

#### Question 4C.1 – Response

##### Relevant Example 1

Client Name	Made-up Housing Association
Contact Details	??
Contract Sum	£359, 019
Start & Complete Date	01/04/2015 – 31/03/2019
Project Description	Gas Servicing & Maintenance – 3 Year Term Contract for 767 Houses in Various Areas
Reference	Reference attached. Appendix 3.2

Our contract with Made-up Housing Association (HHA) includes annual servicing and reactive repairs on a 365 day and 24 hour basis to approximately 786 gas centrally heated properties throughout central Scotland, including operation areas of test HA. **(as a MAIN CONTRACTOR)**

Regular meetings are arranged to discuss our performance against KPI's as well as discussing any issues, which have arisen. This has resulted in an excellent working relationship with HHA, and as a result, the contract runs extremely well. **??? have a high ratio of high dependent tenants. Over 2/3rds are over 60 and vulnerable, which in turn proves to be a demanding but very rewarding contract.**

##### Call Management/ Made-up

To meet the expectation of our customers, we operate a Call Management System called 'Made-up'. Made-up has a number of features and benefits specific to the Gas Service and Maintenance industry. This includes a bulletin board that measures current job response times against Made-up HA's contractual response times. HHA have the following contractual response times in place;

- Emergency (gas leak/co alarms, water leak (damage) – 3 hours
- Urgent (no hot water/central heating etc.) – 24 hours
- Routine (noisy boiler etc.) – within 5 days.

This allows us to actively manage our contract in accordance with agreed time scales and to be able to provide the information to HHA as required.

HHA and **Contractor 3** agreed Test performance indicators (KPI) at the start of contract. Every month a series of reports are sent to HHA, which provides information on recent jobs. Examples of some of these reports include; service control report, 1<sup>st</sup> time fix repair report, 1<sup>st</sup> time access report, tenant satisfaction survey, 5 or more repair report & repair response report. This allows a view for actively monitoring performance and the ability to be reported on monthly and discussed at review meetings.

The call centre staff continually monitors the progress of the engineers via the Made-up system, and HHA staff are able to do the same via their assigned Portal. Stage codes such as 'Start Travel', 'On Site' and 'Finished Job' are visible via the portal. The portal is a web based application, developed using Microsoft MVC.Net 4.5 and WebAPI2 and Identity Framework over Microsoft SQL Server where we provide access to HHA in order that staff can view the data held by **Contractor 3** in respect of the contract. The portal provides details about the property, appliances, and repairs history. In addition, it provides the ability to download reports; CP12's, view today's jobs, repair worksheets/ CP4's etc. and shows the servicing programme going forward. The Portal is available over a secure internet connection, which enables HHA to also monitor our progress in real time.

##### Vulnerable tenants

We have a work instruction (WI 023) which is specific about how we deal with vulnerability. We work with Made-up HA to provide any special requirements and access arrangements. We asked for a list of addresses

and vulnerabilities at the start of the contract - which include elderly, infirm, or disabled - in order to populate our database with this sensitive information. We then carried out risk assessments on each and formulate special rules required in order for us to be able to deliver exceptional customer care to this group. For example, a hearing-impaired tenant may require non-telephonic communication (e.g. Type talk/ SMS text), while we would agree a password with a visually impaired tenant (Gas Safe cards are embossed with the number also). Some require a 2-man visit; some require a neighbour or family member to arrange access/assist etc. Once the rules were populated, this would pop up on the call centre operatives screen once they locate the address, as well as the engineers' PDA when he receives a new job.

#### Test Performance Indicator Framework

Category	Criteria	Measurement	Target	Nov17	Dec17
Compliance – Service Programme	Landlord's Gas Safety Inspection carried out before Anniversary Date	All Properties have Landlord's Gas Safety Inspection within 12 months of previous	100%	100%	100%
Emergency Repairs	Make Safe	Attended and made safe or completed within 3 hours	100%	100%	100%
Urgent Repairs	Complete Repair	Attended and made safe or complete within 2 working day	100%	100%	100%
Routine Repairs	Complete Repair	Complete within 5 working days	100%	75%	89%
Gas Services	Access First Time	Access provided by tenant on first visit	75%	77.31%	69.57%
Void Gas Service Checks	Cap or Uncap gas supply, Landlord's Gas Safety Inspection & issue CP12	Complete within 3 working days	100%	100%	100%
Repair Diligence	First Time Fix	No follow up needed	75%	72.04%	80%
Complaints	All complaints resolved or reasonable action taken	Within 5 working days of complaint being received	100%	100%	100%
Safety	Monthly report, emailed to Link on all incidents and accidents.	Appropriate response/ attendance to RIDDOR incidents and HSE enforcement notices	100%	100%	100%
Validity and Quality of Valuations/ invoices	Submit error free and accurate valuations	No Discrepancy between submitted and approved valuation	100%	100%	100%

#### Customer Satisfaction Survey

Customer Satisfaction	In accordance with Qs	Overall Satisfaction with repair	100%	100%	100%
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A 'Tenant Satisfaction Survey' is carried out at the end of every job. Although this is optional, to date almost 100% of tenants have completed the survey. The engineer will pass the device to the tenant to complete the brief 5-question survey. Once complete, the response will disappear from the screen before the device is passed back to the Engineer.

## Relevant Example 2

Client Name                    Made-up2 Housing  
Contact Details                ??

Contract Sum                 £708,210

Start & Complete Date    13/02/17-12/02/21

Project Description        Gas Maintenance and Servicing – 4 Year Term Contract for 1599 No. Properties

Reference                     Reference attached. Appendix 3.1

We measure the level of satisfaction from these satisfaction surveys and ever since implementing the system, the levels of tenant satisfaction achieved across all contracts is greater than 99%.

Our contract with Made-up2 Housing Association () includes annual servicing and maintenance on a 365 day and 24 hour basis to approximately 1599 gas centrally heated properties throughout ??? (**as a MAIN CONTRACTOR**).

