04/22	
	CSM	01/04/22	
	CSM	01/04/22	
	CSM	01/04/22	
	LS/CSM	01/04/22	
	CSM	01/04/22	
	CSM	01/04/22	
	LS/CSM	01/04/22	
	CSM	01/04/22	
	CSM	01/04/22	
	LS	01/04/22	

	LS/CSM	01/04/22	
	LS	01/04/22	
	LS	01/04/22	
	LS	01/04/22	
	LS	01/04/22	
	LS	01/04/22	
	LS	01/04/22	
	LS	01/04/22	
	LS	01/04/22	
	LS	01/04/22	
	LS	01/04/22	

Status	Completion Comments
Completed	Group established - weekly meetings in place
In Progress - On Target	
Completed	
In Progress - On Target	
Completed	
In Progress - On Target	
Completed	Danny Meyer appointed as CSM for contract
In Progress - On Target	
In Progress - On Target	
In Progress - On Target	
In Progress - On Target	
In Progress - On Target	
In Progress - On Target	
In Progress - On Target	
Not Applicable	
Not Started	
Not Started	
Not Started	
Not Started	
Not Started	
Not Started	
Not Started	
In Progress - On Target	
Not Started	
Not Started	
In Progress - On Target	

Status	Notes
In Progress - On Target	
In Progress - On Target	
In Progress - On Target	
Not Started	
In Progress - On Target	
In Progress - On Target	Finalising process, maps created (Client/Mears involvement in complaints mgmt)
In Progress - On Target	Meeting held with client - VoC to go live for 1/4/22 - questions proposed, awaiting client sign off
Not Started	
In Progress - On Target	
Completed	Agreed monthly reporting on SV activity at Core Group once contract live
In Progress - On Target	

	IT Lead: Richard Pollard, Ian Davies	

Ref	Action	If action is dependent on another action give details
A	**PHYSICAL LOCATIONS**	
1	Operators to confirm required site(s) for delivery. This could be new site(s), expansion of existing sites, or co located with clients. Each site requires its own entry and should be named. Remobilisations should be treated like new sites intiially to review setup is still correct.	Operations
AA	**NEW SITE (DELETE/REPEAT)**	
1	Confirm requirements for location	Operations
2	Field Support Team to Visit site to specify requirements	Procurement (normally)
3	Order Lines as required	
4	Printing Requirements Confirmed/Ordered/Delivered	Operations
5	Hardware Requirements (e..g laptops, igels, monitors etc) Confirmed/Ordered/Delivered	Operations
6	still	Operations
7	Networking Requirements Confirmed/Ordered/Delivered	Operations
8	Mobile Requirements (e.g. phones, tablets SIMs) Confirmed/Ordered/Delivered	Operations
9	Contingency Plans (e.g. 4G Router)	
10	Document Site for Handover to BAU	

C	**INTERFACING (Housing Management System)**	
1	Process Overview (lead system, clients systems etc)	
2	Interface Overview (requirements, specificaiton etc).	
3	Agree Test Plan.	
4	**Confirm Detailed Specifications - General Data**	
4a	*Address Updates Process*	
4b	*Tenancy Updates Process*	
4c	*Asbestos Information Process*	
4d	*Tenant Warning (e.g. Visit in Pairs) Process*	
5	**Confirm Detailed Specifications - Jobs**	
5a	*Job Creation Process*	
5b	*Out of Hours Process*	
5c	*Job Cancellation Process (1 way / 2 way)*	
5d	*Job Complete Process*	
5e	*Appointment Creation Process*	
5f	*Appointment Update Process*	
5g	*Variation Process (time / cost / both)*	
5h	*Notes Process*	
5i	*Application Process*	
5j	*Invoice Process*	

5h	*Document Transfer*	
6	**Confirm Detailed Specifications - Gas Servicing**	
6a	*Servicing Job Work Flow*	
6b	*Letters*	
6c	*LGSR Transfers*	
7	Create Interface Documentation for Operator Review	
8	Confirm connectivity to client systems	
9	Interface Development	
10	Interface Testing	
11	Interface Signoff	
12	Validation Errors Email setup and correct people in it	
D	**INTERFACING (Asset Management System)**	
1	Agree Requirements	
2	TO BE EXPANDED ONCE REQUIREMENTS AGREED	
E	**MCM SETUP**	
1	Confirm database location for Site	
2	Confirm Contract Requirements for Site	Commercial / IT
3	**Confirm Data Requirements and Setup**	Commercial / IT
3a	*Address List*	
3b	*Priority Codes*	
3c	*SOR List (per contract)*	
3d	*Uplift Values / Rates*	
3e	*Job Types*	

3f	*Owners in MCM	
3g	*Trades	
3h	*Appointment Slots	
3i	*Letter Requirements	
3j	*SMS Requirements (Appt Conf, Day Before, On Route, Complete, No	
3k	*Gas asset upload	
3l	*Status / Stage config	
3m	*Invoicing method	
3n	*Operative Work Patterns	
3o	*Operative Hourly Rates	
3p	*Areas	
3r	*Operative Teams	
3s	*Customer Satisfaction Questions	
3t	*MCM User Permissions and Status Permission Config	
4	**MCM Test Built**	
5	**MearsAppoint Built (if required)**	
6	**MCM UAT Built (if required)**	
7	**MCM Live Built**	
8	**Setup Procurement for Contracts**	
8a	*Confirm Contract Values	Procurement (normally)
8b	*Setup/Complete Branch Profile	
8c	*Activate Contracts with correct rates	
8d	*Confirm MEPOS Costs coming into MCM (post go live).	
9	**Operatives Payment Process Agreed/Setup**	
10	**MCM Setup Checklist**	
10a	*Setup Pin and email distribution list	
10b	*Upload Correct Site Logo (if not default)	

10c	*Upload Electrical Forms Branch Stamp*	
10d	*Setup Invoice Sort Code and Account details*	
10e	*Request ME3 Profile Setup for Site*	
10f	*Payroll and SMS Email Groups Setup*	
10g	*Confirm all contracts setup correctly in Sun*	
10h	*Hybrid Mail setup and tested.*	
10i	*Setup Hotlist Email Address and members.*	
F	**TESTING**	
1	Agree Test Plan	
2	Confirm Connecitivity for Testing	
3	Testing Carried Out	
4	Testing Signed Off	
G	**NON MCM SETUP**	
1	Office Staff Accounts Requested/Setup/Working	
2	Operative Accounts Requested/Setup/Working	
3	Shared Drives	
4	Email Group Requirements (e.g. repairs@)	
5	MCMView Client Access & Training	
6	Additional MCMView contracts added (existing client)	
H	**REPORTING**	
1	Confirm KPI Requirements (contractual)	
2	Confirm Internal Reporting Requirements	
3	Confirm Client Reporting Requirements	

4	Reporting Specification Agreed	
5	Reports Created	
6	Reports Tested and Signed Off	
I	**CHECKS (OTHER TEAMS)**	
1	Confirm Users being loaded in Workday for Accounts	Operations
2	Confirm PDAs/Tablets being ordered for Operatives	Operations
3	Confirm Office Hardware is being ordered	Operations
4	Confirm QS Signatures have been uploaded	Compliance
5	Confirm BCP has been produced / updated	Operations
6	Confirm Training Requirements for Staff (and subbies)	Operations
7	Confirm Go Live Support Requirements	Operations
8	Confirm MSP Accounts Created	Procurement
9	Confirm Operatives Setup in MCM (diary, rates, areas etc)	Operations
10	Confirm Specialist Added to System for Usage	Operations
J	**PROCESS SIGN OFF CHECK LIST**	
1	Branch knows how to do payroll	
2	Branch knows how to processing a work order through to payment.	
3	Branch know how to process an order through MSP and how to train	
4	Branch have nominated people to manage Interface Validation Errors (and	
5	Branch Manager aware of dashboards available.	
6	Branch Manager understands variation process	
7	Branch Manager understands billing process	

Action Lead	Due Date	Progress Update & Risks/Issues

		Page 50

Status	Completion Comments

	Page 53
Complete	
Complete	
Complete	
Complete	
Complete	
Complete	
Complete	
Complete	
Complete	
Complete	
Complete	
Complete	
	Process is complete, however client is still debating at which point a VO should be sent
Complete	
Complete	
Complete	

Complete	
N/A	
N/A	
N/A	
In Progress	
Complete	
In Progress	
In Progress	
Post Go Live Activity	
Complete	Keystone - Client require specific spreasheets to be manually completed by users
Complete	MearsData.SE1
Complete	
In Progress	New Address List received 01/03/22
Complete	
	Have list. Missing Bespoke codes. Client to review

Complete	
Complete	
N/A	
Complete	
	1/12 payment
Default - Complete	
N/A	
In Progress	Decision made to use Voice of Cust
In Progress	
N/A	

TBC	
Complete	

　	　
　	　

APPRENTICES, LEARNING & DEVELOPMENT
Lead: Gary Luscombe

Ref	Action	If action is dependent on another action give details	Action Lead	Due Date	Progress Update & Risks/Issues	Status	Completion Comments
A	**LEARNING & DEVELOPMENT**						
1	Identify apprentices to be TUPE transferred and current year of study						
2	Obtain info on colleges and training providers relating to apprentices						
3	Obtain review reports from colleges and training providers relating to apprentices						
4	Arrange for transfer of information on existing training and qualifications						
5	Identify employees pursuing qualifications						
6	Obtain information about colleges and training providers relating to trainees						
7	Obtain copies of certificates for all training (include trade qualifications)						
8	Obtain copies of trade cards (i.e. cscs cards, IPAF, CISRS)						
9	Obtain copies of acceptance sheets for Risk assessments/SHE hand book						
10	Information about training waiting list						

