

## 1.1

### **Customer Care**

The company operate both Customer Care & Code of Conduct Policies, which are issued to all staff at induction and form part of the company handbook. All engineers undergo basic Disclosure Scotland checks, which must be satisfactory to the company before they are assigned to any work. We also check the HSE public register to ensure our new-start engineers do not have improvement or prohibition notices outstanding.

In accordance with our Customer Care & Code of Conduct Policies, we require all staff to

- behave in a professional manner, co-operate, support and learn from each other
- put our customers first by respecting their rights, needs and views
- to treat customers with dignity
- to find out what customers want and respond to their wishes
- to provide relevant, accurate and accessible information
- to be open, honest and truthful at all times

Prior to arrival at every customer's property, our engineer will call the customer in advance to agree/advise a time for the visit. In the event of 'no access' to the property, he will leave a calling card and advise our office staff to record this.

On arrival at the agreed time, our engineer will introduce himself and the name of the company; he will then show you his ID card while wearing full company uniform, clearly displaying our company logos.

### **Customer Care in Practice**

- Operatives are issued with a risk assessment that identifies the hazards and risks associated with working in occupied premises and the control measures to be taken to reduce the risk to an acceptable level
- On arrival at the property the operatives will introduce themselves to the tenants and show them their ID card for inspection and confirm the tenant details and address
- Our Work Instruction 023 'Vulnerable Tenants' that is issued to our Engineers gives special instructions to be follow when dealing with vulnerable people. We will work with Test HA (TEST HA) to provide any special requirements or access arrangements. We will ask for a list of addresses and vulnerabilities at the start of the contract - which may include elderly, infirm, or disabled - in order to populate our database with this sensitive information. We will then carry 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. Once the rules are populated, this will 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.

**Our engineers will be given special instructions when dealing with vulnerable people and will always ask for assistance if they feel that any situation is outside of their comfort zone**

- All our operatives are given instruction on respecting people irrespective of race, sex, nationality, disability, religion, marital status, sexual orientation or age in accordance with our Equality & Diversity Policy

### **Working in Occupied Premises**

Staff and operatives are required to exercise control over the safekeeping of tenants' homes. Tenants are advised to remove any valuable or sentimental belongings from the area where we will be working. We will also offer assistance in helping tenants to move any furniture or belongings from the area we need to work in. Over shoes are worn in carpeted dwellings, provision of dustsheets and hoovering up any debris is carried out. The engineers will ensure that the external doors remain closed (perhaps locked) while they are in the property.

In the event there is any damage to customer property this should be reported to the Contract Supervisor so that it can be recorded, investigated and appropriate action taken in accordance with our Management System Procedure MSP 05 – ‘*Complaints and Customer Property Damage*’.

Where mistakes are made (i.e. we damage the tenants' property), we are quick to accept responsibility and will proactively work with the tenant to ensure the problem is resolved to their full satisfaction.

### **Minimum Inconvenience**

All efforts are carried out to ensure we provide the best possible service for the least disruption. An example of how we do this is by;

#### *Best Practice & Minimum Disruption*

We are happy to arrange joint timed visits to encourage the least disruption to all customers. We would also be receptive if we are required by TEST HA's contractor to visit whilst they have access.

Communication is the Test to ensure that this happens smoothly without unnecessary upset for the Association or the Tenant.

#### *First Time Fix*

Our current improvement programme focuses on First Time Fixes and First Time Access for services and we have achieved significant service improvements, which will ensure excellent service levels for the proposed contract with TEST HA. First Time Fix is a useful benchmark for management as it effectively gives an indicator of both the level of training and competence of the engineer as well as the appropriateness of the stock of spares held within our engineers' vans.

#### *Engineers*

We are committed to continual improvement in this area by deploying fully trained engineers and tailoring the van stock based on the appliance stock profile provided by TEST HA, within your properties.

**All engineers will be trained in the appliance types already installed, and Van stock is optimized to ensure the engineer has the required spare parts to hand**, achieved through analysis of the appliances used within the contract.

#### *Repairs*

Our system allows appointments to be made in a 14-day advance calendar. Appointments are typically made:

- first call
- early am
- access after 2pm
- anytime am
- anytime pm

We take into account the times of school runs as this has a big impact on tenant availability.

Engineers will phone ahead to inform the tenant of their expected arrival time and to confirm that the appointment is still suitable.