Regular meetings are arranged to discuss our performance against KPI's as well as discussing any issues, which have arisen. Made-up2 Housing Association look after ??? properties and so are also our responsibility within this contract. ??? HA provide housing for previously homeless people who often are socially disadvantaged and often vulnerable. Approximately 1/3<sup>rd</sup> of tenants can be classed as vulnerable.

## Call Management/ Made-up

To meet the expectation of our customers, we operate a Call Management System called 'Made-up'. Made-up has a number of features and benefits, which are specific to the Gas Service and Maintenance industry, including a bulletin board, which measures current job response against Made-up2 contractual response times. have the following contractual response times in place;

- Emergency (gas leak/co alarms, water leak (damage) – 2 hours
- Urgent (no hot water/central heating etc.) – same day
- Routine (noisy boiler etc.) – within 7 days.

This allows us to actively manage our contract in accordance with agreed time scales and to be able to provide the information to as required and **Contractor 3** agreed Test performance indicators (KPI) at the start of contract. Every month a series of reports are sent to , which provides information on recent jobs. Examples of some of these reports include; service control report, 1<sup>st</sup> time fix repair report, 1<sup>st</sup> time access report, tenant satisfaction survey, 5 or more repair report & repair response report. This allows a view for actively monitoring performance and the ability to be reported on monthly and discussed at review meetings.

The call centre staff continually monitors the progress of the engineers via the Made-up system, and staff are able to do the same via their assigned Portal. Stage codes such as 'Start Travel', 'On Site' and 'Finished Job' are visible via the portal. The portal is a web based application, developed using Microsoft MVC.Net 4.5 and WebAPI2 and Identity Framework over Microsoft SQL Server where we provide access to in order that staff can view the data held by **Contractor 3** in respect of the contract. The portal provides details about the property, appliances, and repairs history. In addition, it provides the ability to download reports; CP12's, view today's jobs, repair worksheets/ CP4's etc. and shows the servicing programme going forward. The Portal is available over a secure internet connection, which enables to also monitor our progress in real time.

## Vulnerable tenants

We have a work instruction (WI 023) which is specific about how we deal with vulnerability. We work with Made-up HA to provide any special requirements and access arrangements. We asked for a list of addresses and vulnerabilities at the start of the contract - which include elderly, infirm, or disabled - in order to populate our database with this sensitive information. We then carried out risk assessments on each and formulate

special rules required in order for us to be able to deliver exceptional customer care to this group. For example, a hearing-impaired tenant may require non-telephonic communication (e.g. Type talk/ SMS text), while we would agree a password with a visually impaired tenant (Gas Safe cards are embossed with the number also). Some require a 2-man visit; some require a neighbour or family member to arrange access/assist etc. Once the rules were populated, this would pop up on the call centre operatives screen once they locate the address, as well as the engineers' PDA when he receives a new job.

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Urgent Repairs	Complete Repair	Attended and made safe or complete within 2 working day	100%	100%	100%
Routine Repairs	Complete Repair	Complete within 5 working days	100%	86%	87%
Gas Services	Access First Time	Access provided by tenant on first visit	75%	66.88%	75.36 %
Void Gas Service Checks	Cap or Uncap gas supply, Landlord's Gas Safety Inspection & issue CP12	Complete within 3 working days	100%	100%	100%
Repair Diligence	First Time Fix	No follow up needed	75%	82%	84.42 %
Complaints	All complaints resolved or reasonable action taken	Within 5 working days of complaint being received	100%	100%	100%
Safety	Monthly report, emailed to Link on all incidents and accidents.	Appropriate response/ attendance to RIDDOR incidents and HSE enforcement notices	100%	100%	100%
Validity and Quality of Valuations/ invoices	Submit error free and accurate valuations	No Discrepancy between submitted and approved valuation	100%	100%	100%

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We measure the level of satisfaction from these satisfaction surveys and ever since implementing the system, the levels of tenant satisfaction achieved across all contracts is greater than 99%.

Question 4C.2 – Response

Quality Checks – Engineer

Quality Control/Training is carried out by our QC/Training Manager and full time Quality Auditors. The image on the right is page 1 of 3 of our audit form.

All Gas Registered Engineers are audited twice yearly and records maintained in our database with refresher dates monitored regularly. The audit frequency is determined using a risk approach based on the number of engineers and the average installation/maintenance works carried out per year. Routine spot checks are also carried out by our Site Supervisors.

Quality Control

**Contractor 3** operate a Quality Control Policy. The purpose of this procedure is to ensure GasSafe engineers have a proportionate level of supervision and quality control to monitor the engineers’ competence and performance. It is also used to assess the level of compliance with GasSafe and Industry regulatory requirements, best practice and company processes. We will ensure that the engineers assigned to the area have carried out the required manufacturer technical training for the appliances. Any required training can be provided at our own purpose equipped training centre at ???.

???

Auditor

Before joining the company in 2012, ??? worked for 10 years as a college Trainer/Assessor

**Qualifications: Fully Qualified Gas Service Engineer, ACS**

??? would be allocated to this contract for the purpose of **carrying out post and pre Engineer Audits and checking on quality and compliance with industry and company standards** and also to ensure that we are meeting and exceeding our targets.

??? has achieved the following qualifications;

**Domestic**

- Gas CCN1/ACOPS Basic (1-5)
- Gas CENWAT - Boilers / water htrs
- HTR1 - Fires
- CKR1 - Cookers
- CPA1 - Flue Gas analysers
- MET1/2 - Meter Installer

**Commercial**

- CoDNC01 - Dom to Comm changeover
- CIGA1 - Comm Indirect Fired appliances
- CORT1 - Radiant Htrs
- TPCA1A - Testing and Purging <1m3
- TPCP1- Testing and Purging >1m3
- CMET1- Safety Criteria Comm Meters
- REGT1 - Medium Pressure Installations
- CMIT1LS - Instrumentation (Gas Meters)

??? has also received training in Customer Care, CSCS Safety Test, A2 Assessor, Energy Efficiency, Water Bylaws, Asbestos Awareness Training (AKATA) and Aico expert installer scheme.