MARKETING & COMMUNICATIONS
Lead: Paddy Grace

Ref	Action	If action is dependent on another action give details	Action Lead	Due Date	Progress Update & Risks/Issues	Status	Completion Comments
A	**CLIENT SPECIFIC REQUIREMENTS**						
1	Will contractual obligations/promises have an effect on service delivery						
2	Branding Finalised						
3	Obtain and Understand External and Internal Communication Processes i.e Newsletters						
4	Will there be Tenant Roadshows Prior to Mobilisation						
5	Attend all customer and communication meetings - Ensure all Minutes and Agendas are sent to the GM						
6	Follow HR Procedure for Recruitment of New Staff if Applicable						
7	Ensure Uniform Requirements have been given to Procurement						
B	**SYSTEM DESIGN**						
1	Understand Client Correspondence Procedure to Tenants (Format etc) and relay to GM for Process Mapping to include:						
2	Customer Letters produced generically, client system or MCM for appointments						
3	Agree with Client how Tenants will be advised of New Contractor						
4	Work with NBM if photograph of New Contractor Van, Badge etc is required for Tenant Communication						
5	Develop and agree communications plan with client and internally with MEARS (Press / newspapers / web)						
6	Work with Operations to understand Client No Access Process and Devise No Access Cards to be agreed by Client and ordered through Procurement						
7	Understand is any further Customer Cards or Letters are required						
C	**INTERNAL COMMS**						
1	Agree internal comms message with ops lead and agree date for the message to be uploaded into Connect						
2	Confirm whether new mobilisation is suitable for further comms externally - e.g. website						

Subcontractors and commercial
Lead: Gary Luscombe and Jon Steward

Ref	Action	If action is dependent on another action give details	Action Lead	Due Date	Progress Update & Risks/Issues	Status	Completion Comments
A	**COMMERCIAL BID HANDOVER**						
1	Arrange a meeting with commercial bid lead & request commercial handover doc completion						
2	Price methodology and hand over of operating budget as per the company P & L format						
3	Identify and confirm bespoke rates (if any)						
4	Subcontractors contacted for pricing/copies of schedules/agreed price						
5	Productivity outputs, sickness levels etc for op's and H.R to monitor production and sickness levels against targets.						
6	Reiterate agreed staff and operational resources including vehicle numbers for op's.						
7	Any performance penalties, incentive mechanisms and pain/gain share etc to be understood by op's and finance						
8	Annual indexation - discuss and agree process for each contract						
B	**PROCESS MAPPING**						
1	Process map the variation process						
2	Process map the invoice and rejection process						
3	Document required MCM setup based on commercial processes						
C	**MCM SETUP**						
1	Review tender documentation						
2	Agree contract setup with client - e.g. understanding how client system is split/workstreams/budget codes used						
3	MCM contracts - naming						
4	Schedule of rates - review codes: do these match with the client codes?						
5	Invoicing - review statuses and ensure this matches commercial model						
6	Interface testing with IT: variations, completions, invoicing, rejections						
7	Branch training - running payers notices						
8	Branch training - dealing with specialist invoice queries						
D	**SUBCONTRACTORS**						
1	Review subcontractor listing from bid handover						
2	Complete subcontractor matrix - see Appendix SP12a						
3	Organise meetings with subcontractors						
4	Complete subcontractor meeting with PCANs agreed						
5	Subcontractor rates added to MCM						
E	**MSP**						
1	Ensure that subcontractor has access to MSP						
2	Ensure that subcontractor has been trained to use MSP. If no, arrange training session.						
3	Establish subcontractor admin in branch (e.g. who will be using MSP & payer notices)						
4	Branch training for MSP						
F	**REPORTS TRAINING**						
1	Arrange and carry out branch training on the following reports:						
2	Aged Debtors						
3	Cost Reports						
4	Indirect Cost Report						
5	Supplier Cost Report						
6	Subcontractor Cost Report						
7	Aged Committed Cost Report						
8	Aged GRNI Report						

9	Production Overhead Cost Report						
10	Financial Performance Reports						

PRO Lead	
Ref	
A	
1	
2	
3	
4	
5	
6	
B	
1	
2	
3	
4	
C	
1	
2	
3	
4	
5	

6
D
1
2
3
4
5
6
7
8
9
10
11
E
1
2
3
4
5
6
7
F

| 1 |
| 2 |
| 3 |
| 4 |
| 5 |
| **G** |
| 1 |
| 2 |
| 3 |
| **H** |
| 1 |
| 2 |
| 3 |
| **I** |
| 1 |
| 2 |
| 3 |
| 4 |
| 5 |
| 6 |
| 7 |
| 8 |

9
10
11
12
13
14
15
16
17
18
J
1
2
3
4
5
6
K
1
2
3
4

5

Action
SUPPLY CHAIN
Obligations to Current Stock and Cost Implications
Stock Purchase History and Current Stores Procedures
Trial Run to Test System Link
Analysis on Van Stock Requirements
Order Van Stocks in time for Distribution Day
Create Procurement handout for distribution to operatives to include all local supplier details & locations
TOOLS & ACCESS EQUIPMENT
Check tool allowance with HR
Hire/Lease / Purchase New Tools & Acess Equipmwent
Identify who needs what, will these be ready for Distribution Day
Complete Asset registration for distribution day
OFFICES / EQUIPMENT
Identify branch / office location
Negotiate Heads Of Terms for lease or agree Tenancy at Will
Design the Office Layout (Covid compliant, Red Thread Guidlines)
Order / arrange furniture transfer
Order Office Signage

Order all other office requirements, stationery, kitchen, sanitation
UNIFORM (3 week turnaround)
Does the Client Require Dual Logo
Get Copy of the agreed logo
Sample of shirt with logo ordered and given to client for approval
Obtain uniform sizing at 1-2-1's
Man pack uniforms ordered for distribution day
Agree secure area for storage of distribution items for distribution day
Identify and order any Special PPE/Uniform Requirements
Liase with GM to organise distribution day
Order PPE bags for each operative and supervisor
Issue of cleaning kits with uniform
Catch up with those people who missed their 1-1 and complete order forms
ID BADGES
ID Badge layout agreed
Obtain photographs for ID's at 1-2-1's
Consult as to whether physical ID badge or PDA on screen version
Employee numbers from HR
Catch up with any employees who did not attend their 1-1 and get order and photograph
Ensure all photograhs are named accordingly and given to the GM
Agree with GM Who Will Order
Waste

Provide Reconomy with contract geographics to enable waste transfer stations to be identified / set up	
Identify all branch / contract waste requirements including office recycling & confidential waste	
Supply Reconomy with vehicle registrations for tipping permits	
Provide Vehicle information to enable Reconomy tipping app	
Provide tipping locations to operatives / GM	

Subcontractors

Liaise with GM / Operations to identify subcontractor trade requirements	
Communicate details to Subcontractor Management to open accounts in Sun / Subcontractor Portal	
Work with GM / Operations to complete onboarding in time for go live	

TRAINING

Liaise with GM **/ IT** regards delivering procurement training to all operatives & office staff prior to go live	
Attend branch to provide training / set up on Mepos, MCM, Supplier portals (Commercial, Safpro, Tiger Suplies, AKW)	
Be available for floor walking / training on day 1 go live	

VEHICLES

Obtain numbers of vehicles required	
Calculate/ Obtain types required	
Date vehicles required for (GO LIVE)	
Date of distribution	
Location of distribution and security of the site	
Livery design	
Racking requirements	
Driving Licence information from HR obtained at 1-1	

Vehicles ordered
Arrange livery - pre start date
Arrange racking pre start date
Visit distribution premises
Arrange staff to assist handover
Security for Vans prior to Handover
Schedule for collection by new staff
Collate inventory of Van Allocation
Provide vehicle allocation to fleet
Identify who we require copy driving license from still
FUEL CARDS
Number required
Date required for
Vehicles Reg Numbers
Order fuel cards
Van reg on Cards
Collate Inventory of Card Distribution
VEHICLE DISTRIBUTION DAYS
All vehicles at distribution location in time
Collate keys and fuel cards
Hand spare keys to GM / Branch
Any vehicles not collected need to be stored

Stored vans hand keys to branch for allocation post mobilisation

If action is dependent on another action give details	Action Lead	Due Date

	Page 73	

p		
	Page 74	
p		

Progress Update & Risks/Issues	Status	Completion Comments

	Page 78	

	Page 79	

	Page 80	

	OUT OF HOURS Lead: TBC						
Ref	Action	If action is dependent on another action give details	Action Lead	Due Date	Progress Update & Risks/Issues	Status	Completion Comments
A	**OUT OF HOURS**						
1	Discuss client objective and solution design with Mears OOH Hub						
2	Out of Hours Criteria Templates to be discussed and completed						
3	DDI Number Allocation and IVR Recording						
4	Client System Training (If applicable)						
5	Systems Access (MCM OR CLIENT)						
6	Telephony and System Reporting Criteria						
7	Operational Rota's including Sub Contractor/Specialist Contractor Information						
8	Confirm operational contact point for queries/escalations and OOH reporting to be sent to						

INFORMATION SECURITY
Local Lead: Rhys Green
Information Security Lead:

Ref	Action	If action is dependent on another action give details	Action Lead	Due Date	Progress Update & Risks/Issues	Status	Completion Comments
A	**INFORMATION SECURITY**						
1	Completed Data Privacy Impact Assessment (DPIA) (where required)	Liaise with Information Security Team				Completed	
2	Complete Information Sharing Agreement (ISA) with client	Liaise with Information Security Team				In Progress - On Target	
3	Complete Information Sharing Agreement (ISA) with suppliers/subcontractors	Liaise with Information Security Team & Procurement				In Progress - On Target	
4	Confirm that terms of ISA and/or contract as it applies to Information Security are understood by branch management team and staff					In Progress - On Target	
5	Appoint a Branch Information Security Lead (BISL) with support from Divisional Information Security Lead	Liaise with Division Information Security Lead				Not Started	
6	Deliver 'Understanding GDPR' elearning as part of induction for all staff and operatives deliver latest Information Security Tool Box Talk					Not Started	
7	Arrange for Secure Shredding service (e.g. Shredit)					Not Started	
8	Add BISL/DISL/GM and other appropriate staff are added to Mears Protect					Not Started	
9	Add appropriate staff member to Mears Archiving Service					Not Started	
10	Ensure all staff have IT accounts and equipment					Not Started	
11	Ensure all staff have ID cards	Liaise with Procurement				Not Started	
12	Ensure BCP in place for branch and service	Liase with Information Security Team				Not Started	
13	Carry out a security assessment of building/office					Not Started	
14	Set up shared folders and permissions in accordance with guidance (TBC)					Not Started	
15	Create Branch Information Asset Register (BIAR) in conjunction with DISL representative	Liaise with Division Information Security Lead				Not Started	

Completed
In Progress - At Risk
In Progress - On Target
Not Applicable
Not Started
Overdue

Closed
Open

Client
Mears
Shared

High
Medium
Low

mediafleet
delivering your brand

MEARS

HAVERING DUAL PARTNERSHIP BRANDING

FEBRUARY 2022

Version 8.0

mediafleet
delivering your brand

OPTION 4c

Havering
LONDON BOROUGH

Telephone 01708 434000
Web Havering.gov.uk/Housing
General Enquiries 01708 434343

Working in partnership with Mears Group

Havering
LONDON BOROUGH

Working in partnership with Mears Group

Telephone 01708 434000
Web Havering.gov.uk/Housing
General Enquiries 01708 434343

Cleaner, Safer, Prouder Together

mediafleet
delivering your brand

Client	Mears - Havering
File Name	Mears 2020 - Havering - Peugeot Expert Standard - Option 4c.ai

Description	Peugeot Expert Standard - Option 4c
Date/Time	28/02/22, 04:58pm

Revision 3

Havering
LONDON BOROUGH
Working in partnership with Mears Group

Cleaner, Safer, Prouder *Together*

Telephone 01708 434000
Web Havering.gov.uk/Housing
General Enquiries 01708 434343

Havering
LONDON BOROUGH
Working in partnership with Mears Group

Telephone 01708 434000
Web Havering.gov.uk/Housing
General Enquiries 01708 434343

Cleaner, Safer, Prouder *Together*

EXPERT

PEUGEOT

Havering
Working in partnership with Mears Group

Digital Print
MD5

Drawing Scale 1:10

Revision	Description	Date	Int
1	First Draft	21/02/22	JP
2	Second Draft	25/02/22	JP
3	Third Draft	28/02/22	JP

APPROVED SIGNATURE

* Sign document only when client has approved visual

Client Mears - Havering

Description Peugeot Partner L1 - Option 4c

Revision 3

File Name Mears 2020 - Havering - Peugeot Partner L1 - Option 4c.ai

Date/Time 28/02/22, 04:56pm

Cleaner, Safer, Prouder *Together*

Havering LONDON BOROUGH
Working in partnership with Mears Group
Telephone 01708 434000
Web Havering.gov.uk/Housing
General Enquiries 01708 434343

Havering LONDON BOROUGH
Working in partnership with Mears Group
Telephone 01708 434000
Web Havering.gov.uk/Housing
General Enquiries 01708 434343

Telephone 01708 434000
Web Havering.gov.uk/Housing
General Enquiries 01708 434343
Cleaner, Safer, Prouder *Together*

Digital Print
MD5

Revision	Description	Date	Int
1	First Draft	21/02/22	JP
2	Second Draft	25/02/22	JP
3	Third Draft	28/02/22	JP

APPROVED SIGNATURE

* Sign document only when client has approved visual

Drawing Scale 1:10

Ref	Month / Week Commencing	RAG rating	Feb 21	Feb 28	March 7	Mar 14	Mar 21	Mar 28	April 4	April 11	April 18	April 25	May 2	May 9	May 16
1.0	**Pre live Resident/Staff comms**														
1.1.	Cllr Chpman briefing for At the Heart	On Track	Expected	Expected											
				Overrun	Overrun											
1.2.	Ebulletin article and Mears resident letter	On Track				Expected			Expected						
1.3.	Resident promotion Library events	On Track					Expected								
1.4.	Resident promo event Community Hub events	On Track						Expected							
1.5.	intro bulletin for staff	On Track						Expected							
1.6.	online event for staff	On Track						Expected							
1.7.	Over 75 calls	On Track	Expected	Expected	Expected	Expected	Expected	Expected							
1.8.	other social media /press release	On Track				Expected	Expected	Expected							
2.0	**Post Live Resident events**														
2.1.1.	sheltered scheme road show	On Track								Expected	Expected	Expected	Expected		
2.1.2.	Hostels visits	On Track								Expected	Expected				
2.1.3.	Resident Engagement Recruitment events(dates/venues tbc)	On Track	Expected	Expected	Expected	Expected	Expected	Expected	Expected	Expected	Expected	Expected	Expected		
2.1.4.	Resident Participation Panel	On Track								Expected					
2.2.1.	Sheltered cluster meetings dates and venues TBC	On Track												Expected	
2.2.2.	Isolation Events / Older persons event	On Track													
2.2.3.	Estate days	On Track													
2.2.4.	Information Roadshows	On Track													
2.2.5.	Members contract overview meeting	On Track													
2.2.6.	Over 75 Repairs	On Track											Expected	Expected	Expected
2.2.7.	Mears Volunteer hours /Community activities (working group	On Track													
2.2.8.	Schools/ college engagement plan	On Track													

Timescale Key:

Expected	(green)
Overrun	(yellow)
Obstacle	(pink)

May	May	June	June	June	June	July	July	July	July	August	August	August	August	August	Sep	Sep	Sep	Sep	Oct	Oct	Oct
23	30	6	13	20	27	4	11	18	25	1	8	15	22	29	5	12	19	26	3	10	17

RAG Key:

On Track
Complete
Outstanding
Obstacle

This page is intentionally left blank

TOWNS AND COMMUNITIES OVERVIEW AND SCRUTINY SUB-COMMITTEE, 22 March 2022

Subject Heading:	Quarter 3 performance report
SLT Lead:	Jane West, Chief Operating Officer
Report Author and contact details:	Cynthujaa Satchithananthan, Customer Insight Officer x4960
Policy context:	The report sets out Quarter 3 performance relevant to the Towns and Communities Overview and Scrutiny Sub-Committee
Financial summary:	There are no immediate financial implications. Adverse performance against some Performance Indicators may have financial implications for the Council. Whilst it is expected that targets will be delivered within existing resources, officers regularly review the level and prioritisation of resources required to achieve the targets agreed by Cabinet at the start of the year.

The subject matter of this report deals with the following Council Objectives

Communities making Havering   [X]
Places making Havering   [X]
Opportunities making Havering   [X]
Connections making Havering   []

SUMMARY

1. This report supplements the presentation attached as **Appendix 1**, which sets out the Council's performance against indicators within the remit of the Towns and Communities Overview and Scrutiny Sub-Committee for Quarter 3 (October – December 2021)

<div style="border:1px solid black; text-align:center;">

RECOMMENDATION

</div>

That Member of the Towns and Communities Overview and Scrutiny Sub-Committee note the contents of the report and presentation and make any recommendations as appropriate.

<div style="border:1px solid black; text-align:center;">

REPORT DETAIL

</div>

1. The report and attached presentation provide an overview of the Council's performance against the performance indicators selected for monitoring by the Towns and Communities Overview and Scrutiny Sub-Committee. The presentation highlights areas of strong performance and potential areas for improvement.

2. The report and presentation identify where the Council is performing well (**Green**) and not so well (**Amber** and **Red**). The RAG ratings for the 2021/22 reports are as follows:

   - **Red** = more than the 'target tolerance' off the quarterly target
   - **Amber** = within the 'target tolerance' of the quarterly target
   - **Green** = on or better than the quarterly target

3. Where performance is off track against the quarterly target and the rating is '**Red**', 'Improvements required' are included in the presentation. This highlights what action the Council will take to address poor performance.

4. Also included in the presentation (where relevant) are Direction of Travel (DoT) columns, which compare:

   - Short-term direction of travel – with performance the previous quarter (Quarter 2 2021/22)
   - Long-term direction of travel – with performance during the same time the previous year (Quarter 3 2020/21)

5. A green arrow (↑) means performance is better and a red arrow (↓) means performance is worse. An amber arrow (→) means that performance has remained the same.

6. It is important to note that though service delivery is returning to business as usual, there will be still be an impact on performance due to COVID-19.

