



Date: 13 August 2014

Subject: Repairs and Maintenance Service

Report Author: **R2R Resident Inspectors**

Purpose: To provide findings and recommendations from
R2Rscrutiny of Repairs and Maintenance Service

Introduction

The R2R panel decided on the Repairs and Maintenance process as the topic for quarter two's scrutiny. This report outlines the key findings from the scrutiny panel and provides a number of recommendations where the R2R resident inspectors feel that the repairs and maintenance setting process could be improved.

Methodology Used for Scrutiny

The R2R resident inspectors decided that a desktop review would be the best approach for reviewing the repairs and maintenance process.

The scrutiny meetings took place via video link at SAHA's Head Office in London and Regional Office in Bolton on 13 August 2014.

In order to develop an informed understanding of the various elements involved in the repairs and maintenance process, the panel assessed and reviewed the following key documents:

The Association's:

- Internal auditors' report on Repairs and Maintenance and Gas Servicing
- Repairs Policy
- Emergency Out of Hours Procedure
- Gas Servicing Policy and Procedure
- Asset Management and CSC Procedure Manual
- Repairs and maintenance timescales and a proposal to change to an appointments system
- Contractors' Code of Conduct
- Benchmarking Data from Asset Management Improvement Partnership (AMIP)
- Tendering Process

Scrutiny Findings

Overall the R2R panel concluded that the repairs and maintenance process works well. They acknowledged that whilst the contents of these documents were required to have certain key wording to ensure the Association met its regulatory requirements, the panel felt that the jargon used could be improved for a more resident friendly read.

Comments from the panel:

Internal auditors' report on Repairs and Maintenance and Gas Servicing: The panel were given copies of Saha's previous audited reports on repairs and maintenance services and gas servicing.

- The panel had no comments on the auditors' reports, as they felt that Saha would have addressed their concerns/recommendations already, but felt that the reports were informative.
- The panel reviewed the auditors' comments on the repairs and maintenance and gas servicing reports and agreed that the panel should adopt a similar scoring mechanism to rate their reports, as this would help the Association prioritise recommendations in terms of importance for residents. (Please see attached Appendix A for R2R Definition on Recommendation Priorities)

Policies and Procedures Documentation:

- The policies and procedures are self explanatory and straightforward apart from a few areas where jargon is used.

Repairs and Maintenance Timescales:

The panel were given a paper on Saha's current repairs and maintenance timescales, with a view to seeking residents' opinions on changing the process to an appointments system.

- The panel felt that Saha's proposal to change to an appointments system is a good idea and that this is already in place in some areas and works very well.

Gas Servicing:

The panel viewed Saha's gas servicing policy and procedure:

- The panel felt that although the gas servicing process is very robust which can be evidenced in the KPIs information, there is sometimes some overlap between Saha and British Gas when booking appointments (Gas Servicing Appointments) as these are sometimes booked twice, once with Saha and separately with British Gas. The panel felt that this needed to be looked at to create more efficiencies and avoid duplication.
- The panel felt that the Gas Servicing Policy is straightforward, however they felt it could benefit from a paragraph explaining the responsibilities of the Association and those residents who have Calor gas cylinders in their properties.

Benchmarking:

- The panel thought that the benchmarking data was very good in being able to evidence where Saha was last year and the improvements that have been made this year. The benchmarking data also showed areas where we may be above average or very close to the target and where we may want to focus on for improvements.
- The panel felt that the benchmarking data and where we scored compared to other organisations proved that Saha was very serious about the robustness of the process and that it is effectively communicated to residents.

Tendering Process:

The panel felt that Saha has a thorough tendering process in place. This was evidenced by Steve Hickmott attending the Asset Management Contractor Administrators tendering process. Please see attached Appendix B for Steve's comments and feedback.

- The panel agreed that the policies and procedures were straightforward and easy to read.
- The panel felt that from the feedback from both Steve Hickmott and the presentation from Dean Sitton, Saha has a very strict tendering process and that all eventualities are thought of.

Contractors' Code of Conduct:

R2R reviewed the Contractors' Code of Conduct, the definitions of what a recall/complaint is and how the whole process works from starting a repair to the contractor review meeting.

- The panel were impressed with the amount of work and checking that is involved, between Saha and the various contractors they work with.
- The panel were happy that contractors were held to account at review meetings and that there were clauses in place in contracts to enforce remedial action should they not do the work required.

Recommendations:

Appendix C sets out Saha's Management Feedback to the Repairs and Maintenance Report.

Recommendations:	
1	Consultation to be made with residents on large planned maintenance projects especially on green energy efficiencies
2	Wording for the Gas Servicing Policy needs to be amended to clarify the responsibilities i.e. Heating supply or Calor Gas supply
3	CO2 emission detectors to be installed in all properties, but starting with properties that currently have gas as a rolling programme
4	Classification on what an emergency is in terms of repairs and maintenance
5	Repairs and Maintenance, Gas Servicing and Out of Hours Policy and Procedure to contain less jargon to make them easy to understand by residents
6	The procedure on issuing Gas Safety appointments to be checked to ensure there is no duplication or missed appointments

R2R Definition on Recommendation Priorities

Assurance level	Definition
SUBSTANTIAL	We feel that the overall service delivery is effectively managed by the organisation and there are robust processes in place.
ADEQUATE	We feel that overall Saha has effective processes in place although there is room for improvement.
LIMITED	We feel that Saha has no effective processes in place and needs to implement recommended changes immediately.
Recommendation Priority	Definition
ESSENTIAL	Essential recommendations for changes to Saha's process to improve service delivery to be implemented immediately.
IMPORTANT	Important recommendations for changes to Saha's process to improve service delivery to be implemented within the next financial year.
HOUSEKEEPING	House keeping recommendations show areas where we have highlighted opportunities to implement a good or better practice.

