



## Performance Advisory Group (PAG)

**11 March Board Room 4<sup>th</sup> Floor Barnet House**

**Main Meeting 6:30pm until 8:30pm**

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**Present:**

John Davies	(JD)	Chair
Aruna Bhatt	(AB)	Vice Chair
Norah Fallon	(NF)	Member
Angela Shine	(AS)	Member
Amlan Ghoshal	(AG)	Member
Aletah Drake	(AD)	Member
Deborah Beckford	(DB)	Customer Engagement Co-Ordinator
Stephen Pugh	(SP)	Senior Contracts Manager - BH
Nemendra Singh	(NS)	Regional Director - Mears
Vernon Corea	(VC)	General Manager - Mears

Item	Title	Action
1	<b>Apologies and welcome</b>  Apologies received from Elizabeth Fitzgerald, Carol Douet and Maxwell Doku	
2	<b>Minute Approval</b>  All agreed the minutes were a true reflection.	Minutes to be published on website
3	<b>Matters Arising</b>  No matters arising	

## **Mears Repairs Performance Report**

### **Introduction**

#### **Purpose of Report**

This report will assess the current level of performance under the Mears Repairs Contract and progress made under the implementation of the formal Mears Improvement Plan.

The report will focus on the current Key Performance Indicators, progress made in the main areas of concern and the existing issues that remain a key risk to Barnet Homes.

In addition to the above, the Complaints performance will also be assessed in terms of volumes, outcomes and key themes.

#### **Improvement Plan**

KPI reporting demonstrated a general decline in overall performance throughout 2018. In October 2018, the decision was taken to formalise the specific areas that would require immediate attention from Mears. This was a consequence of non-action following discussions at Contract Group.

This Improvement plan targeted poorly performing KPI's and key areas where the service was underperforming. This included Subcontractor Management, WIP, Complaints and Missed Appointments, Resource, and Scheduling concerns.

This report has been in place from early November 2018 and has acted as a tool to track the measures put in place by Mears. This has also tracked the overall outcomes of these measures with further analysis being provided periodically throughout the process.

#### **Current Position**

Whilst there have been changes made by Mears, overall performance has not improved at the rate that would have been expected. The improvement plan targeted a stabilisation in performance by the end of January 2019 which was agreed with Mears management. However, performance outcomes demonstrate that this has not been the case and issues still exist throughout the service.

It is important to note that there has been improvement realised in some areas and efforts made have reduced the overall risk. However, key concerns still exist and further measures need to be introduced to ensure the service is brought back in line with expectations.

## **KPI Performance (Key Performance Indicators)**

Overall Comments on the suite of KPI's:

There are certainly areas of improvement demonstrated, but given the level of resource allocated to the contract over the last 4 months, the KPI suite shows slow progression. Barnet Homes and Mears expected an increased rate of improvement than demonstrated.

These issues will be discussed in greater detail below:

### **WIP (Work in Progress)**

WIP was one of the most concerning aspects of performance in September 2018. At the time, WIP was in excess of 3300 jobs. This was only highlighted to Barnet Homes after the client asked for WIP data due to concerns over productivity and complaints. This triggered a response from Mears to work on overdue and outstanding works and this steadily improved into October and November. The expectation on this contract is for WIP to be somewhere between 900-1100 jobs depending on the time of the year.

The general direction of WIP has been downwards to an acceptable level. It is important to note that during this period (September to October), Mears cancelled a significant amount of orders which was challenged by Barnet Homes. This was due to duplicate orders, poor scheduling and a lack of supervision during periods of sickness (lead planner). Overall, we can consider this to be an area of improvement for Mears.

### **First Time Fix**

First Time Fix has recently not achieved the 92% target. Since April 2018, the target has only been achieved once, with some occasions meeting receiving a red warning.

Recent first-time fix analysis carried out by Mears has pin pointed issues with van stock and poor scheduling. The analysis also pointed at plumbing being a considerable issue with a lack of resolution on repairs that are considered to be straight forward. There has been an upward trend, but further work is required to stabilise this above the 92% target.

Homelessness Strategy

The overall direction shows a decline from January 2018. Historically, Mears have always achieved the contractual KPI target for R4 (Completed in Time). In the last two months, whilst there has been improvement, this is some way off the monthly target of 96%. This KPI is certainly affected by overdue jobs as completing them in month will cause R4 to decline. However, there is still new jobs being completed out of time.

### **Appointment Kept**

Appointment kept has seen a recent upwards trend. We expected this KPI to slightly drop in September during the change in priority codes, but there was a 4-month notice period before this change to allow ample planning opportunities.

Since April, there has only been one month where the appointment kept % has been over the 95% target threshold. This is a common theme in complaints and has directly caused the increase in missed appointments. Many of these jobs relate to poor planning and a distinct lack of communication with residents

### **Overdue Jobs**

Overdue jobs have had a significant effect on the overall delivery of the Repairs Service. Overdue jobs began to spike in early 2018 and steadily increased throughout the year.

Despite this being raised as a risk in early 2018, this continued to decline until the spike in September 2018 (prior to the priority changes). The introduction of the Task Force and additional resource has seen this reduce, but at a much slower rate than affected.