7. In total, eleven performance indicators have been included in the Quarter 3 2021/22 report and presentation. Of these, ten have been assigned a RAG

status. Four are currently rated '**red**' (off track), one is rated '**amber**' and five are rated '**green**' (on track).

Q3 2021-22 Indicators Summary
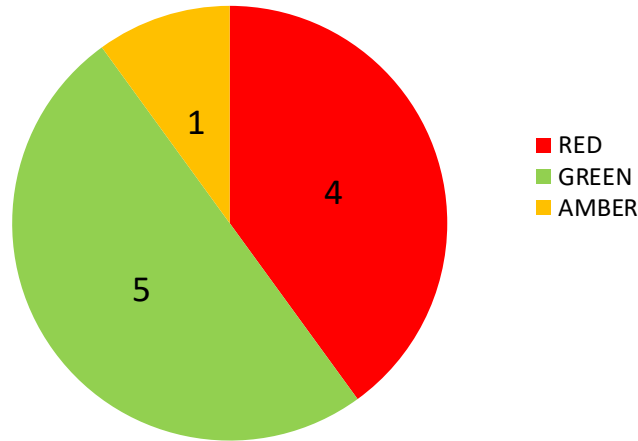
IMPLICATIONS AND RISKS

Financial implications and risks:

There are no financial implications arising directly from this report which is for information only.

Adverse performance against some indicators may have financial implications for the Council, particularly where targets are explicitly linked with particular funding streams and/or levies from other bodies. Whilst it is expected that targets will be delivered within existing resources, officers regularly review the level and prioritisation of resources required to achieve the targets agreed by the Cabinet at the start of the year.

Robust ongoing monitoring is undertaken as part of the established financial and service management processes. Should it not be possible to deliver targets within approved budgets this will be raised through the appropriate channels if required.

Legal implications and risks:

Whilst reporting on performance is not a statutory requirement, it is considered best practice to regularly review the Council's progress.

Human Resources implications and risks:

There are no HR implications or risks involving the Council or its workforce that can be identified from the recommendations made in this report.

Equalities implications and risks:

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to:

(i) the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
(ii) the need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
(iii) foster good relations between those who have protected characteristics and those who do not.

Note: 'Protected characteristics' are: age, sex, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio-economics and health determinants.

BACKGROUND PAPERS

Appendix 1 - Towns and Communities Q3 Presentation

Quarter 3 Performance Report 2021/22

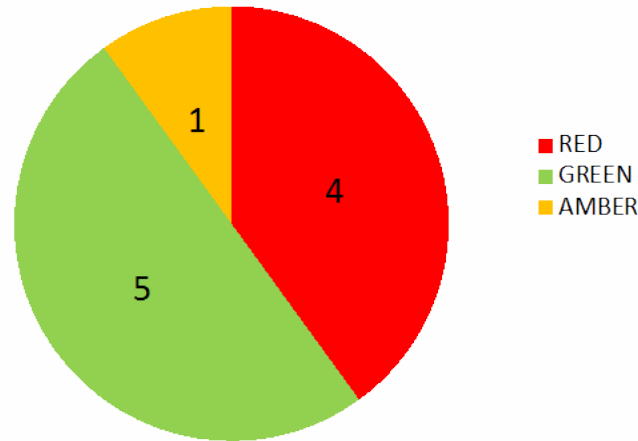# Towns and Communities O&S Sub-Committee

March 2022

Towns and Communities O&S Committee Performance Report

- Overview of the key performance indicators as selected by the Towns and Communities Overview and Scrutiny Sub-Committee

- The report identifies where the Council is performing well (**Green**), and not so well (**Amber** and **Red**).

- Where the RAG rating is '**Red**', '**Corrective Action**' is included. This highlights what action the Council will take to address poor performance.

- It is important to note that though service delivery is returning to business as usual, there will be still be an impact on performance due to COVID-19.

OVERVIEW OF TOWNS AND COMMUNITIES INDICATORS

Q3 2021-22 Indicators Summary

- RED
- GREEN
- AMBER
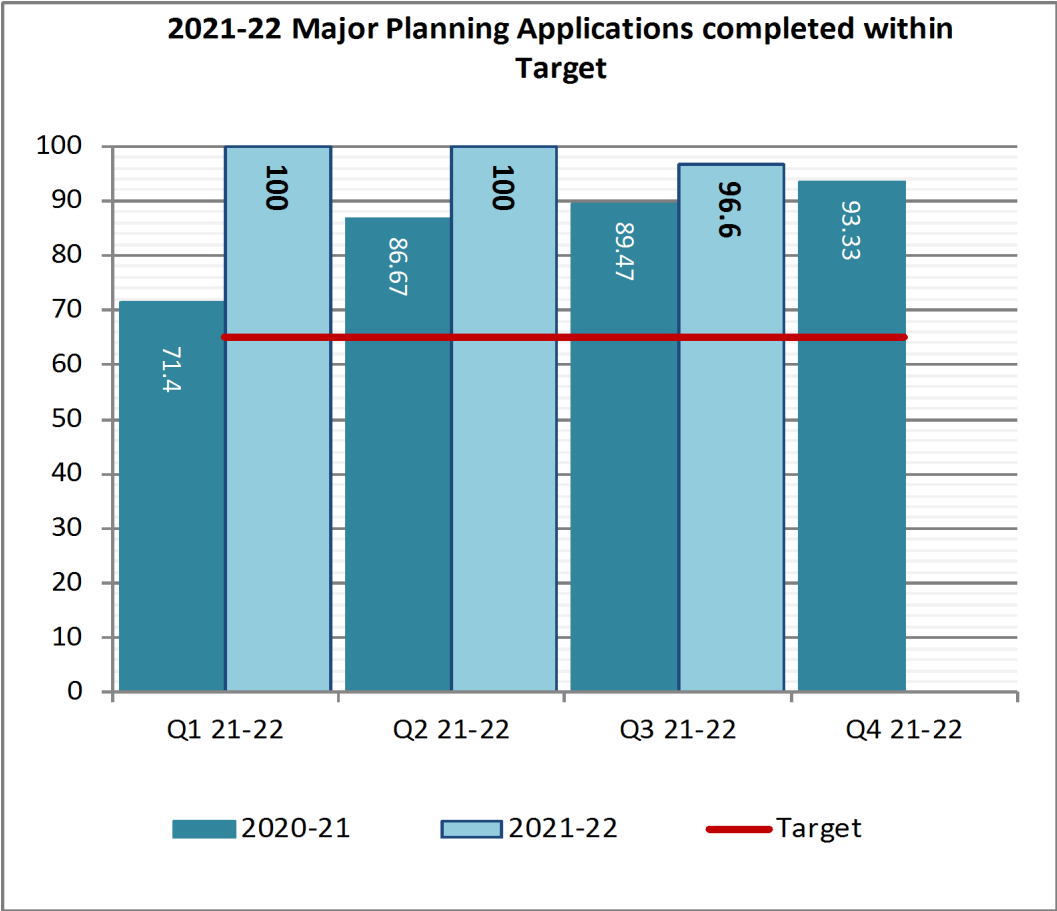
- 11 Performance Indicators are reported to the Towns and Communities Overview & Scrutiny Sub-Committee.

- Data is available for all the indicators.

- Q3 21/22 Performance ratings are available for 10 of the 11 indicators. 4 are **Red** (off target), 1 are **Amber** and 5 is **Green** (on target)