???

**Compliance & Training Manager**

??? has over 36 years in the gas industry. His role is to be involved with the recruitment and training of the engineers and apprentices through the auditors. He focuses on disseminating best practice to our engineers.

Responsible for;

QUALITY CONTROL CHECKLIST A1 – SECTION 1

DATE AUDIT CARRIED OUT: \_\_\_\_\_

FOR DATE: \_\_\_\_\_

Customer Details	Client Details	Job No:
Name	Name	Auditor:
Address	Address	GasSafe No.:
		Engineer:
		GasSafe No.:
		GasSafe Card Control: YES/NO

Work Type:		Audit Type:	
New Installation	New Gas Supply	Spot	
Landlord's Inspection	New Gas Install	Pre-Instpection	
Gas Repair	Gas Exchange	Visual	
Service	GasSafe Compliance	Top-Up/Top	
	Production	Install	

REV 10 IMP/CS: 1st Aug 12    2nd Aug 12    3rd Aug 12    4th Aug 12    5th Aug 12    6th Aug 12    7th Aug 12    8th Aug 12    9th Aug 12    10th Aug 12

	APPLIANCE 1	APPLIANCE 2	APPLIANCE 3
1	Make & Model		
2	Location		
3	Chimney Type		
4	Visual condition of flue/chimney		
5	Sealing of chimney/flue		
6	Installation satisfactory		
7	Verification satisfactory		
8	Flue Rating correct		
9	MP – Safe electrical isolation observed		
10	Flue flow test satisfactory		
11	Spillage test satisfactory		
12	Safety Device Satisfactory		
13	Gas Ratio OK test		
14	burner pressure correct		

Quality Control Checklist A1 – 1st Aug 12

- Monitoring over 100 engineers and apprentices (via regular audits and coaching)
- Ensuring our engineers receive regular QC audits and review all
- Identify training needs of engineers & apprentices including manufacturer training
- Interrogate completed job sheets for completeness and compliance with current regulations and standards
- Issuing of toolbox talks on concerning company matters

??? has achieved the following qualifications;

- C&G 662 – Gas Service Engineer
- ACS – CCN1, CEN1, CKR1, HTR1, WAT1, CPA1.
- C&G – Level 3 NVQ Learning and Development.
- LPWT – Legionella Prevention & Water Treatment (exp)
- OFTEC – OFT 101 Domestic/Light Commercial Services and Commissions (exp)
- OFT 600A – Domestic & Non-Domestic Oil Tank Installation (exp)
- ACOP- Gas Services. Elements 1-15
- C&G – Level 3 Energy Efficiency for Domestic Heating
- Logic Certification LCWR – Water regulations,
- UNV – Unvented Hot Water Systems.
- OFT 105E – Domestic Oil Firing System Installation (exp)
- **Gas Safe Reg No: 3802148**

??? has also received training in Asbestos Awareness (UKATA), Customer Care, BOAGAZ – Standard Connection Certificate, Omega Flex – Trac Pipe Certificate and CSCS Safety Test

**Contractor 3** have an individual coaching log in place for all service & repair engineers. This monitors van stock checks, every audit result, any complaints raised and any coaching/training requirements in safety, quality and performance. Information is passed from supervisor/managers and the spreadsheet is completed, reviewed and monitored by our Compliance/Training Manager, ???. Example of our engineer-coaching log below.

Team Name - Engineer Coaching Log							
Owner:	Gary Duncan						
SH	safety FT/electricals/fuse/earth/flue flow/vent of/vent rs/ncs/pressure gas rate/fga firstlast/work area/rcd/ppe/spillage/seals/gaswip/fsd/unsafe sitsARID/tightness test/job doc/						
				Coaching Category		Count	
				Safety		0	
				Quality		0	
				Performance		0	
				Other		0	
				Date:			
No.	Date Raised	Coaching Category	Observation or agreed action, including how this will be/has been achieved	Responsible	Review Date	Status	Update comments
7	21-Oct-2015	desktop checks	On going desktop checks on cp12/cp4's being carried out	gd	none	done	
8	22-Dec-2015	desktop checks	On going desktop checks on cp12/cp4's being carried out	gd	none	done	
9	23-Jun-2016	training	KK spent 2 hours at training centre going over use of multimeter, reading and understanding electrical wiring diagrams and sequence of operation on s and y plan systems. Also sequence of operation of a combi boiler.	gd	none	done	
10	1-Jul-2016	desktop check	On going desktop checks on cp12/cp4's being carried out	gd	none	done	
11	16-Aug-2016	training	KK met Gary in Barnhead to carry out in progress audits, assess his method of work and assist with training needs. Gary worked in a very safe and methodical manner throughout the 3 services carried out. I advised Gary that he should be more confident in using his engineering skills/knowledge. He should note any defects but in some cases further action may not be required (hairline crack on insulation panels may not need replaced)	gd	none	done	
12	6-Oct-2017	desktop check	On going desktop checks on cp12/cp4's being carried out	gd	none	done	
13	6-Jan-2017	desktop check	On going desktop checks on cp12/cp4's being carried out	gd	none	done	
14	19-Jan-2017	van inspection	I Stevenson carried out van inspection passed 1 <sup>st</sup> time	gd	none	done	
15	25-May-2017	Coaching Category	At Audit – coached on Vokera Hydra	gd	none	done	
16	11-Jul-2017	desktop check	On going desktop checks on cp12/cp4's being carried out	gd	none	done	
17	18-Sep-2017	van checks	van checks passed 18/9/17	gd	none	done	
18	16-Oct-2017	van checks	van check passed 16/10/17	gd	none	done	
19	11-Sep-2017	Coaching Category	at audit – witnessed good diagnostics and good customer skills with learning difficulties tenant	gd	none	done	

## Question 4C.4 – Response

### IT

**Contractor 3** has an in-house secure database system where information is stored regarding all properties called Made-up.

