

Appendix 3– Proposed Additional Resources for Responsive Repairs

TRADE	QUANTITY	TEAM	FUNDING	JUSTIFICATION	BENEFITS
Electrical (upgrade programme)	6 electricians and 2 apprentices	Planned Work Surveyor will manage the Electrical Upgrade Team	<p>Salary Costs- £284,120</p> <p>Material costs- £236,000</p> <p>Van overheads- £30,000</p> <p>Third Party Auditor- £20,000</p> <p>Total cost of the programme is £570,120</p> <p>This will be funded from the Capital Budget (C851/C0031) that is currently managed by Asset Management</p>	<p>On a rolling programme, and to ensure that we invest consistently and in line with our policies, on an annual basis an average of 1,138 properties and 50 blocks are on the capital programme of works for electrical testing and upgrades which equates to £831,600 per annum, based on £700 on average per property.</p> <p>Using the calculations and comparisons with what it costs us to undertake the work in occupied and void properties, it is estimated the in house team could complete the programme with an average price per property for £480 a saving of 31%.</p> <p>Using these estimated figures, it is likely that we could reduce the capital commitment within the 30 year business plan by approximately £260,000 per year,</p> <p>The capital budget for the electrical programme will be adjusted to allow for the recruitment of the teams and as this work progresses, we will work with the finance team to update the 30 year business plan to reflect the savings achieved and where the savings could be spent across the stock on any improvement/ compliancy work needed.</p>	<p>The in house craft workers already complete electrical testing and upgrades in both occupied and empty (void) properties which has allowed us to get a good understanding of the amount of resource required, time needed to be allocated and the costs involved and therefore we will be able to complete more properties than what is on the original programme. This in turn should have a positive impact on the repairs budget as we will proactive rather than by finding faults at an earlier stage when it is easier to deal with and we have resource already on –site.</p>
Kitchen Team	3 Multi Traders	Planned Work Surveyor will manage the Kitchen Team	<p>Salary Costs- £104,910</p> <p>Materials- £45,000</p> <p>Van overheads- £15,000</p> <p>Total cost is £164,910</p> <p>This will be funded from the Capital Budget (C409) that is currently managed by Asset Management.</p> <p>The budget had been increased for 20/21 to accommodate the Phase 2 recruitment process but did not go ahead due to Covid- 19 and delay in these Capital works starting.</p>	<p>The 2019/2020 Kitchen Programme was brought back in house as part of the Phase 1 recruitment process. We had anticipated that it would cost an average of £3,500 per kitchen install compared to £5,500 basket price with the contractor. The end of year average figure was £3,134 per kitchen so slightly cheaper than anticipated. It is important to note that the average price of £3,134 achieved in the last financial year also includes upgrading of pipework, flooring repairs where needed, upgrading of light fittings and sockets none of which would have been completed if the work had been given to a contractor.</p> <p>Over the next 30 years, it is estimated that the Asset Management Team is likely to spend in the region of £29,925,000 on installing new kitchens based on the most recent stock condition survey. This equates to an average of £997,500 per year. However, this figure is calculated using the contractor basket rate of who previously undertook the work.</p> <p>On a rolling programme, and to ensure that we invest consistently and in line with our policies, on an annual basis an average of 181 kitchens will be replaced on a capital programme of works.</p> <p>Using these estimated figures, it is likely that we could reduce the capital commitment within the 30 year business plan by £10.9m, or £364,000 per year.</p> <p>The capital budget for the kitchen programme will be adjusted to allow for the recruitment of the teams and as this work progresses, we will work with the finance team to update the 30 year business plan to reflect the savings achieved.</p>	<p>The in house programme has proved popular with tenants with customer satisfaction being at 99%.</p> <p>Having control of the programme has also meant we re-profiled the kitchen programme by area and were able to bring some properties in the same block which may not have been due to the following year or two forward. This has created efficiencies by having the workforce in one area and reducing waste, such as part used bags of plaster or tins of paint. For this 20/21 programme we have managed to programme 17 kitchens in one estate which would have been due in the next 3 years.</p>
Multi Trade	7 Multi traders that must have the skill sets of roofing, wet trades (decorating/ plastering/artexing), drainage, fencing and ground work	Responsive Repairs and will be managed by the Team Manager – Electrical QS	<p>Salary Costs- £244,970</p> <p>Material Costs- £54,660</p> <p>Van overheads- £35,000</p> <p>Total cost- £334,630</p> <p>The multi traders will be supported by labourers (detail below), total salary costs, at the top of scale for labourers is £126,450</p> <p>Total cost- £461,080</p> <p>This is to bring in basic roofing, all wet trades, all fencing and ground work and all basic drainage in house.</p> <p>This will be funded from the contractor budget where currently</p>	<p>Roofing: Historically we have always given roofing/ guttering work on our properties and communal areas to a contractor. Analysis has been undertaken looking at the last 3 financial years of roofing and guttering repairs to establish what level of basic roofing repairs we could have undertaken if we'd had the right resource. 734 basic jobs were given to a contractor in 2017/18, 853 in 2018/19 and 989 basic jobs in 2019/20</p> <p>Roofing is currently a repair which isn't always completed within target, this is due to the our contractor subcontracting out the work rather than it being a difficult repair and turn-around time is currently averaging 47 days. It is likely that bringing this work in house will significantly reduce this. £169,115 was spent on the 989 jobs in 2019/20.</p> <p>Drainage: Since April 2017, 2,091 small scale drainage jobs have been completed with the DSO completing 25% of these in house at a cost of £19,283. The other 75% have been completed by a contractor with an average end to end time of 8 days at a cost of £392,904. Recruiting directly to these posts will be more cost effective. All of this work was directly comparable.</p> <p>Wet trades: over the last three financial years we have increased the level of wet trade work carried out in house. Prior to 2017 all of this work on the responsive repair side was given to a contractor. In 2017/18 we completed 3% of this work, 2018/2019 we completed 37% of the work and 2019/2020 we completed 70% of this type of work. To carry out 70% of this work it cost £99,566 and for the contractor to carry out 30% it cost £163,819. All of this work was directly comparable.</p> <p>Fencing: Historically we have always given fencing work directly to our contractor, in 2019/2020 we managed to keep 50% of fencing work in house at a cost of £25,249 which was completed by our multi</p>	<p>There are a number of benefits of keeping this work in house as well as it being significantly cheaper</p> <p>The multi trade work undertaken by contractors has the highest rate of failed post inspections compared to the other services. Keeping the work in house will allow a quicker turnaround time for customers but also improved quality.</p> <p>This is also an area where we know that tenants have expressed an interest in this being a paid service going forward, particularly for decorating, minor home improvements etc.</p>