In the case of no-access, the Engineer will attempt to call all numbers he has on his PDA, just in case the tenant is close by and can quickly return. If despite all these efforts, he is still not able to gain access. The Engineer will mark a No-Access on his PDA, and leave a card asking the tenant to call in to make an alternative appointment to carry out the repair/maintenance work.

## 1.2

### Meeting Service Appointment Slots

Once we have uploaded the property data onto our database system, we will be able to highlight all services that will fall due (10 months after the last CP12 date). Our planners will then program these works grouped geographically, and split them between the dates required initially on an AM/ PM basis (4 hours). We will embed a service letter template into our server (Crystal Reports), this usually works best if this is on TEST HA electronic letterhead, and signed by the Maintenance Officer or Director. Once we are happy with the planned program, we will create the jobs, which in turn produces the appointment letter.

We recognize that if we do not gain access at the first attempt, this is inefficient for all parties and it requires additional effort to gain access at subsequent visits. To this end, we have processes, which we deploy to help achieve the highest level of 1st time access possible. These are as follows:

- 7-10 days prior to the service date, we will post the above mentioned appointment letter, offering them the option to call us and change the appointment to a date and time suitable for them.
- The day before we are due to visit, our server automatically sends out a SMS text message as a reminder. Tenants can reply to this text and if they say it is not suitable, we will call them and change the appointment. These replies arrive into our organisation in email format.
- For those who do not reply, we will attempt to call them the night before the service is due on a landline or mobile reminding them of the visit. Even at this late stage, we are able to change the appointment if not suitable.
- On the day of the service, the engineer will call ahead during his rounds to his next job.
- If the engineer finds no one at home, he will attempt to call all numbers we have on his PDA, just in case the tenant is close by and can quickly return. Once he has made contact, he can easily adjust his plan for the day and return when the tenant will be back.
- If despite all these efforts he cannot speak to the tenant, he will mark a 'No-Access' on his PDA, and leave a card saying that he will return in 7 days to carry out the service, and invite the tenant to call in to make an alternative appointment if this is not convenient.
- Once the engineer clicks 'No-Access' this will automatically generate a 'No-Access' email to as many email addresses within the Housing Association as is requested/ required. This email arrives in **Real-Time**, and will indicate whether it is No-Access 1, 2, 3, etc.
- For subsequent access visits, the SMS, call ahead etc. all start again.
- We adopt a **flexible approach for all tenants** looking to change the appt, or narrow us down to a specific time in a 14-day calendar. Typical slots offered are AM, PM, FIRST CALL, after 3pm etc.

All of the above efforts have proven to help us in achieving a higher first access rate than we would have done without them e.g. for the year ending 31/03/2017, we achieved a 1st time access rate of 79.54% which indicates the steps taken above contribute to achieving the access and completing the servicing/repair to schedule.

We have previously reduced the timescale with other Housing Associations to 11 months successfully. Examples of Housing Associations who work towards an 11-month service interval include;

- ?? HA
- ?? HA
- ?? HA
- ?? HA
- ?? HA

Of all 32 Housing Associations Contractor 1 work with, we have a **100% record** of meeting all service requirements. With the new MOT style of servicing due for implementation on the 6<sup>th</sup> of April 2018, the same process above will occur to ensure we maintain and enhance our First Access Rate

### 1.3 24hr Call Centre

Contractor 1 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.