Prior to the contract start, we will create a customer portal, which will contain all property information including for UPRN (Unique identifier). Once this is in place it will allow as many users as you wish, to access true REAL TIME information of all work being undertaken, and a history of work that has been done. For reporting purposes, all screens can be filtered by the user - depending on the information they are looking for, and the result can be exported into an Excel spreadsheet.

The data displayed in **the Portal**, comes from a direct link into the SQL database of our Made-up system. This Portal is available to all staff within the Client's organisation and can be accessed simultaneously by many operators. Access to our Portal is via a dedicated 100MB's leased line, so as long as Test HA have a fast internet connection, speed will be good. Various screen shots are provided further down in this document, which will give a flavour as to the functionality.

### Receiving, Logging, and Processing orders

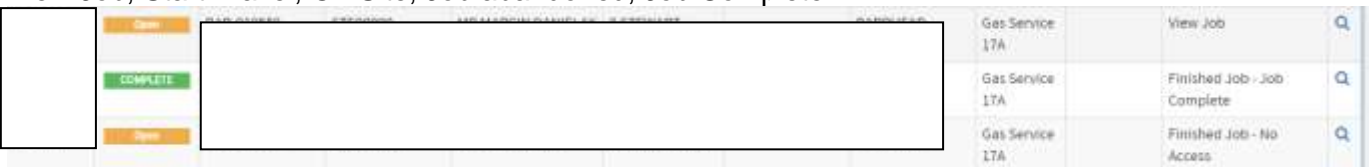
We would propose that these are emailed direct from your system to our generic email addresses [service@Contractor 3.com](mailto:service@Contractor 3.com) and [repairs@Contractor 3.com](mailto:repairs@Contractor 3.com). In addition, our call centre staff will field calls directly from your tenants and capture all of these into our Made-up system.

### Electronic Certificates

Certificates are created by our engineers via their PDA devices, and are available to download in REAL TIME. This is true too for Installation CP12's where a new boiler has been fitted, as install teams are also provided with PDAs.

### Issuing works under them to staff

Once the above jobs are captured, it is down to the allocators (schedulers) to allocate the work to the engineers' PDA devices. These are connected to our servers at all times via the mobile data network. Emergency jobs will be put through to the device and the engineer will be called to advise. Front line staff are able to see these jobs via the portal. Example below shows jobs issued. Last column is job status and can be View Job, Start Travel, On Site, Job abandoned, Job Complete



The screenshot shows a software interface with a sidebar on the left containing three buttons: 'PENDING', 'COMPLETE', and 'ON SITE'. The main area displays a table with job details. The table has three columns: job description, status, and an action icon (magnifying glass). The data rows are as follows:

Job Description	Status	Action
Gas Service 17A	View Job	🔍
Gas Service 17A	Finished Job - Job Complete	🔍
Gas Service 17A	Finished Job - No Access	🔍

### Monitoring of all stages of orders

From receipt to completion and making, recording and confirming any additional appointments for follow on Works or following abortive calls.

Here the call centre staff continually monitor the progress of the engineers via on our Made-up system, and the Housing Association staff will be able to the same via our Real Time Portal. Stage codes such as "Start Travel", "On Site", "Finished Job" are visible via the portal (see above). Any follow on work, such as "part ordered" will then be arranged and the appointment will be made to return and fit. This will also be visible via the Portal. Once part is received it will show as such on the portal and the tenant will be called to make an appointment to fit the part. For No-access - an automatic email is generated from our server (with No Access 1, 2, 3 etc in the subject line) and sent to as many email addresses within the Association as is required. For the first no Access on service jobs - our server will automatically rebook the job for 7 days time. All other jobs - we will contact the tenant to make an alternative arrangement. Abandoned Jobs will also result in an automatic email which will also display the reason why it has been abandoned for example - No credit in gas quantum meter. For all additional appointments made - these are visible on our Portal and can be emailed to the Association as well.

### Capturing Order Completions

Our engineers complete the jobs on their PDA devices. Once returned to our server from the device, these will



become visible via the Portal. Call centre staff check each job return for completeness and possible further action.

### Recording Response Periods and Order Completion Dates and advising the Client's front line staff of Order Completions;

Each job created on Made-up is time/ date stamped with "Call Date/Time" and then "Target Response" date and time is calculated using the contractual requirements, as well as "Target Completion" date / time. Then Actual Response time and Completion time are updated from the Engineers PDA. We provide a further Date / time which is Make Safe time - this also comes from the PDA, and also Appointment date time if requested by tenant. See below all time fields (address etc. removed for clarity purposes)

Town	Postcode	Details	Created	Target	Cust. Appoint.	Arrived	Madesafe	Completed	
		pressure drop every so often, possible leak	24-10- 2017 14:40	30-10- 2017 14:40	31-10- 2017 AM	31-10- 2017 11:02		31-10-2017 11:49	<a href="#">Q</a>

For Completion dates, these can be provided in three different ways. It is anticipated the Association's in house system will allow for the import of data via an excel spreadsheet (.csv file). If so these can be emailed, or created on our Portal and exported into excel and then imported. This data will show all time and date fields, including Recorded time, Target time (based on response times in the contract), Arrived time, Make Safe time (emergencies), and Completion time. The third way is to just monitor the live portal and notice when the job shows as complete.

For Service completions, many use our Service Control Screen report - which can be created on the Portal and then dumped into excel and sorted as required. Dates can then be imported into the **TEST HA** system. See below extract - addresses removed for clarity. Also shows no access dates and next visit date.

### Identifying and reporting any reasons for delays; and providing timely and accurate feedback to the Client on the status Orders.