www.havering.gov.uk

Quarter 3 2021-22 Scorecard

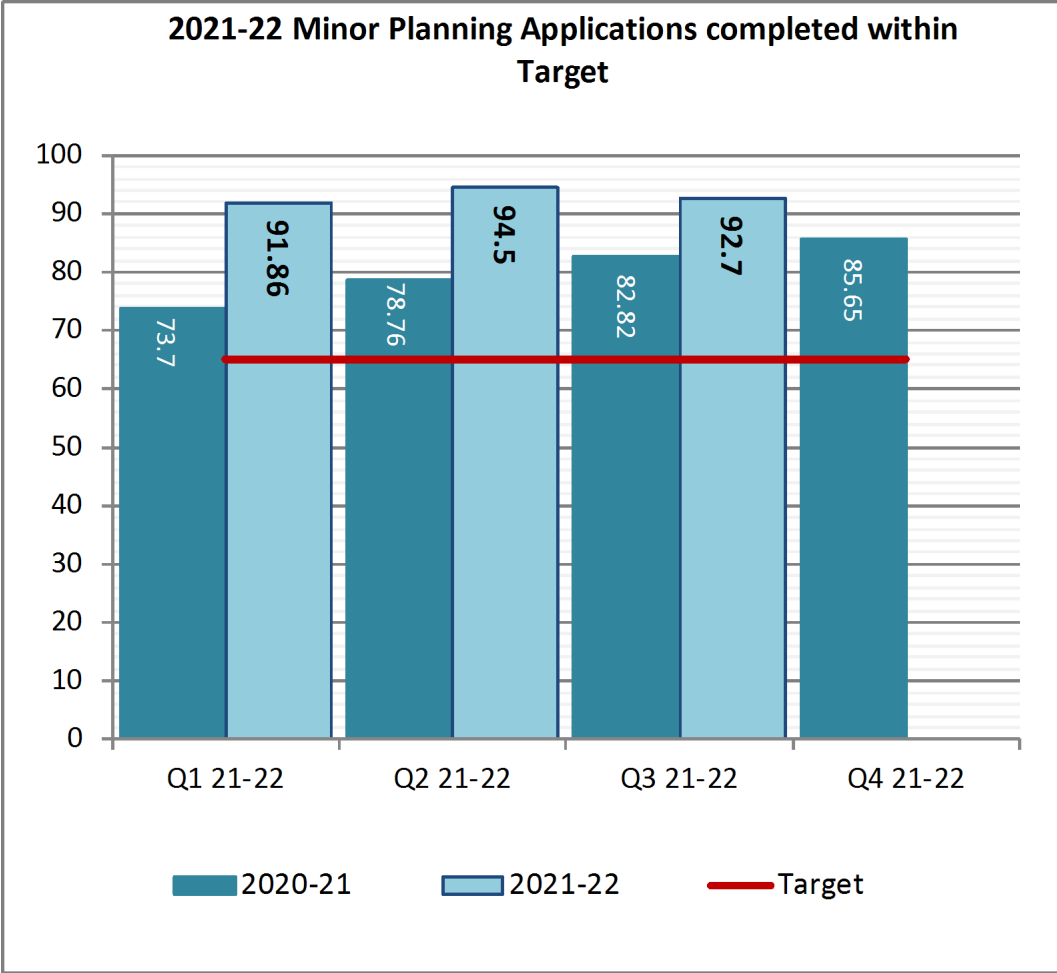| Indicator and Description	Value	2021/22 Annual Target	2021/22 Q3 Target	2021/22 Q3 Performance	Short Term DOT against Q2 2021/22		Long Term DOT against Q3 2020/21	
Major Planning Applications completed within Target	Bigger is better	65%	65%	96.60% (Green)	↓	100% (Green)	↑	89.47% (Green)
Minor Planning Applications completed within Target	Bigger is better	65%	65%	92.70% (Green)	↓	94.50% (Green)	↑	82.82% (Green)
Other Planning Applications completed within Target	Bigger is better	80%	80%	97.00% (Green)	↓	97.20% (Green)	↑	92.59% (Green)
% of Housing services complaints answered within target time	Bigger is better	96% (5%)	96% (5%)	81.36% (Red)	↓	92.13% (Amber)	↓	85.82% (Red)
Repairs right first time (Breyer Contractor only)	Bigger is better	95% (5%)	95% (5%)	97.15% (Green)	↓	97.26% (Green)	↓	98.13% (Green)
Percentage of all repairs completed within target Main Contractor(s) (cumulative)	Bigger is better	95% (5%)	95% (5%)	88.42% (Red)	↓	89.27% (Red)	↓	92.76% (Amber)
HRA Gas servicing compliance (General needs & Sheltered)	Bigger is better	100%	100%	99.91% (Amber)	↓	99.99% (Amber)	↓	100% (Green)
% of fire risk assessments due	Bigger is better	100%	100%	100% (Green)	↔	100% (Green)	↔	100% (Green)
Percentage of HRA arrears over debit	Smaller is better	2.00%	2.42%	2.88% (Red)	↑	3.13% (Red)	↓	2.75% (Red)
Total current UC tenants arrears (General, sheltered, HMO & AST)	Smaller is better	Demand Pressure	Demand Pressure	£944,161	↑	£947,753	↑	£1,097,083
Average days re-let time of General Needs Voids	Smaller is better	14 days	14 days	16.16 (Red)	↓	13.81 (Green)	↑	39.67 (Red)

www.havering.gov.uk

Major Planning Applications: Quarter 3 2021-22

Major Planning Applications: Quarter 3 2021-22

Havering LONDON BOROUGH

2021-22 Major Planning Applications completed within Target

Legend:
- 2020-21
- 2021-22
- Target

Values shown:
- Q1 21-22: 71.4 (2020-21), 100 (2021-22)
- Q2 21-22: 86.67 (2020-21), 100 (2021-22)
- Q3 21-22: 89.47 (2020-21), 96.6 (2021-22)
- Q4 21-22: 93.33 (2020-21)
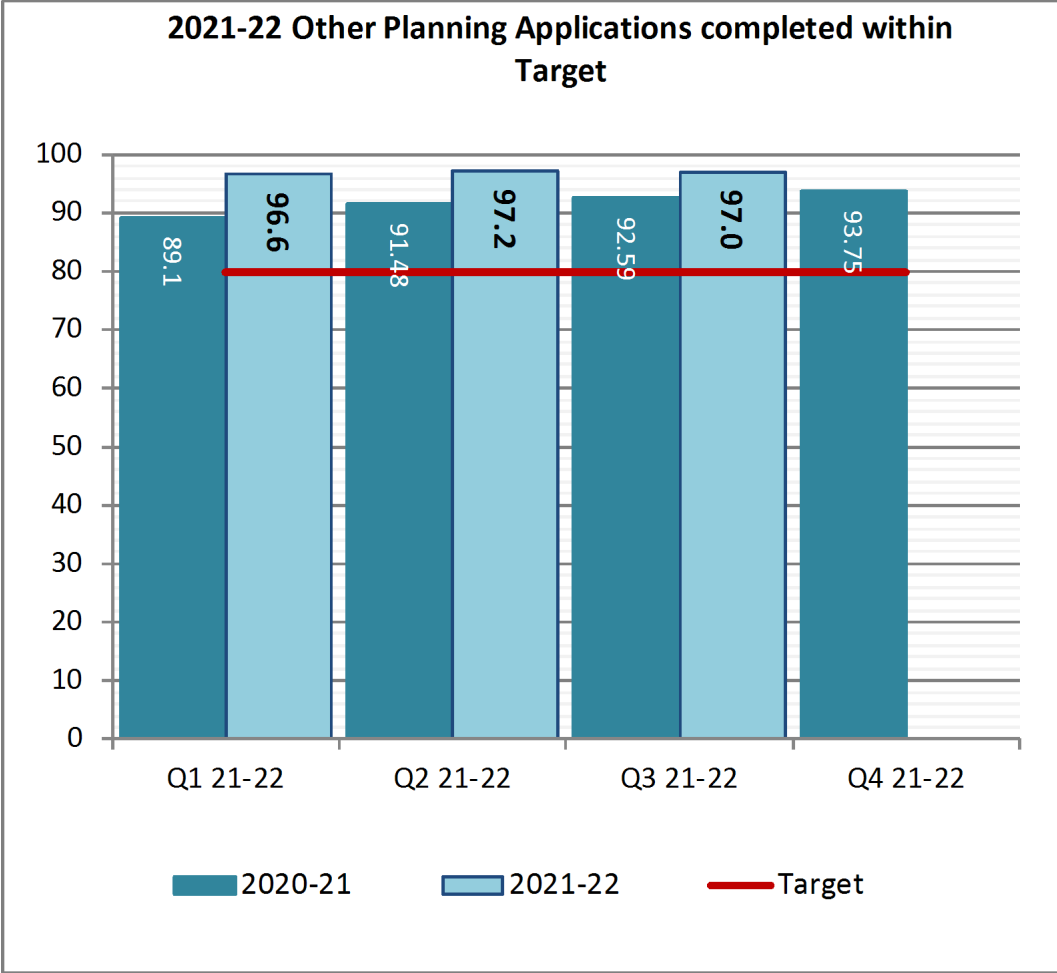
At the end of Q3 2021-22, 96.6% of major planning applications were completed within the target 13 week statutory period. A slight drop in Q3 though performance still continues to remain over target and the volume of decisions being made in time is greater over quarter when compared to last year (82.82%).

www.havering.gov.uk

Minor Planning Applications: Quarter 3 2021-22

2021-22 Minor Planning Applications completed within Target

Q1 21-22: 2020-21 = 73.7, 2021-22 = 91.86
Q2 21-22: 2020-21 = 78.76, 2021-22 = 94.5
Q3 21-22: 2020-21 = 82.82, 2021-22 = 92.7
Q4 21-22: 2020-21 = 85.65