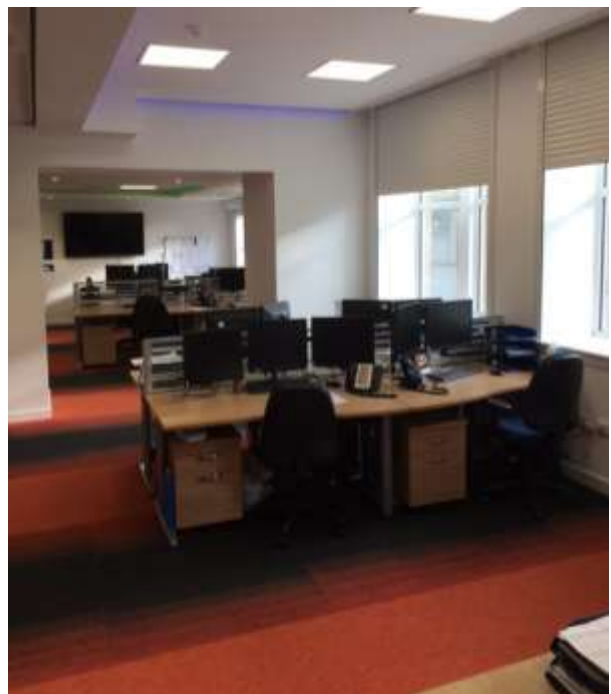
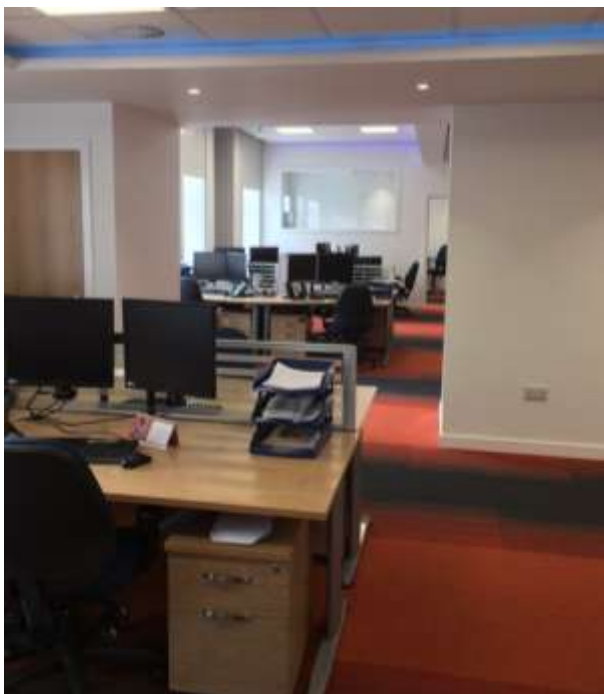
As part of Contractor 1, we have access to additional resources to call upon to deal with emergencies and specialist requirements including joiners, electricians and other trades to ensure customers' needs are exceeded in delivery.

We have 81 Gas Registered Engineers within our Contractor 1 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.

Test Housing Association requires the contractor to attend emergency repairs within 4 hours of notification of the works order and restore services within 24 hours.

The below table shows an average of our current response times achieved across three similar contracts.

Housing Association	No. Properties	Emergency Call out Response Required	Average response across Contract
?? Park Housing	522	2 hours	1.2 hours
?? Housing Association	866	2 hours	1.3 hours
?? Housing Association	8344	4 hours	1.6 hours



(In-house Call Centre)

## 1.4

### **Co-Ordination/Minimum Disruption**

Through continuous improvement initiatives, we are constantly exploring ways to improve our service with the minimum disruption to the tenants.

We are well versed with working with our clients' Multi Trade Contractors to ensure that tenants receive the best possible service with the least disruption. This could be organised by contacting your office by telephone if one of your tradesmen is required i.e. joiner, or liaising directly with your nominated Multi Trade Contractor. Communication is the Test to ensure that this happens smoothly without unnecessary angst for the Association or the Tenant.

We also have access to additional resources within Contractor 1 to call upon to deal with emergency situations and specialist requirements including joiners, electricians and other if required. This can also be managed to ensure joint timed visits at ease.

### **Van Stock**

By analysing the appliances per area, we are quickly able to identify a stock profile per area.

This appliance stock profile also gives us a good indication as to what stock the engineer should have in his van. We prepare a 'first aid kit' for the relevant appliances for the van and include a number of other small items, where space permits, to increase the engineer's ability to complete the repair at the first visit. We will carry out a similar area stock profile analysis for this proposed contract within 30 days of contract award.

Contractor 1 are also equipped with smoke/CO detectors within their van stock so we can replace while in the property if past expiry date, or not operational to save on another visit.

### **First Time Fix**

Our current improvement programme focuses on First Time Fixes and First Time Access for services and we have achieved significant service improvements, which will ensure excellent service levels for the proposed contract with Test Housing Association.

First Time Fix is a useful benchmark for management as it effectively gives an indicator of both the level of training and competence of the engineer as well as the appropriateness of the stock of spares held within our Engineers' 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 1 have their own **support driver** who will be able to source, collect and deliver parts for emergency repairs. Van stocks are on an automatic replenishment basis - i.e. as a part is utilised on a job, its replacement is ordered and then replenished the following morning. All engineers are empowered to place orders for parts directly with Wolseley, using the job number as the purchase order number.

We also have partnership agreements in place with many of the major boiler manufacturers which allows us to be able to manage most boilers under warranty - whether installed by us or not. This also means that we will be able to service and maintain the boilers without having your manufacturer warranty affected, even if these had not been installed by us.