We run a suite of reports for all of our clients every month. One of these reports is a Repair Response report, which is generated by our server and measures our response in relation to the contractual response time. Any "Late" event is then investigated and reasons are appended to the report. An example of a reason is where an appointment has been requested by the tenant which falls out with the response time. We currently work for 34 RSLs and they use this report as the base data for pulling together the Right First Time report required for the ARC.

Due to security, we are unable to provide links to existing client systems. However, we have produced numerous screenshots in a separate appendix showing our full portal system. Below are a few screen shots (snips).

Home screen showing today's jobs and progress

The screenshot shows the 'Housing Association Portal' with a navigation bar containing 'HOME', 'CONTRACTS', 'CUSTOMERS', 'JOBS', 'DOCUMENTS', and 'REPORTS'. Below the navigation bar is a section titled 'TODAY'S SERVICE JOBS' with a search bar and a 'Showing 1 to 3 of 3 entries' indicator. The main table displays job details with columns: CONTRACT, STATUS, JOB NO, HAREf, Customer Name, Address, Flat No, TOWN, JOBTYP, PROBLEM DETAIL, and DESCRIPTION. The table lists three gas service jobs, each with a 'View Job' link and a magnifying glass icon.

CONTRACT	STATUS	JOB NO	HAREf	Customer Name	Address	Flat No	TOWN	JOBTYP	PROBLEM DETAIL	DESCRIPTION
								Gas Service 17A		View Job
								Gas Service 17A		Online
								Gas Service 17A		View Job

Customers screen - lists all addresses and shows open jobs, can be dumped into excel and reconciled with the



## HA list

HOME CONTRACTS CUSTOMERS JOBS DOCUMENTS REPORTS LOG OUT

Customers

EXPORT Filter records: Showing 1 to 100 of 928 entries

Contract	HA Ref	Customer Name	Address	Flat	Town	Open Jobs
304436B						0
304436B						1
304436B						0

Has a good search facility and drill down will show complete property history

HOME CONTRACTS CUSTOMERS JOBS DOCUMENTS REPORTS LOG OUT

Customer Details

Customer Name: Customer Address:

Contact Details

Contract: HA Ref: Telephone: Fax: Mobile: eMail:

Job History

Showing 1 to 10 of 14 entries Filter records:

Job Ref	Order No	Work Required	Type	Status	Call Date	Completed
	63936		Repair Same Day	ABORTED	25 Jan 2017	
			Gas Service 17A	COMPLETE	20 Jun 2017	19 Sept 2017
		PRV TO BE RETURNED TO THE WALL 2 MAN JOB AND BIG LADDERS REQD AS 1ST FLOOR	Remedial Works from Servicing	COMPLETE	30 Nov 2016	02 May 2017

Jobs can be accessed as either service open / closed, or repair open / closed

Once correct category is chosen, the search function can be performed on any field - job number / order number etc.

Documents tab will show all downloadable documents such as Insurances, Certificates etc. including Engineers' GasSafe cards back and front.

Reports, which is where you would be able to download the Service Control Screen report in either PDF or Excel format. Finally, this is comprehensive and powerful. Each screen can be filtered and dumped into excel, sorted and then imported into the housing system. Full training as often as required is provided free of charge. Access to the Portal is also Free of Charge.

## Tracking System Used

### Scheduling Systems

Service scheduling is controlled by our scheduling and reporting system, Made-up; this provides batch scheduling of services to minimize journey time and show engineer location and availability to deal with any responsive repairs (to meet client priority timescales) and no-access. The combination of trackers in vans and engineer PDA's, programmed with work processes, gives transparency and real-time reporting, and electronic transmission of LGSRs and collecting and transmitting customer satisfaction results. This has supported increased efficiency, better information to customers (and the client) and production of more accurate **KPIs and invoices**. The introduction of this system has produced development towards more effective and efficient systems for reporting of repair to invoicing for the benefit of both the client and the Company taking account of the client's requirements to be able to measure performance in terms of timescale, cost, customer satisfaction

and quality of service and each repair.

### **Real Time Information**

Through our network of servers and engineers' devices, everything we do is electronic and in real time. We then provide a window into this data (our Portal) at no cost. Some snippets of our portal is available below. This will show in different tabs;

- Today jobs - showing both service and repair jobs, with stage description of each i.e. start travel, on site, finished job. (Can zoom to each job to show all details, previous site visits etc.)
- Customers - list of all addresses, with a search facility, can export to excel, drill down into each property, see appliances in the property, & full history of all jobs.
- Jobs - can see all service and repair jobs, open and closed, manipulate the view using filters, and then export the result to excel (good for creating import files). Also download CP12s CP4s and repair worksheets. Can zoom to each job to see all site visits, communication events, temp heaters left Y/N, no access details etc.
- Reports - the ability to run real time reports via our Portal (servicing and repair)
- Download relevant documents - e.g. insurance documents, certification certificates, Gas Safe cards for each engineer, Data Protection registration, etc.

In addition, other REAL TIME information that is provided; No. Access emails to as many email addresses as required, Tenant detail change emails, (e.g. where engineer discovers change in mobile number) also ability to send to as many email addresses as is required.

### **Parts Management System**

We have a partnering agreement with Wolseley, (the largest supplier of central heating spares in the UK) whereby they have agreed to hold 95% of our requirements for boiler spares in stock at any time to be delivered same day, with the remainder being available from their central warehouse on an overnight delivery. Once the engineer has ordered the part, our Made-up system has a system for which is used to effectively monitor the delivery. We provide stage updates such as "Parts ordered", "parts received" etc. It is very easy then to identify and chase up late deliveries. We publish these stage updates on our portal so that the Client's front line staff can see.

### **Tracking System**

As mentioned above, each van is fitted with a tracker. In our call centre we display a map showing live information as to the whereabouts of each van. This is especially useful if we receive an emergency call, as the call centre operatives can easily identify who the nearest engineer is to the address.