This is impacting the ability to recover the Completed in Time figures and needs to be treated as an absolute priority. The current level of overdue jobs (28.50%) is unacceptable and continues to result in 'Delay' complaints.

### **Complaints & Missed Appointments**

Complaints have been an area of concern for some time now. Barnet Homes run quarterly analysis to show the volumes of complaint in quarter, the outcomes, cause and general trends.

In addition to this, Barnet Homes provide Mears with a weekly report to show the number of complaints logged the previous week.

Mears are therefore provided with all information relating to complaints, but as yet, we have not seen an improvement to bring the overall performance back in line with targets and expectations.

Generally, Mears Complaints overall have been increasing from 16/17 onwards where performance was roughly in line with the targets. Q3 analysis shows significantly inflated complaint volumes against comparable periods

The overall analysis shows a general increase in all areas (apart from service failures) compared to the same period last year. Delays are a significant cause of complaint and reinforces the issues reported under the KPI suite (overdue complaints and completed in time).

Customer Care complaints relate specifically to the missing of appointments and lack of planning.

	<p>The 'outcome' of complaints reports the biggest cause of concern. Generally, we expect 40% Upheld, 40% Not Upheld and 20% Partially Upheld. This shows that the majority of complaints have some form of justification. Historically, Mears have largely received the expected split, but this began to decline over the last 12 months.</p> <p>Analysis shows that the majority of the elements on the improvement plan directly contributing to the increase in complaints. A significant aspect of complaints relates to poor communication and poor scheduling. There is a clear trend of re-arranged, missed or cancelled appointments taking place without residents being informed</p> <p><b>Current Complaint / Missed Appointment Position:</b></p> <p>At the beginning of Q4, various Complaint meeting were held to discuss the performance and trend. Mears have been providing with a vast amount of information to help guide where the service issues needs to be addressed. As such, Mears were provided with a target of no more than 60 complaints per quarter. This is in line with expectations and equates to what is roughly required to reach the 0.50% KPI target. Unfortunately, early indications show that it is unlikely to be achieved. This is evidenced by the following</p> <p>So far in Q4, there have been 48 Complaints closed which will lead to a failure to meet the required target of 60 complaints.</p> <p>Missed Appointments, historically, have been largely managed well under the Mears Repairs Contract. Whilst Barnet Homes understand that a certain amount of appointments can be missed, recently volumes show considerable concerns over the way appointments are being managed.</p> <p>In Q3, Mears received over 250 confirmed missed appointments. These figures only include those which residents have claimed compensation for. The reality is that this figure is considerably higher.</p> <p>In Q4, Barnet Homes have set a lenient target of trying to reduce this down to no more than 100 Missed Appointments. So far, there has been over 80 logged already in Q4.</p> <p>The issues driving Missed Appointments have been analysed by Mears and largely point to poor planning and scheduling, a lack of consistency and poor communication with residents. There is no consistency in the appointment function which is demonstrating the instability in appointments kept.</p> <p><b>Summary</b></p> <p>Whilst there have been improvements made, these are clearly not to the level that would have been expected. The initial target of January for recovery has failed and we are therefore working towards a definitive target of March 2019.</p> <p>When assessing the KPI's and Complaint information, the two sets of</p>	<p>Action send out copy of the 8-point plumbing plan to members</p>
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data both correlate and support the findings of each. It is evident that delays and inefficient management of jobs are directly causing complaints and the slow progression of KPI's.

By March 2019, the following expectations have been set:

- KPI's (when reporting March in April) to be green (individual KPI's, not YTD)
- Stabilisation of WIP
- Overdue jobs to be brought down to the required contractual target (7.5%).
- Reduction and stabilisation of complaints and missed appointments with an aim of Q1 19/20 to meet targets.
- Effective contractual management within Mears to assess the direction of the contract and to make effective change based on the lessons learnt. To move back to the proactive approach demonstrated by Mears previously, rather than being reactive to repeated issues.
- A full and thorough investigation into the plumbing service to avoid multiple visits and the collateral damage that follows ongoing leaks. It is important to note that Mears historically have been a strong partnering contractor and Barnet Homes aim throughout is to assist Mears into moving back to this position. However, the ongoing level of performance provides reputational, operational and financial risk that cannot be supported. The general perception of Mears has diminished over the last 12 months and the vision is to work with Mears to regain trust amongst our customers. Barnet Homes recognise the recent upward trend in KPI's but note that these need significant work to meet the March 2019 deadline imposed.

### **Members Update**

JD reported that the Mears gas contract was still going well.

AD gave feedback on the conference she attended 'Engaging Social Housing Residents – Making Sure Tenant Voices are Heard' She was really pleased she attended and that it was good to bench mark with other organisations. DB said that it was on the agenda for later in the year to organise a Resident Networking Event.

### **AOB**

DB informed the members that there was going to be a focus group held on the 3 April to discuss the Dream Repairs Service. This is a continuation of the Customer Mapping Project. Aruna, Angela, Aletah and Norah said they would like to attend.

	<p>DB asked the members what they thought about a new D.I.Y project that we are planning to hold later in the year. All members thought it was a great idea and would like to attend.</p> <p><b>Date of next meeting</b></p> <p><b>Monday 29 April 6.30-8.30pm</b></p> <p><b>Board room 4<sup>th</sup> floor Barnet House</b></p>	
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