## 1.5

### **Customer Care**

The Directors of Contractor 1 are proud of the high standard of service we strive to provide to customers at all times. We operate a Customer Care Policy to formalize the commitment to continue the high standards of customer care which have been a part of the company's overall approach. Our Customer Care policy also links to our Quality Policy, Code of Conduct Policy, Equalities and Diversity Policy, Corporate Responsibility Policy, Health and Safety Policy and the Quality Management System.

By implementing our Customer Care Policy, all staff are required to apply the following general principles:

- behave in a professional manner, co-operate, support and learn from each other
- put our customers first by respecting their rights, needs and views
- to treat customers with dignity
- to find out what customers want and respond to their wishes
- to provide relevant, accurate and accessible information
- to be open, honest and truthful at all times

### **Interaction with Customers**

Our engineers are required to exercise control over the safekeeping of tenants' homes. For each and every visit to a customer's property, all Contractor 1/Contractor 1 operatives will;

- Ensure they are in company uniform/PPE which will be clean and maintained
- Call the customer in advance to agree/advise a time for the visit
- On arrival at the address, park the company van safely and correctly
- On arrival of the agreed time, our engineer will introduce himself stating clearly his name, the name of the company, confirm he called them earlier – show ID card – then wait to be invited in to the property
- Before entering the property – wipe/clean shoes on the door mat if provided – put over shoes on
- Speak to the owner and advise them what they are there to do and the approx. time it will take. Advise of any noise or dust from the tools being used
- Place dust mats and protection on the floor and surfaces – ask the owner to remove all valuable possessions from the work area prior to starting the work. Carry out a condition survey and ask the owner to confirm and sign the survey (take photos of all damage as required)
- No radios, music players or telephones are to be used for playing music while in the property.
- Carry out the work in accordance with company standards/manufacturers recommendations
- At no point will work be left in an unsafe condition or state
- Clean as go – ensure all debris/rubbish is cleared and removed from the property and placed in the van for disposal (or skips provided on site)
- Advise the owner on operating instructions as required – or advise the owner of the work still to be carried out and agree a date/time suitable for this.
- On completion of works, ensure all floor and protective coverings are removed and area cleaned and tidy

Staff shall comply with the controls stated in Risk Assessment 11 – *Working in Occupied Premises* and will put customers first especially in terms of their rights, needs and view and will treat them with dignity. Service engineers shall also give customers information in ways that they find easy to understand.

The Directors at Contractor 1 will not tolerate discrimination on the basis of place of origin, ethnicity, citizenship, gender, age, political or religious affiliation, sexual orientation, marital status, family relationship, or economic or medical status



### **Vulnerable tenants**

We have a work instruction (WI 023) which is specific about how we deal with vulnerability. We will work with Test HA (TEST HA) to provide any special requirements or access arrangements. We will ask for a list of addresses and vulnerabilities at the start of the contract - which may include elderly, infirm, or disabled - in order to populate our database with this sensitive information. We will then carry 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 may require a 2-man visit, some may require a neighbour or family member to arrange access/assist etc. Once the rules are populated, this will 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.

Our engineers will be given special instructions when dealing with vulnerable people and will always ask for assistance if they feel that any situation is outside of their comfort zone

### **Tenant Satisfaction Survey**

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.

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%.

We are able to monitor all responses received and provide this information to your housing association in the form of Pie Charts (or other formats) if required. All of the above reports are produced for review meetings – and we believe they represent a comprehensive approach to delivering customer satisfaction

### **Considerate Constructors**

We are members of Considerate Constructors – Reg. No. ???

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

All staff have been successfully trained in the Considerate Constructors code. Consideration is given to surrounding and neighbouring properties at all times whilst carrying out our works.

This includes informing, respecting and showing courtesy to those affected by the work, minimising the impact of parking and working to create a positive and enduring impression, and promoting the Code.

## 1.6

### **Quality Control**

Contractor 1 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 ???.

Contractor 1 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 Training Manager.

### **Quality Checks – Engineer**

Quality Control/Training is carried out by our QC/Training Manager and two full time Quality Auditors.

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.

As part of our Quality Control arrangements, we analyse every repair where we have failed on our First Time Fix. These generally fall into two categories:

1. Part not available in engineers van stock
2. Engineer not competent to carry out repair properly

We will then look to review and update the van stock (if the part is commonly used), or provide refresher training for the engineer, including increasing the frequency of QC checks until satisfied that his performance is acceptable.