### **Engineers' PDA devices**

We utilise Samsung rugged devices (Android), which permanently connect to the data network allowing jobs to be sent and received from the devices - as well as stage updates, such as; "Start travel" "onsite" "job complete" etc. This in turn updates our database and the portal for all to see.

### **Invoicing procedures**

All invoices are generated electronically in line with the contractual agreements within our finance department. Any additional work needed will be highlighted, priced and agreed with an attached authorised order number against it from **TEST HA**, before any work is carried out. Any queries on invoices will be dealt with promptly and any issues will be resolved via our email system or by telephone.

## Question 4C.6.1 - Response

### ??? - Finance Director **B Comm ACMA**

Based at our ??? office, ??? is the director of the maintenance division and will have overall responsibility for the delivery of services, and ensuring that all functions are carried out competently. He will personally attend quarterly review meetings, along with the Maintenance Manager, ??? Lee. ??? is a qualified accountant and has over 25 years' experience in a contracting environment, as well as varied commercial roles in his working life. ??? has a special interest and involvement in our IT and manages how this can be best deployed for the benefit of the contract.

### ??? - Maintenance/Contracts Manager

??? joined the company in 2006 after 4 years' service at Worcester Bosch and 28 years' service with British Gas. While at British Gas, ??? progressed to Lead Technician and then supervisor. He was involved in all Private Maintenance work within the company and all council contracts. ??? has been instrumental within the **Contractor 3** Division, he has successfully recruited an engineering workforce to ensure smooth running and absorption of growth in business, since joining the company in 2006

??? is responsible for ;

- Resourcing the contract in terms of the number of engineers for servicing
- Ensuring that training requirements are satisfactory
- Together with his gas auditor, he carries out quality checks on a percentage basis to ensure that quality performance standards continue to be met
- PPE provision
- Ensuring stand by shift is sufficiently resourced

??? has achieved the following qualifications;

- NVQ level 4, Management
- Gas HTR1 Fires and Wall Heaters
- Gas CCN1/ ACOPS Basic (1-5)
- CKR1 Cooking Appliances
- Gas CEN1/ ACOPS Cen Htg (8-13)
- **GasSafe Reg No: 4012440**

### ??? - Supervisor

With over 25 years' experience in the Gas Industry, 2 years with **Contractor 3** in his present role.

Qualifications: Fully Qualified Gas Service Engineer, ACS

GasSafe Registration No. 4012452

- Responsible for managing engineers workload
- Ensuring that vans are fully provisioned in terms of all necessary equipment and materials/spare parts to carry out the work
- As our engineers are empowered to order directly from Parts Centre, he would be available to step in if any difficulties are incurred
- Assist the engineers with parts identification, if they are struggling to properly identify a part on a boiler through their parts identification App on the PDA
- Be on hand to go to site and assist with problem jobs
- Arrange with our mechanic for replacement van if engineers' vans requires serviced/ repaired.
- Assist with customer liaison if any concerns are raised
- Responsible for checking the quality of work by carrying out regular audits and coaching

### ??? - Call Centre Manager

??? has 20 years' service with the company, 9 of which in current role.

Based at our ??? office, Angela will be responsible for;

- Resourcing the call centre and providing training/equipment for her staff of 12 Customer Care Advisors; 6 Support Advisors and 1 Supervisor.
- Setting up the contract on our Call Management System 'Made-up'
- Delivering training on the operation of our Portal to all of our customers

### Call Centre Advisors x 12

Our Call Centre Advisors are responsible for planning and allocating engineer work on a daily basis, answering calls from customer/tenants regarding servicing & repairs and complete weekly/monthly job reports for Housing Associations. Our Call Centre Advisors all have excellent communication skills, overall general knowledge of the industry, administration skills and problem solving capabilities. Currently undergoing SVQ in Customer Care

to be completed in 2019.

### ??? - Senior Sales Ledger Clerk

??? joined **Contractor 3** in 2013 and is our Senior Sales Ledger Clerk. ??? is responsible for the invoicing of chargeable works carried out for Housing Associations and being the point of contact for any invoice queries. ??? is also responsible for issuing Monthly Statements to all clients and following up on outstanding payments due. ??? has achieved qualifications in HNC Accounting (four merits), manual bookkeeping, ECDL and Customer Care.

### ??? - HSE Advisor

**Contractor 3** has recently employed ??? as Health Safety & Environment Advisor.

??? is responsible for reviewing/implementation of risk assessments, method statements, COSHH, work instructions and general health and safety of all our employees.

Achieved the following qualifications;

- MSc Waste and Resource Management
- BSc Occupational Safety and Health
- BSc Quality
- NEBOSH General Certificate

### ??? - Operations and Performance Manager

Diploma in Occupational Health & Safety

NEBOSH Certificate in Construction Health and Safety

Experience: (18 years as Safety professional)

Maintaining the Integrated Management system that provides and delivers certification to ISO 9001, ISO 14001 and OSHAS 18001 standards. Responsible for the development and implementation of the project Health & Safety Plan and induction training. Conducting quality and safety inspections and audits throughout the project.

### ??? - Auditor

Before joining the company in 2012, ??? worked for 10 years as a college Trainer/Assessor

**Qualifications: Fully Qualified Gas Service Engineer, ACS**

??? has achieved the following qualifications;

#### Domestic

Gas CCN1/ACOPS Basic (1-5)  
Gas CENWAT - Boilers / water htrs  
HTR1 - Fires  
CKR1 - Cookers  
CPA1 - Flue Gas analysers  
MET1/2 - Meter Installer

#### Commercial

CoDNC01 - Dom to Comm changeover  
CIGA1 - Comm Indirect Fired appliances  
CORT1 - Radiant Htrs  
TPCA1A - Testing and Purging <1m3  
TPCP1 - Testing and Purging >1m3  
CMET1 - Safety Criteria Comm Meters  
REGT1 - Medium Pressure Installations  
CMIT1LS - Instrumentation (Gas Meters)

### Engineers

All engineers are directly employed, fully qualified Gas-Safe engineers (uniformed and carrying identification). The engineers regularly attend toolbox talks to deal with technical developments.