Legend: 2020-21, 2021-22, Target

At the end of Q3 2021-22, 92.70% of minor planning applications were completed within the target time 8 week statutory period. There was a slight decrease compared to last quarter but performance remains above target.
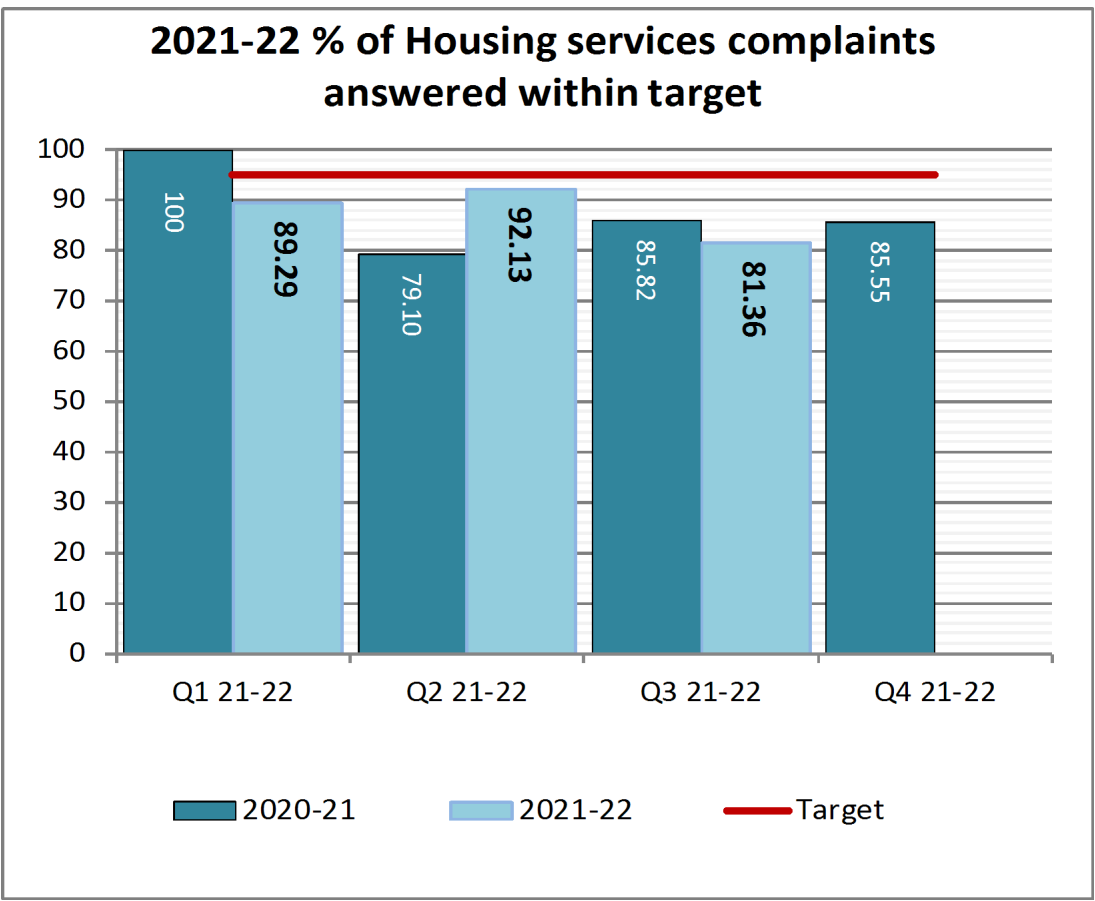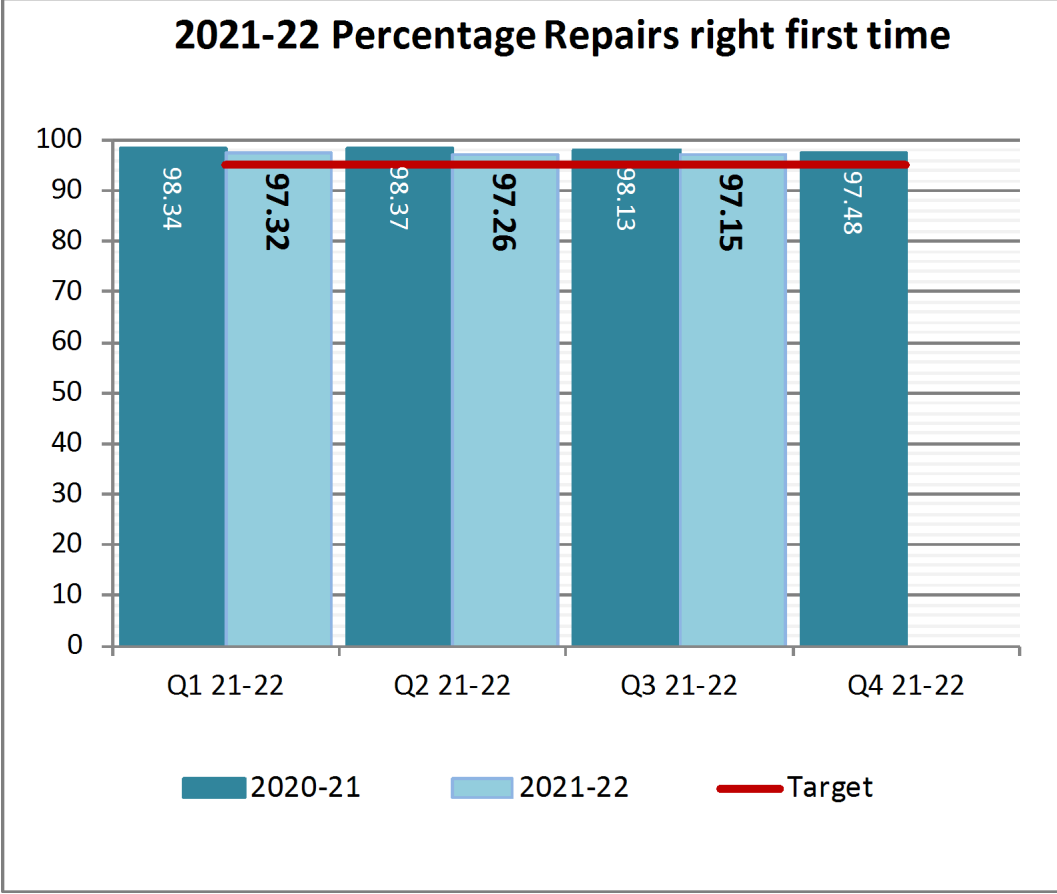
Other Planning Applications: Quarter 3 2021-22

2021-22 Other Planning Applications completed within Target

Legend: 2020-21 | 2021-22 | Target

Data values:
- Q1 21-22: 89.1 (2020-21), 96.6 (2021-22)
- Q2 21-22: 91.48 (2020-21), 97.2 (2021-22)
- Q3 21-22: 92.59 (2020-21), 97.0 (2021-22)
- Q4 21-22: 93.75 (2020-21)

At the end of Q3 2021-22, 97.00% of other planning applications were completed within the statutory target. Performance continues to remain high each quarter

Housing: Quarter 3 2021-22

Havering
LONDON BOROUGH

2021-22 % of Housing services complaints answered within target

- 2020-21
- 2021-22
- Target

Q1 21-22: 100, 89.29
Q2 21-22: 79.10, 92.13
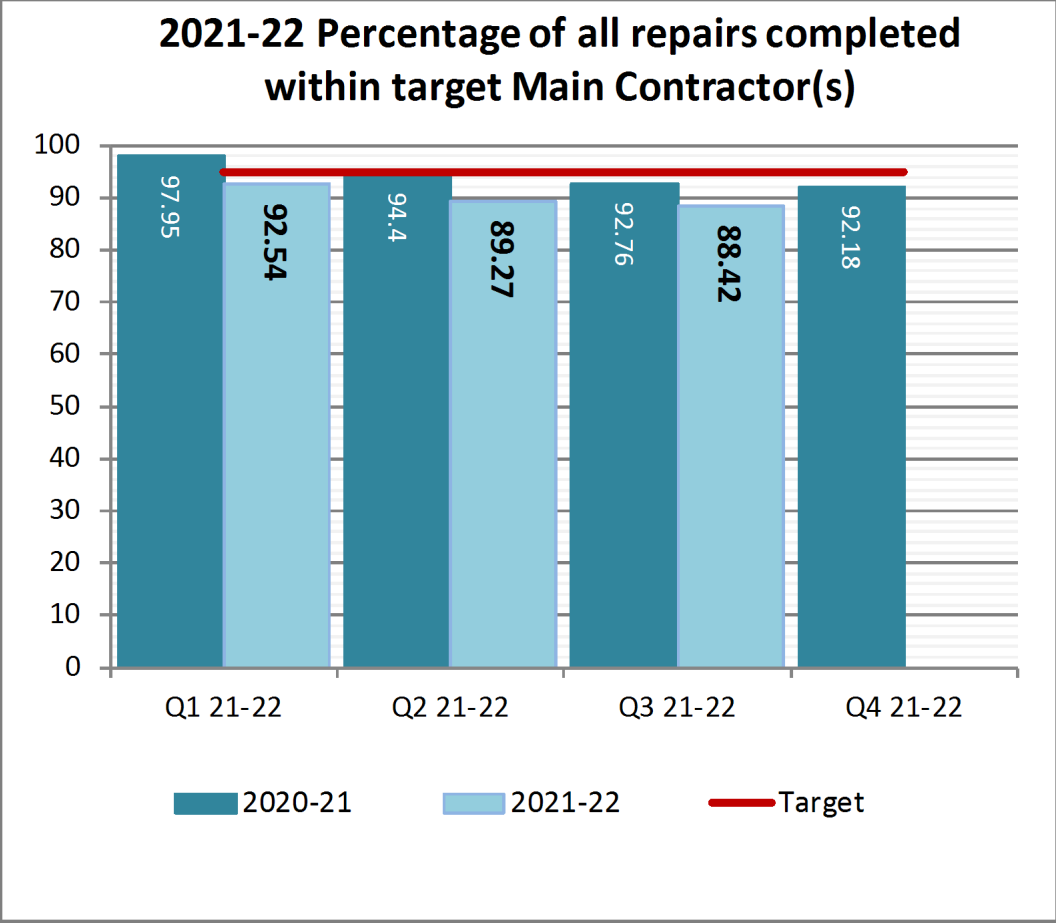Q3 21-22: 85.82, 81.36
Q4 21-22: 85.55

At the end of Q3 2021-22, a total of 81.36% of complaints were answered within the 10 days target. This is out of a total of 859 complaints received cumulatively between April 2021 and end of March 2022. Volumes have remained high and climbed during Quarter 3 due to the winter period and the end of the Repairs and Maintenance contract, however performance dropped due to delays in response times and staff shortages over the festive period.