### **Unsatisfactory Behaviour – Code of Conduct Policy**

Our **Code of Conduct Policy**, issued to all staff and operatives, require that they behave in a professional manner, co-operate with their colleagues, support and learn from each other. Part of the policy is the expectation that we put customers first, in terms of their rights, needs, and views and treat them with dignity.

Our auditors will always be on the lookout for examples of unsatisfactory behaviour during engineer audits and will highlight any concerns to Management for further action.

### **Tenant Satisfaction Survey**

We carry out a brief tenant satisfaction survey on our handheld PDA devices – such that any service visit or repair job has an associated satisfaction survey carried out.

The tenant is passed the PDA to answer 5 standard questions:

1. Was the Call Centre staff helpful?
2. Was the Engineer polite and helpful?
3. Did the engineer leave the property tidy?
4. Was the job completed on time
5. Are you satisfied with the job?

Their answers disappear from the screen so that the engineer is not aware of their answers.

Any negative response to the final question is entered in our formal complaints log and investigated as part of our formal complaints procedure.



## Customer Complaints

Contractor 1 have adopted a procedure to monitor information relating to customer perception. Including whether a service delivered met customer requirements and also to monitor complaints from the public.

In the event of a complaint, the arrangement in place is to;

- Log details of written complaint received on the 'Customer Complaints Register'
- Send the customer an acknowledgement letter within **1 working day** of receipt using a letter template and log the date sent on the complaints form
- Forward the copy of the complaint to the relevant responsible manager for action
- Carry out an investigation to determine root causes of the complaint
- Inform the customer in writing of initial response within **3 working days** (in case of a complex issue, inform the customer that an investigation is ongoing and they will be informed of the outcome within 2 working weeks)
- If the customer is not satisfied with the initial response, the complaint will be escalated to a Director
- Carry out further investigation and respond to the customer within **2 working weeks** of receipt of an escalated complaint

Inform the customer of their right to refer the complaint to the Scottish and Northern Ireland Plumbers Employers Federation (SNIPEF) if they are dissatisfied with the company response. The SNIPEF will investigate the complaint on behalf of the customer and pay the costs of the investigation. Customers also have the right to be represented by a solicitor.

## 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 1 have their own **support driver** who will be able to source, collect and deliver parts for emergency repairs

## Continuous Improvement

Through continuous improvement initiatives, Contractor 1 are constantly exploring ways to improve our service with the minimum disruption to the tenants.

We are constantly over achieving KPI requirements (MLAP) for all other Housing Association we currently work for as shown in the below table.

	On time Attendance	Work Orders Completed on Time			Customer Satisfaction
		Annual Service	Emergency	Reactive	
<b>Test HA Req.</b>	<b>97%</b>	<b>100%</b>	<b>100%</b>	<b>95%</b>	<b>95%</b>
?? HA	100%	100%	100%	100%	100%
?? HA	100%	100%	100%	97%	97.77%
?? HA	100%	100%	100%	100%	100%

Our Repair Response report (which is a report of all appointments and our server measures whether or not we are LATE or ON TIME). If LATE - then reason provided. This will provide information on the appointments as well as the completions.

Status	Job Type	Job Ref.	Order #	Address	Call Date	Target Date	1st Response	Completed Date	Notes/Appointments
On time	Emergency 6 HR	CAL-003135		2/159 CALVAY ROAD BARLANARK GLASGOW G33 4RQ	29/06/2017 12:31	29/06/2017 18:31	29/06/2017 15:22	04/08/2017 08:52	
Late	Emergency 6 HR	CAL-003282		0/122 DUNCANSBY ROAD BARLANARK GLASGOW G33 4Q	30/07/2017 17:45	30/07/2017 23:45	03/08/2017 10:45	03/08/2017 11:10	Appointment - 03/08/2017
On time	Emergency 6 HR	CAL-003286		1/115 BRESSAY ROAD BARLANARK GLASGOW G33 4UX	01/08/2017 20:21	02/08/2017 02:21	01/08/2017 21:19	01/08/2017 21:21	
On time	Emergency 6 HR	CAL-003288		0/1100 SANDAIG ROAD BARLANARK GLASGOW G33 4SX	02/08/2017 11:38	02/08/2017 17:38	02/08/2017 12:54	04/08/2017 12:43	
On time	Emergency 6 HR	CAL-003291		0/16 BURNETT ROAD BARLANARK GLASGOW G33 4PX	04/08/2017 16:06	04/08/2017 22:06	04/08/2017 17:53	04/08/2017 18:25	
On time	Repair Non Urgent	CAL-003289		0/125 BRESSAY ROAD BARLANARK GLASGOW G33 4UX	03/08/2017 10:16	13/08/2017 10:16	03/08/2017 10:35	03/08/2017 10:37	
On time	Void Service	CAL-003284	68839	0/111 BARLANARK CLOSE BARLANARK GLASGOW G33 4F	01/08/2017 16:40	11/08/2017 16:40	03/08/2017 09:42	03/08/2017 10:15	
On time	Void Service	CAL-003285	68841	2/1152 PENDEEN ROAD BARLANARK GLASGOW G33 4SS	01/08/2017 16:42	11/08/2017 16:42	03/08/2017 08:21	03/08/2017 09:00	