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			£717,560 is apportioned to this type of work. (H882/51113)	trades in between other work. We paid the contractor £125,562 last financial year in comparison. The end to end time of fencing repairs undertaken by our contractor is 62 days compared to 19 for the DSO. It is believed that recruiting to these roles we will be able to keep the majority, if not all, of the fencing work in house.	
Labourers	5 Labourers working across voids and supporting multi trades undertaking fencing, ground work and roofing.	Responsive and Voids and will be managed by the Voids Supervisor/ Team Manager – Electrical QS	Salary Costs- £126,450 Material Costs- £0 The total cost is £126,450	<p>The garden clearance and cleaning of a void prior to 2018 had been outsourced to a contractor, however Breyer group were unable offer this service which meant it was undertaken by the void multi trade workforce on top of the void work. Whilst this has made a saving of £200,000 per year we have recognised that it also adds delays on to the void turnaround time and can mean we give voids to a contractor as we have got the resource free. By having dedicated, cheaper resource to do this will free up the time of the void multi traders and reducing the work given to the contractor.</p> <p>Historically the DSO have always kept the smaller jobs in house giving the bigger work to a contractor. However we have refocused this over the last 18 months to keep the bigger, more expensive jobs in-house. This can mean that if it is a two man job, we may lose two skilled craft workers on one job for a week. We have looked across the industry and have identified that we need labourer roles which will help support the current operation and the new trades being brought back in house, somebody to foot a ladder for a roofer is a good example. There will also be opportunities to develop the labourer with specific trade courses which will benefit both them and the service. Freeing up the skilled multi trade on two man jobs will mean we will be able to keep more work in house.</p> <p>Consideration has been given to whether these particular roles should be apprentices and whilst it would be a cheaper alternative we do need people to have a certain level of skill and ability plus it is also labour intensive to manage apprentices and would have an operational impact if we were to rely on them to provide this role.</p>	As advised within the justification there are a number of benefits for employing a number of less skilled roles within the team in terms of freeing up the skilled workforce time to take on more work in house. However whoever is recruited in to these positions will have the opportunity to upskill and potentially move on to a trade role in the future.