www.havering.gov.uk

Page 110

2021-22 Percentage Repairs right first time

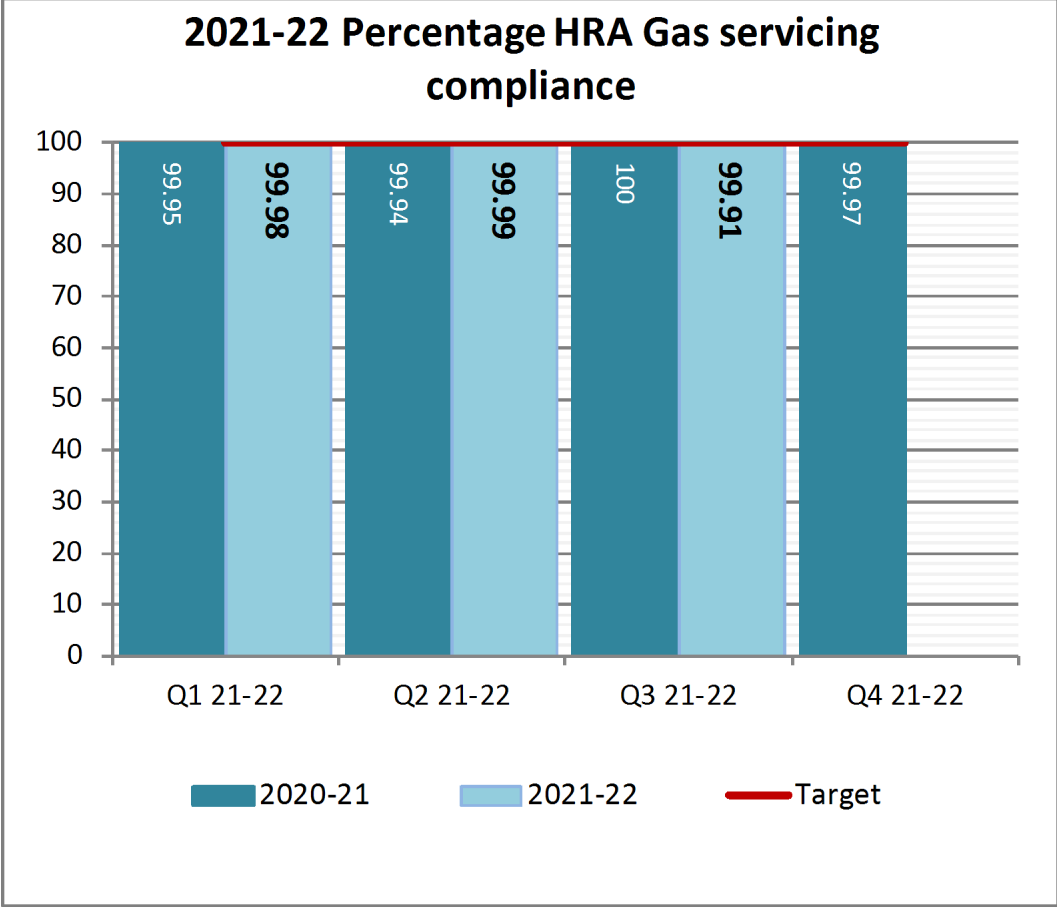|	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22
2020-21	98.34	98.37	98.13	97.48
2021-22	97.32	97.26	97.15	

Legend: ■ 2020-21 ■ 2021-22 ▬ Target

At the end of Q3 2021-20, 97.15% of responsive repairs were reported and had been completed right first time. This is above the target of 95%, though marginally lower than the previous quarter.

www.havering.gov.uk

Page 111

2021-22 Percentage of all repairs completed within target Main Contractor(s)

Chart data:

Quarter	2020-21	2021-22
Q1 21-22	97.95	92.54
Q2 21-22	94.4	89.27
Q3 21-22	92.76	88.42
Q4 21-22	92.18	

Legend: 2020-21, 2021-22, Target
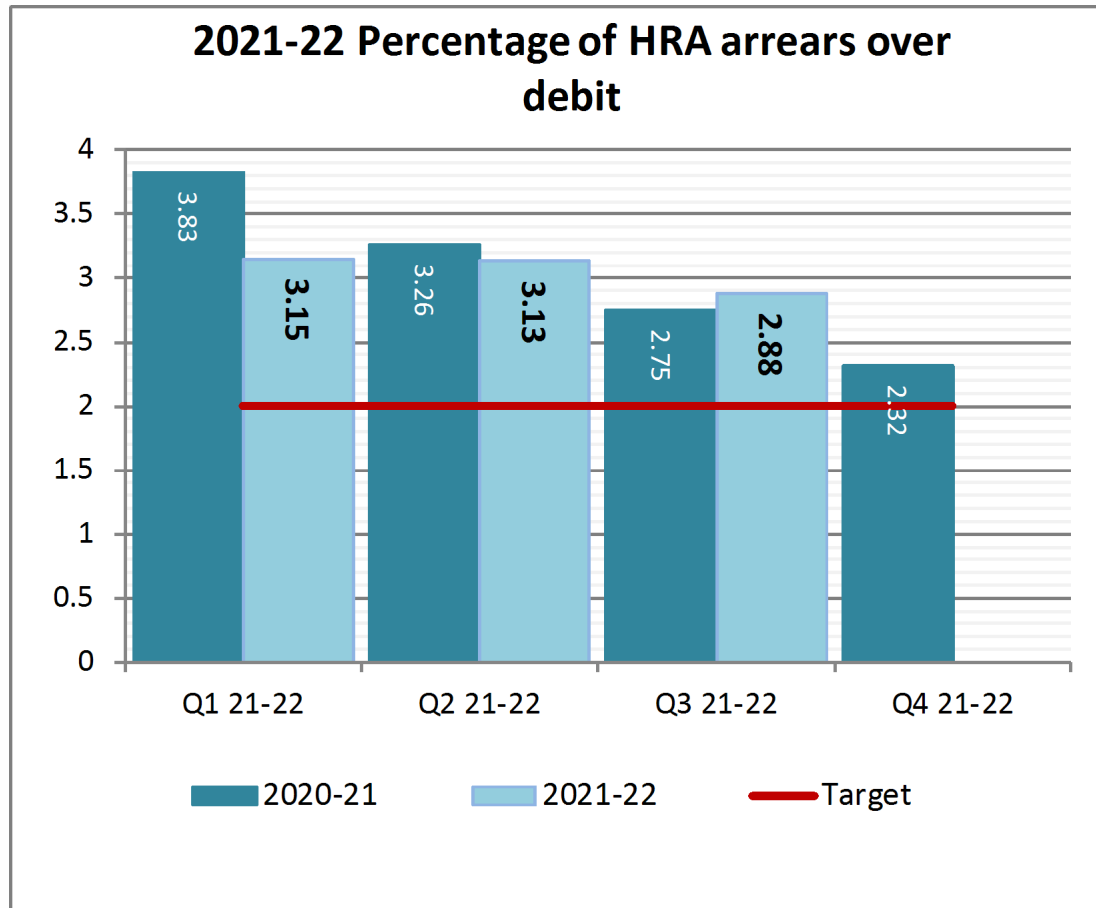
By the end of Q3 2021-22, a total of 26,215 repairs orders have been raised (year to date) for the main maintenance and gas contractors and of these 23,180 repairs were completed within target. The service continues to work closely with Breyer to demobilise the contract as it is coming to an end.

2021-22 Percentage HRA Gas servicing compliance

	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22
2020-21	99.95	99.94	100	99.97
2021-22	99.98	99.99	99.91	

Legend: 2020-21 | 2021-22 | Target

At the end of Q3 2021-22, 99.91% of 8,574 properties have a current gas safety record. The service continues to maintain extremely high levels of compliance through a proactive approach to safety checks, despite the access issue and increased safety concerns from Covid.