Minimum standards that we would expect from our engineers, are as follows:

- Customer Care Training
- Health&Safety Toolbox talks
- Gas CCN1 Core Domestic NG
- Gas CKR1 Gas Cookers
- Gas HTR1 Gas Fire and Heaters
- Lone working Risk Awareness
- Disclosure Scotland - must be satisfactory to the company
- Company Induction
- Internal Gas Audit and Coaching logs
- Gas CENWAT1 Wet Central Heating & Instant Water Heaters
- CPA1 Combustion Performance Analysis Natural Gas and LPG
- Blood Borne Virus Awareness
- Asbestos Awareness

## Question 4C.7 - Response

**Contractor 3** have a dedicated sustainable procurement policy that considers the procurement of goods, works and services. As these 3 areas (goods, works and services) can have a significant impact on business performance, our sustainable procurement policy is in place to help guide our supply chain, including designers, specifiers, trade contractors, product manufacturers and product distributors to make sustainable business decisions. **Contractor 3** has also recently employed ???, who holds an **MSc Waste and Resource Management** (Distinction).

**Contractor 3** holds **ISO 14001**; the company has an environmental policy as well as embracing sustainability as part of its culture.



### Waste Minimisation

**Contractor 3** carries out audits of waste contractors to ensure they have a waste management system and the appropriate licenses in place to ensure full segregation of recycled material. We also require agreement of a waste segregation strategy to allow for maximum recycling of waste to optimise the waste management strategy for the building and premises.

To support our zero waste to landfill ambition, we only work with companies who can demonstrate a commitment to maximising diversion from landfill.

Trade contractors employing their own waste contractors to remove waste material from our projects must operate to the same standard.

Where possible, all sites will have source segregate bins/skips to encourage recycling by staff at all levels of the business.



(Waste Management System, Waste Segregated)

Dedicated signage from William Tracy, as can be seen in the above large photo, are displayed at our recycle skips to help instruct staff on the correct recycling procedure. Environmental matters, such as waste segregation are regular at toolbox talks with staff.

Waste management is something that **Contractor 3** take extremely seriously, not only on our building sites, but also in the offices too; all office staff also segregate their waste.

Staff are actively encouraged to reduce, reuse and recycle where safe and practicable to do so. Recycling bins are situated in all kitchens in our office.

**Contractor 3** receives regular waste audit reports from William Tracy, our waste contractor. These reports indicate how much

		Total	Tonnage	Tonnage	%	%
		Tonnage	Waste	Recycled	Waste	Recycled
2015	January	54.98	6.36	48.63	12%	88%
2015	February	55.39	7.45	47.94	13%	87%
2015	March	41.35	3.79	37.56	9%	91%
2015	April	64.56	5.88	58.68	9%	91%
2015	May	82.19	5.35	76.83	7%	93%
2015	June	24.54	3.60	20.94	15%	85%
2015	July	95.10	5.68	89.42	6%	94%
2015	August	40.95	5.97	34.98	15%	85%
2015	September	46.40	4.71	41.68	10%	90%
2015	October	36.73	3.71	33.02	10%	90%
2015	November	39.72	4.20	35.52	11%	89%
2015	December	37.24	4.16	33.08	11%	89%

<b>2015</b>	<b>619.15</b>	<b>60.85</b>	<b>558.29</b>	<b>10%</b>	<b>90%</b>
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		Total	Tonnage	Tonnage	%	%
		Tonnage	Waste	Recycled	Waste	Recycled
2016	January	73.40	5.00	68.40	7%	93%
2016	February	45.23	4.87	40.36	11%	89%
2016	March	44.81	5.23	39.58	12%	88%
2016	April	87.21	5.68	81.53	7%	93%
2016	May	106.88	8.01	98.87	7%	93%
2016	June	74.44	5.57	68.87	7%	93%
2016	July	54.94	6.00	48.94	11%	89%
2016	August	43.50	5.13	38.37	12%	88%
2016	September	52.56	5.62	46.94	11%	89%
2016	October	113.97	5.30	108.67	5%	95%
2016	November	94.16	6.95	87.19	7%	93%
2016	December	36.92	5.25	31.67	14%	86%

<b>2016</b>	<b>828.02</b>	<b>68.61</b>	<b>759.39</b>	<b>8%</b>	<b>92%</b>
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waste is collected and the percentage is recyclable content. We then collate this information into a table (as shown in the above to monitor.)

The table shows that for the last 3 years we have increased our recycling and reduced waste by an additional 2% per year. We expect to increase this by even more for the year 2017 and expect these figures shortly.

### Energy

**Contractor 3** is working towards becoming a more energy efficient business. We embrace renewable technologies. We provide customers with advice, design and install the following renewable technologies:

- Solar Thermal and Photovoltaic
- Heat Pumps
- Biomass
- Rain Water Harvesting
- Heat Recovery Ventilation

Not only do we provide customers this service, we believe in the value of renewable, sustainable and clean technologies ourselves. We have installed solar panels on the roof of our head office generating 10 Kilowatts of energy.

As well as having installed renewable and sustainable energy, our energy supplier Haven Power source renewable and sustainable energy that provides **Contractor 3** with electricity that has a carbon footprint that is 80% lower than that of using coal power.

We are looking constantly working to reduce our carbon footprint and will where possible use alternatives or offset our carbon footprint to aim to become a carbon neutral company.

**Regarding our vehicles, we measure and monitor all business-related miles. We set a maximum emission level for all company vehicles. We also encourage the use of electric vehicles within the business.** Currently **Contractor 3** have three hybrid electric vehicles and three charging ports at the head office car park.