In the report above - as can be seen, we were late for one appointment; however, the tenant had requested the appointment to be changed to a date in the future.

While we acknowledge the published KPI's as discussed above (MLAP), we also have our internal KPI's, which are in addition to these - such as % 1st time fix at 75%, % 1st time access on service visits at 75%. We regularly measure our performance against these KPI's and benchmark these against the performance achieved on similar contracts.

Where we identify areas for improvement in the KPI or the benchmark from similar contracts, we will analyze why and put in place an improvement plan to address. This plan will be detailed and SMART, to enable us to track our progress against the Improvement Plan until it is delivered. Improvement Plans could involve training, van stock, level of resources, equipment, or our supply chain.

The call centre staff continually monitor the progress of the engineers via the Accuserv system, and TEST HA 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 TEST HA in order that staff can view the data held by Contractor 1 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 TEST HA to also monitor our progress in real time.

Our portal is completely transparent and will show all failures and successes without human intervention. We pride ourselves in providing a completely open book to our operation, in order that we can focus on the satisfaction of our customer and our customer's customer (the tenant).

## 2.1

### Management Structure

The management team will be as follows:

??, <b>Managing Director</b>	??, <b>Finance Director</b>
??, <b>Senior Maintenance Manager</b>	??, <b>Maintenance Manager</b>
??, <b>Call Centre Manager</b>	??, <b>Senior Sales Ledger Clerk</b>
??, <b>Gas Safety Compliance and Audit Manager</b>	

Please refer to the Organogram for the structure of the division as a whole. I hope you can appreciate that given the company size and the 5 divisions we have, it is not possible to show the entire company on one page. Please find attached a chart specifically relating to the management of this contract.

In addition, there will also be input from our installation division to carry out system and boiler installations

The contract will be managed from the ?? office, with engineers being deployed from ??, ?? and ??. Please see attached CV's for ?? and ??.

?? (with ?? assistance) will ensure the quality, productivity and customer experience of the engineers throughout the contract duration.

He will also be responsible for resourcing the contract in terms of the number of engineers for servicing and repairs, ensuring that training requirements are satisfactory, providing PPE provision and ensuring that stand by shifts are sufficiently resourced to be able to handle volume of any after-hour calls

?? and her team of 16 call centre operators will check the accuracy and completeness of the returns from the PDAs, while constantly delivering customer care to all tenants.

Angela will be responsible for resourcing the call centre and providing training/equipment for staff. She will also be responsible for setting up the contract on our Call Management System 'Accuserv' and delivering training on the operation of our portal.

?? role is to be involved with the recruitment and training of the apprentices, and through his auditors, he ensures compliance of all engineers. (regular audits and coaching of the engineers)

?? role is to lead and drive the maintenance business. Stuart has direct line management responsibility for Maintenance Managers, Compliance Managers, Service Centre Managers and indirect responsibility for service and maintenance engineers, auditors and call centre team members within the business.

?? is the Director of the division and will also have an involvement in the contract. He will be available to attend all quarterly progress meetings. He has a special interest in IT and how this can be best deployed for the benefit of the contract.

## 2.2

### **Supervision of Staff**

One Supervisor/ Auditor will be assigned to this contract. He will be available to assist with any technical question/ difficulties the engineers may be experiencing with the job either over the phone or will visit the job with the engineer if unable to resolve or assist telephonically.