Page 113
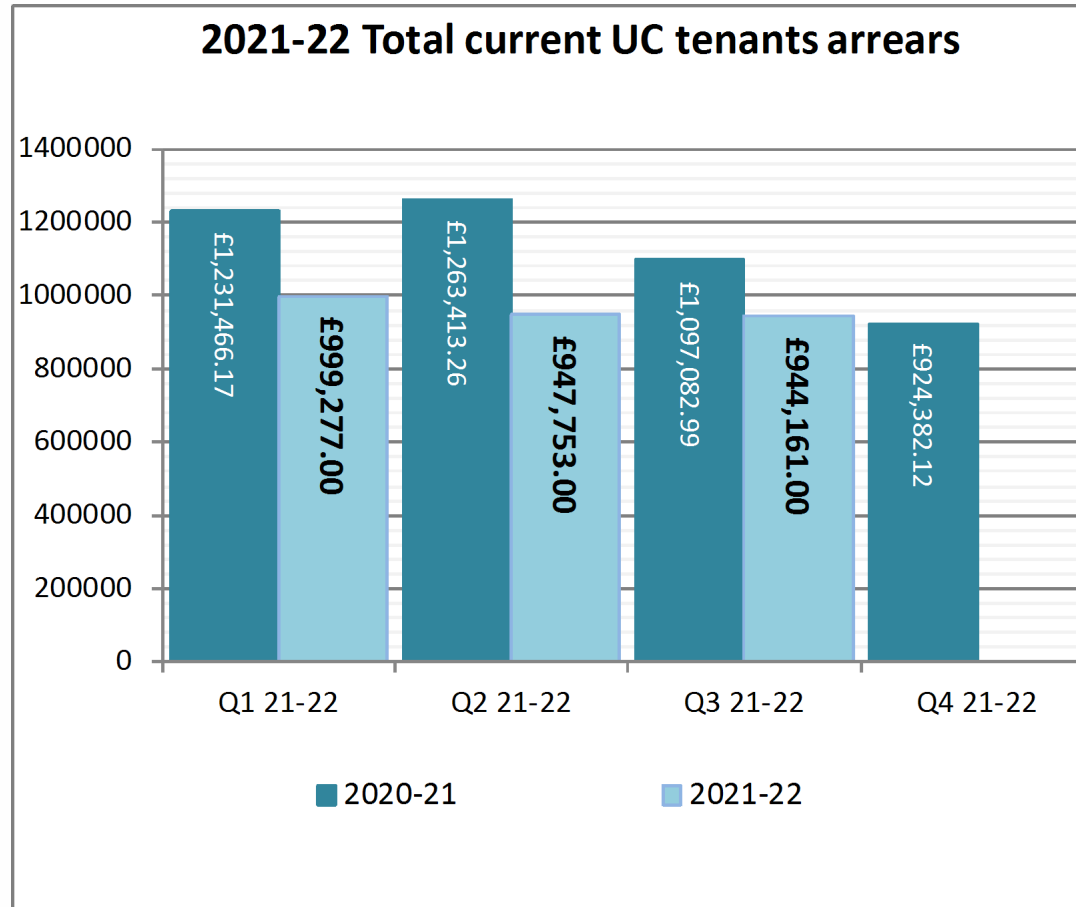

2021-22 Percentage of fire risk assessments due
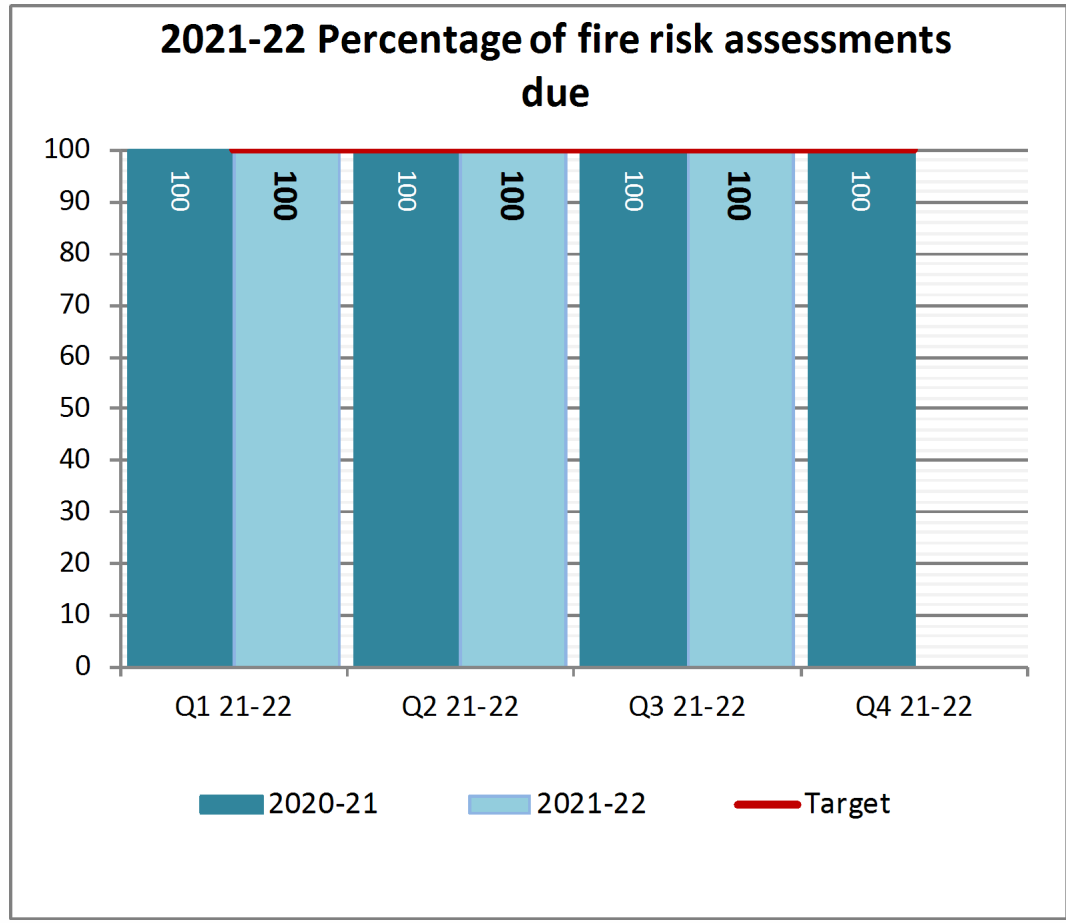
At the end of Q3 2021/22, 100% of fire assessments due were completed. The service continues with its approach of undertaking Type 4 FRAs to all Housing blocks.

Page 114

2021-22 Percentage of HRA arrears over debit

Bar chart showing percentage of HRA arrears over debit for 2021-22:

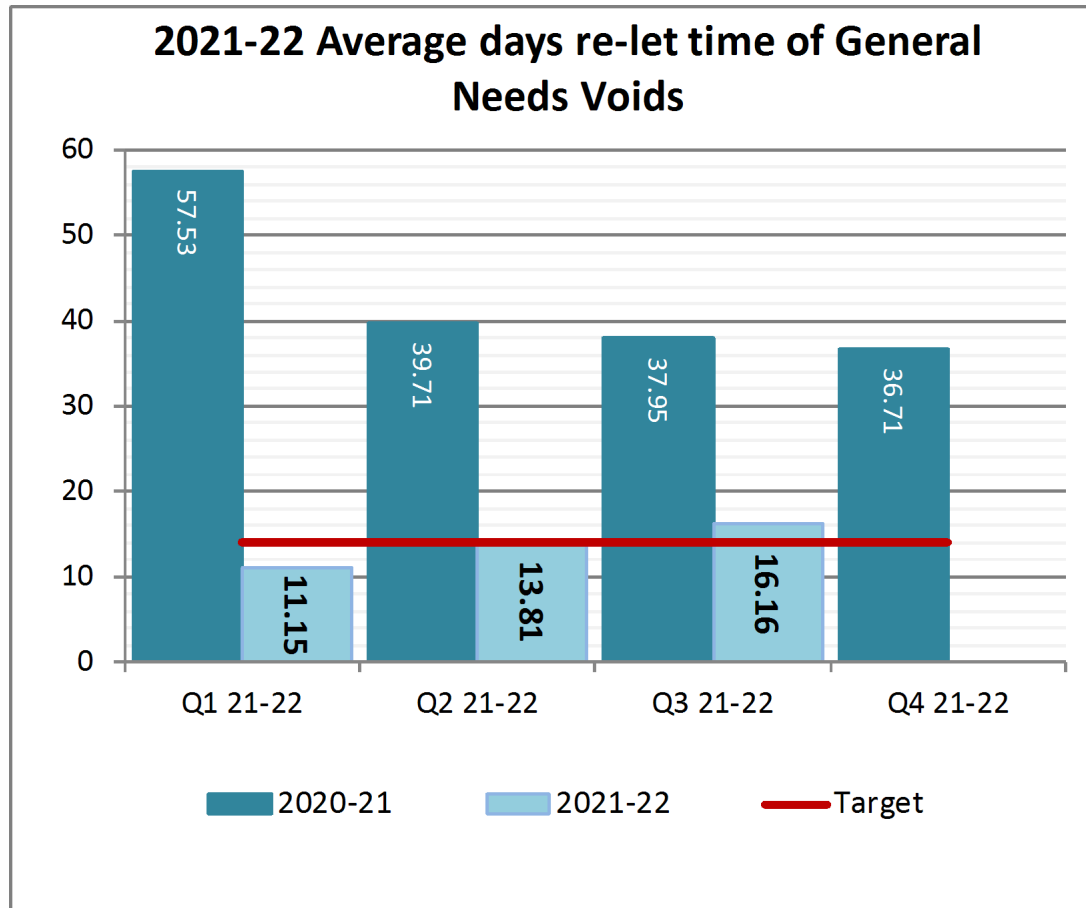| Quarter	2020-21	2021-22
Q1 21-22	3.83	3.15
Q2 21-22	3.26	3.13
Q3 21-22	2.75	2.88
Q4 21-22	2.32	

Target line shown at 2.0.

At the end of Q3 2021-22, 2.80% equals £1,459,130.66 of HRA tenants current arrears over £0.01 over an estimate GROSS debit £52,996,148 accounts for General Needs and £25,421.26 arrears for Sheltered.

Page 115

2021-22 Total current UC tenants arrears

Legend:
- 2020-21
- 2021-22

Quarter	2020-21	2021-22
Q1 21-22	£1,231,466.17	£999,277.00
Q2 21-22	£1,263,413.26	£947,753.00
Q3 21-22	£1,097,082.99	£944,161.00
Q4 21-22	£924,382.12	

At the end of Q3 2021-22 the total amount of £944,161 UC arrears represents a total of 1811 tenants receiving Universal Credit in arrears.

Page 116

2021-22 Average days re-let time of General Needs Voids

Bar chart showing average days re-let time of General Needs Voids by quarter:

Quarter	2020-21	2021-22
Q1 21-22	57.53	11.15
Q2 21-22	39.71	13.81
Q3 21-22	37.95	16.16
Q4 21-22	36.71	

Legend: 2020-21, 2021-22, Target

At the end of Q3 2021-22, a total of 118 HRA General Needs re-lets were carried out within an average time of 16.16 days.

www.havering.gov.uk

Any questions?

This page is intentionally left blank