All commercial vehicles procured by **Contractor 3** must comply with the latest European engine emission standards, and be fitted with speed restrictors and GPS trackers. Our fleet of vehicles undergo regular maintenance by our onsite garage and mechanic. **Vehicles efficiency measure such as tyre pressure is checked to ensure optimum efficiency.**

We are also looking into engine remapping for improved efficiency and low rolling resistance tyres to ensure less energy use and that we reduced our carbon footprint further.

The main supplier that we would be using for **TEST HA** Association would be Wolseley who are ISO 14001 accredited. The five main suppliers we use, including Wolseley, are all ISO 14001 accredited. We will only use suppliers that either hold or are working towards a full accredited environmental management system e.g. ISO 14001.

### Considerate Constructors

**Contractor 3** are members of Considerate Constructors – Reg. No. C0212

Considerate constructors seek to improve the image of the construction industry by striving to promote and achieve the best practice under the Code.

- Care about appearance – Constructors should ensure sites appear professional and well managed
- Respect the Community – Constructors should ensure sites appear professional and well managed
- **Protect the Environment – Constructors should protect and enhance the environment**
- Secure everyone's Safety – Constructors should attain the highest levels of safety performance
- Value their Workforce – Constructors should provide a supportive and caring working environment
- All staff have been successfully trained in the Considerate Constructors code. Consideration is given to protecting and enhancing the environment. This includes;
- Identifying, managing and promoting environmental issues,
- Seeking sustainable solutions, and minimising waste, the carbon footprint and resources.
- Minimising the impact of vibration, and air light and noise pollution
- Protecting the ecology, the landscape, wildlife, vegetation and water courses





## Question 4C.9 - Response

### Plant & Equipment/PPE

We issue all of our engineers with a minimum parts van stock kit.

This is replenished against the job. The part or sundries used are replaced via our partnering arrangement agreement with Parts Centre (Part of the Wolseley Group)

The van stock is tailored to the area as soon as we are advised which appliances are fitted and to maintain the contract requirements.

At time of induction the Engineers are issued with the following tool kit:

- PDA
- Multipurpose ladder
- RCD Plug
- Head Torch
- Flue Gas Analyser
- Cordless drill & torch kit
- Foot Pump
- Vacuum cleaner
- Temporary continuity bond
- MCB Lockout device & padlock

All small plant items are PAT tested prior to issue and re-testing dates managed on our plant database.

We also have a contract in place with MEP (plant and equipment suppliers) wherein any additional plant is readily available for delivery as and when required, even on the same day. We also have a plant store at our head office in ????. (Scaffold towers, core drills, etc.)

The Engineers are also issued with the following PPE:

- Bump Hat
- Knee Pads
- Gloves
- Fire Extinguisher
- Fleece/Sweatshirt/Poloshirt
- Safety Trainers
- Safety Glasses
- First Aid Kit
- Trousers
- Ear Defenders
- Heat Mats

### Engineers' PDA devices

We utilise Samsung rugged devices (Android), which permanently connect to the data network allowing jobs to be sent and received from the devices - as well as stage updates, such as "start travel" "onsite" "job complete" etc. this in turn updates our database and the portal for all to see.

All jobs are closely monitored by our customer services staff to ensure the required response times are achieved.

As part of our engineer deployment within the contract we will work to ensure the maximization of staff, vehicles, equipment and parts and where savings can be made, these will be implemented.

### Company Vans

All engineers are issued with a company van. At present, we have a solus agreement with General Motors and as such, we provide Vauxhall vans (new at issue) and replace every three years. These are liveried with the **Contractor 3** logo and are fitted with a tracking device, which monitors driver behaviour (harsh acceleration/ breaking/ cornering, speeding etc.). Vans are racked out so that all equipment and van stock can be neatly and safely stored.

We have our own Garage and mechanic at our Head Office in ??? for any issues regarding our vans.

### Supplier Partnering Arrangement

We have a partnering agreement with Wolseley, (the largest supplier of central heating spares in the UK) whereby they have agreed to hold 95% of our requirements for boiler spares in stock at any time to be delivered same day, with the remainder being available from their central warehouse on an overnight delivery.

They will only supply **brand new, guaranteed spare parts**, resulting in a very low defect rate. However, defective parts (unlikely to occur) can be replaced quickly from the stock holding, held locally or be supplied by Wolseley for rapid replacement.

**Contractor 3** have their own **support driver** who will be able to source, collect and deliver parts for emergency



repairs.

### **24hr Call Centre**

**Contractor 3** have their own dedicated Call Centre (images below), which is manned 24/7/365 to take and deal with tenant requirements and issues.

We operate a standby Rota of engineers who are available out with normal working hours to respond to emergencies and breakdown situations that may arise.

As part of **Contractor 3**, we have access to additional resources to call upon to deal with emergencies and specialist requirements including joiners, electricians and other trades to ensure customers' needs are exceeded in delivery.

We have 81 Gas Registered Engineers within our **Contractor 3** division. During periods of greater demand, i.e. adverse weather conditions the number of engineers 'on call' can be added to in order to ensure we provide a comprehensive and robust 24 hr/ 365 day repair service at all times.



**(In house call-centre)**

### **Training Facility**

We also have our own fully equipped training centre at our head office in ???.

### **Engineers**

All engineers are directly employed, fully qualified Gas-Safe engineers (uniformed and carrying identification), The engineers, supervisors and managers are supported by technicians and quality control inspectors. Additionally performance is monitored by external auditors, Gas Safe and the bodies responsible for each of the registrations/certifications held by the Company. The engineers regularly attend toolbox talks to deal with technical developments, delivered by the Technical Manager. They also attend toolbox talks for Safety Health and Environment toolbox, delivered by the Company's qualified QSHE Compliance Manager.

### **Technical Support**

Our Compliance/Training Manager, ???, manages a library of Gas Safe register bulletins that we receive monthly. Engineers have access to this library to ensure full support is given. This is also discussed through toolbox talks.

**4C.10 – Response**

**Contractor 3** intend to sub-contract 0% of the works.