Day-to-day supervision of the service and repair engineers is provided by the Engineering Managers Scott ?? & ??, and ??. ?? will be the contracts manager if awarded. Operational service delivery is supported by the scheduling and administration function of the Company, managed by ??. The management team is supported by 107 fully qualified GasSafe Engineers. The administration and call centre team is made up of 2 team leaders, 2 operational analyst and 23 call handlers, schedulers and planners.

I have attached a CV for ?? showing full qualifications, experience and training achieved.

### **???, Supervisor/Auditor**

- 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 Center, 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
- Be on hand to assist with anything (on site or off site) that the engineer may require assistance on
- Ensure all necessary PPE is provided
- 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. Identifying any training requirements and organize as required.

**2.3**We currently have offices in ?? (Head Office, location of the call centre), Glasgow - based in ??, and ??. We will start by utilising these offices as bases for our engineers, but depending on the location of the RSLs, may open offices closer to the areas.

### **Certification**

All works are provided by directly employed fully qualified Gas-Safe engineers (uniformed and carrying identification), managed by supervisors and managers, themselves also Gas-Safe qualified. 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, and SHE, delivered by the Company's qualified QSHE Compliance Manager.

We note that TUPE is unlikely to apply, However, in case it does, the Test to any TUPE transfer is a competent and comprehensive Transfer Plan, this combined with communication to the new employees is essential for smooth transition.

As soon as possible after the contract award, we will meet with all employees highlighted as being affected by the outgoing contractor. By this time, we will already have had details of their contract of employment and terms and conditions. If there are differences between the way we intend working and their current working patterns we will table these and provide them with a "Measures" letter outlining the differences. We will ask them to take a small competency test so we can assess the level they are at. We will be able to compare this and any training certificates they have with our minimum standards that we would expect, which are as follows:

- Customer Care Training
- Health&Safety Toolbox talks(full suits)
- Disclosure Scotland
- Gas CCN1 Core Domestic NG
- Gas CKR1 Gas Cookers
- Gas HTR1 Gas Fire and Heaters
- Lone working Risk Assessment
- Company Induction
- Internal Gas Audit and Coaching logs
- Electric Heating Maintenance (Thermaflow and similar)
- Gas CENWAT1 Wet Cen Heating & Instant Water Heaters
- CPA1 Combustion Perf. Analysis Natural Gas and LPG
- Blood Borne Virus Awareness
- Asbestos Awareness

### **Customer Care**

The company operate both Customer Care & Code of Conduct Policies, which are issued to all staff at induction and form part of the company handbook. All Engineers & Office Staff have also recently completed a Customer Care training course.

We utilize an in-house training database, which will compare the training records to the training matrix for that individual and highlight any shortfalls or approaching expiry dates. Our full time Training Manager will then outsource or deliver in-house, the required courses.

### **Technical Staff**

Technical Staff proposed for this contract would include **2 No. Repair & Servicing Engineers** who would both be dedicated to this proposed contract with support, as required, from our team of 76 Gas Maintenance Engineers.

### **Supervisor / Auditor**

?? will be responsible for supervising the engineers and auditing them. His main focus is to disseminate best practice to the engineers through regular coaching and auditing.

### **How Engineers will be Deployed**

Operatives could be deployed from our ???, ??? or ??? Office, although we would expect, in the majority of cases that Engineers leave home and proceed directly to their first job.

### **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 1 logo and are fitted with a tracking device, which monitors driver behavior (harsh acceleration/ breaking/ cornering, speeding etc.). Vans are racked out so that all equipment and van stock can be neatly and safely stored.

### **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.

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

### **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 1 have their own **support driver** who will be able to source, collect and deliver parts for emergency repairs.



## **2.4 Operational Resources (System and Equipment)**

### **Appointment system**

We are able to offer a range of appointment slots, and are flexible with providing appointments. In order to offer this our engineers are deployed to the first job directly from home to achieve the first call. We need to have capacity within our engineer complement so that any last minute sickness or emergency means we are still able to meet the appointments. We operate a standby Rota for engineers for after-hours jobs. Each engineers works 1 night/ weekend day every 6 days. They are on call to attend to emergencies or any appointments made. The working time directive of working an average of 48 hours per week for a 17-week average is never breached.

### **Scheduling Systems**

Service scheduling is controlled by our scheduling and reporting system, Accuserv; 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, 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.

### **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. 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. Download CP12s CP4s and repair worksheets. Can zoom to each job to see all site visits, comm 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.