Steve Hickmott's Notes from the Tender Evaluation of the Contractor Administrator Meetings

Introduction: I was assisting Asset Management with the recruitment and selection of a new contract administrator, who will be responsible for managing contractors on large projects i.e. new builds, refurbishments on the Association's behalf.

I attended a number of meetings with both the Asset Management Team and Saha's appointed tendering consultant - Aaron John – Echelon Consultancy.

8th May 2014 – I was invited to head office to meet with Dean Sitton – Capital Projects Manager, to discuss the tender process i.e. how it works (attached Tendering Briefing Notes).

9th May 2014 - Pre-interviews

6 companies were invited to meet with Saha. This allowed for Saha to explain to the tendering organisations what Saha was about and what they were looking for in a contract administrator i.e. services.

27th June 2014 - Shortlisted potential contractors

The tendering panel members all sat down together in a room to read all 5 companies' tender submissions. As part of the process, we were required to score each tenderer's submission between 1- 5 (1 poor; 5 excellent). The tendering panel managed to shortlist from 5 companies down to 4 potential contractors.

14th July 2014 - Contractor Presentation/Interviews

4 contractors were invited to attend a presentation and interview meeting at head office, where the tendering panel members asked 6 questions to each contractor. We were then asked to score their responses between 1 – 5 (1 poor; 5 excellent).

The findings of the tendering outcome were taken back by Echelon to collate the successful contractors' results. Saha is still in the process of ironing out a few of the contractual requirements with the successful contractor.

Overall, I found the tendering/selection process very informative and very useful. Saha has a fair way of selecting the best/right contractors for the Association.

Saha Management Feedback on Repairs and Maintenance Report

	Comments Taken From Repairs and Maintenance Report	Respondent (Name and Job Title)	Management Response To Recommendations	R2R Priority Levels	Target Completion Date
1	Consultation to be made with residents on large planned maintenance projects especially on green energy efficiencies	John MacFarlane – Head of Capital Projects	<p>Partially agreed – SAHA currently has a regional annual focus rotated on a cyclical basis on major repairs projects, which is advertised via SAHA news and the website. SAHA also has a comprehensive programme of resident consultation through pre-commencement meetings, Resident Liaison Officer visits, Resident handbooks specific to each contract and works package, plus resident satisfaction and feedback surveys.</p> <p>However, SAHA will develop specific local aspirations for each estate/area which is resident led via existing estate inspection programmes.</p>	Essential	As and when projects occur (on-going)
2	Wording for the Gas Servicing Policy needs to be amended to clarify the responsibilities i.e. Heating supply or Calor Gas supply	Graham Smith – Audit & Compliance Officer	Agreed - SAHA does not own any Calor gas fuelled appliances, however, there is one resident that we are aware of that currently has their own cooker which is connected to a calor gas supply located to the exterior of the property. SAHA therefore has no statutory servicing or safety testing obligations in respect of this. The policy has been revised to include specific reference to clarify that calor gas fuelled appliances are entirely the residents' responsibility and must be serviced and safety tested annually.	Important	Complete

	Comments Taken From Repairs and Maintenance Report	Respondent (Name and Job Title)	Management Response To Recommendations	R2R Priority Levels	Target Completion Date
3	Carbon Monoxide emission detectors to be installed in all properties, but starting with properties that currently have gas as a rolling programme	Graham Smith – Audit & Compliance Officer	<p>Partially agreed – All newly developed properties that have a gas supply will already have carbon Monoxide detectors installed as standard.</p> <p>Proposals are being developed, costed and budgeted to install Carbon Monoxide detectors to all SAHA properties that have a gas supply during the 2015/16 financial year. It is not proposed to install these to properties without a gas supply.</p> <p>It should be noted that it is not currently a statutory requirement to install carbon Monoxide detectors.</p>	Important	April 2015- March 2016
4	Classification on what an emergency is in terms of repairs and maintenance	Peter Wilkins – Head of Maintenance Services	<p>Not agreed – A full list of defects that would constitute an emergency repair (as well as indicative types of repair that would constitute all other response categories) is included in the residents' handbook under the repairs and maintenance section.</p> <p>However, R2R are invited to participate in the next review of the repairs policy in December 2014.</p>	Housekeeping	December 2014
5	Repairs and Maintenance, Gas Servicing and Out of Hours Policy and Procedure to contain less jargon to make them easy to understand by residents	Peter Latham – Head of Business Support and Innovation	Not agreed - Head of Business Support and Innovations to consider but Asset Management concerned these documents are essentially for internal use and worded to ensure legal compliance and requirements of auditors.	Housekeeping	No Action Required

	Comments Taken From Repairs and Maintenance Report	Respondent (Name and Job Title)	Management Response To Recommendations	R2R Priority Levels	Target Completion Date
6	The procedure on issuing Gas Safety appointments to be checked to ensure there is no duplication or missed appointments	Stephen Bate – Head of Customer Services and Peter Wilkins – Head of Maintenance Services	Not agreed - Asset Management have reviewed the gas safety appointments process, which was also fully audited and found to be working well with no duplications.	Housekeeping	No Action Required

**R2R Recommendations Tracking Table
(September 2014)**

Scrutiny Topic	Number of Recommendations	Number Completed	Number Outstanding		No Further Action Possible
			Still in Target	Past Target Date	
Estate Services	37	29	6	0	2
Complaints	24	24	0	0	0
Voids	24	18	5	1	0
Communication (Residents Meetings)	18	15	3	0	0
Rents & Service Charges	9	5	3	0	1
Repairs and Maintenance	6	0	4	0	2