### **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                 | • Flue Gas Analyser          | • Vacuum cleaner, Head Torch   |
| • Multipurpose ladder | • Cordless drill & torch kit | • Temporary continuity bond    |
| • RCD Plug            | • Foot Pump                  | • 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)

### **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. Contractor 1 have their own **support driver** who will be able to source, collect and deliver parts for emergency repairs. We also have partnership agreements in place with many of the major boiler manufacturers which allows us to be able to manage most boilers under warranty (including Ideal) - whether installed by us or not.

### **Parts Management System**

Once the engineer has ordered the part, our Accuserv 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.

### **Integrated Management System**

Contractor 1 has an Integrated Management System (IMS) which delivers our Quality, Health, Safety & Environmental standards, processes and procedures to the recognized International standards (ISO9001, ISO14001, BS(OHSAS)18001 which are externally audited by ExovaBMTrada and we are accredited to. Our IMS enables us to work as a single unit with defined business objectives which contribute to our continual business performance improvement and customer experience

### **Data Protection**

We are registered with the Information Commissioner's Office (ICO) for the purpose of the Data Protection Act 1998 – Registration No. ??? (copy attached – Ref. 2.4) all staff are trained on the responsibilities surrounding this registration. All engineers undergo basic Disclosure Scotland checks, which must be satisfactory to the company before they are deployed on site.

### **GDPR**

Given the new legislation coming into place as of May 2018, any organisation within the EU or that holds EU data will be affected. We have already put into place safeguards to protect the data held on our servers. We are confident that computer hackers will not be able to access our systems. Our customer portal is external facing, however, we lock this down to specific IP addresses so that only customers can access, and once accessed, usernames and complicated passwords need to be provided to allow access. The portal itself is read only, however, reports can be run and data dumped into excel spreadsheets. HA front line staff will also need to be aware of this and be made aware that they cannot share data externally.

### **Submission of testing certificates**

Certificates can either be downloaded from our Portal in real time, or can be bulk emailed to the Client's front line staff the following day. Certificate copies are also posted out to the tenant every Friday (via clean mail).

## 2.5

It is the policy of Contractor 1 to conduct its business ethically and contribute to economic development while improving the quality of life of our workforce and their families as well as the local community and society. We implement this policy throughout our business process and our quality safety and environmental management systems.

### **Equality and Diversity**

Contractor 1 is committed to being an equal opportunities employer in all respects. This applies to recruitment, training, pay, benefits, promotion, maternity, parenthood, discipline and grievance, but is not limited to these areas. The company takes seriously its duty not to unlawfully discriminate upon the basis of sex, race, nationality, colour, disability, religion, marital status, sexual orientation or age.

The company is committed to supporting the principles and aims of the following legislation;

- Equality Act 2010
- Equal Pay Act 1970
- Sex Discrimination Acts of 1975 and 1986
- Race Relations act 1976 and the Race Relations (Amendment Regulations) 2003
- Racial Equality in Employment (2005)
- Disability Discrimination Acts 1995 and 2005
- Employment Equality (Religion or Belief) Regulations 2003
- Employment Equality (Sexual Orientation) Regulations 2003
- Employment Equality (Age) Regulations 2006
- Rehabilitation of Offenders Act 1974, as amended 2012
- Gender Re-Assignment Regulations 1999

We support the elimination of discrimination in employment and the right of our employees to be members of trade unions. We take every opportunity to engage and communicate with employees, contractors, suppliers and customers.

### **Living Wage**

Contractor 1 has introduced the living wage as from 1<sup>st</sup> April 2016 and has registered with the “Living Wage Foundation” in support of this commitment.



### **Healthy Working Lives**

The company has signed up to Healthy Working Lives and recently established a Healthy Working Lives working group to consult on matters relating to ensuring a healthy and safe working environment. All contracts have regular review meetings to ensure all involved are kept up to date with progress and to be aware of any changes or requirements that are due. Operatives are encouraged to use the daily start up meeting to raise any issues or concerns. The contract manager is always available on site so that any issues can be dealt with promptly.

### **Training and Development**

The managerial responsibilities within the organisation is to play a significant role in the recruitment process and in the ongoing development of and retention of employees. Managers are involved in the succession planning of the business where they assess the current and future needs of their team's capabilities through the strategic goals and objectives.

The managers work in partnership with the HR & Training team to match the capabilities of the workforce and develop the plan to manage gaps that will arise when individuals in Test positions leave or are promoted. This plan includes a skills matrix of individual jobs within the business, which is matched against the department objectives.